



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

**The Minutes of the meeting held on March 25, 2010, previously circulated in draft form were approved by the Toronto Police Services Board at its meeting held on April 22, 2010.**

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

**PRESENT:**           **Dr. Alok Mukherjee**, Chair  
                          **Ms. Pam McConnell**, Councillor & Vice-Chair  
                          **Mr. Frank DiGiorgio**, Councillor & Member  
                          **Mr. Hamlin Grange**, Member  
                          **Mr. Adam Vaughan**, Councillor & Member

**ABSENT:**           **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 APRIL 22, 2010**

**#P99. INTRODUCTIONS**

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

Superintendent John Tanouye  
Staff Sergeant Richard Blanchard  
Staff Sergeant Lesley Hildred  
Detective Sergeant Sylvie Parent  
Sergeant Leona Bishop  
Sergeant Gurmokh Bopara  
Sergeant Paul Elliott  
Sergeant Natalie Hegarty  
Sergeant Scott Kingdon  
Sergeant Terrence Little  
Ms. Deirdre Ostrom-Peake, Senior Civilian Staffing Advisor, Employment Unit

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TORONTO POLICE SERVICES BOARD HELD ON APRIL 22, 2010**

**#P100. NEW 14 DIVISION FACILITY DESIGN**

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

Subject: NEW 14 DIVISION FACILITY DESIGN

Recommendation:

It is recommended that the Board receive this report and presentation on the design of the new 14 Division facility.

Financial Implications:

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

Background/Purpose:

The purpose of this report is to provide the Board with the results of the new 14 Division facility design and the process undertaken.

Discussion:

*Key Tasks Completed to Date:*

Key tasks completed to date on the new 14 Division facility project are summarized below.

- capital project approved by the Board
- details of site acquisition (11 St. Annes Road) provided to the Board for information
- selection of Architect approved by the Board
- selection of Construction Manager approved by the Board

The hiring of an architect and construction manager for the project enabled the start of the design process for the new 14 Division facility.

*Design process and results:*

The new 14 Division facility design team was chaired by the Service and included police operational staff, City Facilities & Real Estate staff, the architect and community representatives. The architect worked with the facility design team to design the facility, taking into account operational requirements and community considerations. Community input was focussed on green spaces, public areas and exterior finishes of the facility, that will compliment the community and nearby buildings.

The new facility will include the following items:

- underground parking for 180 vehicles
- community room
- soft interview rooms for victims
- a detention area
- investigative offices
- special project space
- training room
- park-like landscaping

The building will be LEED® Silver certified, and will have low flow water fixtures and a green roof component. Subject to geothermal testing, the building will also have ground source heating.

Conclusion:

The design of the new 14 Division facility at 11 St. Annes Road has been approved by the Command, is supported by the community, and is being presented to the Board for information.

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

**Mr. Tom Kyle, Stantec Architecture Ltd., was in attendance and delivered a presentation to the Board on the design of the new 14 Division facility on St. Anne's Road and the proposed landscaping for the area surrounding the new facility.**

**The Board received the foregoing report and Mr. Kyle's presentation.**

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TORONTO POLICE SERVICES BOARD HELD ON APRIL 22, 2010**

**#P101. FEASIBILITY OF USING TRAFFIC CONTROL PERSONS TO MANAGE  
TRAFFIC ON FILM SHOOTS**

The Board was in receipt of the following report dated March 25, 2010 from William Blair, Chief of Police:

Subject: FEASIBILITY OF USING TRAFFIC CONTROL PERSONS TO MANAGE  
TRAFFIC ON FILM SHOOTS

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 December 17, 2009, the Board was in receipt of a report dated December 14, 2009, from Acting Chair Pam McConnell dealing with the subject of Review of Paid Duty (Min. No. P360/09 refers). At the same meeting, the following persons were in attendance and delivered deputations to the Board:

- Mr. Michael Comstock, President, Old Town Toronto (Promotional) Alliance;
- Ms. Bonnie Taylor, Festival Director, Scotiabank Buskerfest in Support of Epilepsy Toronto;
- Ms. Faizi Ansari, Greek Town on the Danforth Business Improvement Area;
- Mr. John Kiru, Executive, Toronto Association of Business Improvement Areas (TABIA); and
- Mr. John Eckert.

At the conclusion of the deputations, Chief Blair provided comments to the Board in response to a recent article that was featured in the Toronto Star newspaper about paid duties. Chief Blair clarified in detail many of the points contained in the article which he believed were misleading and offensive. He also spoke about the work that is performed by paid duty officers.

Following consideration of this report, the Board approved a number of Motions, including the following two Motions directed towards the Toronto Police Service (TPS):

- (4) *THAT the Board request the Toronto Film and Television Office to work with the City Manager and the Chief of Police towards establishing a system of traffic control persons to manage traffic on film shoots;*
- (5) *THAT the Chief of Police undertake a review and update of the administrative fee (currently set at 15%) to ensure that there is full cost recovery of all costs associated with paid duties.*

In accordance with the direction provided by the Board, this report is submitted in response to Motion # 4 as outlined above. Motion # 5 was addressed in a previous report dealing with a Review of Operational Paid Duty Guidelines and Relevant Procedures which was considered by the Board at its meeting of February 18, 2010 (Min. No. P40/10 refers).

#### Discussion:

The City of Toronto has established an excellent working relationship with the film and television industry across North America. As a result our city is considered to be a desirable filming location for many major motion picture and television studios.

The nature of this industry requires filming to take place in a variety of locations depending on the type of specific backdrop required. Main thoroughfares, historic landmarks, cultural communities and residential neighbourhoods are often the chosen venues for film shoots. Regardless of the location selected; the safety and well-being of any members of the public who may be impacted by the actions of the film company remains of paramount importance to both the TPS and the City of Toronto.

As a result, film permits issued by the City of Toronto to production companies often stipulate that paid duty police officer(s) be hired and remain on site during all filming. The presence of a police officer on film locations has been generally accepted as the most efficient and effective method of ensuring pedestrian safety, reducing congestion and minimizing disruption to normal traffic flow.

The Board has requested that the Toronto Film and Television Office work with the City Manager and members of the Toronto Police Service to establish a system of using Traffic Control Persons (TCPs) to manage traffic on film shoots.

In accordance with the direction provided by the Board, a meeting was held on Thursday February 5, 2010, with Mr. Peter Finestone, City of Toronto Film Commissioner, Mr. Michael Williams, General Manager of Economic Development, Culture and Tourism and Staff Sergeant Larry Reeves, Toronto Police Service - Special Events Planning.

During this meeting the issue of using Paid Duty Police Officers versus Traffic Control Persons was discussed in great detail. As a result of this meeting, it was determined that open communication would continue in the form of such similar meetings to address issues that may arise in the future.

### *Traffic Control Persons*

The following is a brief overview of the duties, responsibilities and limitations of a TCP in relation to their role at construction sites:

Traffic control systems are regulated by the Ontario Traffic Manual – Book 7. This manual describes the signs and barriers that must be erected at a construction site to inform vehicular and pedestrian traffic the safest route to negotiate through the work zone. This manual also allows companies to utilize the services of a TCP as a means of directing the public through the site. These TCPs (commonly known as a “flagperson”) have very specific restrictions imposed upon them. In order to perform this function, TCP must be trained by the Construction Association of Ontario and be equipped with and/or wearing the following equipment:

- hard hat
- safety vest
- safety boots
- be in possession of a control sign clearly visible to the public.

The control sign indicated above must display SLOW on one side and STOP on the opposite side. The slow side must have a yellow background with black letters and the stop side must be shaped like a mini stop sign with a red background and black lettering.

A TCP is permitted to control traffic flow in one direction only. The primary function of the TCP is to control traffic flow within the construction site area when the traffic lanes are reduced to one lane for two way traffic. The secondary purpose of the TCP is to facilitate the construction motor vehicle traffic entering and exiting the temporary work site. A TCP is restricted by the *Highway Traffic Act* from directing pedestrian or vehicular traffic through any signage legally placed in the area for traffic control purposes (stop signs, yield signs, automatic traffic signals, etc).

### *Ontario Traffic Manual*

The Ontario Traffic Manual Book 7 has been developed by the Ontario Traffic Manual Committee - Ministry of Transportation, Ontario Traffic Office, to provide basic uniform requirements for traffic control in work zones during roadway or utility construction and maintenance operations on or adjacent to public highways including ramps and municipal roads and streets, as well as other public ways to which traffic has access.

Training in Book 7 is intended for employees working for the following agencies and organizations:

- provincial, municipal and private road authorities in Ontario and their contractors
- utilities, contractors and others who may have approval to work on public roadways

Conclusion:

Traffic Control Persons (TCPs) are employees of construction firms who have received training to perform a very specific traffic control function in and around construction sites. The level of training required for this purpose is determined and provided by the Construction Association of Ontario.

Based on the level of training provided, it is unreasonable to expect that these individuals would be capable of providing the level of expertise necessary to control vehicular and pedestrian traffic at complex film locations. The use of these individuals for the purpose could result in serious liability for the City of Toronto.

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

**The Board received the foregoing report and agreed to send a copy to the Auditor General, City of Toronto, for information in conjunction with the review that he is conducting on the paid duty system.**



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TORONTO POLICE SERVICES BOARD HELD ON APRIL 22, 2010**

**#P102.       RESPONSE: ISSUES ARISING FROM THE DECISION OF MADAME  
JUSTICE J. CROLL, SUPERIOR COURT OF JUSTICE**

The Board was in receipt of the following report dated March 30, 2010 from William Blair, Chief of Police:

Subject:       RESPONSE: ISSUES ARISING FROM DECISION OF JUSTICE CROLL

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

On, December 7, 2009, Madame Justice J. Croll of the Superior Court Justice issued a decision to stay charges against former Toronto Police officers Rick McIntosh and William McCormack Junior (Jr.) in relation to criminal charges being heard in her court. On January 7, 2010, the Crown indicated that it would not appeal Madame Justice J. Croll's decision in this case.

Discussion:

At its meeting of February 18, 2010, the Board gave further consideration to these matters and requested Chief Blair to examine the issues arising from the decision of Justice Croll, with a report detailing the results of the examination to be provided to the Board at its October, 2010 meeting and to that end, that the Chief advise the Board no later than its April 2010 meeting, the terms of reference and the process he proposes for this review (Min. No. P34/2010 refers).

While Madame Justice J. Croll's decision applied to a number of charges against former Toronto Police Service officers Rick McIntosh and William McCormack Jr., both individuals were charged with separate offences over and above the matter to which Madame Justice J. Croll's decision applies. These separate charges are outside of the scope of Madame Justice J. Croll's decision and are currently before the courts and awaiting disposition at various stages of the judicial process. These charges are derived from the same set of facts and evidence including the interception of private communications pursuant to judicial authorizations.

Conclusion:

As all legal processes have not been concluded against William McCormack Jr. and Ricky McIntosh and they remain the subject of separate ongoing prosecutions within the judicial system, defining the terms of reference and conducting any subsequent review at this juncture is premature and may prejudice ongoing judicial proceedings.

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

**The Board received the foregoing report.**

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**#P103. SEMI-ANNUAL REPORT: PROGRESS OF THE IMPLEMENTATION  
OF THE RECOMMENDATIONS ON IMPROVEMENTS TO TRAINING  
ON SEXUAL ASSAULT INVESTIGATIONS: AUGUST TO DECEMBER  
2009**

The Board was in receipt of the following report dated February 17, 2010 from William Blair, Chief of Police:

Subject: SEMI-ANNUAL REPORT – PROGRESS OF THE IMPLEMENTATIONS OF  
THE RECOMMENDATIONS ON IMPROVEMENTS TO TRAINING ON  
SEXUAL ASSAULT INVESTIGATIONS: AUGUST 1 TO DECEMBER 31,  
2009

Recommendations:

It is recommended that:

- (1) the Board receive the following report for information; and
- (2) forward a copy of this report to the Auditor General, City of Toronto.

Financial Implications:

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

Background/Purpose:

At its meeting on May 21, 2008, the Board requested that the Chief of Police provide a semi-annual report to the Board on the progress of the implementation of The Auditor General's follow-up report and improvements in training on sexual assault investigations. (Min. No. P126/08 refers.)

This semi-annual report outlines the progress of the implementations of the Auditor General's recommendations for the period of August 1 to December 31, 2009, which is provided for the Board's information.

Discussion:

The Toronto Police Service is committed to the recommendations from the Auditor General, City of Toronto, Follow-Up Review on the October 1999 Report entitled: "Review of the Investigation of Sexual Assaults – Toronto Police Service". The ongoing implementation of the recommendations with regard to sexual assault investigations and the impact within the community is an important responsibility to the Service. To that end, it is important to note the efforts undertaken to implement the recommendations made by the Auditor General and to work with the community through the Sexual Assault Advisory Committee (SAAC).

*Progress Update of the Sexual Assault Advisory Committee:*

As previously reported to the Board in March, the SAAC has met once in 2010. In 2009, the Committee met on four occasions. Membership of the Committee consists of agency representation from health care, judicial, ministries and victim witness assistance, as well as community agencies. The Committee has had discussions regarding further representation and has determined that depending on the current issue being addressed at the time, membership or agencies at the table will vary as the need or issue dictates.

Written approval has been received from the Committee to publicly post agency membership. Written approval has also been received from individuals who are not associated with an agency, to post their names. At present, the membership of the Sexual Assault Advisory Committee is as follows;

The Sexual Assault Care Centres on the SAAC include: The Scarborough Hospital, Women's College Hospital, The Ministry of the Attorney General which includes Crown Attorneys and the Victim Witness Assistance Program.

Community agencies include: the Metropolitan Action Committee on Violence Against Women and Children (METRAC); and the Toronto Rape Crisis Centre.

There are two individuals on the SAAC that address both victim advocacy issues and women's mental health issues respectively: lawyer Simona Jellinek and Dr. Gail Erlick Robinson, M.d., D.Psych, F.R.C.P.(C).

The Toronto Police Service representation includes: the Chair of the Toronto Police Services Board, Dr. Alok Mukherjee, Deputy Chief A.J. (Tony) Warr, Specialized Operations Command, Staff Superintendent Jane Wilcox, Divisional Policing Command, the Sex Crimes Unit, the Toronto Police College and Public Information.

To date, the Committee has completed and agreed on the Terms of Reference and have approved the Mandate. The Committee has identified issues and areas of concern to be addressed and have begun to work on these areas.

*Progress Update of the implementation of the Auditor General's Follow-up Report Recommendations:*

The Toronto Police Service continues to progress with the implementation of the Auditor General's recommendations. The majority of the recommendations have been implemented with several that are implemented and require ongoing supervision. There are several recommendations that have not been implemented for various reasons and they are addressed below.

### **Recommendation 1:**

**The Chief of Police re-evaluate the staffing complement in the Sexual Assault Section of the Sex Crimes Unit in order to ensure that the level of staff is commensurate with the increase in workload experienced since 1999:**

Response:

*The Staffing Audit was completed in 2005 by the Staff Planning Unit in consultation with the Unit Commander of the Sex Crimes Unit. It was determined that staffing levels are sufficient in general but consideration should be given to implementing a training constable program of six officers from the field to allow flexibility to address cases as needed. There was an internal restructuring within the Sexual Assault Squad to allow for necessary flexibility as identified in the staffing audit of 2005. In support of this internal change, when required as circumstances dictate, the Sexual Assault Squad can draw support from the Major Incident Rapid Response Trained (MIRRT) officers.*

**Status:** Implemented. The Sex Crimes Unit Sexual Assault Squad was restructured from a 'partner' concept to a 'team' concept increasing the Squad by one person. Although not a significant increase in strength, it allows for flexibility and the capacity to respond as necessary and as recognized in the staffing audit.

### **Recommendation 16:**

**The Chief of Police evaluate the training resources available for the Sexual Assault and Child Abuse Course. Such an evaluation determine whether the effectiveness of the course could be improved by integrating in the training process the expertise of those community organizations who support women who have been sexually assaulted. Compensation to these organizations be provided on the same basis as the compensation provided to other third parties. Participants from the community be required to possess an appropriate level of presentation skills.**

Response:

*The Steering Committee has had a key role in identifying issues that needed to be addressed, including these areas. A new, ten day Sexual Assault Investigators Course (SAIC) is now in place and has been since May 2008, based in part, on recommendations of the Steering Committee. Information has been incorporated into the curriculum and available in the resource material for the course.*

**Status:** Implemented. The revised Sexual Assault Investigator's Course has increased the time available to the presenters from the Sexual Assault Care Centre. Representatives from Multilingual Community Interpreter Services (MCIS) also provide information to investigators about their services. The representatives from both of these agencies provide professional, prepared and informative presentations to investigators. Training and education relies on input

from community contacts of the Sex Crimes Unit, and participates as a member of the SAAC to integrate the expertise of those community organizations who support women who have been sexually assaulted.

**Recommendation 20:**

**The Chief of Police ensure that the project pertaining to the electronic transmission of ViCLAS data to the Provincial ViCLAS Centre in Orillia is expedited as quickly as possible. Staff responsible for this project be required to provide specific deadlines for completion. Periodic updates regarding the progress of the project be reported to the Chief of Police.**

Response:

*The Royal Canadian Mounted Police (R.C.M.P.) did provide an electronic version of ViCLAS which was tested by the Toronto Police Service in the Sex Crimes Unit. The R.C.M.P. has not provided a current version of the electronic ViCLAS for use by police agencies.*

**Status:** Ongoing. The Services' ViCLAS Coordinator is in regular contact with the Provincial ViCLAS Centre in Orillia and the R.C.M.P. The Ontario Provincial ViCLAS Centre is presently finalizing the new ViCLAS Web Application for Ontario Police Services. Testing of this application will commence in March 2010 once internet security protocols and procedures are in place. While the Toronto Police Service continues to work with and assist in all aspects of the ViCLAS program, development and deployment of all ViCLAS related applications is controlled by the R.C.M.P. ViCLAS Policy Centre in Ottawa and the Provincial ViCLAS Centre in Ontario.

**Recommendation 23:**

**The Chief of Police review the protocol in connection with the issue of general community warnings contained in the Procedure entitled "Community Safety Notification". Such a review take into account that such warnings by their nature are meant for the community at large and as a result, and in accordance with the mandate of the Sex Crimes Unit, the development and subsequent issue of such warnings be the responsibility of the Sex Crimes Unit. Such a process would ensure that warnings are consistent, appropriate, accurate and complete and should be issued in consultation with Divisional Unit Commanders.**

Response:

*The Committee has had a key role in identifying issues that need to be addressed in this area and Public Information have learned a great deal about the content and delivery of these releases. The Service has identified over 940 agencies now receiving warnings directly. The Service will ensure that a release is done when a stranger sexual assault occurs and investigation is*

*undertaken by Sex Crimes. The Service does not agree that the Sex Crimes Unit has responsibility for this; this responsibility belongs to Public Information Unit.*

**Status:** Ongoing. This SAAC has identified the broader issue of public communication, education and awareness in conjunction with public warnings. This issue requires further review and discussions with the Sexual Assault Advisory Committee.

Conclusion:

The Toronto Police Service is committed to improving the response to victims of sexual assault with the implementation of the recommendations from the City Auditor (1999 and 2004). Improvements have been made with every change made to policy and procedures, training, staffing, and technology, recognizing the impact on victims and the community. The Toronto Police Service began working with the city Auditor's staff in the fall of 2009 to facilitate the Auditor General's Recommendations. The process is currently underway and the results of the review will be provided to the Board upon completion.

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 and agreed to forward a copy to the Auditor General, City of Toronto, for information.**

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**#P104. 2008 AND 2009 ANNUAL REPORTS: INSURANCE CLAIMS ACTIVITY  
FOR 2008 AND 2009**

The Board was in receipt of the following report dated April 06, 2010 from Cam Weldon, Deputy City Manager and Chief Financial Officer, City of Toronto:

**Annual Report on Insurance Claims Activity for 2008 -2009**

**SUMMARY**

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

**Financial Impact**

There are no financial implications relating to this report.

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**ISSUE BACKGROUND**

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

**COMMENTS**

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

Claims statistics change daily as payments are made, new files opened, old files closed and reserves (funds set aside to pay claim and related costs) adjusted. Unless otherwise indicated, the data contained in this report reflects the Toronto Police Service claim status at December 31, 2009.



## Property Insurance Claims

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

Property claims are generally resolved within a six-month period. Table One is a summary of Police Service property claims incurred in 2008 and 2009.

**Table One**  
**Property**  
**Insurance Claims Incurred in 2008 and 2009**

Year	No. of Claims	Paid \$	Reserve \$	Total Incurred \$	Average Incurred \$	Largest Loss \$
2009	8	21,977	254,768	276,746	34,593	252,756
2008	3	1,511	0	1,511	503	1,231

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

## Automobile Insurance Claims

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

Table Two provides a summary of Police Service auto claims incurred in 2008 and 2009.

**Table Two**  
**Automobile**  
**Insurance Claims Incurred in 2008 and 2009**

Year	No. of Claims	Paid \$	Reserve \$	Total Incurred \$	Average Incurred \$	Largest Loss \$
2009	761	1,946,125	236,888	2,183,013	2,868	92,000
2008	844	1,753,870	185,038	1,938,909	2,297	117,000

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

## **Liability Claims**

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

It may be several years before a claimant commences a claim against the Police Service and it can take years before claims are settled. Table Three provides a summary of Police Service liability claims incurred in 2008 and 2009.

**Table Three  
General Liability  
Insurance Claims Incurred in 2008 and 2009**

<b>Year</b>	<b>No. of Claims</b>	<b>Paid \$</b>	<b>Reserve \$</b>	<b>Total Incurred \$</b>	<b>Average Incurred \$</b>	<b>Largest Loss \$</b>
2009	46	18,314	543,866	562,180	12,221	60,000
2008	70	249,003	1,063,411	1,312,444	18,749	75,000

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

In 2009, 46 new liability claims arose from incidents and activities of the Toronto Police Service that have been reported and/or served as of December 31, 2009. This number will rise in the future as new claims are submitted in respect of alleged incidents in 2009.

The number of liability claims made each year against the Police Service over the past 10 has risen to over 100.

## **CONCLUSION**

This report summarizes insurance claims related to the Toronto Police Service during 2008 and 2009. Attached is a separate page with the tables containing data in a larger font which was requested by the Board at its May 18, 2006 meeting.

**The Board received the foregoing report.**

## Annual Report on Insurance Claims Activity for 2008 & 2009 Data Tables

### Property

Year	No. of Claims	Paid \$	Reserve \$	Total Incurred \$	Average Incurred \$	Largest Loss \$
2009	8	21,977	254,768	276,746	34,593	252,756
2008	3	1,511	0	1,511	503	1,231

### Automobile

Year	No. of Claims	Paid \$	Reserve \$	Total Incurred \$	Average Incurred \$	Largest Loss \$
2009	761	1,946,125	236,888	2,183,013	2,868	92,000
2008	844	1,753,870	185,038	1,938,909	2,297	117,000

### General Liability

Year	No. of Claims	Paid \$	Reserve \$	Total Incurred \$	Average Incurred \$	Largest Loss \$
2009	46	18,314	543,866	562,180	12,221	60,000
2008	70	249,003	1,063,411	1,312,444	18,749	75,000

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**#P105. 2009 ANNUAL REPORT: HATE/BIAS CRIME STATISTICS**

The Board was in receipt of the following report dated March 23, 2010 from William Blair, Chief of Police:

Subject: 2009 ANNUAL HATE/BIAS CRIME STATISTICAL REPORT

Recommendations:

It is recommended that:

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

Financial Implications:

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

Background/Purpose:

The Hate Crime Unit of the Intelligence Division has collected statistics and has been responsible to ensure full and thorough investigation of hate/bias crime offences since 1993. Attached is the 2009 Annual Hate/Bias Crime Statistical Report.

Discussion:

The year 2009 was characterized by strengthened relationships with our community partners, education and a commitment to encouraging greater public reporting of hate crimes. Approximately 5,250 Toronto Police Officers completed hate crime training in 2009. The Toronto Police Hate Crime Unit partnered with the Empowered Student Partnership Program to target the public school system in the area of hate/bias crime education. Furthermore, the Toronto Police Hate Crime Unit partnered as a committed member of the Policing Standards Advisory Committee Hate Crimes Working Group which was developed to address the recommendations/findings of the 2006 Hate Crimes Community Working Group report which impacts directly on policing and seeks to improve the criminal justice system's response to victims of hate/bias crimes.

Conclusion:

In summary, this report provides the Board with a comprehensive overview of the Hate/Bias crimes reported and investigated in the City of Toronto in 2009.

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

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

**A copy of the Executive Summary to the Annual Hate/Bias Crime Statistical Report is attached for information. A copy of the complete report is on file in the Board office.**

## EXECUTIVE SUMMARY

This report contains salient information about the hate/bias victimization of various racial, religious, ethnic and other groups within the City of Toronto for 2009. In addition, this report provides information specific to community groups that were the target for Multi-Bias hate crimes.

In 2009, in the City of Toronto, there was an increase in reported hate/bias crimes from the previous year. There were 174 hate/bias occurrences recorded in 2009 in contrast with 153 recorded in 2008. These figures represent a 13.7% increase from the previous year. Over the past seventeen years, the average number of reported hate/bias occurrences is 201.

Although there was an increase in occurrences for 2009, the number of arrests and charges remained relatively the same as the previous year, with 23 persons arrested. However, the number of hate/bias motivated charges increased from 40 charges in 2008 to 50 charges in 2009. As in previous years the low number of arrests for hate/bias motivated offences is partly due to the fact that a large bulk of the occurrences involve mischief (i.e. graffiti) where there is little or no suspect description, as many of these occurrences transpire without the victim or witnesses present. The ability to apprehend suspects for hate/bias motivated offences in the absence of any suspect description is difficult at best.

Since 2007, the three most targeted/affected victim groups have included the Jewish community, the Black community, and the LGBT (Lesbian, Gay, Bisexual, Transgender) community in various orders. The most targeted/affected victim group for 2009 was the Jewish community, followed by the LGBT community and the Black community. The most commonly reported hate/bias motivated offence in 2009 was Mischief, followed by Assault and Threatening. The Jewish community is the most affected victim group for mischief occurrences, while the LGBT community is the most affected victim group for violent hate/bias motivated crimes, such as attempt murder, assault, and threatening.

It is important to recognize in evaluating this report that the information contained herein is an analysis of reported hate/bias motivated crime within the City of Toronto, and may not be a true reflection of the prominence of hate/bias crimes that permeate our society. The concern is that there may be a lack of reporting. The Toronto Police Hate Crime Unit recognizes this reality and consistently endeavours to encourage public reporting of hate crimes.

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

**#P106. 2009 ANNUAL REPORT: USE OF CONDUCTED ENERGY WEAPONS**

The Board was in receipt of the following report dated March 23, 2010 from William Blair, Chief of Police:

Subject: 2009 ANNUAL REPORT: USE OF CONDUCTED ENERGY WEAPONS

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:

At its meeting of March 8, 2005, the Board directed the Chief of Police to provide an annual report to the Board on the use of Conducted Energy Weapons (CEW) within the Toronto Police Service (Min. No. P74/05 refers). On March 27, 2008, the Board directed the Chief of Police to provide a report that outlined a revised format for future annual reports on the use of CEWs (Min. No. P60/08 refers). This response was provided at the September 18, 2008, Board meeting and outlined the format for future reports (Min. No. P253/08 refers):

- Incidents of CEW Use
- Division of CEW Use
- CEW Users
- CEW Incident Description
- Subject's Condition at Time of CEW Use
- Subject's Behaviour/Threat Level
- Subject Description
- Subject's Age
- CEW Usage
- Cycles
- Number of CEWs used
- CEW Effectiveness
- Other Force Option Used Prior to CEW Use
- Injuries Deaths
- Civil Action
- Officer Training

At its meeting of March 30, 2009, the Board received the 2008 Annual Report on the Use of Conducted Energy Weapons (Min. No. P54/09 refers). The Board noted that the format of the report was much more comprehensive than previous reports. In an effort to provide even more information for the Board and the public, a number of procedures and (reporting) forms were updated. Additional categories that will be captured in the 2010 annual report include the following:

- Subject Apprehended Under the *Mental Health Act*
- Subject Believed Armed
- Subject Confirmed Armed

As these improvements were implemented after the commencement of the 2009 reporting period, some aspects of this report should be considered transitional.

#### Purpose:

This report provides a review of CEW use by members of the Service for the period of January 1, 2009, to December 31, 2009, formatted into the applicable categories. A comprehensive breakdown of CEW use for 2009 is appended to this report as Appendix A.

#### Discussion:

During 2009, a total of 593 TASER X-26s were issued to the Emergency Task Force (ETF), uniform frontline supervisors, and supervisors in high-risk units such as the Hold-Up Squad, Intelligence, Drug Squad, Organized Crime Enforcement, and the Fugitive Squad.

There are three (3) ways to use the CEW:

##### (1) Demonstrated Force Presence (DFP)

The CEW is un-holstered and/or pointed in the presence of the subject and/or a spark is demonstrated and/or the laser sighting system is activated. This mode is justified with a subject who is resistant.

##### (2) Drive Stun Mode (DSM)

This term, coined by the manufacturer, describes when the device is placed in direct contact with the subject and the current applied; the probes are not fired. Due to the minimal distance between the contact points on the CEW, drive stun is primarily a pain compliance mode. This mode is only justified to gain control of a subject who is assaultive or where the subject presents an imminent threat of serious bodily harm or death.



### (3) Full Deployment (FD)

Probes are fired at a subject and the electrical pulse applied. In this mode, the device is designed to override the subject's nervous system and affect both the sensory and motor functions causing incapacitation. As with drive stun, this mode is only justified to gain control of a subject who is assaultive or where the subject presents an imminent threat of serious bodily harm or death.

In accordance with the Ministry of Community Safety and Correctional Services and Service policy, the weapon, is only used in full deployment or drive stun mode (direct application) when the subject is, at minimum, assaultive as defined by the Criminal Code. Additionally, where the subject presents an imminent threat of serious bodily harm or death, which includes suicide threats or attempts, direct application of the weapon is also authorized. Therefore, when directly applied, the device is used strictly to gain control of a subject who is at risk of causing harm, not to secure compliance of a subject who is merely resistant. This policy limits the direct application of the device to the more serious of circumstances. Almost half of CEW use in Toronto is via a demonstrated force presence (indirect application).

This report consists of two components, an explanation of the terms, classifications and the data, and an attachment containing the aggregate data. What follows is the explanation.

#### *Incident*

This section records the number of incidents where a CEW was used. In 2009, the weapon was used 307 times during 273 incidents. An incident describes a specific event where one or more CEWs are used.

#### *Division*

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

<b>CEW INCIDENTS BY DIVISION</b>		
<b>DIVISION</b>	<b>#</b>	<b>%</b>
11	13	4.8
12	12	4.4
13	23	8.4
14	31	11.4
22	22	8.1
23	18	6.6
31	23	8.4
32	10	3.7
33	14	5.1
41	17	6.2
42	11	4.0

43	23	8.4
51	6	2.2
52	15	5.5
53	2	0.7
54	12	4.4
55	17	6.2
DURHAM	1	0.4
PEEL	2	0.7
YORK	1	0.4
<b>TOTAL</b>	<b>273</b>	<b>100.0</b>

*CEW Users*

This refers to frontline supervisors (FLS), including those in high-risk units and ETF officers, authorized to use CEWs.

<b>CEW USER</b>		
<b>USER</b>	<b>#</b>	<b>%</b>
Front Line Supervisor (FLS)	201	73.6
Emergency Task Force (ETF)	71	26.0
FLS and ETF	1	0.4
Public Safety Unit (PSU)	0	0.0
<b>TOTAL</b>	<b>273</b>	<b>100.0</b>

Frontline supervisors account for approximately 74% of CEW use.

*CEW Incident Description*

A description of the incident based on the call for service received by the attending officers where the CEW was used. This information is gathered from the Use of Force Report (Form 1) that accompanies each CEW use, as required by Service Procedures 15-09 and 15-01. The information in this category is not necessarily a technically precise description of the nature of the event or the behaviour of the subject.

INCIDENT TYPES		
	#	%
Animal Related	5	1.8
Arrest Related	6	2.2
Assault	15	5.5
Break and Enter	3	1.1
Check Address	1	0.4
Domestic Disturbance	22	8.1
Drug Related	12	4.4
EDP	36	13.2
Other Disturbance	33	12.1
Prisoner Related	7	2.6
Robbery	4	1.5
Search Warrant	18	6.6
Serious Injury	4	1.5
Suicide Related	5	1.8
Suspicious Person	6	2.2
Theft Related	5	1.8
Threatening	6	2.2
Traffic	2	0.7
Trespassing	2	0.7
Unintentional Discharge	18	6.6
Unknown Trouble	5	1.8
Wanted Person	1	0.4
Weapons Call	57	20.9
<b>TOTAL</b>	<b>273</b>	<b>100.0</b>

*Subject Condition at*

Particularly in incidents involved, officers often interacting with subjects influence of drugs as a variety of mental combination thereof. asked to categorize their condition affecting the CEW use. This is a based on the officer's and training, and that subjects may be suffering from any conditions.

- Emotionally (EDP)

Subjects identified as being emotionally disturbed include those perceived to be suffering from a mental disorder or emotional distress and includes persons in crisis. A person in crisis means a person who suffers a temporary breakdown of coping skills, but remains in touch with reality.

- Alcohol (AL)

A subject believed to be under the influence of alcohol.

- Drugs (D)

A subject believed to be under the influence of drugs.

*time of CEW use*

where a CEW is find themselves that are under the and/or alcohol, as well health issues and any Officers have been perception of the subject at the time of subjective observation experience, knowledge, officers may perceive under the influence or combination of these

Disturbed Person

CONDITION		
	#	%
Alcohol (AL)	49	17.9
Drugs (D)	10	3.7
Drugs + Alcohol (D + AL)	12	4.4
Emotionally Disturbed Person (EDP)	80	29.3
EDP + AL	10	3.7
EDP + D	12	4.4
EDP + D + AL	8	2.9
Not Applicable (N/A)	92	33.7
<b>TOTAL</b>	<b>273</b>	<b>100.0</b>

Out of the total 273 incidents in 2009 (which include 18 unintentional discharges and 9 uses on animals), 29.3% were related to those subjects whom officers believed were emotionally disturbed. The figure rises to 40.3% when combined with those subjects that were also believed to be under the influence of drugs and/or alcohol. However, to conclude that CEWs are used primarily on those with a mental disorder would be inaccurate because less than half of the total subjects described as emotionally disturbed or emotionally disturbed and under the influence of drugs and/or alcohol, were deemed appropriate for apprehension under the *Mental Health Act*.

#### *Mental Health Act Apprehension*

This indicates that the subject was apprehended under the *Mental Health Act* and transported to a psychiatric facility for assessment. The CEW was only used on 50 subjects that were apprehended under the *Mental Health Act*. Of those 50 subjects, only 26 were subjected to the direct application (drive stun mode or full deployment) of the CEW, the remainder (24) were subjected to a demonstrated force presence of the CEW.

The data does not capture the result of the assessment since in most cases officers return to their duties once the hospital staff have taken custody of the patient/subject. Hospitals have resources that are specially designed to assist in taking custody of persons that are brought for assessment that include, but are not limited to, secure rooms, restraints and security personnel. Occasionally, officers are asked to remain on scene for safety reasons when subjects/patients are particularly violent.

#### *Subject's Behaviour/Threat Level*

Subject behaviour during the CEW incident is described in the context of the Ontario Use of Force Model (2004) under the following categories:

- Passive Resistant (PR)

The subject refuses, with little or no physical action, to cooperate with the officer's lawful direction. This can assume the form of a verbal refusal or consciously contrived physical inactivity.

- Active Resistant (AR)

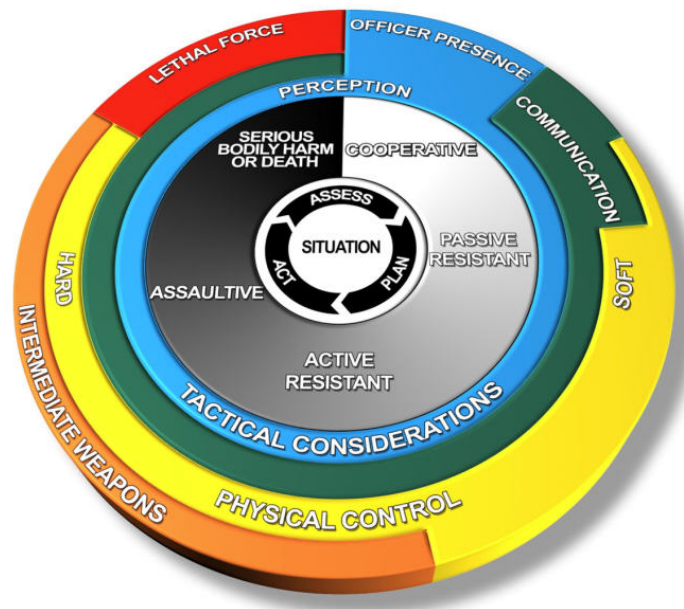
The subject uses non-assaultive physical action to resist an officer's lawful direction. Examples would include pulling away to prevent or escape control, or overt movements such as walking or running away from an officer.

- Assaultive (AS)

The subject attempts to apply, or applies force to any person; attempts or threatens by an act or gesture, to apply force to another person, if he/she has, or causes that other person to believe upon reasonable grounds that he/she has, present ability to effect his/her purpose. Examples include kicking and punching, but may also include aggressive body language that signals the intent to assault.

- Serious Bodily Harm or Death (SBH/D)

The subject exhibits actions that the officer reasonably believes are intended to, or likely to cause serious bodily harm or death to any person, including the subject. Examples include assaults with a weapon or actions that would result in serious injury to an officer or member of the public, and include suicide threats or attempts by the subject.



The Ontario Use of Force Model (2004) is used to assist officers in articulating their use of force. It represents the process by which an officer assesses, plans, and responds to situations that threaten public and officer safety. The assessment process begins in the centre of the model with the SITUATION confronting the officer. From there, the assessment process moves outward and addresses the subject's behaviour and the officers *Perceptions* and *Tactical Considerations*. Based on the officer's assessment of the conditions represented by these inner circles, the officer selects from the use of force options contained within the model's outer circle. After the officer

chooses a response option the officer must continue to assess, plan, and act to determine if his or her actions are appropriate and/or effective or if a new strategy should be selected. The whole process should be seen as dynamic and constantly evolving until the situation is brought under control.

<b>SUBJECT BEHAVIOUR</b>		
<b>BEHAVIOUR TYPE</b>	<b>#</b>	<b>%</b>
PASSIVE RESISTANT	9	3.3
ACTIVE RESISTANT	13	4.8
ASSAULTIVE	153	56.0
SERIOUS BODILY HARM/DEATH	78	28.6
NOT APPLICABLE*	20	7.3
<b>TOTAL</b>	<b>273</b>	<b>100.0</b>

*\* 18 of these occurrences involved an unintentional discharge and the remaining 2 incidents involved CEW use on animals (deer, raccoon) in order to control them and release them into a non-urban environment.*

In 56% of the incidents officers perceived the subject behaviour as assaultive. On the other hand, in 28.6% of the incidents, officers believed the subject behaviour was likely to cause serious bodily harm or death. Upon review, some of these incidents were life saving events (including suicide attempts), and almost certainly officer injury was avoided.

In 1 case, Incident No. 163, officers were called to a domestic disturbance. When police arrived they found a male who had barricaded himself inside a garage and armed himself with a blow torch. He wielded it at police and began to set fire to flammable objects. The fire caught quickly. Police forced open the door and confronted the subject. A CEW was deployed in order to prevent serious bodily harm or death to the subject. Additionally, the deployment facilitated the extraction of the subject from the burning garage, in effect, saving the subject's life.

In another case, Incident No. 42, front-line officers responded to a report of a person "gone berserk". As officers took up tactical positions outside the apartment, screaming could be heard coming from inside. Upon opening the door, officers were confronted by a subject armed with a knife. The subject launched at officers, who were able to escape uninjured. ETF officers were called to the scene. Subsequent to their arrival, the subject confronted the ETF. The assaultive subject exited the apartment shouting "shoot me, shoot me", at which point the subject was struck with a full deployment of a CEW. The subject was taken into custody with no serious injuries.

#### *Subject Believed Armed*

In 64.1% of the incidents, officers believed that the subject they were interacting with was armed or could be armed. An officer may believe that a subject is armed based on a number of factors, including, but not limited to: visual confirmation, verbal cues, training courses (e.g. characteristics of an armed person), information from a dispatcher or other indirect sources, and past experiences.

<b>SUBJECT BELIEVED ARMED</b>		
	<b>#</b>	<b>%</b>
YES	175	64.1
NO	71	26.0
NOT APPLICABLE*	27	9.9
<b>TOTAL</b>	<b>273</b>	<b>100.0</b>

*\* These include 18 cases of an unintentional discharge and 9 animal related uses.*

### *Subject Description*

This category contains the number of subjects categorized by their sex (Male or Female). Also recorded here is CEW use on multiple subjects and use on animals.

<b>SUBJECT DESCRIPTION</b>		
	<b>#</b>	<b>%</b>
ANIMAL	9	3.3
FEMALE	15	5.5
MALE	222	81.3
MULTIPLE*	9	3.3
NOT APPLICABLE**	18	6.6
<b>TOTAL</b>	<b>273</b>	<b>100.0</b>

*\* Indicates that a CEW was used on more than one subject (in 5 of these cases the CEW was used as a demonstrated force presence in a hostile crowd situation), the 4 remaining incidents involve CEW use on 2 subjects.  
\*\* These incidents were always in a proving station.*

*used on more than one subject was used as a demonstrated crowd situation), the 4 CEW use on 2 subjects. unintentional discharges almost*

Over 80% percent of subjects were males, while 5.5% were female. There were a number of situations where the CEW was used, where there were multiple subjects. When used in a crowd control situation, the CEW was only used as a demonstrated force presence. In 9 instances the CEW was used on an animal. Finally, there were 18 unintentional discharges reflected in the “Not Applicable” category; all of these occurred during spark testing at a loading station.

### *Age of Subject*

The CEW has been used on a variety of age groups. For ease of analysis, age categories have been broken down in segments. The highest number of cases is between the ages of 16 to 45, with the most between 21 to 25 years of age. This group alone represents 20.1% of CEW use.

In 2 separate incidents, Nos. 98 and 156 respectively, the CEW was used to control a potentially deadly situation involving a couple of 15 year old youths. In these events the youths, described as emotionally disturbed, were armed with a weapon (one with scissors [held like a knife] and another with a knife). Both of these situations were brought under control by officers using the CEW in the least intrusive method - in a demonstrated force presence.

In 3 cases, Incident Nos. 244, 79 and 137, the CEW was used on subjects over 60 years of age. In 2 of these cases the subjects were assaultive, and in 1 case the subject was threatening serious bodily harm/death. In the latter incident a 67 year old male was armed with a 12 inch kitchen knife, motioning first at the officers with this offensive weapon, later turning the knife on

himself. All 3 incidents were concluded by an apprehension under the Mental Health Act where the subjects received an assessment at a psychiatric facility.

AGE OF SUBJECT		
AGE IN YEARS	#	%
<10	0	0.0
10 TO 15	2	0.7
16 TO 20	36	13.2
21 TO 25	55	20.1
26 TO 30	31	11.4
31 TO 35	29	10.6
36 TO 40	26	9.5
41 TO 45	25	9.2
46 TO 50	15	5.5
51 TO 55	8	2.9
56 TO 60	7	2.6
>60	3	1.1
N/A	36	13.2
<b>TOTAL</b>	<b>273</b>	<b>100.0</b>

\* N/A- refer to multiple subjects, unintentional discharges and animal use.

### *Type of Use*

Subjects on certain drugs and emotionally disturbed persons often have a higher pain tolerance. Most less-lethal options are dependent on inflicting pain to gain compliance, but CEWs are designed to incapacitate the subject for a brief period of time. Therefore, CEWs, which are not solely dependent on pain to achieve compliance, are often more effective than other force options under these circumstances.

CEW USE		
TYPE OF USE	#	%
DEMONSTRATED FORCE PRESENCE	124	45.4
DRIVE STUN MODE	37	13.6
FULL DEPLOYMENT*	112	41.0
<b>TOTAL</b>	<b>273</b>	<b>100.0</b>

\*18 of these incidents involve the full deployment of a CEW as a result of an unintentional discharge.

Demonstrated force presence was used 45.4% of the time and is the least invasive form of application. Full deployment was the next highest method used. CEWs are most effective when used in full deployment since this promotes neuromuscular incapacitation and allows officers the opportunity to secure the subject with handcuffs. However, since the conducting wires are fragile, contact during full deployment can be broken allowing the subject to break free so officers might have to resort to a drive stun mode to maintain control of the subject. In cases



where full deployment and drive stun were used in combination, the number was recorded as a full deployment.

### *Number of Cycles*

During their training and recertification officers are instructed to apply the current only as long as it takes to gain control of the subject. Control is achieved when the subject is placed in restraints (e.g. handcuffs). If the subject struggles against being handcuffed then continued or renewed application of the current may be considered by officers until the subject is secured.

This report records whether single or multiple cycles were used. A complete cycle is five seconds in duration. A partial cycle (less than five seconds) can occur when the CEW is manually disengaged or the power is shut off. For the purpose of this report, partial cycles will be recorded as a single cycle.

<b>CYCLES</b>		
	<b>#</b>	<b>%</b>
SINGLE CYCLE	80	29.3
MULTIPLE CYCLE*	71	26.0
NOT APPLICABLE	122	44.7
<b>TOTAL</b>	<b>273</b>	<b>100.0</b>

*\* Where more than 1 officer used their CEW for 1 cycle in a drive stun mode or full deployment, the incident is reported as a multiple cycle.  
Note: In 2 incidents the CEW was cycled as a demonstrated force presence.*

### *Number of CEWs*

Officers, if they reasonably believe it is necessary, may use more than 1 CEW in the event that the first one is ineffective. Of the 19 events where more than one CEW was used, the subjects were assaultive or threatening imminent bodily harm or death. Half (8) were instances where demonstrated force presence was sufficient, but for the rest, officers used full deployment during violent encounters often with armed subjects. In all cases officers succeeded in avoiding the use of lethal force.

<b>NUMBER OF CEWS USED</b>		
	<b>#</b>	<b>%</b>
ONE CEW	254	93.0
TWO CEWS	12	4.4
THREE CEWS	4	1.5
MORE THAN THREE CEWS	3	1.1
<b>TOTAL</b>	<b>273</b>	<b>100.0</b>

### *CEW Effectiveness*

Effectiveness is measured by the ability of officers to gain control of the subject. For Toronto police officers issued with a CEW, its use has been shown to be 92.3% effective. Ineffectiveness

has been linked to shot placement, poor conduction (i.e. heavy clothing), or situations where the subject failed to respond to the demonstrated force presence of the CEW.

<b>CEW EFFECTIVENESS</b>		
	<b>#</b>	<b>%</b>
EFFECTIVE	252	92.3
NOT EFFECTIVE	21	7.7
<b>TOTAL</b>	<b>273</b>	<b>100.0</b>

*Other Use of Force Option Used (Prior to CEW Use)*

CEWs are one of the force options that a police officer can employ. Officer presence and tactical communications, while not strictly use of force options are almost always used in CEW incidents; however, they are captured outside the sequence of events area in the Use of Force Report. Other force options used prior to the CEW captured in this table include empty hand techniques (EHT), OC spray (OC), baton (B), and a firearm (F) used as a display of lethal force.

It is important to note, however, that force options are not necessarily used or intended to be used incrementally or sequentially. Situations that officers are trained to deal with can unfold rapidly and are often very dynamic. There is no single communication method, tool, device, or weapon that will resolve every situation. Officers are also trained to use a variety of strategies in attempts to successfully de-escalate a situation. In Toronto, the CEW is issued to supervisors who are often called to the scene by primary response officers after other options have failed. The decision to use the CEW by responding supervisors first instead of other force options can be understood as the result of careful deliberation by the officers involved. Nevertheless, the data clearly shows that the CEW is not the first force option chosen in a significant percentage of encounters (37.5%). This fact further supports the belief that officers are using a cautious approach in choosing the appropriate force option to gain control of situations.

<b>OTHER FORCE OPTION USED PRIOR TO CEW USE</b>		
	<b>#</b>	<b>%</b>
NONE*	171	62.6
FIREARM (F)**	55	20.1
BATON (B)	1	0.4
OC SPRAY (PEPPER SPRAY) (OC)	1	0.4
EMPTY HAND TECHNIQUES (EHT)	34	12.5
FIREARM + OC	2	0.7
FIREARM + EHT	7	2.6
BATON + EHT	1	0.4
OC SPRAY + EHT	1	0.4
<b>TOTAL</b>	<b>273</b>	<b>100.0</b>

*\*Does not take into account force options used by front-line officers prior to FLS arrival.*

*\*\*Firearm was only pointed or displayed*

## *Injury*

When deployed in the drive stun mode, the CEW may leave minor burn marks on the skin where the device makes contact. When the CEW is fully deployed the subject may receive minor skin punctures from the darts. As each of these injuries is anticipated when the CEW is used, they are not included under the classification of “injury” for the purposes of this report. The more common risk is a *secondary* injury from a fall. Subjects will often collapse immediately to the ground, and since the major muscles are locked, they will not be able to break the fall. Officers consider the location and environment, when using the CEW and use caution as part of their decision making process.

In 2009, there were 2 minor injuries directly related to CEW use. These injuries consisted of a scrape on the knee and a bump to the head.

## *Deaths*

There were no deaths associated with CEW use in Toronto Incidents.

## *Civil Action*

There were 2 civil actions started in 2009 relating to CEW use. These incidents occurred in 2007.

## *Training*

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

All officers who had unintentional discharges in 2009 received additional training. The training ranged from individual counselling to one-on-one refresher training provided by a CEW instructor at the Toronto Police College.

## Conclusion:

The record of CEW use by the Toronto Police Service shows that officers are using good judgement under difficult circumstances and making appropriate decisions to use the minimum force necessary to resolve often tense and dangerous situations. The Service is confident that the CEW has helped avoid injuries to the public and officers, particularly when other force options such as the baton or firearm might have been deployed. The CEW provides a tool to assist officers in dealing with potentially life or death situations when the option to wait for a tactical unit is not viable. Consequently, the Service believes that with proper policy, procedures,

training, and accountability the CEW is an appropriate police force option that can help improve public and officer safety.

This report now captures more data in greater detail than previous reports, and attempts to portray, as accurately as possible, the frequency and nature of CEW use by the Service.

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 asked the Chief to clarify the terms “Emotionally Disturbed Person (EDP)” as opposed to “mentally ill.” The Chief said that the term EDP is used for an individual whose behaviour might be attributed to a number of different causes including mental illness. The terms EDP and mental illness are not interchangeable.**

**The Board noted that a CEW is to be used primarily for assaultive behaviour and not as a tool for compliance, and pointed out that according to the annual report, there were 9 incidents where CEWs were used where individuals demonstrated passive resistance.**

**The Chief said that the CEW was used in 9 cases where the behaviour was classified as passive resistance and 13 cases where the behaviour was classified as active resistance. He said that the 22 occurrences were below the threshold of assaultive behaviour, however, in each of the 22 cases there was a real potential for injury to the officer or subject and that in 19 of the 22 cases the individuals were found to be armed or in possession of an offensive weapon. Further, he said that in each of the 22 cases, the CEW was used only as a demonstrated force presence which means that rather than discharging the weapon, the weapon is unholstered and displayed to the individual and that this results in compliance. Further he stated that every time the CEW is unholstered and used in any mode, reporting to the Board is required.**

**The Board commended Chief Blair and members of the TPS for developing a very comprehensive report. Chief Blair said that he is not aware of any other police service that produces, and makes public, such a comprehensive report.**

**The Board received the foregoing report.**

## Appendix A

### 2009 CEW Incidents

CEW USER	SUBJECT BEHAVIOUR	CEW USAGE	OTHER FORCE OPTION USED PRIOR TO CEW
FLS-Front Line Supervisor ETF-Emergency Task Force E+F-Front Line Officer and Emergency Task Force	PR-passive Resistant AR-Active Resistance AS-Assaultive SBH/D-Serious Bodily Harm/Death	DFP-Demonstrated Force Presence DSM-Drive Stun Mode FD-Full Deployment	F-Firearm B-Baton/Impact Weapon EHT-Empty Hand Techniques OC-Aerosol Weapon

SUBJECT CONDITION	SUBJECT DESCRIPTION	CYCLES	MISCELANOUS
AL-Alcohol D-Drugs EDP-Emotionally Disturbed Person	M-Male F-Female N/A-ANI-Animal N/A-UD-Unintentional Discharge MULT-Multiple Subjects	S-Single M-Multiple	Y-Yes N-No N/A-Not Applicable

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1	14	FLS	Other Disturbance	AL	N	AS	N	M	40	DSM	S	1	N	N	N	EHT
2	33	FLS	Other Disturbance	AL	N	AS	Y	M	19	DFP	N/A	1	Y	N	N	NONE
3	42	FLS	EDP	EDP	Y	AS	N	M	19	FD	S	1	Y	N	N	NONE
4	55	FLS	Break and Enter	AL	N	AR	Y	M	44	DFP	N/A	1	Y	N	N	NONE
5	43	FLS	Prisoner Related	EDP	N	AS	Y	M	42	DFP	N/A	1	Y	N	N	NONE
6	11	FLS	EDP	EDP	Y	AS	Y	M	28	FD	M	1	Y	N	N	EHT

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7	14	FLS	Drug Related	N/A	N	AS	Y	M	32	FD	M	1	Y	N	N	NONE
8	14	FLS	Search Warrant	N/A	N	AS	Y	M	59	DSM	S	1	Y	N	N	EHT
9	41	FLS	Weapons Call	EDP	N	AS	Y	F	37	DFP	N/A	1	Y	N	N	NONE
10	43	ETF	Suicide Related	EDP	Y	AS	Y	M	25	DFP	N/A	1	Y	N	N	F
11	31	ETF	EDP	EDP	N	AS	Y	M	41	FD	M	1	Y	N	N	NONE
12	13	FLS	Weapons Call	EDP	Y	AS	Y	M	19	DFP	N/A	1	Y	N	N	NONE
13	14	FLS	Other Disturbance	EDP	N	AS	Y	M	25	DSM	S	1	Y	N	N	NONE
14	32	FLS	Trespassing	AL	N	AS	N	M	17	DSM	S	1	Y	Y	N	NONE
15	54	ETF	Weapons Call	N/A	N	SBH/D	Y	M	25	DFP	N/A	1	Y	N	N	F
16	12	ETF	Weapons Call	N/A	N	SBH/D	Y	M	18	DFP	N/A	1	Y	N	N	F
17	32	ETF	Weapons Call	EDP+AL	Y	AS	Y	M	30	DFP	N/A	1	Y	N	N	F
18	11	FLS	EDP	EDP	Y	AS	N	M	35	DFP	N/A	1	Y	N	N	NONE
19	13	FLS	Threatening	EDP	Y	AR	Y	M	43	DFP	N/A	1	N	N	N	NONE
20	11	ETF	Robbery	N/A	N	AS	Y	M	32	FD	S	1	Y	N	N	F
21	42	FLS	Weapons Call	EDP	N	AS	Y	M	24	FD	S	1	Y	N	N	NONE
22	43	FLS	Other Disturbance	EDP	N	AS	N	M	29	DFP	N/A	1	Y	N	N	NONE
23	51	ETF	Weapons Call	AL	N	SBH/D	Y	M	38	FD	M	1	Y	N	N	F
24	22	ETF	Weapons Call	N/A	N	SBH/D	Y	M	25	FD	S	1	N	N	N	F+EHT
25	23	FLS	Other Disturbance	EDP+D+AL	Y	AS	N	M	22	DSM	S	1	Y	N	N	EHT
26	33	FLS	Weapons Call	EDP	N	PR	Y	M	25	DFP	N/A	1	Y	N	N	F

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27	13	FLS	Other Disturbance	N/A	N	AR	N	M	22	DFP	N/A	1	Y	N	N	NONE
28	12	ETF	Weapons Call	N/A	N	SBH/D	Y	M	35	DFP	N/A	1	Y	N	N	F
29	41	FLS	Assault	AL	N	AS	N	M	20	DFP	N/A	1	Y	N	N	NONE
30	54	FLS	Unintentional Discharge	N/A	N	N/A	N/A	N/A-UD	N/A	FD	S	1	Y	N	Y	NONE
31	22	FLS	Prisoner Related	N/A	N	AS	N	M	38	FD	M	1	N	N	N	NONE
32	14	FLS	Prisoner Related	EDP+AL	N	SBH/D	Y	M	39	DFP	N/A	1	Y	N	N	NONE
33	55	FLS	Drug Related	N/A	N	AS	N	M	25	FD	M	1	Y	N	N	EHT
34	41	FLS	EDP	EDP	N	AS	N	M	24	DSM	M	1	N	N	N	NONE
35	41	FLS	Theft Related	N/A	N	AS	Y	M	42	DFP	N/A	1	Y	N	N	NONE
36	41	FLS	EDP	EDP	N	AS	Y	M	38	DFP	N/A	1	Y	N	N	NONE
37	11	FLS	Weapons Call	EDP	N	SBH/D	Y	F	38	DFP	N/A	1	Y	N	N	NONE
38	14	FLS	Unintentional Discharge	N/A	N	N/A	N/A	N/A-UD	N/A	FD	S	1	Y	N	Y	NONE
39	14	FLS	Theft Related	EDP+D+AL	N	AS	N	M	30	DSM	M	1	Y	N	N	EHT
40	14	FLS	Drug Related	N/A	N	AS	N	M	17	FD	M	1	Y	N	N	EHT
41	41	ETF	Weapons Call	EDP	Y	SBH/D	Y	M	59	FD	S	1	Y	N	N	F
42	51	ETF	Weapons Call	N/A	N	SBH/D	Y	M	50	FD	M	1	Y	N	N	F
43	52	FLS	Arrest Related	AL	N	AS	N	M	27	DSM	S	1	Y	N	N	EHT
44	33	FLS	Threatening	N/A	N	AS	N	M	34	DSM	M	1	Y	N	N	NONE
45	42	ETF	EDP	EDP	Y	AS	Y	M	24	FD	S	1	Y	N	N	F
46	32	FLS	Weapons Call	EDP+D	N	SBH/D	Y	M	27	FD	S	1	Y	N	N	NONE

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47	31	FLS	Other Disturbance	D	N	PR	Y	M	26	DFP	N/A	1	Y	N	N	NONE
48	55	FLS	Theft Related	AL	N	AS	N	M	37	DFP	N/A	1	Y	N	N	NONE
49	13	FLS	Unintentional Discharge	N/A	N	N/A	N/A	N/A-UD	N/A	FD	S	1	Y	N	Y	NONE
50	14	FLS	Unintentional Discharge	N/A	N	N/A	N/A	N/A-UD	N/A	FD	S	1	Y	N	Y	NONE
51	22	FLS	Other Disturbance	EDP+D+AL	N	AS	N	M	24	FD	M	1	Y	N	N	EHT+B
52	22	FLS	Weapons Call	EDP+AL	N	SBH/D	Y	M	58	FD	S	1	Y	N	N	NONE
53	31	FLS	Domestic Disturbance	AL	N	AS	N	M	21	DSM	S	1	Y	N	N	EHT
54	D	ETF	Domestic Disturbance	EDP	N	AS	Y	M	32	DFP	N/A	1	Y	N	N	F
55	23	ETF	Weapons Call	N/A	N	SBH/D	Y	M	18	DFP	N/A	1	Y	N	N	F+EHT
56	31	FLS	Assault	N/A	N	AS	Y	M	16	FD	S	1	Y	N	N	EHT
57	23	FLS	Other Disturbance	EDP+D	Y	AS	N	M	37	FD	M	1	Y	N	N	NONE
58	23	FLS	Break and Enter	AL	N	AR	Y	M	26	DFP	N/A	1	Y	N	N	NONE
59	33	FLS	Other Disturbance	AL	N	AS	N	M	24	FD	M	1	N	N	N	NONE
60	51	FLS	Domestic Disturbance	N/A	N	AS	N	M	25	FD	M	1	Y	N	N	EHT
61	53	FLS	Search Warrant	N/A	N	AR	N	M	19	DFP	N/A	1	Y	N	N	NONE
62	41	FLS	Domestic Disturbance	N/A	N	PR	Y	M	48	DFP	N/A	1	Y	N	N	NONE
63	41	FLS	Domestic Disturbance	EDP+D	N	PR	Y	M	49	DFP	N/A	1	Y	N	N	NONE
64	43	FLS	Arrest Related	EDP	N	AS	Y	M	47	FD	M	1	Y	N	N	EHT
65	55	FLS	Weapons Call	AL	N	AS	Y	M	34	DSM	S	1	Y	N	N	EHT
66	54	FLS	Weapons Call	N/A	N	AR	Y	M	19	DFP	N/A	1	Y	N	N	F



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67	52	FLS	Other Disturbance	AL	N	AS	Y	M	28	DFP	N/A	1	Y	N	N	EHT
68	13	FLS	EDP	EDP	Y	AS	Y	M	43	FD	M	1	Y	N	N	NONE
69	43	FLS	Assault	AL	N	AS	N	MULT	n/a	FD	M	2	Y	N	N	EHT
70	42	ETF	EDP	EDP	N	AR	N	M	24	DFP	N/A	1	Y	N	N	F
71	22	FLS	Unintentional Discharge	N/A	N	N/A	N/A	N/A-UD	N/A	FD	S	1	Y	N	Y	NONE
72	31	ETF	EDP	EDP	Y	SBH/D	Y	M	31	FD	S	2	Y	N	N	F
73	43	ETF	Weapons Call	EDP	N	SBH/D	Y	M	20	DFP	N/A	1	Y	N	N	F
74	52	FLS	Assault	EDP+D	N	AS	N	M	21	DSM	S	1	Y	N	N	NONE
75	13	FLS	Check Address	N/A	N	AS	Y	M	30	DSM	M	1	Y	N	N	NONE
76	52	FLS	Other Disturbance	EDP+D+AL	Y	AS	N	M	32	DFP	N/A	1	Y	N	N	EHT
77	14	FLS	Other Disturbance	EDP	Y	AS	Y	M	33	DSM	M	1	Y	N	N	NONE
78	52	FLS	Other Disturbance	AL	N	AS	Y	M	25	DFP	N/A	1	Y	N	N	NONE
79	31	FLS	Arrest Related	EDP	Y	AS	N	M	64	DFP	N/A	1	Y	N	N	NONE
80	54	ETF	Unknown Trouble	D	N	AS	Y	M	25	DFP	N/A	1	Y	N	N	F
81	42	FLS	EDP	EDP	N	AS	N	M	39	DSM	M	1	Y	N	N	NONE
82	22	FLS	EDP	EDP	Y	SBH/D	Y	M	23	FD	M	1	Y	N	N	EHT+OC
83	31	FLS	Domestic Disturbance	AL	N	AS	Y	M	51	FD	M	1	Y	N	N	NONE
84	12	FLS	EDP	EDP	Y	SBH/D	Y	F	46	FD	S	1	Y	N	N	NONE
85	11	FLS	Assault	N/A	N	AS	N	M	21	DFP	N/A	1	N	N	N	NONE
86	23	FLS	Theft Related	EDP	N	AS	Y	M	51	DFP	N/A	1	Y	N	N	NONE

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87	12	FLS	Assault	N/A	N	AS	Y	M	22	FD	M	1	Y	N	N	NONE
88	23	ETF	Search Warrant	N/A	N	SBH/D	Y	M	38	DFP	N/A	1	Y	N	N	F
89	23	ETF	Domestic Disturbance	EDP	Y	AS	N	M	23	DFP	N/A	1	Y	N	N	F
90	31	FLS	Weapons Call	N/A	N	AS	Y	M	25	FD	M	1	Y	N	N	NONE
91	31	FLS	Drug Related	N/A	N	AS	Y	M	24	FD	S	1	Y	N	N	EHT
92	54	FLS	Unintentional Discharge	N/A	N	N/A	N/A	N/A-UD	N/A	FD	S	1	Y	N	Y	NONE
93	14	FLS	Weapons Call	EDP	N	SBH/D	Y	M	28	DFP	N/A	1	Y	N	N	NONE
94	52	FLS	Other Disturbance	D+AL	N	AS	N	M	24	DSM	S	1	Y	N	N	EHT
95	41	FLS	Unintentional Discharge	N/A	N	N/A	N/A	N/A-UD	N/A	FD	S	1	Y	N	Y	NONE
96	31	FLS	Suspicious Person	N/A	N	AS	Y	M	36	FD	S	1	Y	N	N	NONE
97	32	FLS	Other Disturbance	EDP+D	N	SBH/D	Y	M	44	FD	M	1	Y	N	N	NONE
98	43	FLS	Weapons Call	EDP	N	AS	Y	M	15	DFP	N/A	1	Y	N	N	NONE
99	14	FLS	EDP	EDP+D	Y	AS	Y	F	33	FD	M	1	Y	N	N	NONE
100	31	FLS	Domestic Disturbance	AL	N	PR	Y	M	42	DFP	N/A	1	Y	N	N	NONE
101	41	ETF	EDP	EDP	N	SBH/D	Y	F	43	FD	S	1	Y	N	N	NONE
102	14	FLS	Other Disturbance	N/A	N	AS	N/A	N/A-ANI	N/A	FD	M	1	Y	N/A	N	NONE
103	11	FLS	Unknown Trouble	D	N	AS	Y	M	28	DFP	N/A	1	Y	N	N	NONE
104	31	FLS	Unintentional Discharge	N/A	N	N/A	N/A	N/A-UD	N/A	FD	S	1	Y	N	Y	NONE
105	12	ETF	Suicide Related	EDP	Y	SBH/D	Y	M	47	DFP	N/A	1	Y	N	N	F
106	13	FLS	Domestic Disturbance	AL	N	AS	N	M	41	DSM	S	1	Y	N	N	NONE

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107	43	FLS	Traffic	D+AL	N	AS	N	M	29	DSM	M	1	Y	N	N	NONE
108	23	FLS	Weapons Call	EDP	N	SBH/D	Y	M	32	DFP	N/A	1	Y	N	N	NONE
109	14	FLS	Domestic Disturbance	AL	N	AS	Y	M	23	DSM	S	1	Y	N	N	EHT
110	33	FLS	Traffic	N/A	N	AS	N	M	28	DFP	N/A	1	Y	N	N	NONE
111	55	FLS	Weapons Call	EDP	N	AS	Y	M	35	DFP	N/A	1	Y	N	N	NONE
112	23	FLS	Break and Enter	N/A	N	AS	N	M	20	FD	S	1	Y	N	N	NONE
113	51	FLS	Other Disturbance	EDP	N	AS	N	M	23	FD	M	1	Y	N	N	NONE
114	12	ETF	Weapons Call	N/A	N	SBH/D	Y	M	20	DFP	N/A	1	Y	N	N	F
115	32	FLS	Assault	AL	N	AS	N	M	44	DFP	N/A	1	Y	N	N	NONE
116	54	ETF	Search Warrant	N/A	N	SBH/D	Y	MULT	N/A	DFP	N/A	2	Y	N	N	F
117	41	ETF	EDP	EDP	N	SBH/D	Y	M	20	FD	M	1	Y	N	N	F
118	41	ETF	Animal Related	N/A	N	SBH/D	N/A	N/A-ANI	N/A	FD	M	1	N	N/A	N	NONE
119	33	FLS	Domestic Disturbance	N/A	N	AS	Y	M	22	DFP	N/A	1	Y	N	N	EHT
120	14	ETF	Drug Related	N/A	N	AS	Y	M	48	DSM	M	1	Y	N	N	NONE
121	12	FLS	Search Warrant	N/A	N	SBH/D	N/A	N/A-ANI	N/A	FD	M	1	Y	N/A	N	NONE
122	32	FLS	Unintentional Discharge	N/A	N	N/A	N/A	N/A-UD	N/A	FD	S	1	Y	N	Y	NONE
123	43	FLS	Drug Related	D	N	AS	Y	M	48	DSM	M	1	Y	N	N	NONE
124	P	ETF	Search Warrant	N/A	N	SBH/D	Y	M	28	DFP	N/A	3+	Y	N	N	F
125	12	FLS	Search Warrant	N/A	N	AS	Y	M	42	DSM	S	1	Y	N	N	EHT
126	22	FLS	Robbery	N/A	N	AR	Y	M	18	DFP	N/A	1	Y	N	N	NONE

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127	43	ETF	Serious Injury	N/A	N	SBH/D	Y	M	19	DFP	N/A	1	Y	N	N	F
128	55	FLS	Search Warrant	D	N	AS	N	M	41	FD	M	1	Y	N	N	NONE
129	23	ETF	Weapons Call	EDP	N	SBH/D	Y	M	52	DFP	N/A	2	Y	N	N	F
130	14	FLS	Weapons Call	N/A	N	AS	Y	M	46	DFP	N/A	1	Y	N	N	NONE
131	14	FLS	Other Disturbance	EDP+D	Y	SBH/D	Y	M	27	FD	S	1	Y	N	N	NONE
132	55	FLS	Threatening	N/A	N	AS	Y	M	19	DFP	N/A	1	N	N	N	NONE
133	31	FLS	EDP	EDP+D	Y	AS	N	M	22	FD	M	1	Y	N	N	EHT
134	11	ETF	Weapons Call	EDP	N	SBH/D	Y	M	44	FD	S	3	Y	N	N	NONE
135	52	E+F	Weapons Call	D+AL	N	SBH/D	Y	MULT	N/A	DFP	N/A	3+	Y	N	N	F
136	12	FLS	Weapons Call	EDP	N	AS	Y	M	44	FD	S	1	Y	N	N	NONE
137	41	FLS	Serious Injury	EDP	Y	SBH/D	Y	M	67	FD	M	1	Y	N	N	NONE
138	11	FLS	Assault	D+AL	N	AS	N	M	35	DFP	N/A	1	Y	N	N	NONE
139	22	FLS	Weapons Call	EDP	Y	SBH/D	Y	F	38	FD	S	1	Y	N	N	NONE
140	22	FLS	Drug Related	N/A	N	AS	Y	M	29	FD	S	1	Y	N	N	NONE
141	43	ETF	Domestic Disturbance	EDP	N	AS	Y	M	36	DFP	N/A	2	Y	N	N	F
142	13	FLS	Domestic Disturbance	N/A	N	AS	Y	M	19	DFP	N/A	1	Y	N	N	NONE
143	43	ETF	Domestic Disturbance	AL	N	AS	Y	M	58	FD	S	1	Y	N	N	F
144	13	FLS	Suspicious Person	AL	N	AS	Y	M	42	DFP	N/A	1	N	N	N	NONE
145	55	FLS	EDP	EDP+AL	Y	SBH/D	Y	M	33	DSM	S	1	N	N	N	EHT
146	54	FLS	Animal Related	N/A	N	AS	N/A	N/A-ANI	N/A	FD	S	1	Y	N/A	N	NONE

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147	31	ETF	Threatening	N/A	N	SBH/D	Y	M	27	DFP	N/A	1	Y	N	N
148	22	FLS	Weapons Call	N/A	N	AS	Y	F	25	DFP	N/A	1	Y	N	N
149	13	FLS	EDP	EDP	N	AS	Y	M	36	DFP	N/A	1	Y	N	N
150	55	ETF	Prisoner Related	EDP+D+AL	N	AS	N	M	20	DFP	N/A	1	Y	N	N
151	31	FLS	Unintentional Discharge	N/A	N	N/A	N/A	N/A-UD	N/A	FD	S	1	Y	N	Y
152	55	FLS	Weapons Call	AL	N	SBH/D	Y	M	40	DFP	N/A	1	Y	N	N
153	23	ETF	EDP	EDP	Y	SBH/D	Y	F	35	DFP	N/A	1	Y	N	N
154	12	FLS	Weapons Call	EDP	Y	AS	Y	M	39	FD	S	1	Y	Y	N
155	43	FLS	Other Disturbance	EDP	Y	AS	Y	M	57	FD	M	1	Y	N	N
156	31	FLS	Unknown Trouble	EDP	N	SBH/D	Y	F	15	DFP	N/A	1	Y	N	N
157	22	FLS	EDP	EDP+D+AL	Y	AS	N	M	30	DFP	S	1	Y	N	N
158	43	FLS	Arrest Related	N/A	N	AS	Y	M	31	FD	M	1	Y	N	N
159	14	FLS	Suicide Related	EDP	N	AS	Y	M	32	DSM	S	1	Y	N	N
160	32	ETF	EDP	EDP	Y	SBH/D	Y	M	32	DFP	N/A	1	Y	N	N
161	54	FLS	Threatening	N/A	N	AS	N	M	19	DFP	N/A	1	Y	N	N
162	22	FLS	Drug Related	N/A	N	AS	Y	M	19	FD	S	1	Y	N	N
163	13	FLS	Domestic Disturbance	EDP+AL	N	SBH/D	Y	M	46	FD	S	2	Y	N	N
164	11	FLS	Domestic Disturbance	EDP+AL	N	SBH/D	Y	M	27	DFP	N/A	1	Y	N	N
165	33	FLS	Weapons Call	N/A	N	SBH/D	Y	M	16	DFP	N/A	1	Y	N	N

INCIDENTS	DIVISION OF INCIDENT	USERS	INCIDENT DESCRIPTION	SUBJECT CONDITION	MHA APPREHENSION	SUBJECT BEHAVIOUR	SUBJECT BELIEVED ARMED	SUBJECT DESCRIPTION	AGE	USAGE	CYCLES (single/multiple)	Number of CEWs Used	CEW EFFECTIVE	INJURIES	TRAINING ISSUE	OTHER FORCE OPTION USED PRIOR TO CEW
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167	22	ETF	Search Warrant	N/A	N	AS	Y	M	54	FD	S	1	Y	N	N	F
168	23	ETF	Search Warrant	N/A	N	SBH/D	N/A	N/A-ANI	N/A	FD	M	1	Y	N/A	N	F
169	32	ETF	Weapons Call	N/A	N	SBH/D	Y	MULT	N/A	DFP	N/A	1	Y	N	N	F+EHT
170	13	ETF	EDP	EDP+D	N	SBH/D	Y	M	20	DFP	N/A	1	Y	N	N	F+EHT
171	43	ETF	EDP	EDP	N	SBH/D	Y	F	43	FD	S	1	Y	N	N	F
172	54	FLS	Domestic Disturbance	EDP	N	AS	Y	M	21	DFP	N/A	1	Y	N	N	NONE
173	52	FLS	Other Disturbance	D	N	AS	N	M	52	DFP	N/A	1	Y	N	N	EHT
174	14	ETF	Suicide Related	EDP	Y	SBH/D	Y	F	28	DFP	N/A	1	Y	N	N	F
175	14	FLS	Assault	AL	N	AS	Y	M	31	DSM	S	1	Y	N	N	NONE
176	14	FLS	Unintentional Discharge	N/A	N	N/A	N/A	N/A-UD	N/A	FD	S	1	Y	N	Y	NONE
177	22	FLS	Weapons Call	EDP	N	AR	Y	M	39	DFP	N/A	1	Y	N	N	NONE
178	55	FLS	Weapons Call	D+AL	N	SBH/D	Y	M	47	FD	M	1	Y	N	N	NONE
179	54	FLS	Other Disturbance	EDP	Y	AS	Y	M	38	DFP	N/A	1	Y	N	N	NONE
180	52	ETF	EDP	EDP	N	AS	N	M	34	DFP	N/A	1	Y	N	N	NONE
181	52	FLS	Assault	N/A	N	AS	N	M	33	DFP	N/A	1	Y	N	N	EHT
182	52	FLS	Other Disturbance	N/A	N	AS	Y	M	20	FD	M	1	Y	N	N	B
183	51	FLS	Other Disturbance	EDP	N	AS	N	M	24	FD	M	1	Y	N	N	EHT
184	11	FLS	Weapons Call	AL	N	AS	Y	M	52	DFP	N/A	1	Y	N	N	NONE
185	42	FLS	Theft Related	N/A	N	AS	N	M	19	DSM	S	1	Y	N	N	EHT
186	31	FLS	Drug Related	D	N	AS	Y	M	27	FD	M	1	Y	N	N	EHT

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187	13	FLS	Domestic Disturbance	AL	N	AS	N	M	17	DSM	S	1	Y	N	N	EHT
188	13	FLS	Weapons Call	AL	N	AS	Y	MULT	N/A	FD	S	2	Y	N	N	F
189	33	FLS	Animal Related	N/A	N	SBH/D	N/A	N/A-ANI	N/A	FD	S	1	Y	N/A	N	NONE
190	42	ETF	Domestic Disturbance	EDP+D	N	AS	Y	M	45	FD	M	1	Y	N	N	F+OC
191	33	ETF	Unintentional Discharge	N/A	N	N/A	N/A	N/A-UD	N/A	FD	S	1	Y	N	Y	NONE
192	14	FLS	Serious Injury	EDP+D+AL	Y	SBH/D	N	M	32	FD	S	1	Y	N	N	NONE
193	22	FLS	Search Warrant	N/A	N	AS	N	M	29	DSM	S	1	Y	N	N	NONE
194	41	ETF	Suicide Related	EDP	Y	SBH/D	Y	M	59	FD	S	1	Y	N	N	NONE
195	43	FLS	Weapons Call	EDP	Y	SBH/D	Y	M	37	DFP	N/A	1	Y	N	N	NONE
196	55	FLS	Unintentional Discharge	N/A	N	N/A	N/A	N/A-UD	N/A	FD	S	1	Y	N	Y	NONE
197	14	FLS	Serious Injury	EDP+AL	Y	AS	N	M	37	FD	M	1	Y	N	N	NONE
198	55	FLS	Unintentional Discharge	N/A	N	N/A	N/A	N/A-UD	N/A	FD	M	1	Y	N	Y	NONE
199	41	FLS	Other Disturbance	AL	N	AS	N	M	33	DFP	N/A	1	Y	N	N	NONE
200	13	ETF	Prisoner Related	N/A	N	AR	Y	M	28	DFP	N/A	2	Y	N	N	NONE
201	22	FLS	Other Disturbance	AL	N	AS	Y	M	18	DSM	M	1	N	N	N	NONE
202	54	FLS	Assault	AL	N	AS	Y	MULT	N/A	DFP	N/A	1	Y	N	N	NONE
203	P	FLS	Drug Related	N/A	N	AS	N	M	23	FD	M	2	Y	N	N	EHT
204	55	FLS	Weapons Call	EDP	N	SBH/D	Y	M	21	DFP	N/A	1	Y	N	N	F
205	14	FLS	Unintentional Discharge	N/A	N	N/A	N/A	N/A-UD	N/A	FD	S	1	Y	N	Y	NONE
206	31	FLS	Unintentional Discharge	N/A	N	N/A	N/A	N/A-UD	N/A	FD	S	1	Y	N	Y	NONE

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207	42	ETF	Search Warrant	EDP	N	AS	Y	F	25	DFP	N/A	1	Y	N	N	F
208	55	FLS	Weapons Call	N/A	N	PR	Y	M	22	DFP	N/A	1	Y	N	N	NONE
209	42	ETF	Search Warrant	N/A	N	SBH/D	Y	F	29	DFP	N/A	1	Y	N	N	F
210	41	FLS	EDP	EDP	Y	AS	N	M	25	DFP	N/A	1	Y	N	N	NONE
211	42	ETF	Other Disturbance	EDP	N	SBH/D	Y	M	45	FD	S	3	N	N	N	OC
212	14	FLS	Weapons Call	EDP	Y	SBH/D	Y	F	26	DFP	N/A	1	Y	N	N	NONE
213	12	FLS	Unknown Trouble	AL	N	AS	Y	M	25	DFP	N/A	1	Y	N	N	NONE
214	52	FLS	Assault	AL	N	SBH/D	Y	M	19	FD	M	1	N	N	N	NONE
215	Y	ETF	Search Warrant	N/A	N	SBH/D	Y	M	24	DFP	N/A	1	Y	N	N	F
216	22	ETF	Wanted Person	EDP	Y	AR	Y	M	30	DFP	N/A	1	Y	N	N	F
217	22	FLS	Search Warrant	N/A	N	AS	N	M	59	DSM	M	1	N	N	N	NONE
218	13	FLS	EDP	EDP	Y	PR	Y	M	25	DFP	N/A	1	Y	N	N	NONE
219	11	FLS	Suspicious Person	D	N	AS	Y	M	45	FD	M	1	Y	Y	N	NONE
220	43	FLS	Domestic Disturbance	EDP	N	AS	N	M	24	DFP	N/A	1	Y	N	N	NONE
221	53	FLS	Threatening	AL	N	PR	Y	M	28	DFP	N/A	1	Y	N	N	NONE
222	13	FLS	Trespassing	EDP+D+AL	N	AS	N	M	21	FD	M	1	Y	N	N	NONE
223	31	FLS	Weapons Call	AL	N	AS	Y	M	52	FD	M	1	Y	Y	N	NONE
224	33	FLS	EDP	EDP	Y	AS	N	M	18	DFP	N/A	1	Y	N	N	NONE
225	11	FLS	Domestic Disturbance	AL	N	SBH/D	Y	M	21	DFP	N/A	1	Y	N	N	NONE
226	32	FLS	Unknown Trouble	AL	N	AS	Y	M	24	DFP	S	1	N	N	N	NONE



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227	13	FLS	Other Disturbance	D+AL	N	AS	N	M	24	DFP	N/A	1	Y	N	N	NONE
228	14	FLS	Assault	AL	N	SBH/D	Y	M	25	FD	M	1	Y	Y	N	NONE
229	42	ETF	Weapons Call	EDP	Y	SBH/D	Y	M	17	DFP	N/A	1	Y	N	N	F
230	13	ETF	Weapons Call	D+AL	N	SBH/D	Y	MULT	N/A	DFP	N/A	1	Y	N	N	F
231	32	ETF	Weapons Call	EDP+AL	N	SBH/D	Y	M	48	FD	M	1	Y	N	N	F
232	23	FLS	Other Disturbance	D	N	AS	Y	M	38	DSM	S	1	Y	N	N	NONE
233	22	FLS	Weapons Call	EDP	N	SBH/D	Y	M	34	FD	M	1	Y	Y	N	NONE
234	14	FLS	Robbery	AL	N	AS	Y	M	33	DFP	N/A	1	Y	N	N	NONE
235	22	FLS	Other Disturbance	AL	N	SBH/D	N	M	19	FD	M	1	Y	N	N	NONE
236	33	ETF	EDP	EDP+D	Y	AS	Y	M	21	FD	S	1	Y	N	N	F
237	23	FLS	Other Disturbance	EDP+AL	Y	AS	Y	M	20	FD	S	1	Y	Y	N	NONE
238	43	FLS	Assault	N/A	N	AS	Y	M	17	DSM	S	1	Y	N	N	NONE
239	31	FLS	Arrest Related	D	N	AS	Y	M	44	FD	M	1	Y	Y	N	NONE
240	23	ETF	EDP	EDP	Y	SBH/D	Y	M	54	FD	M	2	Y	Y	N	F
241	22	FLS	Suspicious Person	EDP	N	SBH/D	Y	M	41	DFP	N/A	1	Y	N	N	NONE
242	13	ETF	EDP	EDP	N	SBH/D	Y	M	27	DFP	N/A	1	Y	N	N	F+EHT
243	13	FLS	Weapons Call	N/A	N	SBH/D	Y	M	18	DFP	N/A	1	Y	N	N	NONE
244	23	ETF	EDP	EDP	Y	AS	Y	F	61	DFP	N/A	1	Y	N	N	F
245	52	ETF	EDP	EDP+D	Y	SBH/D	Y	M	41	FD	M	3	Y	Y	N	F
246	41	FLS	Suspicious Person	D+AL	N	AR	Y	M	17	DFP	N/A	1	Y	N	N	NONE

INCIDENTS	DIVISION OF INCIDENT	USERS	INCIDENT DESCRIPTION	SUBJECT CONDITION	MHA APPREHENSION	SUBJECT BEHAVIOUR	SUBJECT BELIEVED ARMED	SUBJECT DESCRIPTION	AGE	USAGE	CYCLES (single/multiple)	Number of CEWs Used	CEW EFFECTIVE	INJURIES	TRAINING ISSUE	OTHER FORCE OPTION USED PRIOR TO CEW
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247	43	FLS	Assault	AL	N	AS	N	M	39	DFP	N/A	1	Y	N	N	NONE
248	52	ETF	Animal Related	N/A	N	N/A	N/A	N/A-ANI	N/A	FD	M	2	Y	N/A	N	NONE
249	14	FLS	Weapons Call	AL	N	AS	Y	M	35	DFP	N/A	1	Y	N	N	NONE
250	12	FLS	Unintentional Discharge	N/A	N	N/A	N/A	N/A-UD	N/A	FD	S	1	Y	N	Y	NONE
251	33	ETF	Search Warrant	N/A	N	AS	N/A	N/A-ANI	N/A	FD	S	1	Y	N/A	N	F
252	51	FLS	Drug Related	N/A	N	SBH/D	Y	M	22	FD	S	1	Y	Y	N	NONE
253	23	FLS	EDP	EDP	Y	AS	N	M	42	FD	M	1	Y	Y	N	NONE
254	55	FLS	Prisoner Related	EDP+AL	N	AS	N	M	46	DFP	N/A	1	Y	N	N	NONE
255	43	FLS	Animal Related	N/A	N	N/A	N/A	N/A-ANI	N/A	FD	S	1	N	N/A	N	NONE
256	33	FLS	Unintentional Discharge	N/A	N	N/A	N/A	N/A-UD	N/A	FD	S	1	Y	N	Y	NONE
257	43	FLS	Robbery	AL	N	AS	N	M	23	DSM	M	1	Y	Y	N	NONE
258	11	ETF	Weapons Call	D+AL	N	SBH/D	Y	M	24	FD	S	1	N	Y	N	F
259	13	FLS	Drug Related	AL	N	AS	N	M	39	DSM	S	1	Y	N	N	EHT
260	31	ETF	Weapons Call	N/A	N	SBH/D	Y	M	36	FD	M	3	N	N	N	F
261	33	FLS	Weapons Call	N/A	N	AS	Y	M	24	DFP	N/A	1	Y	N	N	NONE
262	14	ETF	Weapons Call	AL	N	AS	Y	M	29	FD	M	1	N	N	N	F
263	14	FLS	Prisoner Related	AL	N	AS	N	M	32	DFP	N/A	1	Y	N	N	NONE
264	31	FLS	EDP	EDP	Y	AS	N	M	46	DSM	M	1	Y	Y	N	NONE
265	31	FLS	EDP	EDP	N	PR	Y	M	40	DFP	N/A	1	Y	N	N	NONE
266	23	FLS	Other Disturbance	AL	N	AS	N	M	29	DFP	N/A	1	Y	N	N	EHT

INCIDENTS	DIVISION OF INCIDENT	USERS	INCIDENT DESCRIPTION	SUBJECT CONDITION	MHA APPREHENSION	SUBJECT BEHAVIOUR	SUBJECT BELIEVED ARMED	SUBJECT DESCRIPTION	AGE	USAGE	CYCLES (single/multiple)	Number of CEWs Used	CEW EFFECTIVE	INJURIES	TRAINING ISSUE	OTHER FORCE OPTION USED PRIOR TO CEW
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267	55	ETF	Weapons Call	AL	N	AS	Y	M	44	FD	S	1	N	Y	N	OC+F
268	52	ETF	Search Warrant	D+AL	N	SBH/D	Y	MULT	N/A	DFP	N/A	3+	Y	N	N	F+EHT
269	43	ETF	Weapons Call	N/A	N	SBH/D	Y	M	32	DFP	N/A	2	Y	N	N	F+EHT
270	43	ETF	Search Warrant	AL	N	AR	Y	M	23	DFP	N/A	1	Y	N	N	F
271	14	FLS	Arrest Related	EDP	N	AS	Y	M	49	DSM	M	1	Y	N	N	NONE
272	22	FLS	Other Disturbance	AL	N	AS	N	M	22	FD	M	1	Y	Y	N	NONE
273	13	FLS	Suspicious Person	D+AL	N	AS	N	MULT	N/A	DSM	M	1	Y	N	N	EHT

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

**#P107. 2009 ANNUAL REPORT: UNIVERSITY OF TORONTO POLICE –  
SPECIAL CONSTABLES**

The Board was in receipt of the following report dated March 17, 2010 from William Blair, Chief of Police:

Subject: SPECIAL CONSTABLE ANNUAL REPORT 2009 - UNIVERSITY OF  
TORONTO POLICE

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:

Section 45 of the agreement between the Toronto Police Services Board and the University of Toronto (U of T) Governing Council regarding special constables states that:

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

Discussion:

As directed by the Board, appended to this report is the 2009 Annual Report from the Scarborough and St. George Campuses of the U of T Police regarding special constables. The report is consistent with the reporting guidelines established by the Board.

Conclusion:

The Toronto Police Service has established an excellent working relationship with the University of Toronto. Over the past 12 months, a number of community outreach initiatives have been undertaken by the University of Toronto Police to enhance the feeling of safety and security for the users of University of Toronto properties in the downtown core and Scarborough. These initiatives are consistent with the community policing model employed by the Toronto Police Service and should compliment our efforts to better serve the citizens of Toronto.

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. Dan Hutt, Manager of the University of Toronto – St. George Campus Special Constables Program, and Mr. Rob Messacar, Manager of the University of Toronto – Scarborough Campus Special Constables Program, were in attendance and responded to questions about the annual reports.**

**Mr. Hutt and Mr. Messacar were asked if they could provide a breakdown of the special constables by gender and racial ethnic background. In response, they pointed out that the University of Toronto did not track this information.**

**The Board received the foregoing report.**

**A copy of the Executive Summary to the 2009 St. George Campus Special Constable Annual Report is attached for information. Copies of the complete annual reports for the St. George Campus and Scarborough Campus are on file in the Board office.**

## **Executive Summary - 2009 Special Constable Annual Report**

### **University of Toronto - St. George Campus**

#### **Executive Summary**

There have been no significant changes to the provision of campus security and community safety programs at the University of Toronto, St. George Campus during the reporting year.

#### **Highlights of Reporting Year**

This year's highlights include; the Royal Visit of Prince Charles and the Duchess of Cornwall; the Festival of Excellence, an international track and field meet that featured the world's fastest man, Usain Bolt; the Canadian track and field championships and Nuit Blanche.

#### **Break and Enter**

Offenders continue to target University of Toronto buildings in search of electronic items such as laptops, flat screen monitors, televisions and projectors. This is reflected by a slight increase in the number of break and enters over the last few years. Members of the service liaise with members of the Toronto Police major crime unit to investigate these occurrences. Creating solutions with community members and stakeholders have helped reduce occurrences in 2008-2009 (+4) when compared to rate of occurrences in 2007-2008 (+17). Programs such as CPTED and proactive surveillance have helped keep this statistic from growing out of control.

#### **Theft**

Occurrences of theft over \$5,000 have decreased in 2009. Thefts under \$5000.00 have increased significantly from 338 in 2008 to 489 in 2009. They mainly consist of electronic equipment, wallets and cash and occur most often within campus libraries. The University of Toronto is a target rich environment with an increased number of students carrying laptops and iPods on campus, more specifically to libraries.

**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.

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

**#P109. 2009 ANNUAL REPORT: TORONTO COMMUNITY HOUSING  
CORPORATION – SPECIAL CONSTABLES**

The Board was in receipt of the following report dated March 17, 2010 from William Blair, Chief of Police:

Subject: SPECIAL CONSTABLE ANNUAL REPORT 2009 – TORONTO  
COMMUNITY HOUSING CORPORATION (TCHC)

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:

Section 53 of the agreement between the Toronto Police Services Board and Toronto Community Housing Corporation (TCHC) regarding special constables states that:

*The TCHC 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 TCHC regarding special constables. The report is consistent with the reporting guidelines established by the Board.

Conclusion:

The Toronto Police Service has established a strong working relationship with the Toronto Community Housing Corporation. The mandate of the TCHC Community Safety Unit is to partner with communities to promote a safe environment for residents and to preserve the assets, building and property that are managed and owned by Toronto Community Housing. As outlined in the Special Constable Annual Report for 2009, a number of community outreach initiatives

have been undertaken throughout the year. These initiatives are consistent with the community policing model employed by the Toronto Police Service and should compliment our efforts to better serve the residents of Toronto.

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.

**Ms. Terry Skelton and Ms. Pamela Boyce-Richard, Toronto Community Housing Corporation, were in attendance and responded to questions about this report.**

**Ms. Skelton and Ms. Boyce-Richard advised the Board about a new on-line diversity training program that TCHC has established for TCHC staff. The program is currently being piloted in specific areas of TCHC and, after it has expanded to all areas, the results of the Special Constables' on-line training will be provided to the Board for information.**

**The Board complimented TCHC for the quality of its community safety program, relationship with the TPS and the training it provided to the special constables.**

**The Board received the foregoing report.**

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

## EXECUTIVE SUMMARY

### 2009 SPECIAL CONSTABLE ANNUAL REPORT Toronto Community Housing Corporation

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Toronto Community Housing has had in place since December 2004 a Special Constable Program currently with 77 members (as of December 31, 2009) of the Community Safety Unit. The objectives of the program have always been to:

- strengthen relationships between Special Constables and the Toronto Police Service
- enhance law enforcement as required
- reduce the level of crime/antisocial behavior in TCHC communities
- improve residents' feelings of safety and security
- improve officer safety
- ensure that officers are able to spend more time on sites

The use of Special Constables gives Toronto Community Housing the capability of moving an especially well qualified group of officers into situations that are particularly difficult. A particular focus of Special Constables' has been trespass to property violations, liquor licence violations and utilizing their Peace Officers powers under the following statutes:

Criminal Code,  
Controlled Drugs and Substances Act  
Trespass to Property Act  
Liquor License Act  
Mental Health Act

The Special Constable agreement between Toronto Community Housing and the Toronto Police Service is one benefit of a strong partnership that reaches back over many years. This relationship has supported communication and co-operation between our organizations to the benefit of all. Because of the enhanced training, legal status, and access to information available to Special Constables they have been able to support and assist both Toronto Police and the tenants of our communities in hundreds of investigations.

In 2009, the Special Constable Program for Toronto Community Housing was extremely successful with Special Constables completing 353 Criminal Investigations for Toronto Police Service. This was a decrease from years previous which has been attributed to the strict oversight of Toronto Police reporting for criminal investigations as well as detailed monitoring and guidance for release requirements by Special Constables.

Last year saw Toronto Community Housing Special Constables conducting investigations for thefts, mischief, threats, assaults, and other less violent matters. At many major crimes they have been the first officers on scene, assisting with the primary assessment and notifications, perimeter protection, crowd management, witness canvassing, evidence security, and prisoner transports. In many, many other instances, Special Constables and Toronto Police have attended calls together in situations where the community knowledge of the Toronto

Community Housing Special Constable and the Police authority of the Toronto Police Service Officer have combined to support one another and to solve problems quickly and safely.

- Our communities benefit when Toronto Community Housing Special Constables are able to process minor offences and release prisoners at the scene without tying up the scarce resources of the Toronto Police Service and without holding a citizen in custody for longer than is required.
- Our communities benefit when Special Constables are able to act directly - to apprehend offenders and persons wanted on warrants and transport them to the local Division for booking. In so doing, they interrupt illegal and antisocial behaviour and help to keep the peace in our neighbourhoods'.
- Our communities benefit when Toronto Community Housing Officers with a detailed knowledge of local people and situations are able to support the Toronto Police Service not only with factual information, but also with detailed intelligence about criminal activity.

In 2009 our Use of Force reporting consisted of only 2 incidents of OC Spray of which there were no injuries to either the suspect or the officer. There was one incident whereby the Special Constable baton was deployed to ward off a potential assault on the officer and a victim, which resulted in no physical contact to the suspect. Other use of force reporting for the period included 17 incidents of soft empty hand techniques during the application of handcuffs, no injuries sustained to any parties.

There were three Special Constable complaints in 2009, all of which were initially forwarded immediately to Toronto Police Service - Professional Standards to review. After review all complaints were returned back to the attention of the Director of the Community Safety Unit to investigate as they were deemed internal matters that did not require investigation by Toronto Police Service.

We continue to value our working partnership with the Toronto Police Service and our joint Special Constable agreement. In 2009 the Toronto Community Housing Special Constable Program helped us to continue to promote safe, secure, and healthy communities.

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

**#P110. 2009 ANNUAL REPORT: ENHANCED EMERGENCY PREPAREDNESS**

The Board was in receipt of the following report dated March 31, 2010 from William Blair, Chief of Police:

Subject: 2009 ANNUAL REPORT - ENHANCED EMERGENCY PREPAREDNESS

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 May 18, 2006, the Board agreed to receive annual progress reports on Enhanced Emergency Management (Min. No. P20/06 refers). This report will provide an overview on the progress of the Toronto Police Service and in particular Public Safety and Emergency Management and its components for the period February 1, 2008 to February 29, 2009.

Discussion:

The primary function of Public Safety and Emergency Management (PS&EM) is to oversee the internal emergency preparedness of the Toronto Police Service (TPS), and the Service's capability to mitigate, plan/prepare, respond to, and facilitate the recovery from, all emergencies and disasters that may affect Toronto.

The Enhanced Emergency Preparedness Initiative commenced shortly after September 11, 2001, and includes partnerships with the Toronto Office of Emergency Management (OEM), Toronto Fire Service (TFS), Emergency Medical Services (EMS) along with a group of broader external agencies and community stakeholders at Municipal, Provincial and Federal levels.

The primary focus of this initiative is to concentrate on the following components:

- Emergency Management Planning – Unified Command and Joint Planning,
- Chemical, Biological, Radiological and Nuclear (CBRN) – Joint Team,
- Heavy Urban Search and Rescue (HUSAR) – Joint Team,
- Public Health Emergencies, Preparations and Response,

- Critical Infrastructure
- Counter Terrorism.

The following is an overview of some of the major developments in the Enhanced Emergency Management Program in 2009 and 2010.

### **Emergency Management Planning – Unified Command and Joint Planning**

The PS&EM-Emergency Management section is concerned with events that are high risk but low frequency, with a strong emphasis on internal/external liaison and site operations integration.

The section provides 24/7 support for emergency events and works in co-operation with other emergency service providers to facilitate a unified response to emergency situations as they arise within the boundaries of the City of Toronto.

PS&EM has adopted and manages a “whole of Service” approach at the strategic, operational and tactical levels. The implementation and evolution of the Emergency Preparedness Committee (EPC) has served as the corporate focal point for emergency preparedness, operational continuity, training and other capacity building initiatives. The EPC, chaired by the Staff Superintendent in charge of Operational Services, meets on the first Friday of each month with its associated sub-committees meeting in between the main monthly meetings as may be required.

Since the last reporting period, significant advancement has been made with initiatives commenced during that period. In addition, new initiatives have been undertaken to enhance the TPS state of emergency preparedness. The following list represents some of the ongoing initiatives:

- Monthly review of and inclusion in the central repository of After Action Reports submitted to the Emergency Preparedness Committee;
- Audit and testing of Unit Operational Continuity Plans on a weekly basis;
- Test and improve communications strategies to ensure the effective flow of information both internally and externally;
- Develop Service-wide Incident Management System (IMS) response capability;
- Develop and maintain a list of critical infrastructure and corporate services sector properties and facilities;
- Complete the review of the priority one TPS procedures contained within Chapter 10;
- Provide opportunities for relevant intelligence briefings and sharing of information regarding emergency preparedness;
- Develop relevant Memorandums of Understanding for Joint Forces Operations and community mobilization opportunities and partnerships; and
- Expanded training programs in the Incident Management System, CBRNE, and Scribe programs (designed specifically for individuals supporting an Incident Commander).

### *External Partnerships*

The TPS has executive standing on many external emergency preparedness entities at the local, provincial and national levels. These entities include:

1. The Joint Operations Steering Committee (JOSC) which is comprised of Deputy Chief level representation from the TFS, EMS and the TPS. This group meets to facilitate and harmonize emergency operations between the three major emergency response agencies which includes but are not limited to; CBRNE, HUSAR, Pandemic Planning, Provincial Nuclear Emergency Response Plan and the Provincial Liquid Emergency Response Plan.
2. The City of Toronto Emergency Management Program Committee (TEMPC) which consists of executive level members of all city boards, agencies and commissions to enhance city-wide emergency preparedness, while also being able to provide strategic level emergency management response.
3. The Ontario Association of Chiefs of Police Emergency Preparedness Committee which is mandated to ensure an integrated Ontario police service approach to preparing for large scale events.
4. The Canadian Association of Chiefs of Police Emergency Preparedness Committee which is mandated to develop an integrated national framework for emergency management.
5. The Canadian Association of Chiefs of Police Counter Terrorism Committee which is mandated to harmonize the work of Canadian Law Enforcement Agencies in identifying, preventing, deterring and responding to terrorism and other national security threats.

There are many other external emergency preparedness, emergency management, public order management, business continuity and counter terrorism committees/working groups that the TPS has standing on and are actively participating in.

### *Business Continuity*

To ensure that the TPS can continue to deliver core policing services in emergencies, PS&EM maintains responsibility for overseeing the maintenance of Operational Continuity Plans (OCP) for each TPS unit. It is the responsibility of each unit commander to develop and maintain their unit specific portion of the OCP in a current state of readiness. The OCP's provide a framework to assist with evacuations, maintain business continuity and facilitate an orderly return to a state of normalcy.

To further enhance TPS business continuity, PS&EM personnel randomly test units (2-3 per week) by telephone to ensure that the OCP exists and that it can be effectively executed should the need arise. Operational and facility deficiencies are identified and then addressed. This exercise is intended to emphasize the operational importance of the OCP, the necessity for persons in authority to be familiar with the contents and that an acceptable and optimized level of police service can be maintained in an emergency situation.



In 2009, plans were developed for the identification of critical staffing positions at each of the 17 divisions. These plans are an adjunct to the OCP. These positions have been identified as those that are the minimum necessity for maintaining the continuity of business and operations. A business continuity model for all other TPS units has been proposed and is currently under consideration. This model is similar in design to the OCP but is geared towards the areas of the TPS that provide support to policing operations.

### *Operational Response*

PS&EM was involved in responses to hazardous material situations throughout the period covered by this report. The unit continues to monitor reportable nuclear events from the Pickering and Darlington Nuclear Generating Stations, as prescribed by the Provincial Nuclear Emergency Response Plan and the Provincial Liquid Emergency Response Plan. Throughout the period of this report and since 2006, the number of calls for service received by the TPS Communications Services in relation to hazardous events inclusive of CBRNE remains at a daily average of 5.

During the large Tamil demonstrations that occurred in May 2009, all members of PS&EM were utilized in either a planning capacity or public order response.

In the summer of 2009, CUPE locals 79 and 416 participated in strike action against the City of Toronto. Members of PS&EM conducted planning and command post operations as well as directing the TPS response to the strike.

In December of 2009, 300,000 litres of Tritium contaminated heavy water were discharged from the Darlington Nuclear facility. Members of PS&EM acted in a liaison capacity to the Emergency Management Working Group.

It should be noted that during this reporting period, the Provincial Nuclear Emergency Response Plan was activated during both the City of Toronto strike and the Tamil Demonstrations.

### *Emergency Preparedness Training*

The TPS adopted the Incident Management System several years ago and is currently providing assistance to the province with the development of a Provincial IMS standard that will be implemented province-wide. In 2009, the Ontario Association of Chiefs of Police (OACP) adopted IMS as the Command structure for police response in the province. IMS training has been expanded to include all part-time POU members, Provincial Statutes and Supervisory training courses at the Toronto Police College. The program will continue until all members of the TPS are trained to the appropriate level as required by their respective job descriptions.

PS&EM continues to participate in a variety of joint training and education opportunities. This includes joint emergency management training with the Office of Emergency Management and provides TPS personnel with the Provincial Basic Emergency Management (BEM) Certificate upon completion of the required courses.

Additionally, PS&EM members have now been accredited by Emergency Management Ontario as instructors in this program. The program has been significantly expanded with monthly offerings to TPS members at PS&EM.

In addition to the above mentioned training, PS&EM also coordinate the following;

- Specialized training for members of the Public Order Unit;
- Basic Search and Rescue training for supervisors and selected constables; and
- Scribe training for identified individuals acting in a support capacity to Incident Commanders.

During 2009, the staff of the PS&EM participated as trainers in the following courses at the Canadian Emergency Preparedness College in Ottawa:

- Incident Site Management
- Emergency Operations Centre
- CBRN (multiple levels)

#### *Communications, Command and Control*

PS&EM has acquired Crisis Management Information System (CMIS) software, which was built on the Joint Emergency Planning & Response System (JEPRS) platform. This software will enhance the ability of the TPS to manage the command, control and communication of emergency events and large scale planned events much more efficiently. The project has been under the care of the TPS Project Management Office and it is anticipated that Service-wide availability will take place during the fourth quarter of 2010.

The system allows at site or remote monitoring and management of events through a secure internet connection based on positions and identified individuals. Access can be gained from any computer with internet access. Virtual Privacy Network (VPN) technology is not a necessary component. It is anticipated that many other City of Toronto agencies, led by the Office of Emergency Management will be considering the purchase of this software allowing them more effective integration with the TPS in all areas of disaster response and management.

#### *Emergency Management Symposium*

In November 2009, PS&EM partnered with our external stakeholders to organize a very successful Emergency Preparedness Symposium. The theme of the symposium was “Communicating for Success”. This represents the second symposium that has dealt with a different aspect of emergency preparedness. Each symposium has been very well received and each have been recognized internationally as some of the most valuable, cost effective training available in the field of Emergency Preparedness and Management. Planning for the third annual symposium is underway and the event will be held in November 2010. The theme for this symposium will be “Working Together – The Road to Resiliency”.

## **Chemical, Biological, Radiological, Nuclear and Explosives (CBRNE) – Joint Team**

The three emergency services components (TFS, EMS and TPS) of the Joint CBRNE Team managers operate from PS&EM offices situated at 4610 Finch Avenue East. This allows for greater communication and consistent operations among the three agencies.

At the present time the police component consists of four full-time members. The TPS is capable of mounting an integrated CBRNE response including intervention within the warm and hot zones. The TPS CBRNE team components include PS&EM, Forensic Identification Services, Emergency Task Force, Marine Unit and divisional personnel.

The TPS CBRNE project manager continues to be involved in the development and delivery of the National First Responders Training Programme in conjunction with the federal government, and Defence Research and Development Canada (DRDC). This program has developed a national standard with respect to CBRN training for municipal emergency response organizations.

The TPS Team provides a variety of CBRN training to TPS and non-TPS personnel (including other emergency responders and related groups). The training ranges from Basic CBRNE Awareness to Live Agent training at the Canadian Armed Forces Base in Suffield, Alberta.

## **Heavy Urban Search and Rescue (HUSAR) – Joint Team**

The Heavy Urban Search and Rescue Team – Canada Task Force 3 (CANTF3) is a Toronto Fire Services led initiative that is comprised of representatives from all emergency services and Toronto Water. This team has TPS components from the PS&EM and Police Dog Services (PDS). The team is supported by the Provincial Emergency Response Team from the Ontario Provincial Police.

Members of the unit were significantly involved with HUSAR activities in 2009. The unit was represented in the Senior Working Group (SWG) and training cadre, which enabled the unit to participate in the strategic direction of the team, as well as to provide maintenance and new skills training to all agencies represented. The training facility located at the Toronto Fire Services, 21 Old Eglinton Road has been upgraded to include a swift/ice water simulation area and debris field. These additional training areas will enhance the ability of the team to respond to emergencies of this nature.

Members continued to be active in core training days as well as maintenance training days. HUSAR continued ongoing training that included an international exercise in Buffalo, New York in November 2009. Six minor exercises were completed during the year and the one federal exercise was postponed and is now re-scheduled for January 2010 in Saskatoon.

PS&EM continued to address succession planning throughout 2009. The TPS involvement in HUSAR now consists of one team leader, six search specialists, and six search dogs and their handlers.

No emergencies involving HUSAR occurred in Toronto during this reporting period.

### **Public Health Emergencies, Preparations and Response**

PS&EM continue to liaise with Toronto Public Health in order to mitigate any public health emergencies, including pandemic influenza. In conjunction with the TPS Occupational Health and Safety, the Emergency Management section has provided information to first responders in relation to public health emergencies on the PS&EM intranet site. This includes the reproduction of materials provided by the Provincial Ministry of Health and Toronto Public Health.

The introduction of the H1N1 Pandemic Influenza into Canada provided the opportunity for PS&EM and other TPS units to finalize and test the Pandemic Procedure and response plan. The plan which consists of immunization, sanitizing and response protocols was pressed into action as fears of widespread infection became a reality this past year. Members of PS&EM provided subject matter expertise with respect to respiratory protection, workplace sanitizing and response. PS&EM in partnership with TPS Occupational Health Services secured additional training for all members of the TPS through Training & Education. Hand sanitizing stations were installed in all TPS facilities where public access is permitted. As well, the first stage of the new respiratory protection program was undertaken with all identified Tier 1 and some Tier 2 members “fit” tested for respiratory protection.

### **Critical Infrastructure/Counter Terrorism**

PS&EM, the TPS Intelligence Division and the Toronto Office of Emergency Management continue to work together to identify, document and analyze specific City of Toronto and TPS critical infrastructure sites. Once identified, the appropriate action can be taken to ensure the risk to these sites is minimized through education, information sharing and the implementation of target hardening activities. The goal is to help ensure that key operations and economic activities are protected, in addition to ensuring that core city services are maintained or restored as quickly as possible in the event critical infrastructure is affected by an emergent situation.

In December of 2009, the Counter Terrorism/Critical Infrastructure section in partnership with the Emergency Task Force, Communications Services and the Intelligence Division launched the Toronto Operational Response Information System (TORIS). This initiative will enhance the ability of the TPS to respond to virtually any type of call at one of these locations in a much more efficient manner. TPS members will be able to learn important information on issues such as hazardous materials, access and egress points.

### **Conclusion:**

The TPS recognizes the importance of emergency preparedness to the organization, other emergency service providers and our network of external stakeholder agencies. The overall goal of emergency preparedness is to provide the framework within which extraordinary arrangements and measures can be taken to protect the health, safety and welfare of the citizens of Toronto, should an emergency occur. Our Service will strive to find new and innovative

methods to mobilize our available resources in the event of an emergency situation in order to restore the TPS, the community and the Province to a state of normalcy as quickly and efficiently as possible.

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 APRIL 22, 2010**

**#P111. 2009 ANNUAL REPORT: USE OF THE TORONTO POLICE SERVICES  
BOARD & TORONTO POLICE SERVICE IMAGES**

The Board was in receipt of the following report dated March 15, 2010 from William Blair, Chief of Police:

Subject: 2009 ANNUAL REPORT - USE OF THE TORONTO POLICE SERVICE  
IMAGE

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

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

Background/Purpose:

At its meeting of May 16, 1998, the Board approved a report from the Chief of Police regarding a policy pertaining to request for the use of the Service Crest. (Min. No. 173/96 refers).

The Board approved the following Motion:

That the Board designate authority to the Chair of the Police Services Board to approve requests for the use of the Service image, with an annual report submitted to the Board by the Chief of Police listing all request for the use of the Service image.

Discussion:

A chronological listing of all request submitted for the period of January 1, 2008 to December 31, 2008, is appended to this report.

A total of three (3) requests were received, two (2) were approved, and one (1) was denied.

Conclusion:

In summary, this report provides the Board with a summary of all requests for the use of the Service image in the year of 2009.

Inspector Stu Eley, Executive Officer, Office of the Chief of Police will be in attendance to respond to any questions, if required.

**The Board received the foregoing report.**

**CENTRAL DIRECTORY  
USE OF THE SERVICE IMAGE: 2009**

<b>External Requester</b>	<b>Internal Requester</b>	<b>Purpose</b>	<b>Decision &amp; Date</b>
Carleton University		Use of the Service image on an academic poster which will present interview-related research findings during the American Psychology-Law Society in Antonio, Texas.	Approved by: Chair, Toronto Police Services Board on February 26, 2009,
	Ms. Aileen Ashman, Director, Human Resources Management	Use of the Service image specifically on an educational brochure entitled; "Do You Know ...About Steroids" published by the Centre for Addiction and Mental Health Toronto for distribution to members of the Toronto Police Services.	Approved by: Chair, Toronto Police Services Board on August 4, 2009.
Mr. Thomas Buckley		Use of the Service image specifically within a story book themed presentation which would be featured within a storefront window display at the Sears Store Downtown Toronto, during the period of December 1, 2009 to December 24, 2009.	Denied by: Inspector Stu Eley, Executive Officer, Office of the Chief of Police on October 23, 2009.



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

**#P112.       JOB    DESCRIPTION    –   CAPITAL    ASSET    ACCOUNTING  
                  COORDINATOR**

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

Subject:       NEW JOB DESCRIPTION – CAPITAL ASSET ACCOUNTING  
                  COORDINATOR

Recommendation:

It is recommended that the Board approve the attached new civilian job description and classification for the position of Capital Asset Accounting Coordinator (A07087), in Financial Management.

Financial Implications:

The establishment of this new position will be created through the deletion of one vacant Automotive Service Technician, Class B07 (40 hour). Current year savings are dependent upon the timing of the backfill; however, the decrease in cost will result in an annual savings of approximately \$8,000.

Background/Purpose:

The purpose of this report is to recommend the new position of Capital Asset Accounting Coordinator, to support the Service in meeting new obligations set by the Canadian Institute of Chartered Accountants (CICA) for reporting capital assets. This position will be responsible for the accounting and reporting of all capital assets held by the Toronto Police Service (Service) in accordance with the CICA's requirements.

Discussion:

In November 2008, CICA finalized a number of decisions related to governments and financial reporting. One such decision was the requirement for government entities to report tangible capital assets on their financial statements beginning with the fiscal year ending December 31, 2009.

The requirement included the following:

- Tangible capital assets and amortization to be accounted for and reported on financial statements;
- Tangible capital assets to be recorded at cost including purchase price and other associated costs; and

- Implementation was to take place with 2009 financial statements, including opening balances.

As a result of the CICA requirement, Financial Management embarked on a year-long process of gathering information on all tangible capital assets, including purchase price, year of purchase, useful life for depreciation/amortization and reasonable assurance that the asset exists and is in use within the Service.

Since capital asset accounting is an ongoing requirement for financial reporting purposes, there is a need to continue to perform all CICA requirements for each fiscal year. The workload of this new position cannot be absorbed within the existing staff complement of Financial Management nor can it be decentralized to the various asset managers as consistency is required for audit purposes. Therefore, a position must be created to take on the many functions that must be performed to ensure that financial reporting remains accurate, complete, and timely and that the Asset and Inventory Management System (AIMS) is efficiently and effectively maintained.

To this end, Compensation and Benefits has developed the job description and evaluated the position as an A07 (35 hour) job within the Unit "A" Collective Agreement with a salary range of \$54,121 to \$60,415 effective January 1, 2010.

Conclusion:

It is hereby recommended that the Board approve the new job description for the position of Capital Asset Accounting Coordinator (A07087). Subject to Board approval, the Toronto Police Association will be notified as required by the respective Collective Agreement and the position will be staffed in accordance with the established procedure.

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

**Ms. Sandra Califaretti, Manager of Financial Management, and Mr. Angelo Cristofaro, Director of Finance and Administration, were in attendance and responded to questions about the proposed new job description.**

**The Board asked if the classification assigned to the position was consistent with the responsibilities and was advised that this was the classification determined by Human Resources Management.**

**The Board approved the foregoing report.**



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

**Date Approved:**

**Board Minute No.:**

**Total Points:** 403.5

**Pay Class** A07

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**JOB TITLE:** Capital Asset Accounting Coordinator      **JOB NO.:** A07087.3  
**BRANCH:** Administrative Command, Finance & Administration      **SUPERSEDES:** New  
**UNIT:** Financial Management      **HOURS OF WORK:** 35      **SHIFTS:** 1  
**SECTION:**      **NO. OF INCUMBENTS IN THIS JOB:** 1  
**REPORTS TO:** Accounting Analyst      **DATE PREPARED:** 2010.02.04

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**SUMMARY OF FUNCTION:** Responsible for the accounting and reporting of all capital assets held by the Toronto Police Service in accordance with Canadian Institute of Chartered Accountants (CICA) requirements.

**DIRECTION EXERCISED:** Provides expertise and guidance to personnel.

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

**DUTIES AND RESPONSIBILITIES:**

1. Responsible for entering and maintaining all capital assets in the Asset and Inventory Management System (AIMS) inventory system. Responsible for reconciling capital asset purchases to capital assets entered into the AIMS system. Maintains balance sheet account reconciliations as they relate to capital asset accounting. Performs site visits to verify existence and location of capital assets or test check assets submitted to rotating inventory count and reconciles back to SAP and AIMS.
2. Reviews board minutes relating to capital assets to determine the appropriate cost centres and tax codes to be used on purchasing documents and ensures commitments are executed in SAP appropriately. Coordinate internal and external audit information requirements on accounting practices, processes relating to capital asset accounting. Monitors changes in generally accepted accounting principles and public sector accounting principles as they relate to capital asset accounting. Liaises with the City of Toronto regarding reporting and recording requirements.
3. Provides guidance to asset managers and supports team members on all accounting issues as they relate to capital asset accounting. Attends and participates in monthly team meetings and weekly group meetings.

*dg:161171*

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



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

**Date Approved:**

**Board Minute No.:**

**Total Points:** 403.5

**Pay Class** A07

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<b>JOB TITLE:</b>	Capital Asset Accounting Coordinator	<b>JOB NO.:</b>	A07087.3		
<b>BRANCH:</b>	Administrative Command, Finance & Administration	<b>SUPERSEDES:</b>	New		
<b>UNIT:</b>	Financial Management	<b>HOURS OF WORK:</b>	35	<b>SHIFTS:</b>	1
<b>SECTION:</b>		<b>NO. OF INCUMBENTS IN THIS JOB:</b>	1		
<b>REPORTS TO:</b>	Accounting Analyst	<b>DATE PREPARED:</b>	2010.02.04		

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**DUTIES AND RESPONSIBILITIES:** (Continued)

1. Recommends depreciation methods, lifecycle adjustments and accounting methods and procedures as they relate to capital asset accounting. Provides inventory reports/information to managers and coordinates rotating inventories. Makes adjustments to system and listing as required. Prepares and executes journal entries for disposals, depreciation and reallocations relating to capital assets, including supporting documentation and appropriate descriptions.
2. Depreciates, writes down, and disposes assets with decreased use or value. Produces reports and ad hoc analytics as required and makes recommendations regarding asset maintenance and replacement, working with asset managers to ensure all capital asset information is appropriately captured.
3. Prepares monthly financial reports, accruals, supporting schedules, depreciation lists, disposal lists, asset write-downs and other ad hoc reports as required. Prepares asset roll-forward reports and depreciation analysis as required by Budgeting and Control and the City of Toronto corporate accounting department.
4. Responsible for taking the lead on projects requiring research, organization, communication and problem resolution related to capital asset accounting; accountable for maintaining departmental applications and system functionalities.
5. Ensures the storage of backup information on fixed assets. Responsible for all reserve entries related to the vehicle and equipment expense and capital projects.
6. Monitors leased and donated assets, researching asset value and ensuring proper accounting treatment is applied.
7. Prepares Local Government – Capital Expenditures Form 18 report submitted to Statistics Canada reporting capital expenditures and the funding source.

*dg:161171*

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



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

**Date Approved:**

**Board Minute No.:**

**Total Points:** 403.5

**Pay Class** A07

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**JOB TITLE:** Capital Asset Accounting Coordinator      **JOB NO.:** A07087.3  
**BRANCH:** Administrative Command, Finance & Administration      **SUPERSEDES:** New  
**UNIT:** Financial Management      **HOURS OF WORK:** 35      **SHIFTS:** 1  
**SECTION:**      **NO. OF INCUMBENTS IN THIS JOB:** 1  
**REPORTS TO:** Accounting Analyst      **DATE PREPARED:** 2010.02.04

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**DUTIES AND RESPONSIBILITIES:** (Continued)

1. Prepares all year-end working papers, rollovers and reports as required by the external auditors and provides support for all entries, disposals and adjustments made during the year for all related capital asset issues.
2. Performs other related duties inherent to the position.

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

**#P113. SPECIAL CONSTABLES – TORONTO COMMUNITY HOUSING  
CORPORATION - APPOINTMENTS**

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

Subject: APPOINTMENT OF SPECIAL CONSTABLES FOR TORONTO  
COMMUNITY HOUSING CORPORATION

Recommendation:

It is recommended that the Board approve the appointment of the individuals listed in this report as special constables for Toronto Community Housing Corporation (TCHC), 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. 414/99 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 appoint the following individuals as special constables:

1. Derek ANDERSON
2. Darlene S. HURLEY
3. Henock Gebrehiwet SEBHATU
4. Gloria SORRENTINO
5. Crystal TEETER

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 property 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 and there is nothing on file to preclude them from being 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 appointment as special constables. These individuals are presently employed by the TCHC and each has received approval to transfer internally to the Community Safety Unit once they are appointed as special constables by the Board. These appointments will not represent a net increase in the special constable personnel strength for this agency as these individuals will be filling vacancies that were created throughout 2009 as a result of resignations, retirements and transfers.

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 property. The individuals currently before the Board for consideration has 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 APRIL 22, 2010**

**#P114. SPECIAL CONSTABLES – RCMP OFFICERS AND OUT-OF-PROVINCE  
MUNICIPAL POLICE OFFICERS PROVIDING SECURITY AT THE G20  
SUMMIT - APPOINTMENTS**

The Board was in receipt of the following report dated April 09, 2010 from William Blair, Chief of Police:

Subject: APPOINTMENT OF ROYAL CANADIAN MOUNTED POLICE OFFICERS  
AND OUT OF PROVINCE MUNICIPAL POLICE OFFICERS AS SPECIAL  
CONSTABLES

Recommendation:

It is recommended that the Board grant authority to the Chair and Vice-Chair to approve the appointment of Royal Canadian Mounted police officers and out of province Municipal police officers as special constables, upon the written recommendation of the Chief of Police, for the purpose of providing security at the G20 Summit.

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).

At its meeting of January 28, 1998, the Board approved the following recommendations:

THAT, upon receipt of a written recommendation from the Chief of Police to appoint a member(s) of the Toronto Police Service as a Special Constable, the Chair and Vice-Chair of the Board be delegated the authority to approve such appointments, and the Chair of the Board be authorized to sign the appointment forms; and

THAT requests for the appointment of Special Constables who are not members of the Toronto Police Service be forwarded to the Board with the Chief's recommendation, for the entire Board's consideration (Min. No. P41/98 refers).



## Discussion:

In preparation for the G20 Summit being held in Toronto from June 24 to 27, 2010, the Toronto Police Service is working with federal, provincial and municipal law enforcement agencies to develop and implement a comprehensive security plan. Security preparations of this magnitude will require the secondment of law enforcement personnel from police agencies across Canada.

Police officers from the Royal Canadian Mounted Police (RCMP) and Municipal police services from outside the Province of Ontario will not have the legal authority to enforce provincial statutes such as the *Highway Traffic Act*, *Liquor Licence Act*, *Mental Health Act* and *Trespass to Property Act*. Appointing these officers as special constables for a period ending June 28, 2010, would confer police officer powers on these individuals for the purpose of enforcing all sections of these statutes.

The Ministry of Community Safety and Correctional Services has been consulted regarding this request and has agreed to an expedited appointment process. The Ministry will accept one completed application accompanied by a list of the police officers who require special constable status as a result of their secondment to the G20 Summit.

Allowing for the fact that names of the officers deployed for this assignment could be provided on short notice and may be subject to change, the current special constable appointment system for outside agencies that requires full Board consideration would not be practicable. Delegating the authority for these appointments to the Chair and the Vice-Chair will enable appointments to be made on very short notice thereby ensuring that the maximum number of personnel are available for deployment during G20 events.

The Province of Ontario is currently in the process of enacting legislation entitled The Interprovincial Policing Act. It is anticipated that this legislation will be enacted during the Spring of 2010 and will allow municipal police officers from another province to enforce provincial statutes while in the performance of their duties in the Province of Ontario. If this legislation is passed prior to the G20 Summit, only the members of the RCMP seconded to the G20 Summit would require special constable status. The officers from out of province municipal police services will have full authority to enforce these statutes under this new legislation. In order to enforce federal legislation in this province, both RCMP and municipal police officers will be required to swear to the Oath of Office and Oath of Secrecy for the Province of Ontario.

Should the Board approve the recommendation contained within this report, it would be applicable to the G20 Summit only. At the conclusion of this event, the process for special constable appointments from outside agencies would revert back to the recommendations approved at the Board meeting of January 28, 1988 (Min. No. P41/98 refers).

Conclusion:

The planning for the G20 Summit has necessitated the implementation of comprehensive security measures to ensure the safety and well being of those in attendance as well as the citizens of Toronto.

An important component of this security plan is ensuring that law enforcement personnel seconded to this event from outside the Province of Ontario are provided with the legal authority to properly and effectively perform their assigned duties and responsibilities. Conferring special constable status on these officers in the most efficient manner possible will allow those responsible for the security plan to focus their attention on other matters.

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 APRIL 22, 2010**

**#P115. CANADIAN ASSOCIATION FOR CIVILIAN OVERSIGHT OF LAW  
ENFORCEMENT (CACOLE) 2010 CONFERENCE**

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

Subject: CANADIAN ASSOCIATION FOR CIVILIAN OVERSIGHT OF LAW  
ENFORCEMENT (CACOLE) 2010 CONFERENCE

Recommendation:

It is recommended that the Board approve the conference attendance and the estimated expenditures described in the following report, for up to three representatives of the Board, either Board members or Board staff members, to attend CACOLE's 2010 Annual Conference in Fredericton, New Brunswick.

Financial Implications:

This report recommends that the Board approve an expenditure from the operating budget in an approximate amount of \$4,000.00 to cover conference registration and any other necessary expenditures. Funds for conference attendance are available within the Board's approved 2010 operating budget.

If the Board approves the recommendation contained in this report, funds in the amount of approximately \$4,000.00 will be expended from the Board's 2010 operating budget.

Background/Purpose:

The "Board Member Expense and Travel Reimbursement Policy" approved by the Board in 2006 establishes that the Board's approval must be sought for the attendance of Board members at conferences.

Discussion:

The New Brunswick Police Commission will be hosting CACOLE's 2010 Annual Conference. The theme of this year's conference is "Civilian Oversight – Strengthening Public Confidence in Police" and will be held in Fredericton, New Brunswick, from June 7 - 9, 2010. The conference sessions will cover a broad range of topics including public and police perspective of civilian oversight, barriers for Aboriginal communities in civilian police oversight and the changing landscape of civilian oversight, among others.

This conference allows for the professional development of Board members and staff and provides an opportunity for networking with fellow police board members and members of other police services from across Canada. As such, it is important that the Board provide their support and attendance to help to ensure success of the conference.

A copy of the conference brochure and the registration form are attached for information.

Conclusion:

It is, therefore, recommended that the Board approve the conference attendance and the estimated expenditures described in the following report, for up to three representatives of the Board, either Board members or Board staff members, to attend CACOLE's 2010 Annual Conference in Fredericton, New Brunswick.

**The Board approved the foregoing report.**

## Program Chair, George V. Wright



CACOLE is dedicated to advancing the concept, principles and application of civilian oversight of law enforcement throughout Canada and abroad. CACOLE's goals are accomplished in many ways but one that has traditionally brought all stakeholders together is our annual educational conference. We are delighted to announce that CACOLE's 2010 Conference will be in Fredericton, New Brunswick, June 7, 8, 9, 2010.

The 2010 Program Members have worked tirelessly to create an exceptional program centered on the theme "Civilian Oversight – Strengthening Public Confidence in Police".

Our host agency, the New Brunswick Police Commission, has spent the past year helping in the planning of the conference to ensure that delegates are afforded every opportunity to share and learn from one another in an atmosphere that promotes the best that New Brunswick has to offer! We are most grateful to Peter Seheult, Chair, New Brunswick Police Commission, and his dedicated staff for their efforts on CACOLE's behalf.

We have arranged to have presentation tables in prime areas of the conference for those delegates who choose to share brochures, printed materials, and pins from their agencies.

We strongly urge you to register early and look forward to seeing you in Fredericton!

### Networking Opportunities

**CACOLE Board of Directors' Reception:** Join the Board of Directors for cocktails and appetizers against the backdrop of New Brunswick's historic scenery!

**Delegate Dinner:** The Province of New Brunswick and our host agency, the New Brunswick Police Commission, invite you to gather along the banks of the scenic St. John River for a traditional New Brunswick Kitchen Party! Dress casually and get ready for some old-time fiddling while feasting on New Brunswick's world famous lobster!

Delegates may obtain their delegate packages early on Sunday, June 6, 2010 at 6:00 p.m. to 8:00 p.m. or before the conference begins Monday morning, June 7, 2010.

### WHO Should Attend this Conference?

- Organizations that have the mandate, by or under a law, to provide civilian oversight in Canada and around the world
- Members of police boards and commissions
- Members of police services
- Commission's counsel
- Members of other criminal justice system agencies;
- Members of institutes, research bureaus, law enforcement associations, criminal justice planning councils;
- Members of the Bench or Bar representing Commissions or Respondents
- Professors of accredited colleges and universities who teach or conduct research in the field of criminology or criminal justice;
- Persons who are interested in or have contributed to the civilian oversight of law enforcement.

### Session Topics Will Include:

#### How do Members of the Public View Civilian Oversight in Canada?



Frank Graves, President of EKOS, presents the results of a survey conducted on behalf of CACOLE. EKOS is a Canadian research company that specializes in public opinion research, program evaluation and performance measurement. Over the past several years EKOS has been the number one supplier of public opinion research to the Government of Canada.

#### Media's Perspective on Police and Public Confidence

How does the media view its role? Does the media mirror or shape the public opinion of police?

#### Police Perspective on Civilian Oversight

What positives and negatives do those subject to civilian oversight see? How do they think it can be changed for the better?

#### The Changing Landscape of Civilian Oversight of Police

This panel will examine aspects of police oversight in transition in Canada and internationally as they relate to the nature of review, the tools available for oversight, discipline and the avenues of adjudicative review. This panel will also examine the changing nature of civilian oversight of police from the perspective of true independence and 'civilian' composition.

#### The Impact of the McNeil Decision

In *R v McNeil* [2009] S.C.R.66, the Supreme Court of Canada clarified the disclosure obligations of prosecuting Crown Counsel and investigating agencies to the defence in criminal cases. Materials previously thought to be available to the defence only on application to the court may now fall within the ambit of the Crown's "first party disclosure package". The decision has obvious and widespread ramifications for police services, but what are the implications for police oversight agencies?

#### Issues in Criminal Investigations in an Oversight Role

Public concern over allegations of serious police misconduct was the catalyst for some jurisdictions to create agencies whose mandate it is to investigate incidents or complaints involving serious injury or death of any person, and matters of a serious or sensitive nature, that may have resulted from the actions of a police officer. These civilian agencies, conduct criminal investigations into the conduct of police officers to ensure accountability, thereby engendering increased public confidence. Some recurring themes for these agencies are: what is the appropriate mix of police officers/civilian investigators? Should police association lawyers be advising officers before they write up their notes? This panel of international experts will address these issues and others they have encountered, in their attempt to meet the challenge of effective oversight.

#### "Mr. Big" – Judicially Authorized but Ethical?

The police in Canada have frequently used the undercover technique whereby a fictitious criminal organization is created with the aim of inducing a confession from a suspect. Since the introduction of this technique, a variety of legal challenges have been mounted to the admissibility of confessions so obtained but virtually all have not been successful. What is the appropriateness and legality of the Mr. Big technique from the views of Crown, defence and civilian oversight?

#### Tasers as a Policing Tool: Lightening Rods or Life Savers

The use of the conducted energy weapon (Taser) by the police continues to be an issue affecting the public's confidence in the police. The manner in which Taser usage is assessed will depend on the point of view of the various players involved. This panel will examine the current state of police policies and public confidence in this area from the perspectives of the police, civilian oversight, and human rights. The goal is to build an appreciation of the variety of issues raised by this weapon, including where opinions overlap or diverge, depending on the role and interests of the player.

#### Barriers of Aboriginal Communities to Civilian Police Oversight

Studies have shown that members of the Aboriginal Community have a higher representation concerning interaction with police. However, the Aboriginal Community has the lowest rate of complaints with oversight agencies. Does this mean that every interaction is a positive one or does it mean that oversight agencies are failing to create trusting relationships?

#### Outreach – Stakeholder Engagement

Who are our stakeholders and how best can we create relationships?

**Location of Conference:**  
Fredericton, New Brunswick

**Accommodation:**



Delta Fredericton Hotel  
225 Woodstock Road  
Fredericton, New Brunswick  
Phone: 506-457-7000  
Toll-free: 1 888-890-3222

If registering at the Delta Fredericton Hotel by phone please inform them you are with the group CACOLE

If registering on-line go to:  
<http://www.deltafredericton.com/cdna060410>  
to receive the conference rate of \$149.00 - \$159.00 per night.

**For More Information:**

**CACOLE**  
Box 48941  
595 Burrard Street  
Vancouver, British Columbia  
V7X 1A8  
Telephone: 604-660-2385  
Fax: 604-660-1223  
Email: [conference@cacole.ca](mailto:conference@cacole.ca)

**Conference Registration Fee:**

**MEMBERS**

CACOLE members registering before May 8, 2010 are entitled, as a **MEMBERSHIP BENEFIT**, to the all-inclusive Conference Rate of **\$575.00** (CAD).

**NON-MEMBERS Early Registration**

Delegates who are not members of CACOLE may register before May 8, 2010 at the **Preferred Rate of \$625.00**, all-inclusive. (CAD)

**LATE REGISTRANTS**

Late registrations received after May 8, 2010 will be invoiced at the late registrant conference rate of \$675.00, all-inclusive. (CAD)

**Please Note:**

Each delegate must complete and return a Registration Form to the address noted on the Form. Please email [conference@cacole.ca](mailto:conference@cacole.ca) if you require a receipt *in advance* of requisitioning payment for your registration.

Delegate Fees include admittance to the conference, the Board of Directors Reception, two lunches, all breaks, and the Delegate Dinner. Accompanying Persons may accompany the delegates to the Opening Night Reception, but are not entitled to attend any of the Plenary Sessions or Workshops, the Lunches, or Breaks. There will be an extra charge for Accompanying Persons wishing to attend the Delegate Dinner.

Should a delegate be unable to attend after registering, please notify CACOLE by post, fax or e-mail as soon as possible. Substitute delegates will be welcome.

Canadian Association for Civilian Oversight of Law Enforcement  
**CIVILIAN OVERSIGHT**  
**STRENGTHENING PUBLIC CONFIDENCE IN POLICE**  
**June 7, 8, 9, 2010**

Delta Fredericton Hotel  
 225 Woodstock Road  
 Fredericton, New Brunswick  
 Phone: 506-457-7000  
 Toll-free: 1 888-890-3222

*Note: Delegates and speakers are responsible for their own travel and accommodations arrangements*  
 If registering at the Delta Fredericton Hotel by phone please inform them you are with the group CACOLE or go on-line at <http://www.deltafredericton.com/cdna060410> to receive the conference rate of

**\$149.00 - \$159.00 per night.**

**Hotel Registration deadline: May 08, 2010**

<b>CACOLE CONFERENCE 2010 REGISTRATION FORM</b>		
Please complete one (1) Registration Form for each delegate.	Check one	We regret that we do NOT accept credit cards.  Please send your payments in Canadian funds.  Cheque <input type="checkbox"/> Money Order <input type="checkbox"/>  Please send your registration form and payment to:  <p style="text-align: center;">CACOLE CONFERENCE 2010                      Box 48941                      595 Burrard Street                      Vancouver, BC V7X 1A8                      Attn: Luauna Selman, CACOLE Conference Coordinator</p> Note: Please email <a href="mailto:conference@cacole.ca">conference@cacole.ca</a> if you require a receipt <i>in advance</i> of requisitioning payment for your registration.
CACOLE member: (Before May 08, 2010)	\$575.00 <input type="checkbox"/>	
Non Member: (Before May 08, 2010)	\$625.00 <input type="checkbox"/>	
Full registration: (After May 08, 2010)	\$675.00 <input type="checkbox"/>	
Full-time Student registration:	\$250.00 <input type="checkbox"/>	
Title (Ms., S/Sgt., Dr.):	Name of delegate:	
Position title:		
Agency/Organization/Unit:		
Full Mailing Address: PO Box:		
		Postal Code:
Telephone number:		Fax number:
Email address:		Organization web site:
Administrative contact name, telephone number and email:		
Invoice required in advance: Yes: <input type="checkbox"/> No: <input type="checkbox"/>		

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

**#P116. 2009 ANNUAL REPORT: HEALTHY WORKPLACE INITIATIVES**

The Board was in receipt of the following report dated March 9, 2010 from William Blair, Chief of Police:

Subject: HEALTHY WORKPLACE INITIATIVES

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 held on November 28, 2006, the Board approved a motion requesting that the Chief implement a targeted approach to creating a healthy workplace and report annually to the Board on the results of his initiatives. The motion was in response to the results of the Connex Health Risk and Productivity Assessment (HRA) report completed in 2006, which was prepared for the Toronto Police Service (TPS) by Connex Health Consulting (Min. No. P354/06 refers).

This report is submitted in response to that motion and will identify health and wellness initiatives which have been undertaken by the Service during the period of October 1, 2008 to September 30, 2009.

Discussion:

In 2008, the Service began developing a Fatigue Management Program under the direction of Constable Kevin Darby, who was assigned to the Occupational Health and Safety Unit to assist with the development of wellness initiatives. With the launch of this initiative, the Service took a leadership role amongst Canadian police services, in recognizing the risk management implications of worker fatigue from rotating shifts and non-traditional day shift business hours. Fatigue is a factor that increases the probability of worker error and accidents due to deficits in mental and physical performance. It is imperative that organizations manage workplace fatigue. The ill effects can be reduced through education, awareness and establishment of best practices. This wellness initiative, was developed in partnership with Dr. Charles Samuels, who is a board certified sleep subject-matter expert, and the lead researcher for the Calgary Police Service Health and Human Performance Research initiative. Our sleep project is part of a North American collaboration, including Harvard University, New York State Police, Buffalo Police



and Washington State University. Dr. Samuels has made presentations to the International Association of Law Enforcement Professionals and the International Association of Chiefs of Police.

In June 2008, Dr. Samuels was engaged by the Service and conducted a three day train-the-trainer program for members across the organization, which included representation from Training and Education, Parking Enforcement, Communications, Courts, Employee Family Assistance Program (EFAP) and Occupational Health and Safety. A fatigue management working group was formed; a fatigue management instructor program for in-house trainers and an e-learning program were developed. A one day train-the-trainer program was conducted in December 2008 by Dr. Samuels, which was attended by all the in-service trainers from the identified units, as well as members of the Ontario Police College, Royal Canadian Mounted Police, Peel Regional Police, York Regional and Durham Regional Police. On Tuesday, June 3, 2008, Dr. Samuels was the keynote presenter at the Senior Officers' training session, on the topic of research in the field of fatigue and sleep management.

The Fatigue Management Program was officially launched in January 2009 for uniform members as part of the 2009 Crisis Resolution Officer Safety and Use-of-Force curriculum. Civilian sessions also commenced in specific units with in-house trainers and at Police Headquarters. Data is being collected through both "pre and post knowledge" surveys and all information is being collected using Scantron forms for ease of data capture and post-training analysis. A booklet outlining how the Service launched its fatigue management program is currently being created in cooperation with Dr. Samuels, as a template for other organizations to follow.

Fatigue management is one of the four prominent initiatives that formed the core business of the Service's 2008/2009 Wellness Strategy; the others included nutrition, chronic disease education, and fitness. In January, an updated three-year operational plan was developed to continue the momentum of the Wellness Strategy and address key areas which are critical to the Service's progress in the National Quality Institute (NQI) road map to a healthy workplace. The Service has followed the NQI roadmap since 2002 and has already achieved two of four levels. Measurement of the Fatigue Management Program and nutrition are continuing and avenues for measurement of upcoming programs are under consideration. Also included in this reporting period, is the Service's Chaplaincy program, which responds to the spirituality of our members.

The HRA identified specific health risk indicators for the Service. The most significant risk indicators were cardiovascular disease, diabetes, obesity, poor nutrition, lack of fitness, stress and lack of work-life balance. In 2009, relaxation and cardiovascular parameters are being taken into consideration with the development of a hypertension self-monitoring program which will be launched by year end. Meditation and lifestyle seminars have been extremely well received in 2009 and work-life balance programs are being prepared for launch in 2010. It is anticipated that the work-life balance programs will persist for a minimum of two years. The Service's strategic elements of a wellness network across the Service, organizational health and culture working groups, a peer training network and improved communications, are also key areas that will be discussed below.

The following is a summary of the wellness activities undertaken from October 1, 2008 to September 30, 2009.

### Healthy Workplace Progressive Excellence Program Awards (HWPEP)

Since 2003, the Service has modelled its comprehensive Health and Wellness Strategy on the NQI healthy workplace criteria. There are four levels of recognition that form the Progressive Excellence Program (PEP), these are organizational commitment, planning, implementation and evaluation and measurement. Once a formal application process at a selected level is submitted by an employer, the NQI evaluates it against the detailed criterion for that level and then recognizes organizations that meet the detailed criteria.

The Service has formally pursued application for PEP recognition with NQI since 2007. The Service was awarded Level One in 2007 and Level Two in 2008.

In 2009, the NQI sub-committee has conducted a detailed self assessment based on Level Three criterion. Focus groups have also been held with the Executive Management Team (EMT). A cross section of uniform and civilian members indicated that ongoing improvement in communication and wider dissemination of programs is required. Feedback from these sessions has satisfied the NQI sub-committee and the Service will be in a position to meet the requirements for Level Three.

### Wellness Champions/Working Groups

Organizational health and wellness working groups, which were originally formed to respond to unit and pillar level workplace health and culture issues affecting employee health and engagement, have agreed to expand their role by promoting health and wellness initiatives in their units. There are nine Organizational Health and Wellness working groups, encompassing the eleven pillars under the five branches of the Service which are known as Commands. Promotions will include communicating service-wide programs and services related to individual health and wellness, as well as unit and pillar level initiatives that use the existing resources available within the Service or initiatives that are created by individual unit and pillars. All unit commanders and senior management participating in the working groups have approved this dual role.

Working groups and wellness champions within the Service are also fulfilling the improved communication recommendation by the National Quality Institute Assessment for the Level Three award of excellence.

### Organizational Health - Reconciliation with the Employment Systems Reviews

The organizational health process has included a broad consultation across the Service. Initially, consultation included focus groups of employees, then focus groups with managers, and then joint management-employee focus groups. These focus groups were coordinated for each of the five Commands. The purpose of these focus groups was to identify issues that affect the health and wellness of members and organizational health in general. The issues identified were

prioritized by these focus groups and reported up to the respective Deputy Chief or Chief Administrative Officer (CAO) in each Command. Subsequently, nine working groups have been established (one in each unit) to address the prioritized issues and to work on ongoing health, wellness and organizational health issues.

Evaluating the impact of the working groups' activities is an ongoing part of this process. Finance and Administration and Information Technology Services were the first units who participated in the evaluation process, and the results have been positive. Both units registered significant improvement in organizational culture scores. Executive Command, Operational Services and Detective Services are participating in an evaluation in fall 2009. Human Resources Management, Central Field and Area Field will be evaluated in 2010.

Concurrent and harmonious to the organizational health process has been the two Employment System Reviews (ESR) conducted since 2006. The purpose of an ESR is to specifically ensure there are no barriers to equity within human resource systems and generally to improve those systems for all members by ensuring that they are fair, equitable and transparent. Two ESRs were conducted by independent consultants working with the Service. The first ESR, completed in 2006, examined the promotional process for police officers and resulted in ninety-five (95) recommendations. All ninety-five recommendations have been approved by the Command and fifty (50) have already been implemented. The second, completed in 2008, examined human resource systems affecting civilians and cultural issues and resulted in thirty-eight (38) recommendations. These recommendations have also been approved by the Command for implementation. A final ESR, which will examine all human resource systems affecting police officers, is currently being considered by Command.

In both the ESR and the organizational health processes, there have been many recommendations made regarding selection, promotion, communication, management practices and other human resource issues. In numerous instances these recommendations are the same. A report is currently being prepared that will reconcile the recommendations of the organizational health processes with the ESR. This report will highlight the consistency in some of the findings of both projects and, more importantly, identify the prioritized recommendations from the organizational health processes that have not been captured in the ESR's. This will be reported to the Deputy Chief of Human Resources Command, for further evaluation.

#### Nutritional Presentations, Weight Loss Clinics, and Counselling

Since 2003, nutrition has been one of the core elements of the Wellness Strategy and one of the most successful programs delivered to date. Over the last sixteen months, approximately 800 members have attended healthy-eating programs and 500 have participated in the "Biggest Loser Challenge." Individual consultations on nutrition, lifestyle and weight loss have averaged approximately 100 per year. The nutrition program has delivered on sustainability and is the most popular program.

## Communications/Internal and External

There are several components to the communication strategy for the Service, which include, but are not limited to, the wellness working groups/champions, the updated wellness Intranet site, external and internal publications and conferences and events. The communication of the Wellness Strategy to members and external groups has been ongoing and continuous improvements in methods are being developed. As each working group develops their own wellness initiatives and/or newsletters, these events are being communicated to the Public Information unit and the wellness coordinator to create a central information repository of wellness initiatives throughout the Service. The major wellness programs being developed and existing programming will be accessible to members through the wellness Intranet site presently being developed, which will be formally re-launched in the last quarter of 2009. Information on upcoming events, the Wellness Strategy, members of committees and wellness tips, will be included in the revamped Intranet site.

Members have been invited to speak on our Wellness Strategy at external events. In October 2008, Inspector Scott Weidmark attended the Institute for Health and Productivity Management (IHPM) Conference in Scottsdale, Arizona. During this event, Inspector Weidmark accepted the International Employer Award. In May 2009, the Services' wellness team attended the Connex Health Employer Forum in Niagara-on-the-Lake, to make a presentation on our wellness program and strategy. In June 2009, Staff Inspector Frank Ruffolo, the Services' wellness coordinator and Connex Health Consulting attended a half day Rogers Media Conference.

In the September 2008 issue of Working Well magazine, the Service was featured in an article called "Fit for Service" (See Appendix 1). In 2009, the Service was represented at a Rogers' communication round table discussion and featured in the Working Well magazine. The Royal Canadian Mounted Police (RCMP) also interviewed Service members of the wellness team and there will be a featured article on this in the RCMP Gazette, later this year. Articles are being prepared for fall publication in the Badge and Blue Line on our wellness program, with specific reference to the fatigue and cardio-metabolic programs. Subsequent to the Service receiving the Institute for Health and Productivity Management (IHPM) Award in 2008, an article was published on the Service in the first quarterly 2009 edition of the IHPM magazine (See Appendix 2).

## Work-Life Balance Program

In 2001, Dr. Linda Duxbury, Professor at Sprott School of Business, Carlton University, Ottawa and Dr. Chris Higgins, Professor at Richard Ivey School of Business, Western University, in London, conducted a National Work-Life Conflict Study funded by Health Canada. A copy of the Executive Summary is appended to this report (See Appendix 3). Over 100 employers from across Canada participated in the study, as well as 31,371 employees from different sectors. This study included public sector (approximately 44%), private sector (40%) and not-for-profit and government making up the remaining groups.

The Work-life-conflict-study was created to help key stakeholders understand and deal effectively with work-life conflict and to make the business case for change. This is accomplished in four ways. First, it quantifies the prevalence of the various forms of work-life conflict. Second, it quantifies the costs of each of these forms of imbalance to stakeholders (i.e. employees, families, organizations and governments). Thirdly, it identifies the risk factors associated with the different forms of work-life conflict and finally, it summarizes what key stakeholders can do to increase work-life balance.

In 2010/2011, the Service will be launching a two-year Work/Life Balance Program. This Program is intended to create several awareness programs, for example a Crisis Resolution Officer Safety Self-Mastery course and self-mastery training for civilians. Self-Mastery training involves stress resilience, mental health, setting priorities, relaxation and personal empowerment. Training for senior management and an Advanced Leadership course on work-life balance issues and solutions, will also be a part of the program. Work-life Balance is a complicated topic and involves many different aspects of lifestyle and individual circumstances. The program will be geared towards the critical findings identified in the above-noted 2001 study and recommendations contained in follow-up research papers, by Professor Duxbury and Professor Higgins. Not all solutions would be feasible to implement, as some would involve changes to the collective agreements.

#### Chronic Disease Education/Cancer Society

Chronic disease education which includes the monitoring of blood sugar, cholesterol and blood pressure, has been part of the Wellness Program since 2004. In the cardio-metabolic pilot project, conducted by Connex Health Consulting in 2007/2008, high blood pressure (hypertension) was identified as a prevalent risk factor amongst our membership. In the last quarter of 2009 or first quarter of 2010, a self-assessment hypertension screening program is planned to be launched in many units throughout the Service. The purpose is to increase awareness across the Service of the health risks associated with high blood pressure and encourage members to have their blood pressure screened regularly. As previously indicated, digital blood pressure cuffs will be purchased for units and members will be encouraged to self-screen. This program will be promoted to members within participating units. Monitors will be placed in secure locations and guidelines and instructions will be posted. Members will be encouraged to record their results on wallet cards and to self report their results to Connex (optional) for the measurement database.

On July 8, 2009, the Canadian Cancer Society and the Service partnered to run a Breast Cancer Awareness program called; “Thingamaboob” for Service members. There was a presentation at Police Headquarters and the Canadian Cancer Society handed out key chains.

#### Meditation/Stress Management Program

As part of the ongoing Wellness Strategy to address stress resilience and health management for members, presentations on self-care to ameliorate the effects of stress, have been conducted in the field and at the College since 2003. In 2009, a six-week Meditation Course was initiated at

Headquarters and was extremely well received, with over a hundred people signing up. Two classes ran concurrently over the six- week period. In September 2009, two relaxation seminars at Headquarters were also very well received. A Meditation Course is planned for a field unit early in November 2009 and another six-week course will be made available next year at Headquarters.

#### Measurement Database and Wellness Intranet Site

As the part of a commitment to measurement and evaluation, an analysis of all employee benefits data is being conducted through Health Evidence™, to identify the overall burden of illness, and diseases, as well as other health conditions driving health and disability costs for the Service in 2009. The results will be compared against the results of the original Health Evidence™ tool conducted in 2004.

The measurement database that was developed for the cardio-metabolic pilot demonstrated an overall reduction in the risk of a cardiac disease, as well as improvements in cholesterol levels and the nutritional habits of members who participated in the pilot and returned for rescreening after six months. The pilot also identified 26 individuals who were subsequently diagnosed with high cholesterol, high blood pressure or diabetes. Participating units included No. 32 and No. 41 Divisions and Parking Enforcement. Use of the measurement database has been extended into 2009 and will be used to evaluate several other programs, including the ongoing nutrition, 'Biggest Loser' programs, as well as new programs to be launched, such as 10,000 Steps and Hypertension Screening. Initial results of those who returned for the 'final weigh in' of the nutrition program indicate that two thirds reported improvements in energy levels, sleep and their ability to cope with stressors, as well as reporting that they believed the lifestyle changes they made would be permanent.

The Wellness Team has been working on revising the wellness Intranet site. It will be totally re-vamped to accommodate fitness videos, nutrition, work/life balance and other programming. This site will be accessible to all members and will include contact information for the Wellness Coordinator, the Global Wellness Committee and sub-committees, unit/pillar working groups and fitness pin instructors. It will also include a calendar of wellness events offered by the Service. Programs will include healthy eating and nutrition, nutrition tips, fitness videos, 'Biggest Loser', 10,000 Steps and other wellness information and resources.

#### Annual Flu Clinics

Flu clinics have been hosted by the Service for members for the last eight years. Each year, different units have been selected to host the clinics, which have been administered through the Toronto Public Health, Emergency Medical Services and Well Serve which is a provider of occupational health services. This year has already proven to be a challenge due to the outbreak of novel influenza A/H1N1 and all clinics have been postponed until further direction from Toronto Public Health. A Public Health Community Clinic was planned for October 26, 2009 in the Headquarters Lobby, which is currently in abeyance. Members will be notified as soon as clinics are confirmed.

### Back Health Screening Study and Program

In 2009, a Back Health Study was commenced for members of the Emergency Task Force, in partnership with Dr. Stuart McGill of the University of Waterloo. This Study was initiated to develop a time efficient, evidence based protocol to screen back health in our members and was completed in April 2009. A follow-up study for participants will be administered twice yearly and back fitness testing, involving recruits at the Ontario Police College, will be facilitated to ensure a larger sampling to compare future results. This study will result in the development of corrective exercise protocols to ensure the health of uniform members in the future.

### Fitness Program/ Peer pin Training Network

In 2009, Constable Kevin Derby initiated a pilot fitness program at Headquarters to determine the best strategy for developing a service-wide program. The pilot program ran for three different levels, beginner, intermediate and advanced, for both uniform and civilian members. This program was instructor led and, at the same time, provided content for an Intranet on-line fitness video program for all three levels. Since the beginning of 2009, the fitness instructors at the College and the planners for each pillar have started to identify a network of wellness champions and a peer training network who will oversee the fitness test PIN certification across the Service. The peer trainers would represent each division/unit and would serve as a fitness and wellness network to improve communication and facilitate a more strategic wellness approach. The peer trainers will be trained in fitness PIN testing in November 2009. The on-line exercise videos will be available with the launch of the peer pin training network in 2010. The videos will be on the wellness Intranet site, which is currently being prepared for re-launch in late October/November 2009. A program for beginners called "10,000 steps" is in the process of being developed and a limited number of pedometers will be purchased. The fitness program is currently being developed and will have a positive impact on members' ability to maintain their health and fitness.

### Chaplaincy Services

The Chaplaincy Program was initiated in 1974 to minister to the personal, spiritual and religious needs of members. In December 1995, a proposed report on redefining the Chaplaincy Service was approved by the Command. In 1999, the Service hired Reverend Paul Lainen, on an 18-month contract as Interfaith Chaplaincy Co-ordinator. In 2004, Reverend Walter Kelly succeeded in the role of Interfaith Chaplaincy Co-ordinator and since that time, eighteen volunteer chaplains have joined the Service. These chaplains volunteer twelve to fifteen hours per month and are available at the divisions and other units for the spiritual well-being of our members.

Currently, four types of religious services are held at the Headquarters chapel and many members utilize the prayer room available in the Chapel 2<sup>nd</sup> floor reception area. Throughout the year, Reverend Kelly arranges training for the chaplains, the Chief and Command, Senior Officers, and members of the Police Services Board. Members of No. 23 Division have attended at the BAPS Shri Swaminarayan Mandir and were invited for a police appreciation night. Reverend Kelly also provides diversity training at the College for civilians and recruits, attends

to members who are grieving the loss of loved ones and performs marriages from time to time. A chapel at the new Police College is being set-up to receive all faiths.

### Psychological Services

The mandate of Psychological Services is the maintenance and enhancement of the psychological health and resilience of members. Psychological Services' primary function is the provision of support and services designed to enhance the psychological health and coping capacity of members whose work places them at risk for adverse psychological consequences. Additional functions include the psychological evaluation of new constable candidates and consultation to supervisors regarding psychological issues in the workplace.

Psychological Services provides wellness services twice annually to officers who work with child exploitation images, both in the Sex Crimes Unit and the Technological Crime subsection of the Intelligence Division. Psychological Services supports officers returning from military leave, and also at their three, six and twelfth month post-deployment. As well, Psychological Services presents to new recruits during the Family Day presentations at the College on the stressors associated with being a first-responder family. Psychological Services is involved in offering wellness events and providing literature annually for psychology month in February and offers stress seminars to various units. The Service was the recipient of the Ontario Psychologically Healthy Workplace Award in May 2008. The Service received the Best Practice Honour, American Psychological Association in March 2009, for acknowledgement of the mentoring program developed to assist uniform officers as they navigate through the promotional process.

### Conclusion:

The next annual update report will be presented to the Board at its meeting in November 2010 and will cover the period of October 1, 2009 to September 30, 2010.

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

**Deputy Chief Keith Forde, Human Resources Command, was in attendance and responded to questions about this report.**

**The Board complimented Deputy Chief Forde for his leadership of this initiative and on the scope of the program.**

**On the Board's request, Deputy Chief Forde provided an overview of the outreach efforts undertaken to attract members' interest.**

**The Board received the foregoing report.**



# Fit for service

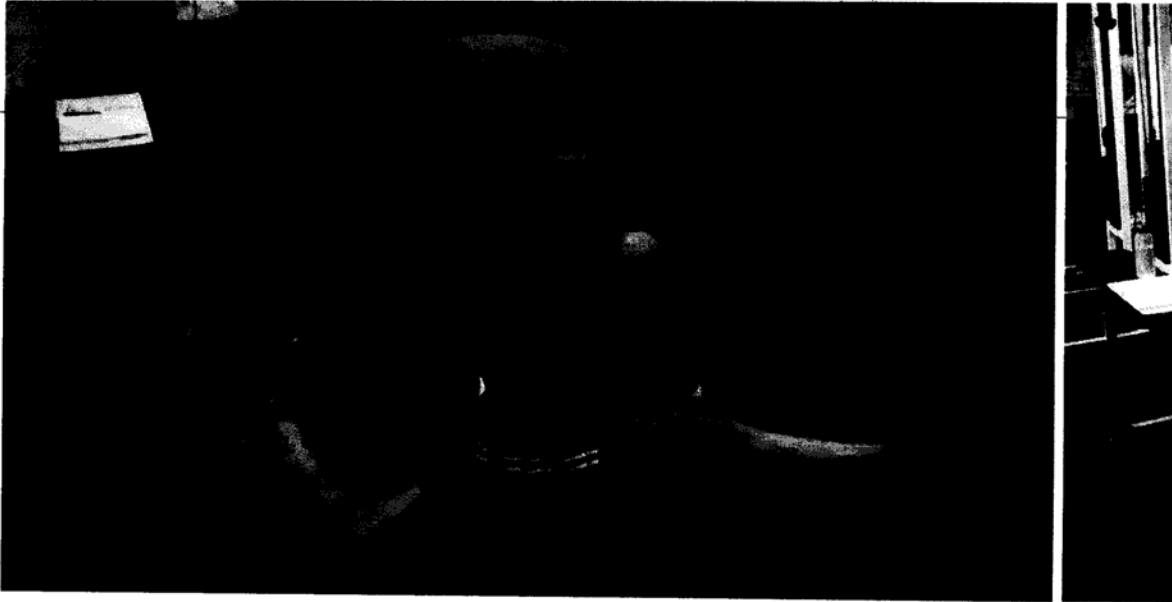
Inside the Toronto Police Service's  
wellness strategy

**d**wayne Stamplecoskie never used to think twice before reaching for a sugary, high-carbohydrate mid-day snack despite his high blood sugar. It was as natural as pouring his morning cup of coffee. But since participating in a cardiometabolic pilot program offered by his employer last year, the 34-year-old police constable takes his health more seriously.

The program not only helped him decrease his blood sugar by nearly 300%, it also helped him lose six pounds over six months and gave him the momentum to lose another 15 pounds in the months that followed. He says he now has at least 50% more energy.

"It raised my awareness of my own well-being," says Stamplecoskie, who is with the 41 Division of the Toronto Police Service, an 8,000-person organization that operates 24/7 and includes everyone from front-line uniformed officers to civilians working in court and traffic services. "This was a golden opportunity."

Stamplecoskie is one of 510 employees who participated in the cardiometabolic program. Designed by Connex Health, a workplace health consulting firm in Burlington, Ont., and pharmaceutical company Sanofi-Aventis, the program assessed participants' cardiometabolic risk factors, a set of



Since most police facilities are equipped with gyms, participants of the pilot project were able to exercise on-site. Pictured: Kevin Darby, Toronto Police Service's fitness and programming coordinator, shows sex crimes officer Candice Flis how to do a sit-up.

**Diana Tuccillo** knows all too well about weight issues. A traffic court clerk with the Toronto Police Service for the past four years, the 29-year-old noticed her weight creeping up. Since participating in the nutrition counselling portion of the cardiometabolic program (which comprised a series of educational sessions taught by a certified holistic nutritionist), she's lost 30 pounds and her percentage of body fat dropped from 27% to 18%. Her good cholesterol went up, while her blood sugar went down. She has more energy and believes her productivity has increased. "I'm extremely grateful [to my employer]," she says. "I would not have gone to a nutritionist by myself."



conditions—core obesity (being apple-shaped), borderline hypertension and insulin-resistance—that together increase a person's risk of diabetes and heart disease. The program also measured the impact of nutrition and fitness counselling on participants' cardiometabolic health.

Workplace wellness has always been a part of Toronto Police Service. Police work is a stressful and physically demanding job. The use of force is sometimes necessary when making arrests, requiring police officers to be in top physical condition. Policing is also shift work, a well-documented source of stress, sleep disorders and ill health. So when Sanofi-Aventis approached Toronto Police Service with the idea for the pilot program, it took advantage of the opportunity. Connex Health, which had previously worked with the Service on other wellness initiatives, agreed to organize and run the program.

#### How it worked

During the initial hour-long clinics, employees filled out a questionnaire about family history of illness, tobacco use, physical activity and eating habits. They also gave a small blood sample, which was tested for glucose and cholesterol (triglycerides, LDL and HDL), and had their percentage of body fat, waist circumference, blood pressure and waist-to-hip ratio measured.

With participants spread out over 11 locations and several shifts, scheduling the clinics was a challenge. One clinic started at 4:30 a.m.

"Once it was determined we'd have to go through some of the divisions five times to capture all shifts, the greater challenge became allocation of resources," says Connex's Leah VanOoyen, manager of workplace health and wellness, who works with companies to implement, organize and manage wellness initiatives. "We'd have to go out to a clinic five times and maybe only capture 10 or 12 people each time, but we'd still have to bring four bins of



(From left to right) Lisa Tsakos, a holistic nutritionist, with members of Toronto Police Service's wellness team: Kevin Darby, fitness and programming coordinator and training constable; Christine Borkiewicz, manager of occupational health and safety; and Kim McClelland, wellness coordinator.

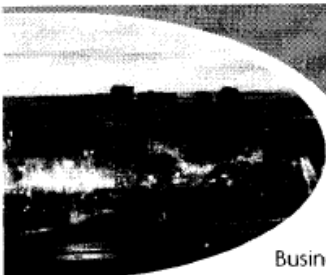
protein (LDL, or "bad" cholesterol) value of less than 3.0 mmol/L

- a 16.5% increase in the number of participants with healthy levels of high-density lipoprotein (HDL, or "good" cholesterol)
- twenty-six new diagnoses of high cholesterol, high blood pressure, diabetes and/or obesity, resulting in 17 new prescriptions for medications
- an increase in the number of participants who regularly meet the daily recommended servings of all food groups, except

meat and alternatives  
 McClelland says the biggest success of the cardiometabolic program—aside from the positive impact on employees' health—was the willingness of senior management to allow the clinics and subsequent programming to be held during work hours. Doing so "gave a very clear message to all employees that the command was committed to wellness and their well-being," she says.

Toronto Police Service is working towards accreditation as a healthy workplace by the National Quality Institute (NQI) and has achieved level one of four so far. Next year, the Service plans to focus on fatigue management and sleep disorders. ■

Andrea Davis is a freelance writer in Guelph, Ont.



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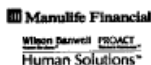
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**Corporate Karma: Moving Forward by Giving Back** Discover the power of corporate philanthropy to unleash organizational potential by energizing employees, improving retention and establishing trust. Presented by Peggie Pelosi, author of *Corporate Karma: How Business Can Move Forward by Giving Back*.

**The Power of One: The Power to Change, the Power to do Something** Hear how InterfaceFlor has engaged employees in its worldwide effort to achieve sustainable business practices. Presented by Claude Ouimet, Senior Vice President and General Manager for InterfaceFLOR in Canada and Latin America.

**Canada's Best: Workplaces that Move Forward by Giving Back** Learn from three companies ranked among the *Best Workplaces in Canada 2008*. Moderated by Graham Lowe PhD, President of *The Graham Lowe Group Inc.*, the panel will comprise Bruce MacLellan, APR, FCPRS, President & CEO, Environics Communications, Richard Gottfried, Vice President Corporate Communications, Trico Homes, and Barry Munro, CA, Calgary Managing Partner, Ernst & Young.

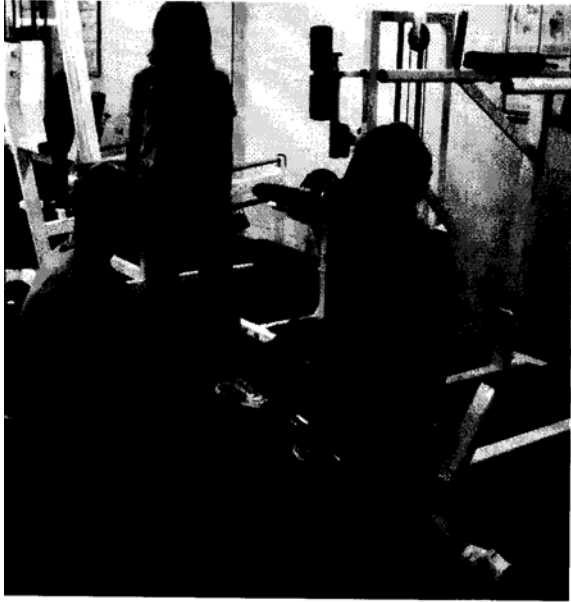
MAJOR PARTNERS



CONFERENCE MANAGEMENT



PHOTO COURTESY OF TSP



As part of the cardiometabolic program, participants received nutrition and fitness counselling, which taught them to make healthier food choices, take vitamin and mineral supplements, and take part in a variety of physical activities, including weightlifting, low-impact aerobics and walking.

equipment. It took us an hour to set up. It was definitely a budget challenge trying to capture everyone across 11 locations.”

Once everyone’s health data was collected, a lifestyle coach reviewed the results and in one-on-one consultations provided participants with resources and information on how to improve their lifestyle and eating habits. Over the next six to eight months, participants took part in nutrition and fitness counselling. The nutrition program involved maintaining a food diary, taking vitamin and mineral supplements and eliminating consumption of processed foods.

The fitness program involved weightlifting, walking and low-impact aerobics, which were all done on-site. While most participants exercised during lunch, they had the option to work out during business hours. (Allowing police officers to exercise on company time is up to their unit commanders, but Kim McClelland, the Service’s wellness coordinator, thinks it should be a company-wide policy. “If you require police officers to be fit [they should be able to] work out as much as they want,” she says.)

#### The results

Around six months later, participants returned to have their measurements taken again (of 510 participants, 171 returned—a good turnout for a police service, considering the unpredictable nature of police shift work, says McClelland). The results were impressive:

- a 13.5% reduction in certain participants’ risk of developing coronary heart disease
- a 23% increase in the number of participants with one or no cardiometabolic risk factors
- a 39% reduction in the number of participants with four or more cardiometabolic risk factors
- a 12% reduction in the number of people with an unhealthy waist circumference
- a 30% reduction in the number of people with a low-density lipo-

### Cynthia Rennie

is a senior fingerprint technician with the Toronto Police Service, who lost 80 pounds on her own in 1980. With the help of Weight Watchers, she’s since lost another 20 pounds. While Weight Watchers was not part of the cardiometabolic program, Rennie credits the nutrition component of the program with helping her stay on track and maintain her weight loss. Although she considers herself knowledgeable about nutrition thanks to her significant weight loss, she says it was good to get credible information from another source. She no longer works through her breaks, having realized the importance of getting up and moving.



Christine Borkiewicz, manager of occupational health and safety, Toronto Police Service, recalls how employee health really became a priority in the late '90s.

"At the time, all of industry was [experiencing] a huge rise in drug costs," she says. "Everyone was looking for strategies to mitigate those costs. I wouldn't say we were any different—that was probably one of the drivers. At the same time, we've always had a culture where attendance was important. When a police officer goes down, we

can't call a temp agency to fill that position—the other workers have to work twice as hard to cover [the officer]."

In 2002, Toronto Police Service hired Kim McClelland as its full-time wellness coordinator. The Service later used pharmaceutical company GlaxoSmithKline's Health Evidence model to determine where it was spending most of its healthcare dollars. It turned out the Service was spending the most money on cardiovascular disease, hypertension, stress and cardiometabolic disease.

Three years later, the Service conducted a health-risk assessment (HRA) on its employee population and identified nutrition, sleep disorders, stress and work-life balance as areas of concern.

"The real area that convinced senior command was the health-risk assessment," says McClelland. "When they were presented with the results of the HRA survey, that's what really kick-started the whole [wellness] program."

With an awareness of workplace wellness

already in place, convincing senior command of the value of a cardiometabolic pilot program, introduced last year, was not hard at all. The program simply took the Toronto Police Service's wellness strategy to the next level.

"Each year we've done different programs," says McClelland. "We've been doing cardiometabolic [programming] for several years now, but the Sanofi-Aventis program was a much more comprehensive, big-hit kind of cardiometabolic testing."

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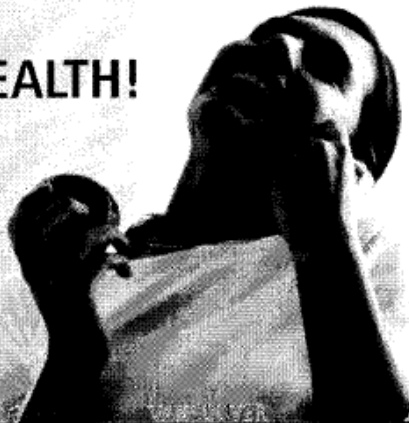
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**TORONTO POLICE SERVICE AND IHPM AWARD by Steve Priddy, IHPM  
Institute for Health and Productivity Management Spring 2009**

The annual IHPM Corporate Health and Productivity Award program has, for the past several years, expanded its reach to reflect the growing global interest in successful health initiatives. As the fifth largest police service in North America, the Toronto Police Service [TPS] was recognized at IHPM's 8<sup>th</sup> Annual International Conference in 2008 for its outstanding health and wellness initiatives.

One of the TPS' highest-profile initiatives was a metabolic health risk screening, nutrition and fitness pilot program that took place over 2007 and 2008. Connex Health, based in the nearby city of Burlington, Ontario, spearheaded the program, with substantial support from sanofi aventis.

The Service also has developed other on-going programs that were identified after a 2006 employee health risk assessment and analysis of disease trends in the employee population. There is a sustained focus on metabolic health programs including nutrition, fitness, and stress counseling. In 2008, a 'biggest loser' weight loss campaign was launched at Head Quarters, which has since been expanded across other areas of the Service.

Additionally, as a result of executive and management training on the effects of fatigue from a leader in the field, Dr. Charles Samuels, Medical Director at the Centre for Sleep in Calgary, Alberta, a fatigue management program has been developed that will be rolled out to all members of the Service in 2009. And TPS is participating in a back study conducted by researchers at the University of Waterloo.

Although workplace wellness has been part of the "culture of health" at the Service for almost a decade, leadership commitment together with evidence derived from the health risk assessment served as a catalyst for the metabolic health outreach program rolled out in 2007-08, targeted to uniform and court personnel. On-site orientation meetings and screening clinics were held during 2007-08 at twelve locations across all shifts. An initial written assessment at screening clinics was followed up with anthropometric and biometric screening that included waist circumference, body composition, a full lipid panel, blood pressure and blood glucose -- as well as calculation of individual 10-year risk for coronary heart disease using the Framingham Index.

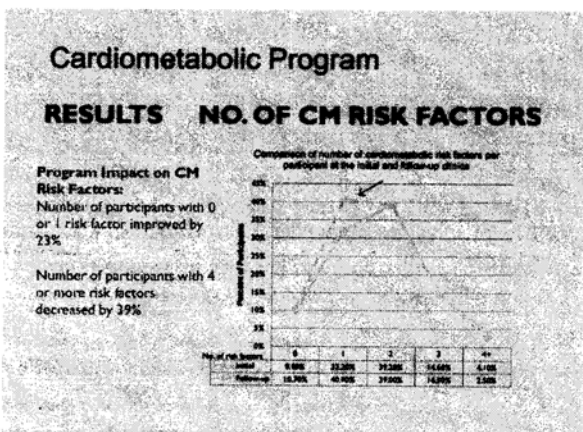
Results were measured through a second series of clinics that provided the actual values to the individuals themselves, as well as to the TPS on an aggregate basis. Aggregate results were used to support an ongoing effort to establish new preventive programs and services to improve the health of Service members. As evidenced in graphs 1 and 2, among the positive results from the pilot were a reduction in the number of health risk factors and a decrease in the TC:HDL cholesterol ratio.

Deputy Chief of Police Keith Forde, Human Resources Command, has been a leader in building support for a healthy workplace at the Toronto Police Service. Deputy Forde, who has

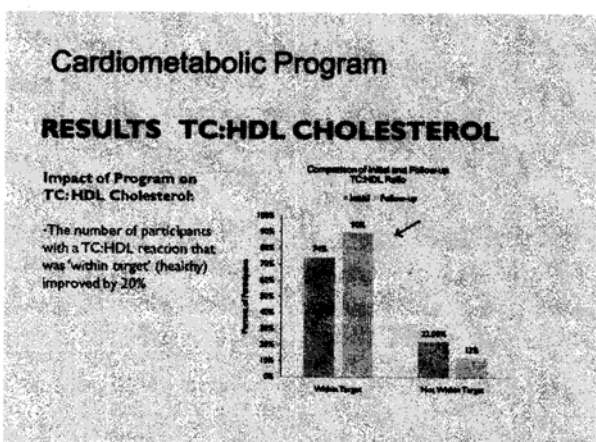
presented at IHPM conferences, has remarked "The old adage that 'behavior follows rewards' is certainly apparent as we purposely emphasize the improved benefit to each participant's individual health status and quality of life that will result in a healthier lifestyle, as opposed to just emphasizing cost savings to the organization".

Christine Bortkiewicz, Manager, Occupational Health and Safety at TPS and Denise Balch, President of Connex, were eager to report that the IHPM Award was very much appreciated by all members of Command and the wellness team at the Service. Deputy Forde has committed to a prominent posting of the IHPM award in the lobby at Head Quarters so that it is in clear view for employees and citizens alike. The posting of this and other awards will serve to demonstrate the dedication the Service has to improving the health status of all members.

Graph 1



Graph 2






## The 2001 National Work-Life Conflict Study: Report One

Dr. Chris Higgins, Professor, Richard Ivey School of Business, U.W.O.  
Dr. Linda Duxbury, Professor, School of Business, Carleton University

### Final Report March 2002

- [Foreword](#)
- [Executive Summary](#)

#### The 2001 National Work-Life Conflict Study: Report One

(1,041 KB) in PDF Format   
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### Foreword

The issues associated with balancing work<sup>1</sup> and family are of paramount importance to individuals, the organizations that employ them, the families that care for them, the unions that represent them and governments concerned with global competitiveness, citizen well-being and national health. Although much has been written about the topic, only a handful of "high impact" studies has been conducted on this subject in Canada.<sup>2</sup> Despite the popular press's fixation on the topic (reflecting its readers' interest) there are, at this time, little sound empirical data available to inform the debate. This is unfortunate as credible research in this area has the power to change how governments and employers think about the issue and how they formulate and implement human resource, social and labour policy.

A decade ago we, along with our colleagues Dr. Catherine Lee at the University of Ottawa and Dr. Shirley Mills at Carleton University, conducted a national study of work-life conflict in Canada to "explore how the changing relationship between family and work affects organizations, families and employers."<sup>3</sup> In total, 14,549 employees from 37 medium and large private-sector organizations and 5,921 employees from 7 federal public service departments participated in this research.

A lot has happened in the 10 years since we conducted our first study on work-family balance. Academic research on the topic has burgeoned. Our personal understanding of the dynamics between work and family domains has broadened, as we have undertaken research with a number of companies in both the public and private sector (a list of publications resulting from this research can be found in Appendix A).

Nationally, the 1990s was a decade of turbulence for working Canadians as companies downsized, rightsized, restructured and globalized. The recession of the early 1990s was followed by the "jobless recovery" of the mid-1990s and job security was the issue that absorbed many working Canadians and their families.

Organizations, faced with a glut of competent employees from which to choose, often paid little attention to becoming "best practice" with respect to human resource management. Paradoxically, at the beginning of the new millennium there has been a complete about-face with respect to this issue as employers, faced with impending labour shortages, have become preoccupied with recruiting and retaining "knowledge workers."<sup>4</sup> Such employers have recognized that a focus on "human capital" is one key to increased productivity for the workforce of 2001 and beyond.



Throughout the 1990s, technological change and the need to be globally competitive increased the pressures on organizations and employees alike. Time in employment increased for many, as did the use of non-standard types of employment. Non-work demands also increased over the decade as family structures continued to change and the percentage of working Canadians with child care, elder care, or both (the sandwich generation) continued to rise.

Taken together, these changes suggest it is time for another rigorous empirical look at the issue of work-life conflict. The research outlined in this report and the others in the series was designed to provide business and labour leaders, policy makers and academics with an objective "big picture" view on what has happened in this area in Canada in the last decade and what the current situation is. As such, it will allow interested parties to separate the rhetoric from the reality with respect to work-life conflict. The research study has the following objectives:

- 1. Quantify the issues associated with balancing work and family, in the year 2001 and compare the situation today to that of 10 years earlier.*
- 2. Quantify the benefits (to employees, employers, families and Canadian society) of work-family balance.*
- 3. Quantify the costs (to employees, employers, families and Canadian society) of work-family imbalance.*
- 4. Quantify the costs to the Canadian health care system of high levels of work-family conflict.*
- 5. Help employees make the business case for change in this area in their organization.*
- 6. Identify organizational best practices in terms of dealing with work and family issues.*
- 7. Help organizations identify what they need to do to reduce work-family imbalance in their organizations.*
- 8. Help employees and families identify what they can do to reduce work-family imbalance in their lives.*
- 9. Empirically examine how public, private and not-for-profit organizations differ from each other with respect to the work and lifestyle issues identified above.*

In other words, this research examines the issues associated with work-life conflict, identifies who is at risk, articulates why key stakeholders (i.e. governments, employers) should care and provides direction on ways to move forward. This research should:

- provide a clearer picture of the extent to which work-family conflict is affecting employees and employers in Canada;
- help organizations appreciate why they need to change how they manage their employees by linking conflict between work and life to the organization's "bottom line;"
- expand the overall knowledge base in this area; and
- suggest appropriate strategies that different types of organizations can implement to help their employees cope with multiple roles and responsibilities.

## **Theoretical Framework**

There is a vast academic literature dealing with the issue of work-life conflict. A complete review of this literature is beyond the purview of this series of reports and counter to our primary objective, which is to get easily understood and relevant information on work-life conflict to key stakeholders (governments, policy makers, employees, employers, unions). That being said, readers who are interested in the theoretical underpinnings of this research are referred to Figure 1. This theoretical framework incorporates both fundamental concepts from the research literature and the key insights we have gained from our 10 years of research in this area. This research is based on the premise that

an individual's ability to balance work and life will be associated with both work and non-work demands (i.e. time in and responsibility for various work and non-work roles), as well as a number of key demographic characteristics (i.e. gender, job type, socio-economic status, area of residence, sector). Further, it is hypothesized that an employee's ability to balance work and life demands will be associated with the following outcomes:

- organizational (commitment, intent to turnover, absenteeism, job satisfaction, rating of organization);
- family (family satisfaction, family adaptation, family integration, parenting);
- individual (stress, depressed mood, perceived physical health, burnout, life satisfaction, caregiver strain); and
- societal (use of the health care system).

Finally, it is postulated that these relationships will be moderated by factors associated with both the organization in which the employee works (i.e. work arrangements used, perceived flexibility, work environment, management support, supports and services offered by the organization, ability to refuse overtime), as well as personal strategies that the employee and his or her family use to cope (i.e. works different hours from spouse, delays having children, has a smaller family, the use of various family-based and individual coping strategies).

1 Throughout this paper, the term "work" refers to paid employment.

2 See, for example, MacBride-King & Paris, 1989; Duxbury et al., 1992; Higgins, Duxbury, & Lee, 1993; Duxbury & Higgins, 1998; Duxbury et al., 1999; MacBride-King & Bachman, 1999.

3 Duxbury et al., 1992, p. 16.

4 Peter Drucker (1999) coined the term "knowledge worker" to describe highly skilled employees whose work is complex, cyclical in nature, and involves processing and using information to make decisions.

## Executive Summary

We all have a number of roles which we hold over the course of our life-spouse, parent, employee, sibling, friend, community member. Work-life<sup>6</sup> conflict occurs when the time and energy demands imposed by all these roles are incompatible, so that participation in one role is made more difficult by participation in another. Work-life conflict has three components: role overload (having too much to do), work to family interference (e.g. long work hours, inflexible work schedules, heavy work demands which limit an employee's ability to participate in family roles and functions), and family interferes with work (family demands such as a sick child or senior prevents attendance at work, ability to stay late at work, travel for one's job, or relocate).

To what extent is work-life conflict a problem in Canada? What progress has been made in this area? The answers to these questions are not clear. One can make the argument that work-life conflict increased throughout the 1990s as:

- a greater percentage of Canadian employees assumed more responsibilities (i.e. the number of working women, dual-earner and single-parent families, sandwich employees and employees who had responsibility for elder care has increased over the past decade); and
- labour market changes during the 1990s (i.e. employers downsized, rightsized and restructured) and technological changes have increased job insecurity, elevated work demands and blurred the boundary between work and family.

Alternatively, one could argue that balance has become less problematic. Proponents of this view contend that organizations have made significant progress with respect to work-life balance due to a greater need to recruit and retain workers, and changing attitudes toward work. Such changes, they argue, have provided a powerful impetus for companies to turn to more flexible, family-friendly workplaces as a means of retaining and energizing key employees and meeting strategic objectives.

In the new millennium, Canadian governments, employers, employees and families face a common challenge-how to make it easier for Canadians to balance their work roles and their desire to have a meaningful life outside of work. Obviously, more needs to be done to advance workplace and government strategies that assist Canadian workers and families (Scott, 2000). This research initiative is a step in this direction.

The overall objectives of this research initiative have been articulated in the foreword to this report. This report has the following general objectives:

1. to provide the reader with relevant background information on the topic of work-life balance;
2. to outline the research methodology employed in the study;
3. to describe the 2001 survey sample; and
4. to examine how key work-life factors such as time in work, time in home chores and child care and responsibility for child care have changed over time.

Specifically, this report answers the following questions:

- Who responded to the 2001 Health Canada work-life survey?
- What kinds of work and non-work demands and responsibilities do these individuals face?
- How has the amount of time spent in paid employment changed over the last decade?
- How has the amount of time spent in non-work activities changed over the last decade?
- How has the use of various alternative work arrangements changed over the last decade?
- Within Canadian families, who assumes primary responsibility for child care and elder care? Has the assumption of responsibility for child care changed over the last decade?
- What impact does gender, job type, dependent care responsibilities and sector of employment have on the types of work and non-work demands and responsibilities faced by Canadian employees?
- To what extent can the results obtained with this sample be generalized to the Canadian population as a whole?

## Sample

This study involved a sample of Canadian employees who work for public (federal, provincial and municipal governments), private and not-for-profit (defined in this study to include organizations in the health care and educational sectors) sector organizations. All employees in the sample came from organizations employing 500 or more people.

In total, 100 companies with 500+ employees participated in the study (3.4% of the companies identified in the total sample frame): 40 from the private sector, 22 from the public sector and 38 from the not-for-profit sector. Private-sector companies from the following sectors were included in the sample: telecommunications, high technology, retail, transportation, pharmaceutical, financial services, entertainment, natural resources and manufacturing. The public-sector sample included 7 municipal governments, 7 provincial government departments, and 8 federal public service

departments/agencies. The not-for-profit sector sample consisted of 15 hospitals/district health councils, 10 school boards, 8 universities and colleges, and 5 "other" organizations that could best be classified as not-for-profit/greater public service (e.g. social service, charity, protective services).

At the time of data analysis, we had received 31,571 useable responses for a response rate of approximately 26%. This response rate is acceptable given the length of the survey (it took 30 to 60 minutes to complete) and the fact that it was impossible to send out follow-up reminder notices to survey recipients. The sample is distributed as follows:

- Just under half (46%) of the respondents work in the public sector. One in three work in the not-for-profit sector and 20% are employed by a private-sector company.
- Just over half (55%) of the respondents are women.
- Just under half (46%) work in managerial and professional positions, 40% work in non-professional positions (e.g. clerical, administrative, retail, production) and 14% work in technical jobs. The majority of respondents in technical positions are men (67%) while the majority of respondents in non-professional positions are women (73%).
- Just over half (56%) of those in the sample have dependent care responsibilities. The rest (44%) do not.

### Demographic Profile of Respondents

The 2001 survey sample is well distributed with respect to age, region, community size, job type, education, personal income, family income, and family's financial well-being. In many ways, the demographic characteristics of the sample correspond to national data, suggesting that the results from this research can be generalized beyond this research. Approximately half of the respondents to the survey can be considered to be highly educated male and female knowledge workers. The majority of respondents are part of a dual-income family and indicate that they are able to "live comfortably" (but not luxuriously) on two full-time incomes. Respondents who belong to a traditional, male breadwinner family are in the minority (5% of total sample, 11% of the sample of men) and outnumbered by respondents who are single parents. The fact that the traditional families tended to be headed by highly paid male managers and professionals suggests that this family arrangement is restricted to those with higher incomes.

The sample includes a substantial number of employees who may be at risk with respect to work-life conflict. The mean age of the respondents to this survey was 42.8 which puts them in the mid-career/fast track stage of the career cycle, the "full-nest" stage of the life cycle and the 40's transition stage of adult development. Each of these stages is associated with increased stress and greater work and family demands. Three quarters of the respondents to this survey are currently married or living with a significant other and 69% are part of a dual-income family. Eleven percent of the respondents are single parents. Twelve percent of the sample live in rural areas. One in three is a clerical and administrative employee with lower levels of formal education (i.e. reduced job mobility) and lower personal and family incomes. One quarter of the respondents indicated that in their family money was tight; 29% of respondents earned less than \$40,000 per year and just over one-quarter lived in families with total family incomes that were less than the Canadian average. One in three of the respondents had a high school education or less.

There were a number of interesting demographic and socio-economic differences that were associated with gender. The men in the sample were slightly older than the women, more likely to hold managerial and technical positions, more likely to be married (especially the men in managerial and professional positions and the men with dependent care responsibilities), more likely to have a university education, and more likely to earn more than \$60,000 per year. The women in the sample, on the other hand, were more likely to work in clerical and administrative positions and to earn less than \$40,000 per year. Several pieces of data, including the fact that the women in our sample in managerial, professional and technical positions were more highly educated than their male counterparts, and the fact that the women in our sample earned less than the men even when education was controlled for, suggest that women who work for large firms have yet to achieve full equality with men at work.

The data also indicate that there is a strong association between socio-economic status and job type. Respondents in non-professional positions were more likely to have a high school education or less, receive lower financial remuneration and say that, in their family, "money is tight." The men and women in managerial and professional positions, on the other hand, were more likely to have a university education, be in families that earned \$100,000 or more a year and say that, in their family, "money was not an issue." The men and women in technical positions were more likely to have a college degree. Their personal and family incomes were very similar to those in non-professional positions.

Finally, respondents with dependent care responsibilities differed in a number of interesting ways from those without dependent care responsibilities. Many of these differences were linked to gender. Respondents with dependent care were, on average, two years older. They were more likely to say that within their family "money is tight," although their family incomes were essentially the same as those without dependent care responsibilities. Men with dependent care responsibilities were more likely than women with dependent care responsibilities to be married. Women without dependent care responsibilities had more formal education (45% with university education) than the women with dependent care responsibilities (35% with university). No such difference was observed in the male sample. These findings suggest the following:

- dependent care increases financial strains within families, and
- professional women in Canada are delaying having children in order to focus their attention on their careers.

### **Dependent Care Responsibilities of the Respondents**

The majority of employees in the sample have responsibilities outside of work. Seventy percent are parents (average number of children for parents in the sample is 2.1); 60% have elder care (average number of elderly dependents is 2.3); 13% have responsibility for the care of a disabled relative; 13% have both child care and elder care demands (i.e. are part of the "sandwich generation"). The fact that these data on non-work demands correspond closely to national data provided by Statistics Canada and the Vanier Institute suggest that the findings from this study can be generalized to all Canadians working for large firms.

Dependent care responsibilities do not depend on either job type or sector. They do, however, vary considerably by gender. The men in the sample were more likely to have children than the women (77% of men are fathers while 65% of women are mothers). Closer examination of the data shows that this gender difference in parental status is due to the fact that the women in professional and technical positions in this sample were less likely to have children than their counterparts in non-professional positions. No such difference was observed with respect to the men in the sample. In fact, just the opposite—the men in professional and technical positions were more likely to have children than their non-professional counterparts. Why are professional women less likely to have children? The data would suggest that motherhood and career advancement are not perceived by many of the professional women in the sample to be compatible goals. Just under half of the managerial and professional women in the sample agree that they had not yet started a family because of their career, and that they have had fewer children because of the demands of their work.

While it is tempting to conclude from these data that professional women need their organizations to be more sensitive to and supportive of work-life balance, the data suggest that changes also need to occur at home. For example, responsibility for child care is not associated with job type. The majority of men and women in both the 1991 and 2001 samples agree that in their family the female partner has the primary responsibility for child care. The majority of men and women in our sample who were part of a dual-career family (i.e. the wife held a professional position) also held this view. In other words, professional men who are married to professional women are no more likely to assume additional responsibilities at home than men who are married to women in less demanding jobs. Greater sharing of child-rearing responsibilities at home would, perhaps, reduce the need for professional women to have to choose between a career and becoming a mother.

While child care still appears to be considered by many men to be "woman's work," the data would suggest that they are less likely to hold this view with respect to elder care. While the majority of female respondents felt that they had the primary responsibility for elder care, they were much more

likely to acknowledge that in their family elder care was shared or their partner's responsibility than they were to feel this way about child care. The men in the sample were also more likely to feel that elder care, as compared to child care, was shared.

### Characteristics of Work

What do we know about the work environments of those who responded to the survey (and by extension the work environments of Canadians who work for larger organizations)? Half belong to unions. One in three supervises the work of others. The demands associated with supervision are substantial as the typical supervisor has a very wide span of control (an average of 20 direct reports). This span of control is significantly higher than was observed in the 1991 sample (an average of 6 direct reports), a finding that is consistent with the fact that many organizations shed layers of management as part of their downsizing and restructuring initiatives. These data suggest that one consequence of this strategy is an increased workload for the supervisor that "survived."

Despite the turbulence of the 1990s, the data from the 2001 survey would suggest that most Canadian employees make a long-term commitment to their employers; the average respondent has been working at his or her current organization for an average of 13.9 years. Unfortunately, the data would also suggest that the rhetoric about the importance of continuous learning and career development has not translated into concrete actions in these areas as the average 2001 respondent has been in his or her current job for an average of 7.3 years. These data would suggest that Canada's largest employers need to do more with respect to career development.

The survey data also suggest that employers' sensitivity to work-family issues continues to lag behind the emergence of these concerns as an issue for employees. The majority of employees in the Canadian workforce are members of dual-income families with dependent care responsibilities (child care, elder care, or both). As such, they require a diversity of work schedules. Unfortunately, the data indicate that the majority of Canadians in both the 1991 and 2001 samples work "regular" hours (i.e. little to no formal flexibility with respect to arrival and departure times, no work location flexibility). The percentage of respondents using the most desired "family-friendly" flexible work arrangements (flextime and telework) has not changed over the decade and remains relatively low (approximately 20% work flextime and 1% telework). In fact, for many Canadian employees work schedules may have deteriorated over the decade as the percentage of the workforce who use work schedules known to increase work-life conflict and stress (i.e. rotating shifts, fixed shifts, atypical work arrangements) has increased.

The data also indicate that access to flexible work arrangements is not evenly distributed throughout the workforce. Further examination of the data indicates that those employees who have the greatest need for flexible work arrangements (i.e. parents and employees with elder care responsibilities) do not have access to them. This would suggest that despite all the talk about "family friendly" and "employer of choice," the myth of separate worlds still appears to be the operating principle in many of Canada's largest employers.

It is also interesting to note that while few respondents formally telework, 12% engage in guerilla telework (i.e. informal work at home). This would suggest that work at home is possible (i.e. work can be done outside of the regular office environment) and that employees do want to use such arrangements. These findings suggest that barriers to telework exist at the organizational level. Private-sector employees and employees without dependent care responsibilities are more likely to perform guerilla telework. The latter finding is interesting in that it refutes the perception that employees work at home so they do not have to arrange child care.

Finally, it is interesting to note that one in three respondents arranges their work schedule so that they and their partner can share child care (i.e. work a different shift from their partner so that they do not need to arrange any kind of child care). This strategy, typically referred to as "off shifting," is a strategy that is primarily used by men in managerial and professional positions with dependent care responsibilities to help them balance competing work and family demands. While such arrangements may be beneficial to children, how they affect marriages and work-life conflict is still largely unknown.

### Work Demands

The data are unequivocal—a substantial proportion of Canadians who work for large employers regularly engage in overtime work. The following key observations can be drawn from the data on

overtime:

- employees are more likely to work unpaid overtime than paid overtime;
- the amount of time per month spent performing supplemental work at home and unpaid overtime is considerable and greater than the amount of time spent in paid overtime;
- employees donate a significant proportion of unpaid time to their employer (approximately five days per month);
- while the types of employees performing paid and unpaid overtime are slightly different (managers and professionals are more likely to perform unpaid overtime while non-professionals are more likely to perform paid overtime), a substantial proportion of all employees in the various job types considered in this analysis work paid and unpaid overtime;
- many employees feel that they cannot say "no" to overtime work (i.e. have low control over work time);
- overtime demands appear to be the most onerous in the not-for-profit sector;
- men appear to have more pressures with respect to the performance of both paid and unpaid overtime than women, suggesting that there are still gender differences with respect to what companies expect from their employees/the demands employees place on themselves; and
- the use of unpaid overtime has increased substantially over the decade.

### **Work demands have increased over time**

Comparisons done using the 1991 and 2001 samples suggest that time in work has increased over the decade. Whereas one in ten respondents in 1991 worked 50 or more hours per week, one in four does so now; during this same time period, the proportion of employees working between 35 and 39 hours per week declined from 48% of the sample to 27%. This increase in time in work was observed for all job groups and all sectors.

The trends observed with respect to time in work and overtime work suggest that it has become more difficult over the past decade for Canadian employees (especially those working in managerial and professional positions) to meet work expectations during regular hours. It would appear that employees who work for larger organizations have attempted to cope with these increased demands by working longer hours and taking work home. Further work is needed to determine why work demands have increased over the decade. Competing explanations drawn from the data include:

- organizational anorexia (downsizing-especially of the middle manager cadre-has meant that there are not enough employees to do the work and managers to strategize and plan);
- corporate culture (if you don't work long hours and take work home, you will not advance in your career, not keep your job during downsizing);
- increased use of technology (data collected elsewhere in the survey provide partial support for this supposition);
- global competition (work hours have been extended to allow work across time zones, increased competition and a desire to keep costs down has limited the number of employees it is deemed feasible to hire);
- the speed of change has increased to the point where many organizations have lost their ability to plan and prioritize-workloads increase when organizations practise crisis management (partial support for this hypothesis comes from data collected elsewhere in the survey);
- employees are worried about the consequences of "not being seen to be a contributor";

- non-professionals may fear that they will lose their jobs if they do not work overtime, and
- professionals may worry that their career will stagnate if they do not work overtime.

Finally, it should be noted that the link between hours in work and role overload, work-life conflict, burnout and physical and mental health problems suggest that these work loads are not sustainable over the long term.

### **Work requirements (especially with respect to travel and overtime) do not support balance**

The data indicate that the "myth of separate worlds" still operates in Canada's largest employers. The expectation that an employee will spend both weekday and weekend nights away from home if their job requires it appears to be quite prevalent and many employees feel that they cannot refuse overtime work. Just over one in three respondents work in jobs that require them to spend an average of 3.1 weeknights a month away from home. One in three holds jobs that call for them to spend one quarter of their weekend nights away from home. Another third have jobs that compel them to spend approximately two days per month on the road commuting to other work sites. Finally, one in six respondents said that he or she could not refuse to work overtime if asked. An additional 37% of respondents indicated that they could only refuse overtime "sometimes."

### **Who has the heaviest work demands?**

The findings from this study would suggest the following groups: men, managers and professionals, and employees who work in the not-for-profit sector. The data presented in this section unequivocally support the idea that men have heavier work demands than women. Men (regardless of sector, job type or dependent care status) spend more hours per week in paid employment than women (44.1 hours versus 40.6), are more likely to work paid overtime (34% versus 28%), unpaid overtime (55% versus 45%) and do supplemental work at home (58% versus 43%). They also spend more hours per month, on average, in paid overtime (12 hours versus 10 hours) and unpaid overtime (20 hours per month versus 14 hours). Men also have heavier travel demands (more likely to have to spend weekdays and weekends away).

Managers and professionals of both genders also had markedly higher work demands. They spend more time per week in work, have heavier travel demands (more likely to spend weekday and weekend nights away from home) and dedicate more time to unpaid overtime and supplemental work at home. It should be noted that male managers and professionals had particularly heavy workloads. The fact that managers and professionals (regardless of gender) were less likely than those in technical or non-professional positions to work paid overtime is likely due to the fact that companies have different expectations of their professional personnel with respect to the time they should contribute to work.

It is also interesting to note that men and women in the not-for-profit sector sample had particularly onerous work loads. The men in the not-for-profit sector sample were shown to have the heaviest burdens with respect to paid overtime. The women in this sector were more likely to feel that they could not refuse overtime. Both men and women in this sector were more likely to engage in supplemental work at home, work unpaid overtime and travel on the weekends. They also "donated" the most time to their employer. The heavy workloads in this sector are consistent with the budget cuts and downsizing initiatives experienced within both the education and health care fields in the last few years (i.e. fewer bodies to do the same amount of work). It should also be noted that private-sector employees also spend a high number of hours per week in paid employment. The travel and overtime demands reported by those in the private sector are, however, lower.

Despite the fact that they have heavier demands and more responsibilities outside of work, employees with dependent care commitments spend the same amount of time in work each week as their counterparts without dependent care. These data suggest that men and women who have dependent care responsibilities have more demands on their time than those without such obligations (i.e. time in work is the same but time spent in non-work activities is higher). Men with dependent care responsibilities have greater work demands than their female counterparts; they invest more time in paid work per week and spend more weeknights away from home than women with



dependent care responsibilities. This greater investment in work may give men an advantage with respect to career advancement.

It is also interesting to note that employees with dependent care responsibilities are more likely to perform supplemental work at home. Future analysis of the data will determine if this strategy is an effective way for parents and those with elder care responsibilities to cope with increased work demands or if it is associated with increased work-life conflict.

## Family Demands

The employees who answered our survey spent approximately 17 hours a week in non-work-related activities—a significantly lower amount of time than they spent in paid employment. Time in non-work activities is not associated with sector. It is, however, linked to gender, dependent care status and job type.

The women in our sample spent 12.2 hours in home chores per week—a higher number of hours than spent by the men in the sample (10.1 hours per week). The men in the sample, on the other hand, spent more time per week in leisure (9.6 hours per week) than the women (8.5 hours per week). While the men were also more likely than the women to engage in volunteer activities (43% of the men in the sample volunteered versus 34% of the women), the amount of time spent in volunteer activities (3.7 hours per week) was not associated with gender.

The data are unequivocal—employees with dependent care responsibilities have more demands on their time than their counterparts without child care or elder care. They spent more than twice as much time in non-work activities as those without dependent care status (23 hours versus 10 hours) and approximately 3 hours less per week in leisure. Families with dependent care responsibilities devote approximately 110 hours per week to work and non-work activities—a substantially greater time commitment than observed in families without dependent care responsibilities (90 hours per week). In this sample, child care could be seen to generate heavier time demands than elder care. Respondents with elder care responsibilities spent approximately 5.3 hours helping their elderly relative; parents spent approximately 10.8 hours per week in child care.

A key finding from this research is that the role of "caregiver" is not as strongly associated with gender as it was in the past. Traditionally, research in this area has determined that women spend more time in child care than men. Such was not the case in this study, as mothers and fathers who engaged in child care spent essentially the same amount of time each week in child care-related activities (the typical mother in the sample spent approximately 11.1 hours per week in child care while the typical father spent approximately 10.5 hours). Similarly, the men and the women in the sample with elder care responsibilities spent approximately the same amount of time per week in elder care activities (the typical man with elder care responsibilities spent 4.6 hours per week in their care while the typical women spent approximately 5.2 hours).

These data would suggest that women's entry into the paid labour force has had a measurable impact on the division of family labour within the home. The fact that we did not observe large gender differences with respect to the amount of time devoted to child care may be attributed to the fact that time for family-related activities has declined as time in work has increased (after all, there are only 24 hours in a day!). A comparison of the 1991 and 2001 data sets provides support for this conclusion. These data indicate that while both genders are now spending less time in family activities than previously, the decline in time spent in child care has been more precipitous for women (dropped by 33% over the decade) than for men (dropped 15%). Competing explanations for these findings include the following:

- mothers have reallocated their time because they are working outside the home;
- smaller families have reduced the number of years with very young children;
- more pre-school children, regardless of their mother's employment status, spend time outside the home in day care and play groups;
- men have become more involved in child rearing; and
- technology (i.e. cell phones, beepers) has made it possible for parents to be "on call" without

being physically present in the home.

In other words, the gender difference in time spent in child care has diminished as women spend less time in child care, men spend more and the need to spend high amounts of time in child care is reduced (see Bianchi (2000) for an excellent discussion of this phenomenon).

The data can also be interpreted to mean that in many Canadian families men and women are now equal partners with respect to the amount of time they devote to child care. This interpretation of the data is supported by the fact that 44% of the men and 33% of the women in the sample perceive that responsibility for child care is equally shared in their family. Follow-up research is needed to explore this issue in more detail (i.e. is this an artifact of this study and how the data were collected or does it reflect a new reality for some Canadian families; are the types of child care and elder care tasks done within the family linked to gender even if time in tasks is not).

It should also be noted that this "enlightened" attitude with respect to the distribution of "family labour" does not extend to home chores. The women in the sample spent substantially more time in home chores per week than the men, regardless of sector, job type or dependent care status. This finding would suggest that in many Canadian families home chores are still perceived by many to be "women's work."

Finally, it is interesting to note that the women in managerial and professional positions in our sample spend more time in child care per week (11.5 hours) than women in other types of jobs, or their male counterparts in managerial and professional positions. They are also in families which devote more hours per week to work and non-work activities (106 hours per week). These data would suggest that many professional women in Canada have bought into the concept of "supermom" and place very high demands on themselves with respect to both work and family.

### **What Can Employers Do?**

The data offer the following suggestions for employers who wish to help their employees balance work and family. Employers need to:

1. identify ways of reducing employee workloads (this is especially true for not-for-profit sector employers). Special attention needs to be given to reducing the workloads of managers and professionals in all sectors;
2. identify ways to reduce the amount of time employees spend in job-related travel;
3. recognize and reward overtime work;
4. reduce their reliance on both paid and unpaid overtime;
5. give employees the opportunity to say "no" when asked to work overtime. Saying "no" should not be a career-limiting move;
6. make alternative work arrangements more widely available within their organization;
7. look at career development and career advancement opportunities through a "work-life" lens. Employees should not have to choose between having a family and career advancement; and
8. examine work expectations, rewards and benefits through a "life-cycle" lens (i.e. what employees are able to do/motivated to do and what rewards and benefits they desire will change with life-cycle stage).

### **What Can Employees Do?**

Employees should:

9. say "no" to overtime hours if work expectations are unreasonable;
10. try to limit the amount of work they take home to complete in the evenings. If they do work at home, they should make every effort to separate time in work from family time (i.e. do work after the children go to bed, have a home office);
11. try to reduce the amount of time they spend in job-related travel; and
12. take advantage of the flexible work arrangements available in their organization.


### **What Can Governments Do?**

Governments (federal, provincial and municipal) need to:

13. take the lead with respect to the issue of child care. In particular, they need to determine how to best help employed Canadians deal with child care issues (i.e. develop appropriate policies for parents of children of various ages, identify and implement relevant supports);
14. take the lead with respect to the issue of elder care. In particular, they need to determine how to best help employed Canadians deal with elder care issues (i.e. develop appropriate policies, identify and implement relevant supports);
15. "lead by example" with respect to the availability and accessibility of flexible work arrangements (i.e. it is not enough just to offer a wide variety of alternative work arrangements, employees must feel that they can use such arrangements without penalty);
16. investigate ways to increase Canadians' awareness of how social roles and responsibilities have changed over the past several decades, what changes still need to happen, and why (i.e. social marketing campaign, education programs in schools, advertisements); and
17. examine how they can reduce the "financial penalties" associated with parenthood (i.e. determine how to concretely recognize that this group of employees has higher costs).

<sup>6</sup> Throughout the paper, the term "work" refers to paid employment.

**The 2001 National Work-Life Conflict Study:  
Report One**

(1,041 KB) in PDF Format   
(How to download PDF documents)

Date Modified: 2004-11-08

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

**#P117. REQUEST FOR FUNDS: HUMAN RIGHTS PROJECT – PROJECT  
ASSESSMENT**

The Board was in receipt of the following report dated April 06, 2010 from Alok Mukherjee, Chair:

Subject: HUMAN RIGHTS PROJECT: PROJECT ASSESSMENT

Recommendation:

It is recommended that:

1. The Board waive the provisions of Toronto Police Services Board By-law 147 and associated procurement procedures with respect to the selection of vendors,
2. The Board approve the retention of Ryerson University's Diversity Institute in Management and Technology to conduct an independent, comprehensive, long-term assessment of the Human Rights Project in accordance with the terms and conditions set out in this report and its attachments,
3. As an exception to the Board's policy with respect to expenditures from the Special Fund, the Board approve an amount of \$151,050.00 plus applicable taxes from the Special Fund over a three and one-half year period for the assessment of the Human Rights Project, and;
4. The Board authorize the Chair to execute an agreement with Ryerson University, as may be required, subject to approval as to form by the City Solicitor.

Financial Implications:

The assessment project will be organized into two phases, the total cost of which is \$151,050 plus taxes. Phase one of the assessment project is to be completed by December 31, 2010 with a projected cost of \$50,350 plus taxes. Phase two is to be completed from 2011 through 2014 with an anticipated cost of \$100,700 plus taxes. Appended to this report is a project plan, including cost analysis, submitted by the vendor of choice: Ryerson University, The Diversity Institute in Management and Technology.

It is recognized that this recommendation does not fit one of the named criteria of the Board's Special Fund Policy in accordance with which projects are to be supported. The Special Fund Policy, however, also allows the Board to consider exceptions on a case by case basis. It is because of the significant benefits to be ultimately realized by the community from the proposed undertaking that this recommendation is being submitted, for consideration as an exception under the Board policy.

## Background/Purpose:

The landmark Human Rights Project Charter was founded in partnership by the Toronto Police Services Board (TPSB), the Toronto Police Service (TPS) and the Ontario Human Rights Commission (OHRC). The Project Team was tasked with two objectives: (1) *Identify any discrimination which may exist in the employment policies of the Toronto Police Services Board and the practices of the Toronto Police Service* and (2) *Identify any discrimination which may exist in the provision of policing services by the Toronto Police Service.*

On Thursday, November 19, 2009, the 2009 Human Rights Project Charter Annual Report, detailing the progress of the project to date, was submitted to the Toronto Police Services Board (Min. No. P310/09 refers).

Over the three-year term of the Human Rights Project, approximately 100 project team members were selected from all ranks and positions within the TPSB, TPS and the OHRC. Their contributions have proven invaluable in both the development and implementation of the Human Rights Project Charter strategies designed to achieve the project's objectives. To maximize the impact of Human Rights Project one final step must be taken to assess and confirm what has been achieved, namely, a comprehensive, independent and long-term assessment.

## Discussion:

The project's three-year term will come to a close on May 17, 2010. To confirm if the Human Rights Project Charter strategies have achieved their goals, the Project Team has identified the need for an independent research agency to assist in answering the question, "Did we do what we set out to do?" and assist with a long-term and comprehensive assessment of the various factors related to the project, including:

1. The project itself;
2. Organizational change within TPS ("Did we make things better?");
3. The connection or impact of the Human Rights Project to organizational change.

## *The Vendor Selection Process*

During discussions among the various people leading the project, a consensus developed that since there were researchers in Toronto's three universities who had established an international reputation for their work on evaluation and assessment, it would be to our advantage to solicit their interest in undertaking the proposed assessment of the Human Rights Charter Project. It was further felt that an assessment conducted by researchers from one of these institutions would be academically rigorous, of a high quality and relatively economical. As a result, the Project Team decided to waive the provisions of By-law 147 and its associated purchasing procedures and invite proposals from experts in evaluation and assessment at University of Toronto, York University and Ryerson University.

Representatives from the three organizations were requested to submit detailed proposals for carrying out the assessment. Of this group, the University of Toronto declined to respond to this request.

Formal presentations were then made by representatives from York University and Ryerson University to, first, the Project's Executive Committee and, subsequently, to the Sponsors Committee comprised of Chief William Blair, OHRC Chief Commissioner Barbara Hall and me.

### *Vendor of Choice*

The research team from Ryerson University, The Diversity Institute in Management and Technology, was selected to be the vendor of choice for this important assessment, based on the strengths of their proposal, which included:

1. Their demonstrated understanding of:
  - The project itself and the nuances of the implementation strategies.
  - What the project strove to achieve, both during the project and during the post-project assessment phase.
2. Utilization of a:
  - Collaborative multi-disciplinary model.
  - Business case and social justice research methodology.
3. Their recognition of:
  - “Perceived change” vs. “actual/reportable change”.
  - Environmental and other pre-existing conditions or relationships that may affect outcomes.

### *The Research Team*

The research team's strengths include vast experience in diversity issues, human resources, quality assurance, research methods and previously successful projects with the TPS.

A Research Advisory Committee (from Ryerson), will serve as a sounding board for the Lead Team, providing feedback, constructive criticism and advice from their own unique and varied perspectives, to assist with direction and execution of the assessment.

### *Financial Considerations*

The financial considerations associated with each respective vendor's assessment proposal were comparable. The Ryerson team was ultimately selected as their proposal was found to be more suitable to the requirements of this project and provided more value for the compensation.

## *The Assessment Process*

The proposed Human Rights Project Charter Project Assessment will be executed in two phases as follows:

*Phase One* - To be completed by December 31, 2010

1. Review baseline data sources
2. Process evaluation of key components
  - a. Planned to actual
  - b. Activity reports
  - c. Perceptions of participants
  - d. Limited stakeholder assessment
  - e. Implementation gap analysis and recommendations
3. Risk-based assessment of progress on specific outcomes (audit and quality assurance)
4. Sustainability of model
5. Anticipated budget: \$50,350 plus taxes  
(Please refer to page 7 of the Appendix "Project Plan" for details)

*Phase Two* - To be completed between 2011 and 2014

1. Compare to base line data sources
2. Process evaluation of key components
3. Risk-based assessment of progress on specific outcomes
4. Sustainability: leadership, climate, culture, processes (e.g. mainstream to audit and quality assurance processes)
5. Benchmark to other organizations
6. Outcome evaluation
7. Organizational audit
8. Overall strategy review
9. Anticipated budget: \$100,700 plus taxes  
(Please refer to page 7 of the attached "Project Plan" for details)

### *In addition*

All figures (plus all applicable taxes) are comparable to similar reviews/assessments (e.g. Employment Systems Review I, II and III) previously conducted by the TPS.

### Conclusion:

By conducting this assessment, I anticipate that the Board, the Service and the OHRC will be able to confidently answer the question, "Did we do what we set out to do?" and further enhance the legacy of Human Rights Project. This step is not only necessary, but advantageous as a best practice.

**The Board approved the foregoing report and asked that staff work with the consultant to adjust the timelines in light of the time it had taken to finalize funding arrangements**

**January 25, 2010**

**To: Andre Goh, Manager, Diversity Management Unit, Human Resource Command,  
Toronto Police Service**

**From: Wendy Cukier, Associate Dean, Ted Rogers School of Management**

**Re: Project Plan: Partnership on the Human Rights Charter in the Toronto Police Service**

### **Summary**

This memo summarizes our understanding of the process and costs associated with the revised project plan and describes the activities and costs associated with the first phase (to be completed May 30, 2010) which focuses on identifying sources of base line data and process evaluation; the second phase (to be completed March 20, 2011) which adds to this a study of benchmarks in other police organizations and sectors and a third phase which, provisionally, provides an evaluation of the project by March 31, 2012 (depending on the progress in the first two phases). At that point, the strategy and results can be re-evaluated and a plan for ongoing evaluation established. We have trimmed the budget as much as possible to \$151,050 plus PST. We will absorb the overhead (normally 30%) within this fund.

### **Background**

The Human Rights Charter was established to

- Eliminate discrimination in employment policies and practices contrary to the Ontario Human Rights Code
- Eliminate discrimination in provision of policing services contrary to Ontario Human Rights Code.

The goals of a partnership between Ryerson University and the Toronto Police Service are to:

- Understand the developments and the process as it happens
- Develop a long-term plan for assessment (1, 2, 5 and 10 years)
- Allow for more useful/accurate post-project assessment mechanisms
- Support long-term objectives
- Advance knowledge and practice

The critical questions the partnership must address are

- Was the project a success?
- Did we really do what we set out to do?
- Did we make a real difference?
- Why/why not?
- Suggestions for improvements

### **Our Approach**

Ideally, a systems approach to evaluation would design evaluation into the program from the outset, include a formal assessment and feedback loops to support continuous improvement. In addition we fully recognize the need to incorporate a social justice model perspective as well as



linking the commitment to ending the discrimination to TPS corporate goals related to the provision of high quality policing services. We recognize the need to adjust our approach to the realities of the project and to develop retrospective baseline data. As well, we believe that while it is difficult to establish cause and effect given the complex relationships and interactions with the environment or other factors which may influence outcomes, we believe that there are a range of measures which may be indicators of success. The measures will be both process oriented (eg. were participants satisfied with the training?) and outcome-oriented (eg. did the training change attitudes and behaviours?). We will combine qualitative and quantitative – drawing on existing data sources from within TPS in terms of employee and community surveys and supplementing them with interviews of key stakeholders. We will also address both internal and external stakeholders including attitudes of staff, and attitudes of the community. While we need further discussion to explore the availability of data some of the kinds of data we think would be useful are outlined below.

#### **Phase 1: Completed May, 2010**

Normally projects begin with baseline data. We know that this was not fully collected at the outset of the project so we will be trying to establish baseline data retrospectively. Essentially this will involve exploring the range of indicators which can be used that link to the primary goals –eliminating discrimination in employment policies and practices within the TPS and eliminating discrimination in the provision of policing services. We will review records and talk to key stakeholders. Some of the indicators may include:

- Pipeline and workforce metrics (composition of recruits, employers, leaders)
- Employee knowledge, attitudes, skills, behaviours (measured by existing surveys)
- Community knowledge, attitudes, behaviours (measured by existing instruments)
- Participation rates (eg. the number of employees providing self-identification data)
- Document content analysis (eg. representations in internal and external communications)
- Activity and service levels (e.g. data on number of training sessions and participation rates)
- Inquiries, reports, complaints, clearance rates (eg. variances by neighborhood demographics)
- Structures, processes, policies, systems (eg. are the systems in place to sustain change)
- Media coverage and representation (eg. content analysis of TPS coverage)
- Quality assurance metrics (eg. measures already built into quality assurance reports, incidence reporting etc.)
- Costs and liabilities (eg. complaints and legal actions).

Also in the first phase we will prepare a process evaluation of the key components of the project. First we need to understand how the key components – public education, recruitment, selection, and promotion, learning and accountability – link to the overarching goals of the project and a coherent conceptual model. Then we need to examine the specific tasks undertaken within each component in order to better understand the following:

- Are the appropriate strategies, processes and tools in place to achieve the overall objectives? Are there gaps?
- Is the implementation of these appropriate? Can it be improved?

- Have these achieved their planned objectives?
- Is the change sustainable?

We will interview a minimum of 30 participants to evaluate their perceptions of the project design, and impacts including the ways in which their participation may have resulted in changes. We will also review the activity reports (including the annual report on the project).

Although it is early in the process, we will also identify 2 or 3 critical indicators and assess the progress that has been made in moving towards achieving the project outcomes (reducing discrimination). This will include limited assessment of external stakeholders (8 interviews) and will include questions on perceived progress that has been made.

In May, 2010, we will provide the first report of the project and present it to the steering committee for feedback.

#### **Phase 2 Completed March 2011**

In the second phase of the project, we will add to our original assessment, an assessment of the sustainability of the project taking into account structures and processes within the TPS which are likely to support change over the long term. Factors known to be influential – such as leadership, climate, culture, processes etc. – which build organizational capacity will be evaluated through interviews with key informants and document analysis. Of particular interest are the ways in which the organizations planning and quality assurance processes mainstream the commitments to eliminating discrimination.

In this phase we will also collect data to allow us to benchmark to other organizations. This will involve examining practices in policing and other organizations globally to establish leading practices and to compare TPS human rights charter (and other elements) to them.

Finally, we will provide an update on progress on the benchmarks and key indicators identified in Phase 1. A report will be provided and presentation to the Steering Committee.

#### **Phase 3: Target March 2012 - 2014**

The next phase of the project will be a complete outcome evaluation. The due date will depend in part on what we find in Phase 1 of the project. It could be undertaken as soon as March 2012 or pushed out to March 2013 or March 2014. This will be our overall analysis of the progress that has been made based on the baseline data, key indicators, comparison to sector benchmarks. It will also include the organizational assessment and recommendations going forward for the strategy and implementation. This phase will rely on a detailed analysis of a wide range of data sources from the Toronto Police Service (surveys, reports, complaints etc.) augmented with 50 - 60 interviews with key informants inside and outside the organization.

Our detailed Activity List and Target Dates follows.

#### **Activity List and Target Dates**

	<b>Description</b>	<b>Target</b>
<b>Review base line data sources</b>	This will involve an extensive discussion with key stakeholders in the TPS and others to identify a full range of data sources which may include reports, surveys, complaints, files, quality assurance data, media coverage etc.	<b>May 2010, May 2012*</b>
<b>Process evaluation of key components</b>	This will focus on the elements defined in the original Charter and the results associated with them including perceptions of the participants on the impacts of the project on them and others	<b>May 2010</b>
planned to actual	What were the planned outcomes, were there variances, what was learned	
activity reports	What were the planned activities, were there variances, what was learned	
perceptions of participants (30 interviews)	Interview with a minimum of 30 participants to evaluate their perceptions of the project design, and impacts including the ways in which their participation may have resulted in changes	
limited stakeholder assessment (8 interviews)	Interviews with key stakeholders regarding their perceptions of the TPS, the charter project and changes which may have occurred	
Implementation gap analysis and recommendations	An assessment of the conceptual model that informed the project plan, gaps between the planned and actual implementation	
<b>Assessment progress on specific outcomes</b>	From the baseline data we can help define specific ways in which the overall goals (reduce discrimination) could be assessed. We could identify a few key outcomes and examine data available on them.	<b>May 2010; March 2012*</b>
<b>Sustainability: leadership, climate, culture, processes (eg. mainstream to audit and QA processes)</b>	This will focus on organizational capacity to sustain change including leadership, structures etc. based on review of documents and interviews with key stakeholders. Of particular interest are the quality assurance and risk assessment processes in place.	<b>March 2011, March 2012*</b>
<b>Benchmark to other organizations</b>	This will involve examining practices in policing and other organizations globally to establish leading practices and to compare TPS human rights charter (and other elements) to them.	<b>March 2011, March 2012*</b>
<b>Overall strategy review</b>	This will be our overall analysis of the progress that has been made and recommendations going forward for the strategy and implementation.	<b>March 2012</b>
<b>Presentation update</b>	We will present and discuss our results at each point in the project to the key stakeholders.	<b>May 2010; March 2011,</b>

	<b>March 2012*</b>
<b>Final report</b>	<b>March, 2012*</b>

\*depending on results of phase 1, final evaluation may be pushed out to 2013, 2014

Based on this activity plan, we have outlined the resource requirements for the program, contained in Appendix 1 following.

#### **About the Diversity Institute**

Ryerson University's Diversity Institute undertakes research with respect to diversity in the workplace and its application to improve practices in organizations. The goal of the Institute is to promote new, interdisciplinary knowledge and practice about diversity with respect to gender, ethnicity, sexual orientation, and people with disabilities. We collaborate with the industry, government, not-for-profits and academics to:

- Research existing practices and evaluate programs;
- Explore barriers to full participation in the workplace;
- Develop fact-based policies and programs to attract, motivate and develop under-represented groups in the workplace; and
- Provide customized training to support development of diversity strategies.

With rapid globalization and an ageing workforce, Canada is projected to face skills and labour shortage beginning in 2010. In order to maintain its competitiveness, it becomes imperative for organizations to tap into several pools of skills supply – some of which have been traditionally overlooked. The Diversity Institute understands this is a journey for many organizations and aims to develop strategies that are customized to your stage of development and needs. In addition to research funded by traditional academic bodies the Institute has undertaken large scale projects for organizations such as the Canadian Advanced Technology Alliance, Ontario Women's Directorate, Region of Peel, Maytree Foundation and RCMP. The Institute was also the partner with Catalyst on the large study of Career Advancement and Visible Minorities in Canada.

The core team for this project will include

- Wendy Cukier – Diversity, Policing, Quality Assurance, Research Methods (Research Director)
- Margaret Yap – Diversity, Human Resources (Research Associate)
- Pinoo Bindhani – Diversity, Partnerships, Project Management (Project Manager)
- 

#### **Ryerson Research Advisory Committee (initial)**

- Melanie Panitch, Director Disability Studies
- Grace Edward Galabuzi, Politics and Public Administration, Co-chair Anti-Racism Task Force
- Sara Thompson, Criminal Justice and Criminology
- Tim Bartkiw, Human Resources Management and Law

(Detailed biographies are included in Appendix 2)

**For more information contact:**  
**The Diversity Institute in Management & Technology**  
Ted Rogers School of Management, Ryerson University  
350 Victoria Street Toronto, Ontario, M5B 2K3  
**Website:** [www.ryerson.ca/diversity](http://www.ryerson.ca/diversity)  
**Email:** [diversityinstitute@ryerson.ca](mailto:diversityinstitute@ryerson.ca)

**Resource Requirements**

	30-May-10			31-Mar-11			31-Mar-12			TOTAL		
	Principals	PM	RA	Principals	PM	RA	Principals	PM	RA	Principals	PM	RA
Review base line data sources	6	1	12				8	1	12	14	2	24
Process evaluation of key components planned to actual	9	3	20							9	3	20
activity reports												
perceptions of participants (30 interviews)												
limited stakeholder assessment (8 interviews)												
Implementation gap analysis and recommendations												
Assessment progress on specific outcomes	1	1	5				7	2	12	8	3	17
Sustainability:				4	1	10	2	1	10	6	2	20



## **Appendix 2: Ryerson Team**

### **Dr. Wendy Cukier**

Associate Dean, Academic, Ted Rogers School of Management; Founder, Diversity Institute

Wendy Cukier has extensive experience as a consultant specializing in strategy and organizational change. She has written more than 200 papers on technology, innovation and management and is coauthor of the bestseller, *"Innovation Nation: from Java to Jurassic Park"*. She founded the Diversity Institute in 1999 with a focus on women and technology and has led several large studies of diversity in the Information Communications Technology and Financial sectors. Wendy is an associate member of the Canadian Association of Chiefs of Police and part of the Quality Assurance in Law Enforcement Committee (QALEC). She has published a wide range of reports on Domestic Violence, Cybercrime, Terrorism, Private Security and Quality Assurance. Wendy has received honorary doctorates from Laval University and Concordia University; a YWCA Woman of Distinction Award; the Canadian Public Health Association Award of Merit; and the Governor General's Meritorious Service Cross. In 2000, she was named one of the "100 Alumni who shaped the Century" by the University of Toronto.

### **Dr. Grace-Edward Galabuzi**

Associate Professor in the Politics and Public Administration Department, Ryerson University

Grace-Edward Galabuzi is also a Research Associate at the Centre for Social Justice in Toronto. He holds a PhD in Political Science from York University. He is the Author of *Canada's Economic Apartheid: The Social Exclusion of Racialized Groups in the New Century* (CSPI, 2006) and co-editor of *Race and Racialization: Essential Readings* (CSPI, 2007). His research interests include the experiences of recent immigrants and racialized groups in the Canadian labour market, the racialization of poverty, social exclusion and the impact of global economic restructuring on local communities. He is also an active member of the social justice community in Toronto and has been involved in a variety of social justice campaigns. He is a member of the United Way of Toronto Board of Trustees and its Policy, Planning and Research committee, a board member of the Atkinson Charitable Foundation, the Stephen Lewis Foundation and the Canadian Centre for Policy Alternatives. He is a founder member of the African Music Festival in Toronto.

### **Dr. Margaret Yap**

Assistant Professor in Human Resources Management, Ted Rogers School of Management; Director, Diversity Institute.

Margaret Yap's research interests include diversity and equity in organizations and human resource management in the global economy. Prior to joining Ryerson, she was a research director at Catalyst Canada where she led the research that produced "The Bottom Line: Connecting Corporate Performance and Gender Diversity." She recently collaborated with





Catalyst Canada, leading a major research project “Career Advancement in Corporate Canada – A Focus on Visible Minorities.” She has extensive industry experience including several years with Nortel Networks in various human resources management roles, including a three-year expatriate assignment in the Asia Pacific region.

**Dr. Melanie Panitch**

Director, School of Disability Studies; Co-director, Ryerson-RBC Institute for Disability Studies Research & Education

Melanie Panitch is the Director of Ryerson’s School of Disability Studies since it was founded in 1999. For over thirty years she has been an activist, advocate, researcher and educator, with strong roots in the community living movement. She has designed and taught courses on human rights and disability at the Universities of Guyana and the West Indies and lectured at international conferences in South America. Melanie launched a post-secondary education program at Humber College and was the Coordinator of Social Development and Public Education at The Roeher Institute. She was also part of a research team examining disability-related policies in Canada. In 2006 she received her Doctorate in Social Welfare from the Graduate Centre of the City University of New York. For her doctoral research she undertook a gendered history of the Canadian Association for Community Living which focused on campaigns led by activist mothers to close institutions and secure human rights for disabled people across Canada which was published by Routledge under the title: *Disability, Mothers and Organization: Accidental Activists (2008)*.

**Dr. Tim Bartkiw**

Assistant Professor in Human Resources and Organizational Behaviour, Ted Rogers School of Management

Tim Bartkiw holds a Ph.D. in public policy, as well as degrees in economics and law, and previously worked as a labour and employment lawyer in Toronto for several years. His research interests include industrial relations, and labour/employment law and policy. He has previously written and published articles on the effects of shifts in labour laws upon the pattern of union organizing and related activities, as well as employer behavioural responses to shifts in labour law and policy. His current research interests with respect to corporate social responsibility include the nature of voluntary business and NGO-driven regimes establishing norms of behaviour with respect to global labour practices, and the development of public policy towards improved global labour practices. He currently teaches undergraduate courses in industrial relations and an advanced seminar in industrial relations in which some of these topics are discussed. His previous research has been published in the Journal of Labor Research, Canadian Public Policy (forthcoming), Relations Industrielles, Labor Studies Journal, How Ottawa Spends, and in various book chapters.

**Pinoo Bindhani**

Associate Director, Diversity Institute, Ryerson University

Pinoo Bindhani, MBA, PMP is the Associate Director of the Diversity Institute. She has over 15 years global experience in advertising, marketing and business development in the information technology and human resources industries in Canada, the US and India. Previously, she was Director, Market Development at Career Edge Organization where she managed the pilot and successful launch of the Career Bridge internship program for newly arrived professional level immigrants. Her work with the immigrants led to more than 500 successful placements in both private and public sector organizations. Prior to that, Pinoo worked in the IT industry developing outsourced business and has worked in Silicon Valley start-ups. She started her career at DraftFCB, one of the largest communications agencies in the world, as a management trainee.

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

**#P118. REQUEST FOR FUNDS: CONSULTATIVE GROUPS - 2009 YEAR-END  
REPORT AND FUNDS FOR 2010**

The Board was in receipt of the following report dated March 17, 2010 from William Blair, Chief of Police:

Subject: 2009 YEAR END REPORT - ACTIVITIES AND EXPENDITURES OF  
CONSULTATIVE GROUPS

Recommendations:

It is recommended that:

- (1) the Board continue to provide 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; and
- (2) the Board continue to provide funding from the Board's Special Fund in the amount of \$10,400 to cover the cost of the annual Community Police Consultative Conference scheduled to take place on November 27, 2010;

Financial Implications:

The Board's Special Fund will expend \$39,400 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.

This report will provide an annual review of the activities and expenditures of the Community Police Consultative groups during the period of January 1, 2009 to December 31, 2009.

#### 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.

The criteria for the formation and activities of each of these consultative levels is found in the Community Volunteer and Consultation Manual (CVCM), originally published in 2002, and last updated in December 2006. This CVCM sets out the standards for structure, activity standards

for each consultative group, responsibilities of executive members, and funding for each consultative group.

Some of the activity standards mandated for each of the consultative groups include:

- Meeting at least four times per year
- Set goals and objectives consistent with Service priorities at the beginning of each calendar year
- Hold one town hall forum jointly with police annually
- One value-added community-police project per year consistent with Service priorities
- Participate in the Annual Consultative Committee Conference for Consultative members
- Keep minutes of all meetings
- Prepare a financial statement for the Committee Executive when requested
- Complete a year-end Activity and Annual Performance Evaluation Report.

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

#### Community Police Liaison Committees:

A Community Police Liaison Committee (CPLC) is mandated and established in each of the seventeen policing divisions, plus Traffic Services.

The purpose of the CPLC is to provide advice and assistance to the local unit commander on matters of concern to the local community including crime and quality of life issues. The CPLC is also consulted as part of the divisional crime management process established by Service Procedure 04-18 entitled “Crime and Disorder Management”, a process which includes assisting the local unit commander in establishing annual priorities.

The composition of the CPLCs differ across the city, as each unit commander is required to establish a committee that reflects the unique and diverse population served by a particular policing division. CPLC participants shall include representation from various racial, cultural or linguistic communities, social agencies, businesses, schools, places of worship, local youth and senior groups, marginalized or disadvantaged communities and other interested entities within the local community. Each CPLC is co-chaired by a senior officer or civilian director and a community member.

#### Community Consultative Committees:

The Community Consultative Committees (CCC) are meant to serve specific communities on a Toronto-wide basis. The membership is drawn from various organizations within each of these communities so as to reflect both inclusiveness and credibility within that community. These committees serve as a voice on wider policing issues such as training, recruiting, professional standards, and community mobilization.

The Service currently maintains a CCC for the following communities:

- Aboriginal;
- Black;
- Chinese;
- French;
- Lesbian/Gay/Bisexual/Transgender;
- Muslim;
- South and West Asian; and
- Asia Pacific

Each CCC is co-chaired by a senior officer or civilian director and a community member.

#### Chief's Advisory Council & Chief's Youth Advisory Committee (CAC and CYAC):

The Service operates a third level of consultation at the Chief of Police level. The CAC and the CYAC exist to provide a voice for various community representatives from business through to social agencies, spanning the various diverse communities as well as youth on a wide variety of issues.

In 2009, each of these consultative groups was allotted \$1,000.00 with additional funding of \$2,000.00 being granted to the CYAC for the purpose of enhancing its efforts to engage youth. The total funding for the Consultative Committees in 2009 was \$29,000.00 (Min. No. P120/08 refers).

#### Discussion:

Each consultative group relies on the funding of \$1,000.00 and the CYAC relies on additional funding of \$2,000.00. The funding of the consultative committees results in a total cost of \$29,000.00.

#### Reporting:

Each consultative group is required to include in a year-end report, an accounting for expenditures made from the \$1,000.00 grant during the year. The funds are generally used for community outreach, community events, 'value-added' community projects and administrative meetings.

This report summarizes for the Board, the annual activities during 2009 and the amount spent from the \$1,000.00 grant by each of the consultative groups. Expenditures have been recorded and verified within the Systems Application Products (SAP) accounting software used by the Service with checks at the unit level and at Finance and Administration.

Summary of Activities and Expenditures:

Appendix “A” attached to this report, provides in table form, a summary of activities and expenditures for each of the consultative groups in 2009. Please note that the committees that have expenses exceeding the allotted budget of \$1,000.00 are responsible for covering any surplus exceeding \$1,000.00.

Community Police Consultative Conference:

Since 1997, the Board has sponsored an annual conference for the CPLC members with funding approved from the Special Fund. A grant of \$9,100.00 was provided by the Board for the 2009 Conference.

Expenditures for the 2009 conference were as follows:

<b>Item</b>	<b>Received</b>	<b>Expenditure</b>	<b>Balance</b>
Board Grant	(\$9,100.00)		
Compas Catering		4,395.70	4,704.30
Gift Items		1,130.95	3,573.35
Honoraria		341.25	3,232.21
Staging		1,914.75	1,317.35
Miscellaneous		131.82	1,185.53
Portfolio's		2,401.25	-1,215.72
Subtotals		10,315.72	
Returned to the Board		0.00	
Totals*		10,315.72	

*\*The excess funds of \$1,215.72 were paid by the Community Mobilization Unit*

The focus of the Community Police Consultative (CPC) Conference is to bring the components of the consultative process together to maintain effective networking, communication, training and the exchange of best practices.

The Annual CPC Conference was held at the new Police College on Saturday November 28, 2009. The theme of this conference was “*Raising Awareness In Our Communities*”, involving Service members and members of the CPLC and CCC. Among those in attendance were Chair Dr. Alok Mukherjee, Deputy Chief Keith Forde, and the CPC Conference Planning Committee Spokesperson, Mr. John Dixon.

To meet the conference’s objective, the following was conducted:

*7 minute links – a quick overview of resources and contacts*

*(The following speakers spoke for seven minutes on their programs and its impact in the community).*

- Rick Gosling, City of Toronto, *Youth Programs*
- Judy Abraham, *Multilingual Community Interpreter Services (MCIS)*
- Peter Karl Youngren, B4Life Foundation, *Commitment to Community*
- Sherry Clodman, Victim Services Programs, *Special Events*
- Meaghan Gray, Public Information Unit, *Human Rights Charter Project*
- PC Stephanie Borun, Traffic Services, *Car seat installation*
  
- Sergeant Jeff Pearson, Central Field Command & Barbara Spyropoulos, 12 Division CPLC, *TAVIS*

**Presentations**

- *Diversity*, Manager Andre Goh, Diversity Management Unit
- *Elder Abuse*, Sharon Bieck-Shangrow MSW, RSW, Mental Health Consultant,
- *TTC Safety*, Sergeant Larry Starver, Transit Patrol Unit & Sergeant Mike Killingsworth, TTC Area Field Support Unit
- *TPSLinks*, Brianne Whyte, A/Coordinator, CMU
- *School Violence/Lockdown*, Staff Sergeant Sharon Davis, CMU
- *CPTED*, Sergeant Jim Lawson, Public Safety Unit
  
- *Managing Finances*, Sandra Califaretti, Manager, Financial Management Unit

*A tour of the new college was conducted offering all those who attended a view of this state of the art training facility and armoury.*

A survey was distributed and attendees were asked to provide their comments. Positive feedback from attendees included how informative, interesting, educational and well organized the conference was.

The next Annual CPC Conference is scheduled for Saturday, November 27, 2010. The proposed budget for the 2010 conference is presented below and includes a 10% increase from 2009 (Min. No. P77/03 refers). The increase is based on an anticipated rise in costs associated with facility rental, and catering and the rise in conference attendance due to its more inclusive nature.



**Proposed Budget: 2010 Community Police Consultative Conference**

<b>Item</b>	<b>Balance</b>
Facility Rental/Catering	7,150.00
Gift Items/Honorariums	550.00
Signs/Printing Costs/Supplies	1,540.00
Cleaning Staff	550.00
Technical Staff	220.00
<b>Amount requested from the Board*</b>	<b>10,010.00</b>

*\*Any excess funds following the conclusion of the conference will be returned to the Board.*

Conclusion:

The Service has 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. The current consultative process, sustained financially through the Board's Special Fund, is but one method utilized by the Service to advance the goal of an empowered community.

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

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

**The Board was also in receipt of a list of the specific consultative groups which would receive the recommended funding and the specific amount that would distributed to each group. A copy of the list is appended to this Minute for information.**

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

**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.**



Group		# Meetings	Goals and Objectives	Town Hall Meeting	Initiatives (* = Value Added Project)	Crime Management Process	Expenditures from \$1000 Grant
<b>12 Division CPLC</b>	Supt. Brody Smollet  Barbara Spyropoulos (Co-Chair)	8 in Station and 4 in the form of Neighbours Nights Out in various locations in the division	be proactively involved in community relations, crime prevention and community improvement  youth issues & youth engagement  intergenerational involvement	York Civic Centre	Restorative Justice Circles  Stone Soup Cooking Club: Archbishop Romero High School & George Harvey Collegiate  Community Information Exchange (612 messages relayed)  Participation in local festivals including Canada Day celebrations at Amesbury Park and Granada Day at Coronation Park  Community Day  Safety exhibits at local Walmart and Home Depot stores  12 Division Soccer Camp Kicks for Kids with 12 Division CRU  John School lectures  CPTED audits  Black History Month Celebrations  Earth Day cleanup with local schools	CPLC regularly advised of crime trends  CPLC provides input on community concerns and issues to unit management  Participants in the Central Ontario Crime Prevention Association  Participants in CPTED Ontario  Collaboration with local BIAs	\$427.16 - Supplies for Community Photo Album  \$433.92 - events  \$112.39 - meeting supplies  \$38.52 - GST rebate

					Graffiti Eradication  Christmas celebrations at Ontario Early Years Centres		<b>TOTAL: \$973.46</b>
<b>Group</b>		<b># Meetings</b>	<b>Goals and Objectives</b>	<b>Town Hall Meeting</b>	<b>Initiatives (* = Value Added Project)</b>	<b>Crime Management Process</b>	<b>Expenditures from \$1000 Grant</b>
<b>13 Division CPLC</b>	S/Insp. David McLeod  Ron Singer (Co-Chair)	11 meetings, second Monday of each month except for August.  Final meeting of the year held at 13 Division in the form of a Festive Open House	Establish and maintain a meaningful police-community partnership  Elicit feedback from the community on police response to crime and disorder issues  Identify, prioritize and strategize collaboratively with the community to deal with crime problems	June 3rd at Wilcox Public School with AGCO, Councillor Moscoe and S/Insp McLeod	Establishment of community security committees at 8 different high rise residential buildings  Education on proactive personal security for the seniors  Combating graffiti on our public and private buildings  Support of Youth Basketball and Computer Tutorial at	Police advise CPLC of crime trends  Police inform CPLC of Crime Prevention Measures to deal with emerging trends  Police explain nature of TAVIS  CPLC members identify areas of concern  CPLC provide ideas on how to address specific concerns	\$185.05 - refreshments for CPLC open house  \$59.40 - Cricket in the Park album  \$717.12 - golf shirts

			<p>Increase youth participation in Police-community partnership</p>		<p>Fairbanks Middle School</p> <p>Support of Aboriginal Community in Parry sound</p> <p>Support of Computer Workshop for Youth at BME Church in partnership with Reboot Canada</p> <p>Participation in the Oakwood Village BIA Steering Committee</p> <p>Organization and Support of the Community BBQ at Oakwood and Vaughan</p> <p>Organization and Support of the "Oakwood Village Clean-up Day"</p> <p>Organization and Participation in the "Oakwood &amp; Vaughan" Community Safety Audit</p> <p>Organization and Participation in the Eglinton /Dufferin Community Safety Audit</p> <p>Support and Participation in</p>	<p>CPLC members assist in communicating Police message externally</p>	
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<b>Group</b>		<b># Meetings</b>	<b>Goals and Objectives</b>	<b>Town Hall Meeting</b>	<b>Initiatives (* = Value Added Project)</b>	<b>Crime Management Process</b>	<b>Expenditures from \$1000 Grant</b>
<b>22 Division CPLC</b>	Supt. McIlhone  Supt. Gottschalk  Frank Sword (Co-Chair)	10	Recruit youth members  Have initiated a successful student bursary program  Increased community awareness of 22 Division via "Speaker's Bureau" to community groups  Hosted 22 Division Open House BBQ during Police week  Assisted with a campaign to prepare gift baskets for Mothers in shelters on Mother's Day  Hosted a fundraiser Fashion Show, Silent Auction & Tour of new Police College	Hosted a Town Hall meeting Mar.25/09 @ Lakeshore Collegiate: - Teenage Drinking & Driving, Domestic Violence Cyber bullying - Recognizing signs of drug use	Reviewed membership procedures  Filling in membership gaps where there is no representation in the division  Hosted successful Police Week open house  Presented 4 High School students with \$500.00 Bursary  6 members attended CPC conf. @ Toronto Police College  Collected food for local food bank	CPLC regularly advised of crime trends  CPLC provides input on community concerns and issues to unit management  Superintendent available to attend meetings at request of community groups	Display Boards & carrying cases - \$256.53  Meeting Costs - \$43.04  Police week BBQ - Costs \$76.03  Fashion Show Event Costs - \$717.74  NB - Actual expenses for 2009 were \$1987.58 due to the fundraising event  <b>TOTAL \$1,093.34</b>
<b>Group</b>		<b># Meetings</b>	<b>Goals and Objectives</b>	<b>Town Hall Meeting</b>	<b>Initiatives (* = Value Added Project)</b>	<b>Crime Management Process</b>	<b>Expenditures from \$1000 Grant</b>
<b>23 Division CPLC</b>	Supt. Ron Taverner  Donata Calitri-Bellus	10	To actively participate with and support police officers in 23 Division and to act as a community resource	November 9 <sup>th</sup> Town Hall	May 7 assisted with 5 Annual Pathways to Success event at Msgr Percy Johnson  May 12 assisted with Police Week	CPLC regularly advised of crime trends and actions taken to combat crime and safety tips which were passed on to members of their organizations	\$956.20 - Deposit for movie equipment rental from Open Air Projections  \$843.50 - Final

			<p>To ultimately work towards providing a safe community for all residents of 23 Division</p> <p>To be involved with the at-risk members of the Community- the youth and seniors</p>		<p>Barbecue</p> <p>June 12 assisted 23 Div with a movie day for the community which included a food drive for a local youth shelter and a local women's shelter</p> <p>June 13 participated in the Rexdale Community Festival at Albion Centre</p> <p>June 19 assisted the faith community members with their Prayer Breakfast</p> <p>September 30 presented plaques to local artists and Humber College for their work on the 23 Div Community Tile and in the community</p> <p>October 3 participated in Thanksgiving luncheon for seniors and families in need</p> <p>November 10 to 12 assisted youth fill bags for the Toronto Santa Claus Parade</p> <p>December 8 donated food items to the WEG (Woodbine Entertainment Group) for the Children's Breakfast Clubs in</p>	<p>CPLC regularly advised of traffic trends, initiatives and campaigns</p> <p>CPLC members also passed out crime tips regarding frauds, identity theft and seniors issues to members of the community at the October 18 Open House</p> <p>CPLC provides input on community concerns and issues to unit management</p> <p>CPLC members were given a presentation on the SRO program and safety in the schools</p>	<p>Payment for movie equipment rental from Open Air Projections</p>
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					<p>Toronto</p> <p>December 12 participated in the Annual Children's Christmas Party for youth-at-risk</p> <p>Throughout the year supported the Youth CPLC (now RYPC)</p> <p>Throughout the year assisted those in need with vouchers for food</p> <p>Youth CPLC handed out 50 knapsacks with back to school supplies for at-risk youth  May 21- Youth CPLC held a community information session called "Know your Rights"</p>		<p>(yearly \$1000 was used towards this total and the CPLC paid the rest)</p> <p><b>TOTAL: \$1799.70</b></p>
<b>Group</b>		<b># Meetings</b>	<b>Goals and Objectives</b>	<b>Town Hall Meeting</b>	<b>Initiatives (* = Value Added Project)</b>	<b>Crime Management Process</b>	<b>Expenditures from \$1000 Grant</b>
<b>CPLC 31 Division</b>	<p>Supt. White</p> <p>Insp. Memme</p> <p>Ellen Hudgin (Chair)</p>	12	<p>Community Relations and Crime Prevention</p> <p>Youth Violence</p> <p>Community Outreach</p>	1	<p>Bursary meeting with schools</p> <p>31 Open House</p> <p>Jane/Finch TAVIS kick off</p>		<p>Office Supplies</p> <p>Letterhead</p> <p>Business cards</p> <p>Condiments</p>

			Community Issues		Town Hall / Chief BLAIR TPS Links Kick Off CPLC Mobilization Conference 31 Div. Auxiliary Christmas Toy Drive		TOTAL \$922.02
<b>Group</b>		<b># Meetings</b>	<b>Goals and Objectives</b>	<b>Town Hall Meeting</b>	<b>Initiatives (* = Value Added Project)</b>	<b>Crime Management Process</b>	<b>Expenditures from \$1000 Grant</b>
<b>32 Division CPLC</b>	Supt. D. Gauthier Insp. C. Fernandes	10	Community Relations and Crime Prevention	Nil	Yorkdale Project Poster Contest Community Skate Day Police Week BBQ OSAID		\$470.00  \$430.00  \$100.00  <b>TOTAL: \$1000</b>
<b>Group</b>		<b># Meetings</b>	<b>Goals and Objectives</b>	<b>Town Hall Meeting</b>	<b>Initiatives (* = Value Added Project)</b>	<b>Crime Management Process</b>	<b>Expenditures from \$1000 Grant</b>
<b>33 Division CPLC 2009</b>	S/Insp. Robin Breen (Jan to Mar) S/Insp. John Tanouye	18 Day 9	Established yearly goals  Volunteers Award	Apr 30 and Dec 8  Toronto Real Estate Board & 33 Division	Open House  Volunteers Award and Appreciation Night	CPLC advised of crime trends through power point presentation at every meeting	Community Tile supplies and gifts \$118.33  Community

	(Apr to Dec)  S/Insp. Frank Ruffolo (Dec)  Kristen Selby (Co-Chair)  Liz Cavan (Co-Chair)	Evening 9  Town Hall Meeting	and Appreciation Night honouring auxiliary, civilian and youth volunteers, schools crossing guards and CPLC members  33 Division Open House May 13, 2009  Elder Safety and Abuse Programs, Seminars, Traffic Safety and Training  Additional Goals for 2009  Support Goal & Objectives TPS  Continue to increase communication through new brochure and community bulletin	126 community members attended  Home Security  Further representation	Seniors Issues and Seminar Committee  Law in the Mall Seneca College  Annual Safety Patrollers Award  Support Our Troops Campaign  Christmas Toy Drive  Christmas Food Drive  Increase membership	CPLC members invited and attend Crime Management meetings  CPLC has page in the monthly Community Bulletin  CPLC provides input on community concerns and issues to unit management  CPLC has also input from local councillors who attend meetings but are not members	Outreach Supplies \$17.80  T-Shirts for School Safety patroller Awards \$116.64  Support The Troops Campaign Event \$145.14  CPLC year end \$193.84  Home Security Academy door prizes \$62.81  Home Security Academy \$116.65  <b>TOTAL:</b> <b>\$770.71</b>
<b>Group</b>		<b># Meetings</b>	<b>Goals and Objectives</b>	<b>Town Hall Meeting</b>	<b>Initiatives (* = Value Added Project)</b>	<b>Crime Management Process</b>	<b>Expenditures from \$1000 Grant</b>
<b>41 Division CPLC</b>	Supt. Bob Qualtrough  Marie Belanger	10	Improve diversity on the CPLC and event partners  Create opportunities for positive police and community	Members of the 41 CPLC attended several Town Hall meetings held by local area Councillors to promote the CPLC  41 CPLC hosted	Skate Day at Don Montgomery Community Centre, Friday, February 13  41 Division CPLC BBQ - Open House, Thursday, May 14 41 Division Kids and	CPLC regularly advised of crime trends  CPLC provides input on community concerns and issues to unit management  Identify areas of	\$29.04 - prizes for BBQ  \$159.61 - prizes for BBQ  \$169.45 - prizes for BBQ

			<p>interaction</p> <p>Strengthen connectivity (information distribution) between community agencies, institutions and TPS at 41 Division</p> <p>Introduce a youth component to the CPLC</p>	<p>Town Hall meeting at the following:</p> <p>Jan 26 - 702 Kennedy Road 2nd Base Youth Shelter</p> <p>Nov 30 - 20 Gordenridge Pl. Gordenridge C.C.</p> <p>Dec 14 - 702 Kennedy Road 2nd Base Youth Shelter</p>	<p>Cops Picnic, Wednesday, August 12</p>	<p>concern in order to conduct safety audits and CPTED initiatives in partnership with local stakeholders</p>	<p>\$8.91 - stationary for BBQ</p> <p>\$30.00 - cancellation fee to TDSB</p> <p>\$21.60 - trays for Stn BBQ</p> <p>\$114.45 - tool Chests for Child Fingerprinting</p> <p>\$145.74 - tool Chest for Car Seat Clinic, 2 portable tables for community events and utility cart</p> <p>\$23.29 - set of tools for car seat clinic</p> <p><b>TOTAL:</b> <b>\$702.09</b></p>
<b>Group</b>		<b># Meetings</b>	<b>Goals and Objectives</b>	<b>Town Hall Meeting</b>	<b>Initiatives (* = Value Added Project)</b>	<b>Crime Management Process</b>	<b>Expenditures from \$1000 Grant</b>
<b>42 Division CPLC / CCLC</b>	<p>Supt. Bob Clarke Valerie Plunkett (Co-Chair)</p> <p>Fanny Lau (Co-Chair)</p>	20	<p>be proactively involved in community relations, crime prevention and community improvement</p> <p>youth issues &amp; youth engagement</p>	<p>April 28 at Albert Campbell Collegiate Institute with Chief Blair</p>	<p>Community Walks</p> <p>Bursaries to youth groups in the identified High Risk Communities</p> <p>Police Week</p>	<p>CPLC regularly advised of crime trends</p> <p>CPLC provides input on community concerns and issues to unit management</p>	<p>\$771.46 - Public Relations / Promotions</p> <p>\$114.31 - Miscellaneous Materials</p>

					<p>Sponsored 4 children to attend an overnight camp in Muskoka</p> <p>Sponsors Child Find Program</p> <p>Sponsors Toronto Children's Breakfast Club in one of the Divisions High Risk Communities</p> <p>Sponsored Basketball team form a High Risk Community</p> <p>Sponsored Reading Program from one of our High Risk communities</p> <p>Sponsored purchase of computers for H.O.P.E. House in one of our High Risk Communities</p>		<b>TOTAL: \$885.77</b>
<b>Group</b>		<b># Meetings</b>	<b>Goals and Objectives</b>	<b>Town Hall Meeting</b>	<b>Initiatives (* = Value Added Project)</b>	<b>Crime Management Process</b>	<b>Expenditures from \$1000 Grant</b>
<b>43 Division CPLC</b>	<p>Supt. Paul Gottschalk (Jan - Mid Oct)</p> <p>Supt. Tom McIlhone (Mid Oct - Dec)</p> <p>Marilyn Hodge (Co-Chair)</p>	10	<p>Establish a meaningful community-police partnership and to problem-solve local policing issues</p> <p>Invite community members to CPLC</p>	Although numerous events were held by the CPLC out in our community, no official "Town Hall Meeting" was held in 2009	<p>Family Skate Day - February 13 at Heron Park Community Centre</p> <p>Community Picnic and Open House - May 9 at 43</p>	<p>CPLC regularly advised of crime trends</p> <p>CPLC provides input on community concerns and issues to unit management</p>	<p>Community Picnic and Open House - May 9 at 43 Division and Volunteer Appreciation Night June 18 at 43 Division</p>

			<p>meetings to express their concerns regarding local issues related to crime prevention and community improvement</p> <p>Host community events that encourage positive police relationships with residents of all ages, businesses, schools and faith communities</p>		<p>Division</p> <p>Halloween Social for Seniors at 4175 Lawrence Ave. E. - October 27</p> <p>Christmas Social for Seniors at 4205 Lawrence Ave. E. - November 25</p>		<p>Korny Klowns \$450.00</p> <p>Entertainment Stage Equipment Rental \$120.00</p> <p>Food Habitat Women's Build &amp; Volunteers \$450.19</p> <p>Food, Cream, Milk, Plates for Volunteer Appreciation Night \$405.32</p> <p><b>TOTAL: \$997.85</b></p>
Group		# Meetings	Goals and Objectives	Town Hall Meeting	Initiatives (* = Value Added Project)	Crime Management Process	Expenditures from \$1000 Grant
<b>51 Division CPLC</b>	Supt. K. Greenwood S/Sgt. B. Kennedy	9	<p>Community Relations and Crime Prevention</p> <p>Youth Violence</p> <p>Community Outreach</p> <p>Be proactively involved in community relations, crime prevention and community improvement</p> <p>Youth Issues &amp; Youth Engagement</p> <p>To Reach Out &amp;</p>	<p>2</p> <p>Regent Park Youth Forum</p> <p>Chief's Town Hall @ Ryerson</p>		<p>CPC Conference</p> <p>Gay Pride</p> <p>Caribana</p> <p>Black History Month</p> <p>Aboriginal - Horseback Riding Youth Program</p> <p>Capt. John's Community Dinner - Feed the Homeless</p> <p>Internet Café - Love of Words Program</p>	<p>\$10.00 - Refreshments</p> <p>\$50.00 - Sunday in the Park</p> <p>\$5.28 - Card Sgt. Gibson</p> <p>\$31.34 - Brochure Printing</p> <p>\$10.00 - T-Shirt Delivery</p> <p>\$148.68 - T-Shirts</p>

			Assist Marginalized Communities re: Integration			Yonge Street Mission Literacy Program	\$188.80 - T-Shirts & Tiles
			Urban Youth Riding Program – Council Fire			Parks & Rec. Hockey Game	\$8.67 - Event Refreshments
			Gala with George Brown College			St. Lawrence Market - Feast of Authors	\$29.74 - T-Shirts
						Salvation Army Spring Clean Up	\$91.16 - T-Shirts/Tiles/Paper
						LGBT Coffee With Cops	\$9.15 - Logo for Division
						Art City - St. Jamestown	\$46.70 - Logo Frame
						Sackville St. BBQ	\$50.00 - Logo Rendering
						Police Week	
						Buskerfest	\$195.23 - Division Gift Frames
						Eric the Red Viking Boat Rowing & BBQ	\$125.25 - Revised Holiday Banner
						St. Jamestown Festival	
						Woofstock	
						Neighbours Night Out	
						Graffiti Eradication	
						Rookie Ball	
						E.S.P.	
						Kidsfest Running & Reading Program	
						Book Drive	
						Building Bridges	

						Fundraiser/ Gala  Toy Drive  Clothing Drive	<b>TOTAL \$1,000.00</b>
<b>Group</b>		<b># Meetings</b>	<b>Goals and Objectives</b>	<b>Town Hall Meeting</b>	<b>Initiatives (* = Value Added Project)</b>	<b>Crime Management Process</b>	<b>Expenditures from \$1000 Grant</b>
<b>52 Division CPLC</b>	Supt. Hugh Ferguson  Liz Sauter (Co-Chair)	5 Formal Meetings with 52 Division and the community.  3 Informal Meetings with community members only	To establish and maintain a meaningful community - police partnership  To work together in identifying, prioritizing, and problem solving of local policing issues  To be proactive in community relations, crime prevention, and communicating initiatives  To act as a resource to the police and the community	None	Police Week Event was cancelled due to Tamil Demonstrations within 52 Division  Fourth Annual 52 CPLC Gala Fundraiser - Student Bursary Program for Contact School Students was cancelled due to lack of ticket sales as a result of the recession. Raised \$50,000 in 3 years  52 Division Kids Posse: 75 youth interact weekly at University Settlement Recreation Centre with officers from 52 CRU through sports and crime prevention lectures  Children Overseas Pen Pal Service (COPS) – Students in the Hydro Block	CPLC regularly advised of crime trends at our monthly meetings  Co-chair attended 52 Division Crime Mgmt Meeting June 18, 2009  Active involvement of community in by-laws for Entertainment District (KSRA) at the Municipal and Provincial Levels (City of Toronto -MLS & politicians, and AGCO)  22 Standard licensing conditions in place for all new nightclubs  Task force to improve safety in Entertainment District created with stakeholders from TPS, City, AGCO  Noise Bylaw Officers engaged	\$16.40 - 52 CPLC Laminated Tile for new Police College  \$983.60 - CPLC Tent for use at community events



					<p>community participate in writing letters to students in the Philippines</p> <p>Junior Officers Youth Program – Youth are introduced to the world of policing by participating in mock scenarios such as missing persons, accidents etc.</p> <p>Students from the above programs help support Canadian Troops and families in Afghanistan by packing boxes with toiletries, basic school supplies etc. The boxes were shipped to Afghanistan prior to Christmas</p> <p>21st Annual Drug-Free Marshals "Say No to Drugs, Say Yes to Life" Christmas Festival at Nathan Phillips Square - Family Event - Youth took the "Drug-Free Pledge", 52 Div. community members and CRU Officers participated</p> <p>Gifts for Essay</p> <p>Contest and free raffles donated by 52 Div. businesses</p>		
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					<p>Youth in Policing students - workshops for 5 weeks in summer on community safety initiatives &amp; events</p> <p>Attended newly formed extended Village by Grange Community Meetings twice</p> <p>3 informal meetings with Co-chairs in 14 and 51 Division</p> <p>New Police College Opening and unveiling of "tile" wall</p> <p>Articles on Youth awards and safety initiatives and 2009 Contact School Bursary Award winner published in "The Bulletin"</p> <p>Co-facilitated March 25<sup>th</sup> meeting with HQ Community Mobilization Unit for Community Police Network</p> <p>CPN Meeting in November attended by 3 CPLC members</p> <p>Conducted 3 Community Mobilization case</p>		
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					<p>studies on King/ Spadina Residents Association &amp; Entertainment District at C.O. BICK College</p> <p>Hosted Internet Safety Lectures for parents, CIT youth at USRC</p> <p>\$1000 Mayor's Community Safety Award went to USRC team on behalf of nomination by CPLC co-chair</p> <p>Conducted pilot of computer classes at USRC from March to June for Thursday night Kids Posse</p>		<b>TOTAL: \$1000.00</b>
<b>Group</b>		<b># Meetings</b>	<b>Goals and Objectives</b>	<b>Town Hall Meeting</b>	<b>Initiatives (* = Value Added Project)</b>	<b>Crime Management Process</b>	<b>Expenditures from \$1000 Grant</b>
<b>53 Division CPLC</b>	S/Insp. Larry Sinclair  Geoff Kettel (Co-Chair)	8	<p>be proactively involved in community relations, crime prevention and community improvement</p> <p>youth issues &amp; youth engagement</p> <p>Address newcomer</p>	<p>Nov 24 Town Hall meeting at Thorncliffe Park Public School</p> <p>March 31st CPLC meeting</p> <p>CPLC annual community BBQ at Yonge &amp;</p>	<p>Youth Conflict Resolution Symposium</p> <p>Divisional New Year's Levy</p> <p>Charity BBQ</p> <p>SAVY Youth Scholarship</p>	<p>CPLC regularly advised of crime trends</p> <p>CPLC provides input on community concerns and issues to unit management</p>	<p>\$99.01 - CPLC meeting, refreshments</p> <p>\$221.30 - Community BBQ supplies</p> <p>\$150 - CPLC meeting</p>

			and domestic violence issues  Traffic safety	Eglinton  June 9, CPLC meeting  Sept 9, CRU Staff Sergeant's Meeting  Sept 29, CPLC Meeting  October 2, Domestic Violence lecture in Thorncliffe Park  November 20, school crossing guard appreciation & safety meeting	Graffiti Eradication projects  Domestic, newcomer lectures  Youth outreach  Neighbours Night Out		\$83.58 - CRU Staff Sergeant's meeting  \$23.75 - CPLC meeting  \$45.00 - Domestic Violence lecture  \$49.80 - Town Hall meeting  \$250.00 - Crossing Guard meeting  <b>TOTAL: \$923.10</b>
<b>Group</b>		<b># Meetings</b>	<b>Goals and Objectives</b>	<b>Town Hall Meeting</b>	<b>Initiatives (* = Value Added Project)</b>	<b>Crime Management Process</b>	<b>Expenditures from \$1000 Grant</b>
<b>54 Division CPLC</b>	S/Insp. Dan Hayes  Mary Reilly (Co-Chair)	9 General Meetings  9 Executive Committee Meetings  3 Seniors Sub-Committee Meetings  5 Crime Prevention Sub-Committee Meetings  5 Youth Sub-Committee	be proactively involved in community relations, crime prevention and community improvement  youth issues & youth engagement  participation in community events, heightening visibility of CPLC  Newcomers Initiative, improve communication  Safe Guard Seniors	Town Hall Grenoble Public School Flemingdon Park area - 9 Grenoble Dr., November 10  Guest Speaker Deputy Chief Peter Sloly  Attended by approx. 75+ residents and area politicians  Community Mobilization discussed - Neighbourhood	Graffiti Eradication - Pape Village BIA Pape and Cosburn area April 25.  Newcomers - Safety presentations at Grenoble Public School, February 19 and March 2  Crime Prevention Forum for Small Business, Safeguard against Robbery Business Neighbourhood Watch. R.H. McGregor School June 17	CPLC regularly advised of crime trends  CPLC regularly updated on ongoing initiatives within 54 Division  CPLC provides input on community concerns and issues to unit management  CPLC consulted on activities in their communities and how best we can serve them	\$15.30 - Refreshment for CPLC meeting.  \$199.99 - Portion of tent costs for special events  \$199.00 - Navy Golf shirts with CPLC logo  \$160.01- Mugs for Volunteer Appreciation Luncheon  \$51.98 - Painting supplies for Graffiti Day

		Meetings	through education	Officers attended  Information tables for seniors, youth, crime prevention, newcomers. Crossing guard info, Employment opportunities  Area concerns addressed	Seniors Safety Presentation and Crime Prevention, Secord Community Centre, May 13  Crossing Guard/Volunteer Appreciation BBQ at 54 Division, June 26  CPLC Bursary Fundraising Initiative - awarded to 3 deserving high school students participating in the ESP program - 2 from Marc Garneau and 1 from EYCI to assist with post-secondary education  Taste of the Danforth, Information table Aug. 8-9  Monetary support given towards the SRO Weight Training Program at Marc Garneau Collegiate to provide water/juice refreshments to participants  Tile artwork depicting 54 Division community and police interaction was provided by area resident on		\$2.97 - Water for CPLC meeting  \$3.83 - Thank You card for Gemma Broderick  \$22.84 - Refreshments for Housing meeting  \$250.00 - Bursary cheque  \$78.00 - Appreciation dinner for Auxiliaries  \$17.94 - pop/water auxiliary dinner Excess \$1.86 absorbed by D54 Account
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					<p>recommendation of CPLC. Tile on display at Police College</p> <p>CPLC member lent support to the Newcomer sub-committee by speaking on legal issues affecting them</p>		<b>TOTAL: \$1001.86</b>
<b>Group</b>		<b># Meetings</b>	<b>Goals and Objectives</b>	<b>Town Hall Meeting</b>	<b>Initiatives (* = Value Added Project)</b>	<b>Crime Management Process</b>	<b>Expenditures from \$1000 Grant</b>
<b>55 Division CPLC</b>	<p>Supt. Peden</p> <p>Supt. Fernandes</p> <p>Jeff Paulin (Co-Chair)</p>	10	<p>Crime Prevention Initiatives</p> <p>Traffic/Parking Initiatives</p> <p>Youth/Schools Concerns</p> <p>Graffiti Eradication</p> <p>Drug Sales (Queen Street East)</p>	None held	<p>CPC Conference</p> <p>Crossing Guard Appreciation BBQ</p> <p>Youth Scholarship</p> <p>Police Week Event</p> <p>CPLC Awareness (Jazz Festival, Taste of the Danforth, Taste of South Asia)</p> <p>Senior's Christmas Breakfast and Movie</p>		<p>\$500 - Blake/Boulton Community Playground Build</p> <p><b>TOTAL: \$500.00</b></p>
<b>Group</b>		<b># Meetings</b>	<b>Goals and Objectives</b>	<b>Town Hall Meeting</b>	<b>Initiatives (* = Value Added Project)</b>	<b>Crime Management Process</b>	<b>Expenditures from \$1000 Grant</b>
<b>Traffic Services Highway Patrol</b>	<p>Supt. E. Witty</p> <p>Insp L. Faul (Support)</p>	4	<p>Community Relations and Public Education</p> <p>Safety Programs</p>	Nil	<p>Scramble Faze Intersections</p> <p>MADD Ride Program</p>		<p>\$1000.00 Partner recognition awards banquet</p> <p>Public Relations</p>

			Community Outreach		Party / Topsy Program  Daredevil Pedestrian Program		<b>TOTAL: \$1000.00</b>
<b>Group</b>		<b># Meetings</b>	<b>Goals and Objectives</b>	<b>Town Hall Meeting</b>	<b>Initiatives (* = Value Added Project)</b>	<b>Crime Management Process</b>	<b>Expenditures from \$1000 Grant</b>
<b>Asia Pacific CCC</b>	S/Supt. Jane Wilcox  PC Philip Mendoza Liaison Officer	Jan 23 Feb 19 Mar 20 May 1 June 5 Sept 25 Oct 14	In partnership with the Asia Pacific Communities of Toronto for our continued commitment to effective community policing  Being proactive in community relations, crime prevention and education, mobilization and communications initiatives  Developing a strategic long term vision through the building of knowledge, education, tolerance and understanding  Increase police and Asia Pacific community interactions and mutual understanding  enhance recruitment activity	November 3 at TPS Headquarters Auditorium - Panellists: Chief Blair, S/Supt. Wilcox and Insp. Bergen - Moderator: Rey Tolentino - Approx. 150 community members in attendance - Large ethnic media coverage - Dignitaries in attendance: Korean Consul General Hong Ji-in, Korean Consul/Senior Superintendent JeongMu Chin, Japanese Deputy Consul-General Nobuaki Yamamoto,	24 Annual Lunar New Year Festival (Vietnamese Tet Festival)  Haru Matsuri (Japanese Spring Festival)  Korean Inter-agency Meeting  Community Police Network Meeting (CPN)  Pistahan sa Toronto (Philippine Festival)  111th Philippine Independence Day Celebration at TPS Headquarters  42nd Annual Caribana (TPS Kick-Off)  APCCC Pamphlet APCCC Mission Statement and		Meetings - \$151.75  Misc. materials & supplies - \$100.00  Chief's Town Hall - \$626.56  Charity Donations - \$120.00

				<p>Philippine Overseas Workers &amp; Welfare Administration, Mr. Eric Parungao, Councillor Raymond Cho</p>	<p>Objectives translated into four languages (Japanese, Korean, Tagalog and Vietnamese)</p> <p>Community Tiles Artists from Asia Pacific communities shared their talents to add to the new TPS College - Community Wall Six tiles were produced each symbolizing the cultural identity of Vietnamese, Korean and the Philippines</p> <p>APCCC Media Forum: September 26th, 2009 at Casa Manila Restaurant in 33 Division Hosted by the Philippine Press Club of Ontario Other ethnic media from the Korean, Japanese and Vietnamese communities were invited Members of the APCCC were announced and introduced The APCCC Pamphlet was officially released 2009 Community Police Consultative Conference "Raising Awareness</p>		
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					<p>In Our Communities”  “Karen” Community  PC Phil Harris #3991  – 31 Division CPO  was introduced to  community contacts  to assist in outreach  program</p> <p>S/Supt. Wilcox met  with 4 Senior  Cambodian Officers  as part of the  program sponsored  by the Canadian  Police Chiefs  International Service  and the Department  of Foreign affairs.  The officers received  training in combating  sex crimes,  particularly human  trafficking and  exploitation of  children</p> <p>Donations of \$30.00  from APCCC 2009  budget to the  following:  Rainbow Information  &amp; Social Services  Inc.  Vietnamese  Association, Toronto  - "Student  Scholarship Fund"  Filipino Centre,  Toronto – Youth  Programs  The Children’s  Breakfast Clubs</p>		<p><b>TOTAL:  \$998.31</b></p>
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<b>Group</b>		<b># Meetings</b>	<b>Goals and Objectives</b>	<b>Town Hall Meeting</b>	<b>Initiatives (* = Value Added Project)</b>	<b>Crime Management Process</b>	<b>Expenditures from \$1000 Grant</b>
<b>LGBT Community Consultative Committee</b>	S/Supt. McGuire  Sgt. Farrell	11	Community Relations  Crime Prevention  Hate Crime Violence  Community Outreach	1 (joint with D51)	Gay Pride  Coffee with the Cops Program  TPS CCC Youth Justice Bursary Award  RHVP Program		\$129.60 - Pride Flags  \$57.35 - plaques  \$641.42 - LGBT CCC meeting expenditures  \$116.37 - public relations  <b>TOTAL: \$944.74</b>
<b>Group</b>		<b># Meetings</b>	<b>Goals and Objectives</b>	<b>Town Hall Meeting</b>	<b>Initiatives (* = Value Added Project)</b>	<b>Crime Management Process</b>	<b>Expenditures from \$1000 Grant</b>
<b>South &amp; West Asian C.C.</b>	S/Supt. Mike Federico  Zul Kazzamali (Co-Chair)	11	Bring community input to the TPS  Community outreach	N/A	South & West Asian Youth Basketball Tournament  BBALL Recognition BBQ  Caribana  Celebration of Diversity  Asian Heritage Month Celebration  South Asian Domestic Violence Workshop		\$358.21 - Caribana Banners  \$30.77 - Meeting Refreshments  \$611.02 - South & West Asian Youth BBALL Tournament / Recognition BBQ  <b>TOTAL: \$1,000.00</b>
<b>Group</b>		<b># Meetings</b>	<b>Goals and Objectives</b>	<b>Town Hall Meeting</b>	<b>Initiatives (* = Value Added</b>	<b>Crime Management Process</b>	<b>Expenditures from \$1000</b>

					<b>Project)</b>		<b>Grant</b>
<b>Group</b>		<b># Meetings</b>	<b>Goals and Objectives</b>	<b>Town Hall Meeting</b>	<b>Initiatives (* = Value Added Project)</b>	<b>Crime Management Process</b>	<b>Expenditures from \$1000 Grant</b>
<b>Muslim C.C.</b>	S/Supt. Decaire	14	Community Relations & Outreach	Nil	Diwali Celebration  Hate Crime Seminar		\$369.74  \$41.14 being returned to the Board  <b>TOTAL:</b> <b>\$589.12</b>
<b>Chinese Consultative Committee (CCC)</b>	S/Supt. Tony Corrie  Mr. Ben Lau	11  9 Committee meetings  2 Community agency meetings	To provide an effective communication channel between the Chinese Community and the Toronto Police Service (TPS)  To advise TPS on matters relating to the safety and quality of life in the Toronto Chinese community  be proactively involved in community relations, crime prevention and community improvement  Specific Goals: increase awareness of Traffic Safety and new comer program specifically as it relates to the Chinese Community by: -Education on law	Newcomer program  Traffic Safety	January - partnered with tsctv.net to extend a New Year Greeting to the public on Web TV  May - Support the Cops for Cancer event in York dale mall  July - co-hosted charity events at the Chinese Community Cops and Community Charity Event Fundraising  Sept- partnered with Wow T V to extend greeting to public on cable TV  Oct - attended the CPN annual conference  Oct - Communication between Police and Community	CCC members regularly advised of crime trends  CCC members provided input on community concerns and issues to Police Service management	Chinese Edition of CCC flyer, Town Hall and Committee meetings refreshments and New members name tags

					<p>regarding Central China town controversial Criminal Case</p> <p>November - participated in the Consultative Committee annual Conference at Toronto Police College</p> <p>- partnered with the City of Toronto in its community outreach initiative, i.e. Scarborough Library information booths</p> <p>- partnered with SEAS Centre, i.e. information booth in East Chinatown</p>		<b>TOTAL: \$990.00</b>
<b>Group</b>		<b># Meetings</b>	<b>Goals and Objectives</b>	<b>Town Hall Meeting</b>	<b>Initiatives (* = Value Added Project)</b>	<b>Crime Management Process</b>	<b>Expenditures from \$1000 Grant</b>
<b>Aboriginal Consultative Committee</b>	S/Supt. Gauthier Steve Teekens (Co-Chair)	7	<p>be proactively involved in community relations, crime prevention and community improvement</p> <p>youth issues &amp; youth engagement</p> <p>Recruiting within the Aboriginal Community to TPS - members to assist with information sessions and support</p>	November at Eastview Jr. P.S. with Chief Blair / Chair Mukherjee	<p>Awareness - National Aboriginal Day - continue the building of partnerships with community and TPS</p> <p>Assist with the Consultation process for the TPS /PSB by members attending meetings with the Chair and the CPLC conference: November 28</p> <p>Assisted with APU</p>	ACC identified Gabriel Dumont/ Kingston and Galloway Road area as a standing item in the fall of 2007 and in summer of 2008 - worked with 43 Div. with an dedicated officer assigned to Gabriel Dumont - focusing on youth/ police relationships : tackled the gangs problem within the area	<p>\$150.00 - honorarium for elders at National Aboriginal Day at 40 College, June 4</p> <p>\$74.99 - gift for ongoing support of APU events i.e. programmes, flyers, carol book</p> <p>\$150.00 - Honoraria for</p>

			<p>for recruitment at various events in partnership with the APU</p> <p>Aboriginal Awareness Training to TPS/ including the diversity and front line courses</p> <p>Develop the “Aboriginal Policing Document”, for the Police Services Board</p>		<p>delivering diversity to the civilian members/ also</p> <p>Attended winter and fall camp (x2) - members from the committee attended/ supported both camps - strengthened partnerships with officers and youth from Toronto</p> <p>Support the APU with ongoing outreach to the 4 head start and 2 schools, including participation in TPS/Community events in partnership with the children of the community</p>		<p>elders at Town Hall (Nov. 24/09) \$242.80 - Town Hall refreshments</p> <p>\$201.38 - Pizza Lunch and decorations for Christmas Tree decorating Dec 10</p> <p>\$174.09 - Refreshments and grab bags for Christmas Tree Decorations</p> <p><b>TOTAL: \$993.26</b></p>
<b>Group</b>		<b># Meetings</b>	<b>Goals and Objectives</b>	<b>Town Hall Meeting</b>	<b>Initiatives (* = Value Added Project)</b>	<b>Crime Management Process</b>	<b>Expenditures from \$1000 Grant</b>
<b>French Consultative Committee</b>	<p>Kristine Kijewski, Director</p> <p>PC Tina Trépanier</p> <p>10 members</p>	9	<p>Community Outreach</p> <p>Participate in Caribana</p> <p>Participate in Glendon Job Fair</p>	Nil	CPC Conference		<p>Meeting expenses \$484.22</p> <p>Small Franco-Ontarian Flags \$106.02</p> <p>Large Franco-Ontarian Flag \$165.00</p> <p>Registration Fee for Glendon Job Fair \$150.00</p>

							French CD for Caribana Parade \$18.49  Gift to artist of the Community Tile \$50.00  <b>TOTAL:</b> <b>\$973.73</b>
<b>Group</b>		<b># Meetings</b>	<b>Goals and Objectives</b>	<b>Town Hall Meeting</b>	<b>Initiatives (* = Value Added Project)</b>	<b>Crime Management Process</b>	<b>Expenditures from \$1000 Grant</b>
<b>Chief's Advisory Council</b>	Insp. S. Eley  Sgt. A. Schettini (Support)  28 members	1	Community Relations and Crime Prevention  Youth Violence  Community Outreach	Nil	CPC Conference  Gay Pride  Caribana  Black History Month  Aboriginal Pow Wow  Diwali Celebration		\$68.47  \$184.16  \$112.61 (Public Relations)  <b>TOTAL:</b> <b>\$365.24</b>
<b>Group</b>		<b># Meetings</b>	<b>Goals and Objectives</b>	<b>Town Hall Meeting</b>	<b>Initiatives (* = Value Added Project)</b>	<b>Crime Management Process</b>	<b>Expenditures from \$1000 Grant</b>
<b>Black Community Police Consultative Committee (BCPCC)</b>	S/Supt. Peter Sloly  John O'Dell (Co-Chair)	10 Full Committee meetings (once per month except Jul & Aug)  Numerous sub-committee meetings	Community Relations and Crime Prevention  Community Outreach  Assist TPS in Recruitment/Hiring drive  Youth Engagement Committee Membership, Capacity Building &	June 25, Malvern Community Centre	Jamaica Day  Caribana  Black History Month (The Great Debate)  Adopt A Community (Malvern & Lawrence Heights)  Sparroways Clean up Project (July 13)		\$1000.00 - Youth Engagement events  Committee Meetings  Black history books and Event - \$297.42  <b>TOTAL</b>

			Training				\$1,297.42
Group		# Meetings	Goals and Objectives	Town Hall Meeting	Initiatives (* = Value Added Project)	Crime Management Process	Expenditures from \$1000 Grant
<b>Chief's Youth Advisory Committee (CYAC)</b>	Chief William Blair S/Sgt. Michael Matic #6539 Present Civilian Chair Ritesh Kotak Past Civilian Chair Waseem Javed 4 CYAC members alternated as Civilian Chair	12 CYAC Monthly 2 Chief Meetings 2 CCC Co-Chair Toronto Police College	Report to the Chief on youth related issues  Enhance trust and develop new partnerships that engage the youth community with police  Enhance community mobilization principles and best practices in the youth community  Promote youth representation, participation and diversity  Increased participation Service-related initiatives and programs  Develop Youth Leadership Pgms.	CYAC HQ's Town Hall (100 Youth)  Community Police Consultative Conference CYAC Panellist  DMU Conference	BMO Field Kids, Cops & Computers  Mayor's Community Safety Awards (CYAC)  Webber Seavey Award  TAVIS York Memorial HS  DMU Panelist Conference  Community Quilt Project  14 Division Ride-a-longs  Units/College Tours  Police Games  OSAPO  N.Y Memorial  B4L Draft  PEACE BBQ & Recognition  42 Division Picnic  Employment Unit - Youth Initiatives	Youth Advisory Committee attended November CPC Conference  CYAC advised Chief & Div.'s on youth crime and victimization issues  CYAC members PEACE Project International Award  CYAC member Community Safety Award	\$285.00 - BMO Kids, Cops & Computers Day  \$412.88 - CYAC PEACE Youth BBQ  \$91.75 - CYAC Seminar  280.90 - CYAC Town Hall  \$118.80 - Art Concepts Ltd. Awards  \$300.00- Community Policing Conference  \$112.50 TTC Tokens Youth transportation  \$394.88 - Youth Meals / Misc.





CONSULTATIVE GROUPS	2010 REQUEST FOR FUNDING
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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
<b>Total Funding Request</b>	<b>\$29,000.00</b>

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

**#P119. REQUEST FOR FUNDS: 14TH ANNUAL CHIEF OF POLICE GALA  
DINNER IN SUPPORT OF TORONTO CRIME STOPPERS**

The Board was in receipt of the following report dated April 06, 2010 from Alok Mukherjee, Chair:

Subject: REQUEST FOR FUNDS: 14<sup>TH</sup> ANNUAL CHIEF OF POLICE GALA DINNER

Recommendation:

It is recommended that the Board approve the purchase of tickets for individual Board members who wish to attend, to a maximum of seven tickets at the cost of \$300.00 each, for the purpose of providing sponsorship to the 14<sup>th</sup> Annual Chief of Police Gala Dinner, in support of Toronto Crime Stoppers.

Financial Implications:

If the Board approves the recommendation contained in this report, the Board's Special Fund will be reduced by an amount not to exceed \$2,100.00. The balance of the Special Fund as at December 31, 2009 is \$1,024,168.

Background/Purpose:

I am in receipt of correspondence dated March 8, 2010 (copy attached), from Mr. Lorne Simon, regarding the 14<sup>th</sup> Annual Chief of Police Gala Dinner.

In recognition of the Toronto Police Service's longstanding participation in Crime Stoppers programs, the Board has been invited to consider sponsorship of the 14<sup>th</sup> Annual Chief of Police Gala Dinner. This year's event will be held on May 12<sup>th</sup>, 2010 at the Arcadian Court, 401 Bay Street, 8<sup>th</sup> Floor, Toronto, Ontario.

The 14<sup>th</sup> Annual Chief of Police Gala Dinner is an excellent way to honour the Toronto Police Service and to further promote this important program as well to assist in the fight and prevention against crime.

Conclusion:

It is, therefore, recommended that the Board approve the purchase of tickets for individual Board members who wish to attend, to a maximum of seven tickets at the cost of \$300.00 each, for the purpose of providing sponsorship to the 14<sup>th</sup> Annual Chief of Police Gala Dinner.

**The Board approved the foregoing report.**

TORONTO CRIME STOPPERS  
14<sup>TH</sup> ANNUAL

CHIEF  
OF POLICE  
DINNER

HONOURARY CHAIR  
DAVID MIRVISH  
MIRVISH ENTERPRISES

March 8, 2010

Dear Dr. Alok Mukherjee,

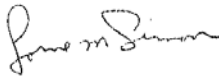
It is with sincere pleasure that I cordially invite you and a guest to join me for the 14<sup>th</sup> Annual Chief of Police Dinner, in support of Toronto Crime Stoppers: Wednesday, May 12<sup>th</sup>, 2010, Arcadian Court, 401 Bay Street. 8<sup>th</sup> Floor, Toronto; VIP reception and awards at 6:30 pm; dinner at 7:30 pm.

In 1984, Toronto Crime Stoppers launched a program designed to provide the community with a means to anonymously assist the police through information to prevent or eliminate criminal activity. Since its inception, this not-for-profit organization has been instrumental in curbing the crime rate by logging an incredible 9,500 arrests; laying over 31,000 criminal charges; and seizing a total of \$270,000,000 in drugs and property.

"I am truly thankful for the tireless efforts of Toronto Crime Stoppers over the past 26 years," said Chief William Blair. "I wish the program continued success."

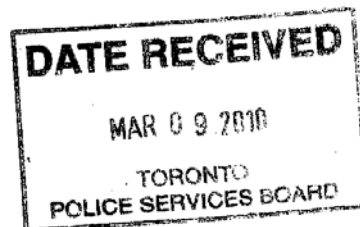
Rewards paid out for information leading to the arrest in a crime, the development of new and innovative initiatives, and funding for the Toronto School Crime Stoppers Program are subsidized by monies raised through individual and corporate support. On May 12<sup>th</sup>, please join me for dinner and show your solidarity to this invaluable program that is vital to the growth and maintenance of a safer Toronto.

Sincerely,



Lorne M. Simon  
Chair, Toronto Crime Stoppers

R.S.V.P. Lisa Paradiso  
Toronto Crime Stoppers Dinner Office  
c/o Michael Communications PR Group  
416-785-5037 or [mc@michaelcommunications.com](mailto:mc@michaelcommunications.com)



## CRIME STOPPERS 25TH ANNIVERSARY 416-222-TIPS(8477)

# Helping has its rewards

PAUL LEAVOY  
Special to Sun Media

Imagine an organization that saves lives, helps solve crime and makes the community safer, all without the help of a single taxpayer dollar.

Toronto Crime Stoppers has been reducing crime and protecting city neighbourhoods for a quarter century now, all without financial assistance from any level of government or the Toronto Police Service.

(Crime Stoppers does receive considerable support from Toronto Police in the form of office space and staffing of the office and program.)

Although Crime Stoppers is not overburdened by administrative costs, the program has to shell out thousands of dollars in reward money every month to

anonymous tipsters, the most significant expenditure by far.

And those dollars don't come without countless hours of work by the organization's board of directors or the sustained support of community members who want to keep Toronto safe.

Two significant annual events — the Chiefs of Police dinner held this year on May 13 and the Charity Golf Tournament scheduled for Sept. 20 — generate most of the money. Crime Stoppers uses to reward informants.

The dinner, which began 13 years ago, brought together police chiefs from across the Greater Toronto Area for an evening that recognizes Crime Stoppers successes and raises a substantial portion of the organization's budget.

Even if you missed the dinner and can't make it to the golf tour-

ney, you can donate to Toronto Crime Stoppers at any time, notes Lorne Simon, the longest-serving member of the Crime Stoppers board of directors who has just been elected to once again be chairman effective June 1.

As well, he says, Toronto Crime Stoppers is always looking for volunteers and new board members.

"When you invest (money or time) in Crime Stoppers, you're investing in the safety and security of our city," Simon says.

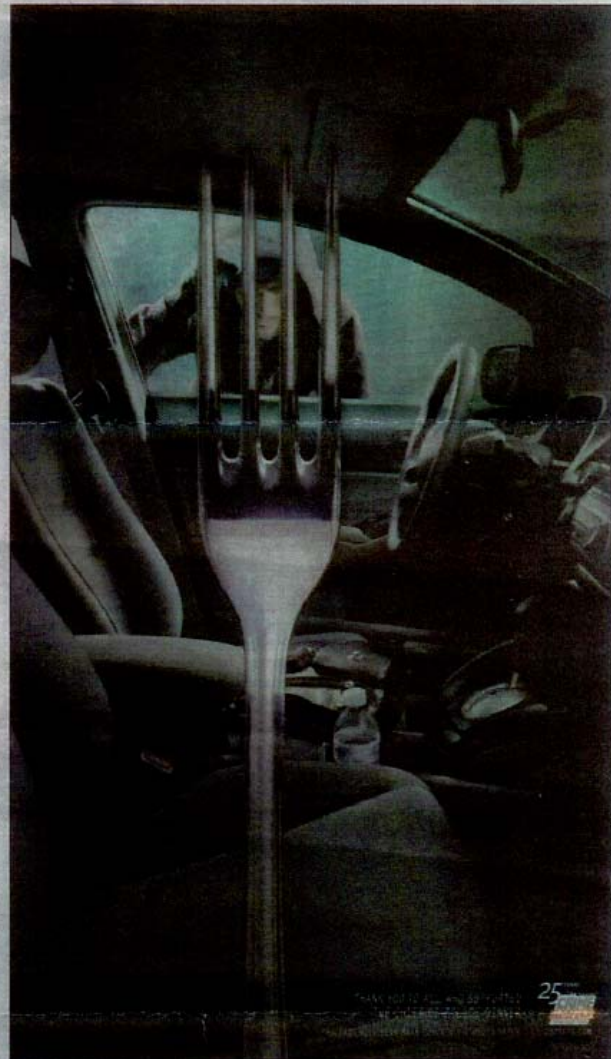
To donate, visit [www.222TIPS.com](http://www.222TIPS.com), call 416-808-7260 or mail cheques to Toronto Crime Stoppers, College Park Post Office, PO Box 46099, 777 Bay Street, Toronto ON M5G 2P6.

People interested in volunteering should visit the website or call the phone number.



MICHAEL COMMUNICATIONS PHOTO

Toronto Police Sergeant Phil Giavin, left, and his four-legged partner with the department's canine unit join Chief Bill Blair at the May 13 Chiefs of Police Dinner to raise money for Crime Stoppers.



## Taking a bite out of crime

PAUL LEAVOY  
Special to Sun Media

Attendees at a special May 13 dinner in Toronto helped take a bite out of crime.

That was the imagery conveyed by two marketing interns in a series of posters they conceived to promote the annual Chiefs of Police dinner to raise funds to support the Toronto Crime Stoppers program.

Ryan Hamacher and Jorgen Stovne, who are apprenticing

at DDB Canada, a marketing agency that works closely with Crime Stoppers, created the innovative print campaign to fuse the fundraising event and the organization's goals.

They scouted locations, arranged professional photo shoots and manipulated the images in a way that promoted both the Crime Stoppers meal and mandate.

One featured a picture of a suspicious type scoping out a vehicle as if he's intent on steal-

ing or burglarizing it.

The two other posters depicted menacing types in other scenarios covered by a whisk and a spatula respectively.

In the lower right corner of each of the posters was a plug for the Chiefs of Police dinner.

One of the posters was recreated (above) to serve as a thank-you message to everyone who attended and otherwise supported the dinner in the hopes of sticking a fork into crime.



14<sup>TH</sup> ANNUAL  
CHIEF OF POLICE DINNER



**14<sup>TH</sup> ANNUAL CHIEF OF POLICE DINNER RSVP**

**Dinner Ticket Purchases:**

- I wish to purchase \_\_\_\_\_ tables @ \$3,000 per table.
- I wish to purchase \_\_\_\_\_ seats @ \$300 per seat.
- I wish to purchase \_\_\_\_\_ Chief of Police Friendship tables  
(8 guests and 2 senior police officers) @ \$3,000 per table.

**Other:**

- Unfortunately, I won't be able to attend but, I am making a donation in the amount of \$ \_\_\_\_\_.
- I have a silent auction item I would like to donate. The item is a \_\_\_\_\_.
- The value of the items is \$ \_\_\_\_\_.

**Sponsorship Opportunities:**

- Diamond "Presenter" Sponsor \$50,000
- Gold Sponsor \$12,000
- Platinum Sponsor \$25,000
- Reception/Entertainment Sponsor \$5,000

Toronto Crime Stoppers is a federally-registered charity; qualified contributions are tax deductible. Official receipts will be issued upon request. Charitable # 89172 6798 RR001

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Company: \_\_\_\_\_

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My payment of \$ \_\_\_\_\_ is enclosed in the form of:

- Cheque - please make payable to: Toronto Crime Stoppers Dinner **Send cheque to Toronto Crime Stoppers Dinner Office**
- Visa  Mastercard  American Express Card No. \_\_\_\_\_

Expiry Date: \_\_\_\_\_ Signature: \_\_\_\_\_

**Program Rates**

Inside Front Cover	\$2,095	Full-Page	\$1,550
Inside Back Cover	\$2,095	Half-Page	\$1,095
Outside Back Cover	\$2,450	Quarter-Page	\$650
DPS Double-Page Spread	\$2,295	Congratulatory 25th Anniversary Message	\$500
A Friend of Crime Stoppers Mention	\$250		

These fees are net. No agency commissions are recognized. Prices are subject to GST. \*Contact us for production size specifications.

**\*For further Dinner Information, contact: Michael Communications Media Group**

Tel: 416-785-5037 Fax: 416-785-1647 Email: mc@michaelcommunications.com or crime\_stoppers\_dinner@222tips.com

**Send all moneys and materials to:**

Crime Stoppers Dinner Office c/o Michael Communications Media Group | 890 Caledonia Road | Toronto, Ontario M6B 3Y1

14<sup>TH</sup> ANNUAL  
CHIEF OF POLICE DINNER



**14<sup>TH</sup> ANNUAL CHIEF OF POLICE DINNER**  
WEDNESDAY, MAY 12, 2010

**SPONSORSHIP OPPORTUNITIES**

**Diamond "Presenter" Package – \$50,000**

- The "Presenter" Sponsor will be given exclusivity at this level
- Sponsor receives "Presenter" status on all collateral material at the event; inclusion in press materials; and, status on all promotional materials, including the dinner website
- Two reserved tables in a prime location
- Twenty invitations to exclusive VIP Reception, including a Sponsor Executive photograph with the Chief of Police
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- Special commemorative gift from Toronto Crime Stoppers

**Platinum Sponsorship Package – \$25,000**

- Sponsor to receive full recognition as "Platinum Sponsor" in all promotional material; event press release; and, on website and signage at the event
- Twenty invitations to exclusive VIP Reception, including a Sponsor Executive photograph with the Chief of Police
- Two reserved tables in a prime location
- Sponsor Executive seat at the Head Table
- Special commemorative gift from Toronto Crime Stoppers

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- One reserved table in a prime location
- Special commemorative gift from Toronto Crime Stoppers

**Reception/Entertainment Sponsorship Package – \$5,000**

(Maximum 5 Sponsors)

- Sponsor to receive full recognition as "Reception Sponsor" in all promotional material; and, on website and signage at the event
- Sponsored table will have signage recognizing the contribution

Toronto Crime Stoppers is a federally-registered charity. Charitable # 89172 6798 RR001

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

**#P120. REQUEST FOR FUNDS: YOUTH EMPLOYMENT SERVICES –  
YESINDEED FUND**

The Board was in receipt of the following report dated March 04, 2010 from Alok Mukherjee, Chair:

Subject: REQUEST FOR FUNDS – YOUTH EMPLOYMENT SERVICES (YES)  
YESinDEED FUND

Recommendation:

It is recommended that the Board approve \$40,000 from the Board's Special Fund to support the Youth Employment Service's – YESinDEED Fund.

Financial Implications:

If the Board approves this request, the Board's Special Fund will be reduced in the amount of \$40,000.00. The Special Fund balance as at December 31, 2009, is \$1,024,168.

Background/Purpose:

Youth Employment Services (YES) is Canada's first youth employment organization that provides young people with professional counselling and training to help them realize their full potential.

YES was founded by the Rotary Club of Toronto in 1968, and with a rich history spanning 40 years. YES has become the established model for other sector agencies across the country.

Discussion:

This fund was created to provide support to its core programs including, but not limited to, the Meals for Youth Program, funding for job appropriate clothing, TTC tokens to assist youth in getting to job interviews, mock wages, and specialized seminars on a wide range of issues.

The YESinDEED fund assists young people who are challenged by multiple barriers to employment that extend beyond the lack of formal education. This fund will assist in providing youth an opportunity to engage in specialized employment programs that will help them to overcome their individual and personal barriers to employment. Many of these youth struggle with family disruptions, poverty, legal problems or have a criminal record.



At its meeting held on December 18, 2008, the Board approved funding in the amount of \$30,000.00 for the YESinDEED fund (Min. No. P344/08 refers). Mr. John-Frederick Cameron, Vice-President, Development & Communications, YES and Ms. DiAnne Brooks, Staff Member, attended the Board meeting held on Thursday, February 18, 2010 and delivered a video presentation to the Board on the results of the \$30,000 contribution that the Board made to the YESinDEED Fund in 2008. Mr. Cameron informed the Board that YES has influenced and directly benefited over 10,100 clients.

The Board commended Mr. Cameron and Ms. Brooks for their work in delivering pre-employment workshops and empowerment programs to unemployed youth in Toronto and encouraged them to seek further funding from the Board to assist with the continuation of the YESinDEED initiative.

Conclusion:

Mr. Cameron has provided the Board with a comprehensive proposal regarding the YESinDEED Fund which speaks to the barriers faced by young people accessing the program and its action plan for assisting them. A copy of the proposal and budget is attached to this report for your review.

Thus, it is recommended that the Board approve funding in the amount of \$40,000.00 from the Board's Special Fund to support the Youth Employment Service's – YESinDEED Fund.

**The Board approved the foregoing report.**



555 Richmond Street West, Suite 711, Box 115 - Toronto, Ontario M5V 3B1  
416.504.5516 / fax 416.504.4654 www.yes.on.ca

Centre of Excellence for Youth Employment & Empowerment

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

March 10, 2010

Dear Mr. Mukherjee,

I wish to thank you and the members of the Board for your time and for giving me the opportunity to bring the important work of Youth Employment Services to your attention again this year. As you have requested, I am following up in writing following the presentation I made to the Toronto Police Services Board last month.

As you are aware, public attention continues to focus on issues such as youth crime and violence, substance abuse, academic performance, and other issues associated with 'disadvantaged youth'. YES sees these as the outcomes of systemic barriers for youth who want to succeed, but don't have the necessary resources to accomplish this goal.

Over the years, YES has learned that when delivering pre-employment programs to Toronto's most vulnerable and disadvantaged youth, traditional 'canned' services and approaches are simply not enough to create the kind of personal transformation needed to achieve successful and continued employment.

Unfortunately, changes to Employment Ontario and the recent announcement made by the Provincial Government regarding funding changes within the sector now threaten this specialized approach to which YES is fully committed. Without increased support from funding bodies, agencies like YES could become unable to meet the needs of these youth, the youth who face the greatest barriers, as a result of these changes.

Regardless, YES remains steadfast in our commitment to the clients we serve. Youth need hope, and someone to believe in their ability to surpass these challenges. YES will not allow these young people to be left behind and accordingly has continued to develop the necessary services that benefit those youth that need these programs the most.

Please find the enclosed information surrounding how YES will overcome these challenges in the coming year, and how the Toronto Police Services Board can play a pivotal role in making this happen for the vulnerable youth in Toronto.

Mr. Mukherjee, thank you once again for your commitment to YES and a special thank you to Board members Judi Cohen and Hamlin Grange for their enormous support and understanding. I look forward to our work together in the coming year.

Sincerely,

John-Frederick H. Cameron  
Vice President, Development & Communications  
Youth Employment Services YES

*changing lives... forever*

Charitable Registration No. 83275 6720 RR0001

**Head Office**  
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Suite 711, Box 115  
Toronto, ON M5V 3B1  
Tel: 416.504.5516  
Fax: 416.504.4654

**Crossways Adult & Youth Job Centre**  
2340 Dundas Street W.  
#G32  
Toronto, ON M6P 4A9  
Tel: 416.504.3984  
Fax: 416.504.6058

**Job Camp**  
511 Richmond Street W.  
2nd Floor  
Toronto, ON M5V 1Y3  
Tel: 416.504.8046  
Fax: 416.504.3724

**Bloor-Dundas Employment Resource Centre (ERC)**  
1610 Bloor Street W.  
Toronto, ON M6P 1A7  
Tel: 416.535.8448  
Fax: 416.535.5369

**Youth Job Centre**  
2562 Eglinton Avenue W.  
Suite 201  
Toronto, ON M6M 1T4  
Tel: 416.656.8900  
Fax: 416.656.8904



**Toronto Police Services Board  
The YESinDEED Fund**

*changing lives... forever*

Charitable Registration No. 83276 6720 RR0001

## The YESinDEED Fund 2009

The YESinDEED Fund was created as a reaction to the economic downturn Canadians have faced since October 2008. By creating this Emergency Fund, YES has continued to successfully deliver programs designed for Toronto's unemployed youth, including those who face the greatest barriers to empowerment and employment. To support the programs that most benefit youth in the greatest need of support, YES partnered with the Toronto Police Services Board.

This partnership has helped YES continue to serve over 10,100 clients, helping them to find work or enrol in further training.

We are happy to share with you the outstanding achievements of our programs listed below.

Program	# of Clients	Status	Common Barriers	Outcome at Exit	Outcome at 3 Months
Job Connect	1,718	4.3% Refugee 12.8% Immigrant 1.9% Work Permit 81.1% Citizen	75% Incomplete Resume 58% Unaware of Job Search Techniques 57% Inconsistent Work History 38% Poor Interview Skills 11% Family Disruptions	72.2% Employed 5.9% Education 4.0% Training	67.7% Employed 6.6% Education 2.5% Training
Job Camp	232	1.3% Refugee 10.3% Immigrant 2.6% Work Permit 85.5% Citizen	76% Poor Interview Skills 60% Less Than High School Education 49% Poor Communication Skills 29% Legal Problems 12% Alcohol / Drug Abuse	63.1% Employed 18.2% Education 5.6% Training	63.8% Employed 17.9% Education 7.7% Training
Streets to Jobs	140	2.9% Refugee 7.1% Immigrant 2.9% Work Permit 87.1% Citizen	76% Poor Interview Skills 62% Less Than High School Education 58% Housing / Living Stability Issues 19% Alcohol / Drug Abuse 27% Criminal Record	63.2% Employed 15.4% Education 6% Training	62.6% Employed 16.3% Education 5.7% Training
e-YES	18	22.3% Refugee 16.7% Immigrant 5.6% Work Permit 55.6% Citizen	83% Incomplete Resume 72% Limited Knowledge of Job Market 56% Poor Interview Skills 44% No Work References 39% Housing / Living Stability Issues	66.7% Employed 14.3% Education 4.8% Training	57.1% Employed 9.5% Education 14.3% Training
Employment Resource Centre	5,290	1.6% Refugee 8.6% Immigrant 1.5% Work Permit 88.3% Citizen			

## EMPLOYMENT WORKSHOPS 2009

For Clients Facing the Greatest Barriers to Employment

### Workshop Phase

Two-weeks of full-time employability programming (Monday-Friday 9:30-3:30)

<p><b>Pre-employment Workshops</b></p> <ul style="list-style-type: none"> <li>• Who Am I? Interest Inventory.</li> <li>• Personality Dimensions</li> <li>• Goal Setting/Time Management</li> <li>• Understanding Ones Abilities</li> <li>• Writing Effective Resumes</li> <li>• Cover Letters</li> <li>• Hidden Job Market &amp; Networking</li> <li>• Needs, Features and Benefits</li> <li>• Hygiene &amp; Putting Your Best Self Forward</li> <li>• Cold Calls</li> <li>• Interview Skills</li> <li>• Mock Interviews</li> <li>• Application Forms</li> <li>• Labour Market Trends</li> <li>• Employment Standard (Know Your Rights)</li> <li>• References</li> <li>• Thank You Letters</li> <li>• Basic Computer Training</li> </ul>	<p><b>Employment Maintenance</b></p> <ul style="list-style-type: none"> <li>• Employer Expectations</li> <li>• First Day of Work</li> <li>• What is Harassment</li> <li>• Health and Safety</li> </ul> <p><b>Life Skills</b></p> <ul style="list-style-type: none"> <li>• Effective Communication</li> <li>• Conflict Resolution Techniques</li> <li>• Anger and Stress Management</li> <li>• Budgeting</li> <li>• Building Self-Esteem</li> <li>• Sexuality</li> <li>• HIV/AIDS Awareness</li> <li>• Gambling</li> <li>• Drug and Substance Abuse</li> </ul> <p><b>Recreation</b></p> <ul style="list-style-type: none"> <li>• Learning Team building activities</li> </ul>
--	--

### The YESinDEED Fund

The YESinDEED Fund supports many YES program services. By supporting youth who face barriers to employment, YES provides hope to thousands of young people each year.

#### **What services does the YESinDEED Fund support?**

#### Meals for Youth

Hungry minds do not learn. Through the YESinDEED Fund, YES provides a nutritious breakfast and lunch for our workshop attendees.

Cost for Breakfast (\$3.75 x 20 youth x 25 days in session x 13 sessions per year = \$24,375)

Cost for Lunch (\$6.25 x 20 youth x 25 days in session x 13 sessions per year = \$40,625)

Total Cost to Run Meals for Youth \$24,375 (Breakfast) + \$40,625 (Lunch) = \$65,000

# of youth in Session	20	Breakfast Cost	\$3.75 per youth
Days in Session	25	Lunch Cost	\$6.25 per youth
Sessions per year	13	<b>Total Cost</b>	<b>\$65,000.00</b>

#### TTC Transportation Allowance

Not having the funds to attend an interview shouldn't keep a youth from searching for employment. Through the YESinDEED Fund, YES provides TTC tickets to help these young people get to job interviews.

#### **2008-2009 Program**

# of TTC Trips	Cost per Trip	Minimum # of Trips Per Youth	Total Cost
4857	\$2.75	2	<b>\$26,716.50</b>

#### **2009-2010 Expected Costs**

# of TTC Trips Expected	Cost per Trip	Minimum # of Trips Per Youth	Total Cost
5454	\$3.00	2	<b>\$32,724</b>

#### Job Appropriate Clothing Allowance

Dressing your best is part of succeeding in the workplace. Through the YESinDEED Fund, YES provides youth with Gift Certificates to ensure they are ready to dress appropriately for their new workplace environment.

Last year YES spent \$6,240 providing over 40 youth with the ability to look their best on their first day of work!

# of Youth	Support Amount	Total Cost
33	\$120.00	\$4,000.00
11	\$200.00	\$2,240.00
<b>Total Cost</b>		<b>\$6,240.00</b>

**e-YES (Empowering Youth, Empowering Seniors)**

A wonderfully innovative and unique intergenerational computer training project whereby disadvantaged youth are trained to teach seniors how to use computers and navigate the internet. The program is designed to empower disadvantaged youth with new skills that will increase their confidence and enhance their ability to secure employment. YES delivers this program through the YESinDEED Fund.

A recipient of the Mayors Community Safety Award, e-YES brings communities together.

# of Youth	# of TTC Trips per Youth (\$3.00 each)	Total TTC Cost	Mock Wage per Day	# of Days in Program	Total Mock Wage Cost Per Youth	Total Client Cost of e-YES
18	16	\$864	\$30	8	\$240	\$5184

**Total Cost of the YESinDEED Fund  
\$109,148**

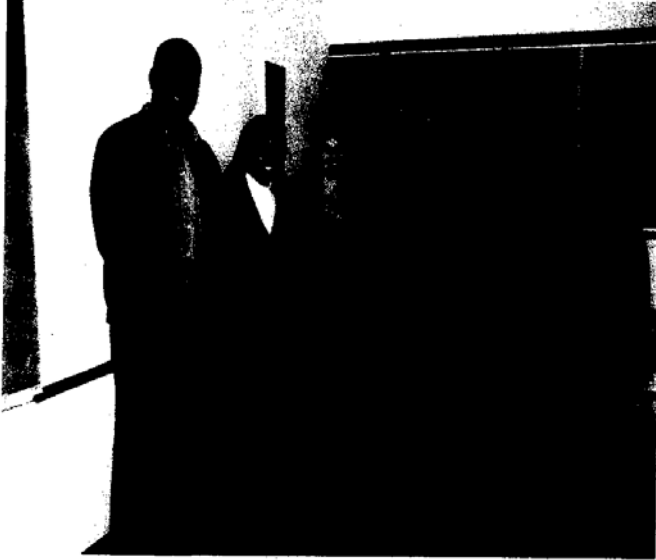


**By bringing two often marginalized groups together, both youth and seniors benefit from the others experience.**



**Youth Working with Seniors, Making New Friends, and Safer Communities**

## Youth Employment Services YES & the Toronto Police Services Board



(ABOVE) Left to Right: Humber Student Mark Jeffers, YES staff DiAnne Brooks, Police Constable Laura Taylor, & YES staff Lorna Daley & Michael Louca



(ABOVE) YES Clients learning teamwork through the JobReach training program.



(ABOVE) Police Constable Laura Taylor delivering the Domestic Violence Workshop to Job Camp Youth

(BELOW) YES Job Camp Graduate Dyllian Batchelor



(ABOVE) 2 YES Clients Attending the Domestic Violence / Human Rights Workshop Delivered by Toronto Police Services

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

**#P121. REQUEST FOR FUNDS: CRICKET ACROSS THE POND**

The Board was in receipt of the following report dated April 08, 2010 from Alok Mukherjee, Chair:

Subject: REQUEST FOR FUNDS: CRICKET ACROSS THE POND

Recommendation:

It is recommended that the Board approve \$10,000.00 from the Board's Special Fund to support the Cricket across the Pond Initiative (CAP).

Financial Implications:

If the Board approves the recommendation contained in this report, the Special Fund will be reduced by \$10,000.00. The Special Fund balance as at December 31, 2009, is \$1,024,168.

Background/Purpose:

I am in receipt of a proposal from Mr. Ranil Mendis requesting that the Board consider sponsoring a deserving young cricketer to the 2010 CAP initiative as a representative of the Board and that the Board contribute \$10,000.00 towards training for the 2010 program. Mr. Mendis has invited the Board to join the Chartered Institute of Management Accountants (CIMA) as a partner in this initiative. The Board's contribution will be recognized through print, television, and transit systems ads as well as at the team announcement press conference at the Toronto City Hall on June 24th.

CAP is a Toronto community initiative designed to provide opportunities to youth from diverse neighbourhoods and develop social cohesion and interaction among young people through cricket. The program offers fully paid cricket training in the United Kingdom (UK) and an opportunity to represent Toronto Mayor's youth cricket team during their visit to the UK.

CAP youth cricket ambassador program was initiated by CIMA in partnership with the Parks, Forestry & Recreation (PFR). CAP youth initiative was launched in 2008 with 12 players receiving training in the UK. The 2009 Mayor's team included 14 players. CAP is a direct result of the Toronto's Annual Celebration of Cricket - CIMA Mayor's Trophy, launched in 2005 by Toronto Mayor David Miller and Police Chief Bill Blair. The sixth annual Celebration of Cricket will be held on June 26th, 2010 at the Sunnybrook Park in Toronto as a fundraiser to the CAP initiative. The 2010 CAP program will offer 13 young people the opportunity to be ambassadors of Toronto.



The Mayor's youth team is selected by a committee appointed by the Parks, Forestry & Recreation Department. The committee members bring expertise in community development and youth outreach, youth education and training as well as technical know-how in cricket. The selection process consists of a written submission of the candidate's community involvement, initial cricket screening followed by a short interview. The team composition is designed to promote social cohesion and interaction among young people from diverse neighbourhoods. The youth sponsored by the Board will be nominated to play on the Mayor's youth team.

### Impact on Youth:

Mr. Mendis has pointed out that the emergence of cricket as one of the most popular sports among Toronto's diverse communities has provided new opportunities to transcend cultural boundaries and address root causes of the problems associated with the youth. Further, that CAP uses cricket as a vehicle to reach out to youth by giving them a sense of hope, increased self-esteem and opportunities to become positive role models in our communities. CAP provides young cricketers the opportunity to travel to the UK and learn life lessons as ambassadors of Toronto. CAP aims to develop these young Toronto ambassadors as youth role models in our communities.

Since the launch of the program in 2008, CAP has provided 26 young Torontonians with leadership and communications training to represent Toronto as ambassadors in the UK, lessons on life skills and the opportunity to act as role models in our communities. Four members of the Mayor's team were selected to represent the Canadian under 19 team.

CAP attracted unprecedented media attention and extensive coverage of the success stories, creating a positive image for the Toronto Public Service in Toronto and London.

Media coverage convinced CAP partners to donate additional funds in 2009 to sponsor Toronto's first ever City run cricket camp providing three summer jobs for youth. Over 1000 young cricketers were given the opportunity to attend cricket camps in 2009. CAP enabled Toronto to share expertise in youth outreach with UK Municipal partners.

The CAP program has already developed youth role models in our communities and helped inspire youth to be involved in cricket. For example:

- CAP ambassador, Jamestown resident Akash Shah appeared on ATN and other forums as a youth spokesperson for fundraising efforts of Thackeray Park community cricket initiative
- CAP ambassador Jamestown resident Harsh Desai shared his expertise at the 2009 City run summer cricket camp that provided over 1000 young cricketers with cricket training
- Regent Park resident CAP ambassador Abidur Rahman shared his success story on CBC-AM with Matt Galloway, inspiring Toronto youth.
- Four CAP ambassadors represented Canada in the under 19 team.

Conclusion:

The CAP initiative is in keeping with the Special Fund Policy community outreach component and is in keeping with the Board's child and youth safety priority.

Therefore, it is recommended that the Board approve \$10,000.00 from the Board's Special Fund to support the Cricket across the Pond Initiative (CAP).

**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 APRIL 22, 2010**

**#P122.           REQUEST FOR FUNDS: HARRY JEROME AWARDS**

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

Subject:           REQUEST FOR FUNDS: HARRY JEROME AWARDS

Recommendation:

It is recommended that the Board approve the purchase of tickets for individual Board members who wish to attend, to a maximum of seven tickets at the cost of \$200.00 each, for the purpose of providing sponsorship to the 28<sup>th</sup> Annual BBPA Harry Jerome Awards.

Financial Implications:

If the Board approves the recommendation contained in this report, the Special Fund will be reduced by \$1,400.00. The balance of the Special Fund as at December 31, 2009 is \$1,024,168.00.

Background/Purpose:

The Harry Jerome Scholarship Fund (HJSF) was established in 1983 in memory of Harry Jerome, an outstanding Canadian Olympian, academic and social advocate. The HJSF is affiliated with the Black Business and Professional Association (BBPA), a non-profit charitable organization that serves to address equity and opportunity challenges for the Black community in business, employment, education and economic development and recognizes and honours outstanding achievements in the Black community. As one of the most prestigious events in Canada, the BBPA Harry Jerome Awards attracts over 1000 patrons each year and is supported by a number of Canada's largest corporations.

Discussions

The Toronto Police Service is well represented among those being honoured for their contributions to the black community at this year's awards. In addition to the Service members being honoured, our very own Mr. Hamlin Grange was named among the honourees at a media launch held at Scotia Plaza on March 23, 2010. The awards will be held on April 24, 2010 at The Toronto Congress Centre, 650 Dixon Road, Toronto, Ontario.

Conclusion:

It is, therefore, recommended that the Board approve the purchase of tickets for individual Board members who wish to attend, to a maximum of seven tickets at the cost of \$200.00 each, for the purpose of providing sponsorship to the 28<sup>th</sup> Annual BBPA Harry Jerome Awards.

**The Board approved the foregoing report.**



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## Jerome Awards to honour Service members



The Service is well represented among those honoured for their contributions to the black community.

New Service member Ron Fanfair, Toronto Police Services Board member Hamlin Grange, and Black Community Consultative Committee (BCCC) member Kwesi Johnson were named among the winners of Black Business and

Professional Association Harry Jerome Awards this year at a media launch at Scotia Plaza on March 23.

The awards, celebrating the life of 60s Canadian track and field phenom Harry Jerome, will be held April 24.

Past recipient for professional excellence Deputy Chief Peter Sloly says the Jerome awards are among the most significant in the black community.

"It shows people who have excelled to the highest level of their chosen career, representing the best of Canada," Sloly said.

"It bridges the newly arrived to the country or the Canadian establishment and those who have excelled in their field."

Sloly said having so many people representing the Service among the winners makes this year special.

"Seeing someone I've mentored in the past in Kwesi, someone who has covered the Service in Ron, and a current police board member in Hamlin, getting awards is remarkable," Sloly said.

"It shows the calibre of people we have at the Service."

Ron Fanfair, who recently joined Public Information, has been contributing his voice to the black community in the city for 25 years as a journalist and was recognized with the Media Award.

"I believe in telling uplifting stories of achievement – especially by young people," Fanfair said.

Though Fanfair said the award was a surprise, he was honoured to accept it.

"I'm honoured and extremely humbled to be associated to Harry Jerome and his legacy, taking into account what he did in his short life," the Guyana-born journalist said, of Jerome, who died at 42.

Sloly said that, when both Deputy Chief Keith Forde and Deputy Minister

Search

of Correctional Services Jay Hope received their Jerome Awards as new police superintendents, it inspired many other officers.

"It increased the interest in policing in terms of new recruits as well as the interest for promotion among existing officers," Sloly said, of black officers.

"It's easier to believe in a dream if you see someone go before you."

Kwesi Johnson, who won the Academics Award, has been inspired by many mentors such as John O'Dell, chair of the BCCC, as well as Sloly.

"As a young person, who you are is affected by the people who you surround yourself with," the university student and youth worker said.

"As a high school student at the Harry Jerome Awards, I saw these people and said to myself 'I'm going to put the foundation in place to follow my dream,'" Johnson says, of following in the footsteps of community builders.

"I've been showing a lot of heart to people and many have become mentors to me and helped me get here."

Grange, who was out-of-province for the media launch, was honoured with the President's Award for his work in the black community, including assisting in launching the Harry Jerome Awards and Black Business and Professional Association.

## About the Awards



On October 21, 1982, a meeting was held where a decision was made to form an association and a steering committee including Al Hamilton, publisher of Contrast Newspaper, Denham Jolly and Bromley Armstrong. Incorporated in July 1983, the Black Business and Professional Association (BBPA) is a non-profit charitable organization that serves to address equity and opportunity for the Black community in business, employment, education and economic development.

Following the October 1982 meeting, it was decided to honour the six Black Canadian athletes who excelled at that year's Commonwealth Games: Angela Taylor-Issanjenko, Ben Johnson, Mark McKoy, Milt Ottey, Tony Sharpe and Desai Williams. A dinner was suggested at which Harry Jerome, Canada's premiere track and field athlete of the 1960s would be invited to be the keynote speaker. However, before he could be invited, Harry Jerome died suddenly in December 1982.

The group then decided to turn the celebration into a tribute to Harry Jerome and an awards ceremony to honour the six athletes. The name "Harry Jerome Awards" was proposed by Hamlin Grange and so the first Harry Jerome Awards was held on March 5, 1983. The Harry Jerome Awards is now a national event that recognizes and honours excellence in African Canadian achievement.

In addition to the Harry Jerome Awards, the BBPA sponsors the Harry Jerome Scholarship Fund, providing financial support to African Canadian youth pursuing higher education. The idea for the Harry Jerome Scholarship Fund was provided by Hamlin Grange and realized through the efforts of Kamala-Jean Gopie, Pamela Appelt, Sheila Simpson and Beverly Mascoll. Journalist Cynthia Reyes was the BBPA's president at the time. Under the leadership of Verlyn Francis, in 1996 the scholarship fund established an endowment fund and attracted corporate sponsorship. Today the Fund awards some thirty scholarships each year.

The premier Canadian track athlete of his time, Jerome's athletic successes were partnered with scholastic excellence and social consciousness. Despite a relatively brief life, Jerome left all Canadians a proud legacy and a blueprint for success.

Born in Prince Albert, Saskatchewan in 1940, Harry Jerome and his family eventually moved to North Vancouver in the 1950s. The Jerome family - Harry Sr., his wife Elsie and their five children - were the only Black people in their conservative neighbourhood. As he was somewhat shy, Harry chose to avoid the limelight even after his athletic legend began to grow. The Canadian Press often mistook his quiet demeanour for arrogance and aloofness.

Though labouring under the weight of the country's expectations and assumptions, Harry went on to set the standard as the world's fastest man, with records in the 100 metres, 100 yard dash and indoor 60 metres. He also helped to establish a world record in the 4 x 100 metre relay. Throughout his distinguished athletic career, Jerome received numerous accolades at the University of Oregon and represented Canada at two Pan American Games and twice at the Commonwealth Games. But his finest moments would come at the Olympics, where he would represent Canada on three occasions.

Looking back, the Commonwealth Games were often the site of Harry's most difficult athletic setbacks, culminating in injury and disappointment almost as often as victory. Ironically, these obstacles would set the stage for his greatest athletic successes, displaying the true power of his determination and will to succeed. At the 1962 Commonwealth Games in Perth, Australia, Jerome suffered a career threatening injury, completely severing his left quadriceps muscle; most orthopaedic surgeons said that he would never run again.

In spite of the negative reports of "quitter" emanating from the Canadian press, Harry concentrated on his return. Months of quiet determination, physiotherapy, and courage set the stage for what would later be

known as "the greatest comeback." In 1964, Jerome returned to track and field's largest stage, the Tokyo Olympics. Bearing a 30 centimetre scar on his left thigh - a testament to the severity of his injury - Jerome would capture bronze in the 100 metres and narrowly missed a second medal in the 200 metres. Proving that this success was no fluke, he would follow his Olympic showing with gold medal performances at both the Pan American and Commonwealth Games.

Despite his athletic successes, Jerome was always conscious of the challenges facing African Canadians. At the University of Oregon, he coupled his athletic achievements with scholastic success, earning both undergraduate and graduate degrees in Science. He would also parlay his athletic notoriety into opportunities for others, "using his fame and contacts he made in the sports world to get equipment for young athletes who could not afford them." Jerome also did extensive work in an effort to create opportunities for Blacks beyond sports. He was a vocal opponent of the misrepresentation of African Canadians in Canadian television, asking that licenses be suspended "if stations could not justify neither having Blacks as on-air personalities nor airing stories about the [African Canadian] community."

He was equally concerned about the opportunity for economic development among African Canadians. He fought to remove wage discrimination barriers against Blacks, and strove to improve the mainstream's perception of the African Canadian community - in one instance, he wrote to the major department stores and questioning the lack of Black models in their catalogues and as clerks in their stores. Despite his stature in the greater community, Jerome never forgot about his own upbringing or his role in bringing about change.

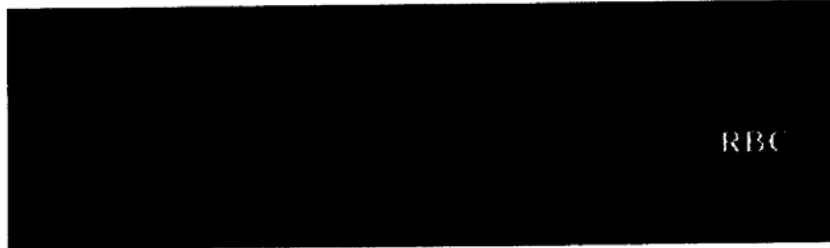
After his retirement from active competition in 1968, Jerome went on to work with the Federal Ministry of Sport. Using his considerable talents, he designed a series of cartoon manuals for coaching instructions and game rules for children, and created the Premier Sports Program for use in schools in British Columbia. Jerome also revolutionized track and field with the introduction of weight training for sprinters. He was named British Columbia's Athlete of the Century, and, in 1971, received the Order of Canada as a testament to his achievements.

In 1982, Harry Jerome died suddenly at the age of 42. Despite his untimely passing, he left a considerable legacy that is a source of pride for all Canadians. In 1988, a huge statue was erected in his honour along the sea wall of Vancouver's Stanley Park, and both the University of Oregon and province of British Columbia bear recreational facilities in his name as a testament to his greatness.

In a world where athletes often run from role model status, Jerome took on the concerns of both a community and a country, epitomizing excellence, determination, and dedication. Harry Jerome is truly a Canadian hero.



## Harry Jerome Awards Videos



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### BBPA Harry Jerome Awards

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### BBPA Harry Jerome Awards

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

**#P123. REQUEST FOR FUNDS: FILIPINO CENTRE OF TORONTO VICTORIA  
INVITATIONAL BASKETBALL TOURNAMENT AND THE FILIPINO  
FESTIVAL BIKE RODEO**

The Board was in receipt of the following report dated April 08, 2010 from Alok Mukherjee, Chair:

Subject: SPECIAL FUND REQUEST: FILIPINO CENTRE OF TORONTO VICTORIA  
INVITATIONAL BASKETBALL TOURNAMENT AND THE FILIPINO  
FESTIVAL BIKE RODEO.

Recommendation:

It is recommended that the Board approve the allocation of \$25,850.00 from the Special Fund to sponsor the Filipino Centre of Toronto Victoria Invitational Basketball Tournament being held on May 22 to 24, 2010 and the Bike Rodeo at the Filipino Festival at Nathan Philips Square on June 12 to 13, 2009.

Financial Implications:

If the Board approve the recommendation contained in this report, the Special Fund will be reduced by \$25,850.00. The Special Fund balance as at December 31, 2009, is \$1,024,168.

Background/Purpose:

I am in receipt of correspondence from Mr. Rey Tolentino, Vice-President, Filipino Centre of Toronto and Co-Chair, Asia Pacific Consultative Committee, requesting funding from the Board's Special Fund. The Filipino Centre of Toronto (FCT) is a non-profit community based organization established in 1999 and is engaged in serving and supporting the Filipino-Canadian community in Toronto. FCT initiatives focus on health, wellness, education, and a variety of social activities for all ages including seniors and youth programs.

FCT's goal is to promote positive youth development by investing in their physical, intellectual, emotional, and social development. By engaging youth in positive and supportive community settings that contribute to a young person's development.

Discussion:

Interactions that occur in homes, schools and the communities in which they live influence the development of youth. Youth gain lasting positive impressions that build hope, cooperation and a sense of belonging when they are exposed to wholesome activities that they enjoy within their communities. To this end, the FCT in cooperation with the Toronto Police Service Community

Mobilization Unit, the Asia Pacific Consultative Committee and dozens of volunteers is hosting two special events.

The first event is the FCT Victoria Invitational Basketball Tournament, which received financial contribution in the amount of \$10,500.00 from the Board last year. Originally a two day event, this year's tournament has been extended to three days and is being held at the Downsview Park Hoopdome. It is anticipated that youth participation will increase from 640 youth at last year's tournament to over 800 youth this year. The tournament will host 72 teams consisting of youth 7 to 17. The Toronto Police Service (the Service) Community Response Unit basketball team, CMU and Auxiliary Officers will be fielding a basketball team to play against selected senior players in a friendship exhibition game.

This initiative will provide direct interaction between youth and police officers, in a friendly atmosphere, in which teamwork, positive attitudes and respect are demonstrated. Youth can take this experience and act as ambassadors of these positive attitudes among their friends and peers.

Secondly, a Bike Rodeo is planned to take place at the Filipino Festival being held at Nathan Philips Square to celebration the anniversary of the Philippines' independence. The festival is an annual two-day event and attracts over 12,000 people. This year the event will be held on June 12 to 13, 2010.

Mr. Rick Gosling of CCERE, the Service and the FCT are working in partnership to co-ordinate this event. Mr. Gosling will donate 50 used bikes and 50 new cycling helmets to youth ages 8 to 12 that are participating in this event. Members of the Service and Auxiliary Officers will teach participants the rules of the road and bicycle safety.

The funds requested will be used to cover the cost of cover prizes, food and refreshments for the participants. A copy of Mr. Tolentino's request which includes the budget for the events is appended to this report for your review.

#### Conclusion:

The Victoria Invitational Basketball Tournament and the Bike Rodeo are in keeping with the Special Fund Policy community outreach component and is in keeping with the Board's child and youth safety priority.

Therefore, it is recommended that the Board approve the allocation of \$25,850.00 from the Special Fund to sponsor the Filipino Centre of Toronto Victoria Invitational Basketball Tournament being held on May 22 to 24, 2010 and the Bike Rodeo at the Filipino Festival at Nathan Philips Square on June 12 to 13, 2009.

Further, that the organizers be advised that for 2011 they are encouraged to seek alternate funding sources.

**The Board approved the foregoing report.**



**FILIPINO CENTRE TORONTO**  
597 Parliament Street, Suite 103  
Toronto, Ontario M4X 1W3

March 16, 2010

Dr. Alok Mukherjee  
Chair, Toronto Police Services Board  
40 College Park  
Toronto, Ontario

Re: Request for funding for Victoria Invitational Basketball Tournament 2010  
\$25,850.00

Dear Dr. Mukherjee:

We would like to extend our thanks once more to you and the Toronto Police Services Board for your support in last year's Victoria Invitational Basketball Tournament.

We are encouraged by the success of the last year's basketball tournament that saw the participation of 648 boys and girls from the ages of 7 to 17. Attached is a montage of pictures of the highlights from last year's event.

The close involvement of the CMU and members of the Toronto Police Service in the tournament, fielding a basketball team made up of police officers and playing in an exhibition game with our youth made a lasting impression on our young people and the community in general. It now opens up a new relationship with our youth and police officers that will foster trust and cooperation that will extend into their adulthood.

We recognize the fact that the current economic conditions have caused difficulties in our communities. Families are suffering because of job losses. Homes are lost and relationships are strained. The youth suffer quietly and run the risk of lagging into idleness and into the company of wrong influence.

We believe that it is during these difficult times that we should double our efforts to reach out to these vulnerable youth and continue the work of providing healthy and wholesome activities that would provide hope, a sense of belonging and steer them away from idleness and wrong influence. They then become ambassadors of these positive attitudes among their families, friends and peers.

To this end, the Filipino Centre of Toronto in cooperation with the Community Mobilization Unit of the Toronto Police Service, The Asia Pacific Consultative Committee and dozens of volunteers are expanding our efforts for this year's activities.

**A. Basketball**

1. The FCT Victoria Invitational Basketball Tournament is now going to be **expanded to a 3-day tournament** compared to last year's 2-day tournament.
2. We are expanding the tournament to increase the number of teams participating from 54 to 72 teams which would **increase the number of youths from 640 last year to 864 boys and girls this year.**
3. The tournament will be held on May 22-24, 2010 at the Hoopdome in Downsview Park.
4. The Toronto Police Community Response Unit Basketball team, CMU and Auxiliary



**FILIPINO CENTRE TORONTO**  
597 Parliament Street, Suite 103  
Toronto, Ontario M4X 1W3

Officers will be fielding a basketball team to play against selected senior players in a Friendship / Exhibition game. This will provide an excellent opportunity for the youth to interact with police officers directly in a friendly atmosphere and demonstrate teamwork, positive attitude and respect.

**Requested funding: \$24,850.00**

**Expenses (3 days):**

Venue -Hoopdome:	\$15,000.00
Referees, Scorers, Timekeepers:	\$ 5,400.00
Trophies & Medals:	\$ 1,600.00
T-shirts and Identity Badges	\$ 750.00
Banners & Flags	\$ 300.00
Basketballs (6)	\$ 650.00
Food & Refreshments for volunteers:	\$ 750.00
Misc. Administration materials:	\$ 400.00
	<hr/>
Total:	\$24,850.00

---

**B. Bike Rodeo at the Filipino Festival at Nathan Philips Square - June 12 to 13, 2010**

- A 2-day Filipino-Canadian festival celebrated annually at the Nathan Philips Square that attracts over 12,000 people over the 2 day weekend
- In partnership with Filipino Centre of Toronto and Mr. Rick Gosling of CCRER.
- The CCRER will donate fifty (50) used bikes and fifty (50) new cycling helmets.
- Police Officers and Auxiliary Officers will teach participating young people ages 8 to 12 the rules of the road and bicycle safety.

**Requested Funding: \$ 1000.00**

The requested cost will cover prizes, food and refreshments.

We are excited to continue to be working with you to strengthen the relationship between the Filipino-Canadian Community and the Toronto Police Services Board to achieve our common goal of making Toronto the best and safest place to live in.

We thank you in advance for your assistance and await your favourable reply.

Sincerely Yours,

*Rey Tolentino*

Rey Tolentino  
Co-Chair Asian Pacific Consultative Committee  
Exec Vice President, Filipino Centre Toronto  
416-560-8951  
[rey.tolentino@yahoo.com](mailto:rey.tolentino@yahoo.com)

*Electronic copies of the six pages of photographs are not available. Printed copies of the photographs 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 APRIL 22, 2010**

**#P124.           REQUEST FOR FUNDS: LOCKDOWN**

The Board was in receipt of the following report dated April 08, 2010 from Alok Mukherjee, Chair:

Subject:           REQUEST FOR FUNDS: - LOCKDOWN

Recommendation:

It is recommended that the Board approve \$40,000.00 from the Board's Special Fund to stage the play "Lockdown", targeted to Toronto high school students.

Financial Implications:

If the Board approves the recommendation contained in this report, the Special Fund will be reduced by \$40,000.00. The Special Fund balance as at December 31, 2009, is \$1,024,168.

Background/Purpose:

LOCKDOWN traces the fortunes of a diverse group of young people held hostage during a high school lockdown. Frances-Anne Solomon's high octane script picks apart the violence that threatens to undermine their dreams. The play features Jamaican theatre star Leonie Forbes and rising Toronto actor Michael Miller along with an ensemble of talented young Toronto actors.

LOCKDOWN was originally developed through a collaborative improvisational process funded by the Toronto Police Services Board and the Trillium Foundation over the period of a year with a group of young Torontonians aged 12-18 with four adult mentors. The script was based on research, discussion, personal storytelling, and improvisation.

Discussion:

In 2007 Frances-Anne Solomon received funding from the Board in the amount of \$35,000.00 to produce the play "A Winters Tale", Board Minute No. P221/07 refers. The play evolved into LOCKDOWN, which was produced and presented to numerous high school students in early 2009. LOCKDOWN's cast features young people and caters to audiences ranging from 12 to 18 years old.

Due to the success of LOCKDOWN Ms. Solomon intends to remount the production in June, 2010 with performance scheduled in September/October 2010. Each performance will be 90 minutes in length followed by an interactive talkback session between actors and audience.

A detailed copy of Ms. Solomon's proposal and budget is appended to this report for your review.

Conclusion:

This initiative is in keeping with the Special Fund Policy community outreach component and is in keeping with the Board's child and youth safety priority.

Therefore, it is recommended that the Board approve \$40,000.00 from the Board's Special Fund to stage the play "Lockdown", targeted to Toronto high school students.

**Chair Mukherjee withdrew the foregoing report.**

**Subsequent to the decision to withdraw the foregoing report, Chair Mukherjee advised the Board of his interest in proposing a Motion with respect to the report and requested that the Board re-open the matter.**

**The Board agreed to re-open the matter.**

**The Board approved the following Motion:**

**THAT the foregoing report be deferred so that the TPS and Caribbean Tales can meet and consult with respect to the content of, and objectives of, the proposed production.**



*An electronic copy of the attachment is not available. A printed copy is 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 APRIL 22, 2010**

**#P125.       RESPONSE TO BOARD'S RECOMMENDATION TO AMEND SECTION  
49 OF THE *POLICE SERVICES ACT* PERTAINING TO SECONDARY  
ACTIVITIES**

The Board was in receipt of the attached correspondence dated March 23, 2010 from Fay Patey, Director, Police Support Services Branch, Ministry of Community Safety and Correctional Services, containing a response to the Board's earlier recommendation to amend section 49 of the *PSA* pertaining to secondary activities.

**The Board received Ms. Patey's correspondence.**

**Ministry of Community Safety  
and Correctional Services**

Public Safety Division

25 Grosvenor St.  
12<sup>th</sup> Floor  
Toronto ON M7A 2H3  
Tel.: 416 314-3000  
Fax: 416 314-4037

**Ministère de la Sécurité communautaire  
et des Services correctionnels**

Division de la sécurité publique

25, rue Grosvenor  
12<sup>e</sup> étage  
Toronto ON M7A 2H3  
Tél.: 416 314-3000  
Télééc.: 416 314-4037



**MAR 23 2010**

CU09-04889

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

Dear Dr. Mukherjee,

Thank you for the letter dated December 14, 2009 regarding the Toronto Police Services Board (the "Board") earlier recommendations for an amendment to the *Police Services Act* (PSA) and an extract from the minutes of the public meeting of the Board held on November 19, 2009.

I appreciate you taking the time to provide me with the comments. Please be assured that this ministry will advise the board of any developments if section 49 of the PSA is reviewed in the future.

Again, thank you for writing to share your views.

Sincerely,

  
Fay Ratey  
Director (A)  
Police Support Services Branch

**DATE RECEIVED**

MAR 25 2010

TORONTO  
POLICE SERVICES BOARD

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

**#P126. APPOINTMENTS TO THE TORONTO POLICE SERVICES BOARD:  
THE HONOURABLE HUGH LOCKE, Q.C., AND DR. ALOK  
MUKHERJEE**

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

Subject: APPOINTMENTS TO THE TORONTO POLICE SERVICES BOARD:  
THE HONOURABLE HUGH LOCKE, Q.C., AND DR. ALOK MUKHERJEE

Recommendation:

It is recommended that the Board receive this report and convey its appreciation to The Honourable Hugh Locke, Q.C., for his contributions to the Board.

Financial Implications:

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

Background/Purpose:

The Honourable Hugh Locke, Q.C., was appointed by the Province of Ontario for a three-year term commencing on April 14, 2004. In 2007, he was re-appointed to a second three-year term which concluded on April 13, 2010.

During the past six years, Judge Locke was a very active and dedicated member of the Board. His vast legal and judicial experience was an invaluable asset and his insights into the complex issues that were facing the Board were considerable. Judge Locke was highly respected by his fellow Board members, members of the Toronto Police Service and the many members of the community with whom he consulted during the course of his appointment.

It is highly appropriate that the Board convey to Judge Locke its appreciation for his many contributions.

Prior to the conclusion of Judge Locke's second term of appointment, the Selection Systems & Appointments Unit of the Ministry of Community Safety and Correctional Services offered me a three-year appointment to the Board effective April 14, 2010.

Conclusion:

I notified Mayor David Miller and the Members of Toronto City Council and submitted a resignation from my appointment as the City's citizen appointee to the Board. A copy of my letter is attached as Appendix "A". A copy of the Order in Council from the Province of Ontario with regard to my appointment to the Board, effective April 14, 2010, is attached as Appendix "B".

**The Board approved the foregoing report.**



## Toronto Police Services Board

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



April 12, 2010

Mayor David Miller and Members of City Council  
City Hall  
2<sup>nd</sup> Floor, 100 Queen Street West  
Toronto, Ontario M5H 2N2

Dear Mayor Miller and Councillors:

I am writing to inform you that, effective April 14, 2010, I will be resigning from my appointment as the City's citizen appointee to the Toronto Police Services Board.

The reason for my resignation is that I have now been appointed to this Board for a three-year term by the Province of Ontario.

I would like to thank you for giving me the opportunity to serve the City and its residents as a member of one of our most important and sensitive Boards. It has been a privilege to have led the Board as its Chair for the past five years.

You, Mr Mayor, personally, and members of the Council have extended to me at all times support and advice. For these, I am most grateful. I believe, together, we have advanced the agenda of making a safe community safer through the provision of effective and responsive community-based policing services.

Please be assured that, as a provincial appointee, I will continue to do my best to address the best interests of our City.

Yours sincerely,



Alok Mukherjee

Cc: Ulli Watkiss, City Clerk



Ontario  
Executive Council  
Conseil exécutif

Order in Council  
Décret

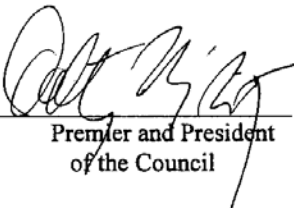
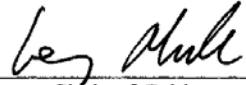

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and concurrence of the Executive Council, orders that:

Sur la recommandation de la personne soussignée, le lieutenant-gouverneur, sur l'avis et avec le consentement du Conseil exécutif, décrète ce qui suit :

Pursuant to the provisions of the Police Services Act, as amended,

Alok Mukherjee, Toronto

be appointed a member of the Toronto Police Services Board for a period of three years, effective from the date of this Order-in-Council or the 14<sup>th</sup> day of April, 2010, whichever is later.

Recommended		Concurred	
	Premier and President of the Council		Chair of Cabinet
Approved and Ordered	APR 7 2010		
	Date	Lieutenant Governor	

**DATE RECEIVED**  
APR 08 2010  
TORONTO  
POLICE SERVICES BOARD

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

**#P127. CANADIAN POLICE COLLEGE  
POLICE EXECUTIVE WORKSHOP – MAY 6 AND 7, 2010**

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

Subject: Canadian Police College  
Police Executive Workshop – May 6 and 7, 2010

Recommendation:

It is recommended that the Board:

1. approve an expenditure not to exceed \$1,800.00 to cover the travel, accommodation and per diem costs of my attendance at the Police Executive Workshop organized by the Canadian Police College on May 6 and 7, 2010 in Ottawa; and,
2. approve the cost of attendance at the workshop by one other interested Board member.

Financial Implications:

Funds are available in the business travel account of the Board's 2010 operating budget.

Background/Purpose:

The Canadian Police College is one of the few permanent Canadian learning institutions that brings police leaders face-to-face from across Canada and around the world. The CPC offers over 50 advanced and specialized police training and police management training courses and workshop. Highly trained staff and subject matter experts administer them.

Discussion:

On May 6 and 7, 2010, the CPC will offer a Police Executive Workshop on the global economic downturn and its implications for police organizations. The workshop is open to Police Executive and Law Enforcement Leaders, Police Board Members and Senior Financial Officers in Police Organizations. The facilitator of the workshop is Professor Sohail Inayatullah, political scientist, and futurist of the Graduate Institute of Futures Studies, Tamkang University, Taiwan and Adjunct Professor, Faculty of Arts and Social Sciences, University of the Sunshine Coasts, Australia. He is an author and co-editor of the *Journal of Future Studies*. A copy of the program is appended.



The objectives of this workshop are to:

- Better prepare participants to lead during difficult and protracted economic times;
- Enhance participants' understanding of the increasing importance of the economic aspects of policing; and,
- Equip participants with the tools and a framework that they can apply on this topic and others.

The topic of the workshop is highly relevant. It will be recalled that this was one of the highlights of the CAPB annual conference hosted by the Toronto Police Services Board three years ago.

The workshop fee is \$850.00, including tuition fees, breaks, lunches and one hosted dinner.

The estimate cost, per person, to attend the workshop is as follows:

Fee	\$850.00
Travel	\$411.00
Hotel Accommodation	\$284.00
Per diem (\$75.00 X 3 days)	\$225.00
Total	\$1,770.00

Conclusion:

I request that the Board approve an expenditure not to exceed \$1,800.00 to fund my attendance at this workshop. I further request that the Board approve an additional amount of \$1,800.00 to facilitate the attendance of one additional interested Board member.

**The Board approved the foregoing report.**



## POLICE EXECUTIVE WORKSHOP

CANADIAN POLICE COLLEGE • COLLÈGE CANADIEN DE POLICE

### Workshop on the global economic downturn and its implication on police organizations

May 6 & 7, 2010

Canadian Police College – Ottawa, Ontario

Are you concerned about the impact of the economic downturn on your ability to provide quality services? Here is an opportunity to come together with colleagues to focus intensely on these issues. The global economic downturn is having profound implications for police organizations and the police executive. Governments are curbing spending with clear implications for all areas of public services.

Police services will be under increasing pressure to continue providing high quality service all the while dealing with diminishing resources. With these challenges come opportunity as well – it will be incumbent on police leaders and police boards to seize the opportunity to think innovatively and collaboratively to identify strategies and tactics to more efficiently ensure public safety and security.

In this highly interactive workshop, participants will apply futures methodologies to explore the implications of the global economic crisis on crime, public safety, the police organization, and ultimately what this means for senior police leaders and those who govern, both individually and collectively.

This workshop will be facilitated by Professor Sohail Inayatullah, political scientist and futurist of the Graduate Institute of Futures Studies, Tamkang University, Taiwan and Adjunct Professor, Faculty of Arts and Social Sciences, University of the Sunshine Coast, Australia. He is author and co-editor of the Journal of Futures Studies.



**Workshop fees: \$850.00 (includes tuition fees, breaks, lunches and one hosted dinner)**

To Register (by April 28th, 2010), complete the following application at :  
[http://www.cpc.gc.ca/courses-cours/reg\\_form.pdf](http://www.cpc.gc.ca/courses-cours/reg_form.pdf)

Send registration form by fax: (613) 993-9454 or in pdf format to: [cpcregistrar@rcmp-grc.gc.ca](mailto:cpcregistrar@rcmp-grc.gc.ca)



#### BY PARTICIPATING ON THIS WORKSHOP, EXPECT TO ...

- Be better prepared to lead during difficult and protracted economic times;
- Enhance your understanding of the increasing importance of the economic aspects of policing;
- Be equipped with the tools and a framework that you can apply on this topic and others;
- Be equipped to interact more effectively with others on this important topic.

#### WHO SHOULD ATTEND:

- Police Executives and Law Enforcement Leaders
- Police Board Members
- Senior Financial Officers in Police Organizations

For further information, contact Nicole Coallier at (613) 949-1758 or [nicole.coallier@rcmp-grc.gc.ca](mailto:nicole.coallier@rcmp-grc.gc.ca)

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

**#P128. REQUEST FOR FUNDS: TORONTO POLICE SERVICE 2010 ASIAN  
HERITAGE MONTH CELEBRATION**

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

Subject: REQUEST FOR FUNDING: TORONTO POLICE SERVICE 2010 ASIAN  
HERITAGE MONTH CELEBRATION

Recommendations:

It is recommended that:

- (1) the Board approve an expenditure not to exceed \$5,500 from the Board's Special Fund to cover the expenses incurred for the 2010 Asian Heritage Month celebration; and
- (2) the Board authorize the Chair to approve this expenditure on an annual basis.

Financial Implications:

Funding to cover the costs of this event would be drawn from the Board's Special Fund and would not exceed \$5,500.00.

Background/Purpose:

In December 2001, the Senate of Canada designated the month of May each year as Asian Heritage Month, in recognition of the long and rich history of Asian Canadians. Since then communities across the country have been organizing annual festivities that pay tribute to and celebrate this important part of our Canadian heritage.

Asian Heritage Month showcases, shares and celebrates the multiple and significant roles the Asian communities play in Toronto's success, growth and prosperity. It is about education, reaching out within schools, the media, and public institutions, and educating others about Asian Canadians being an undeniable part of this country.

The Service's participation in the Asian Heritage Month Celebration serves to increase awareness of the significant contributions made by Asian communities and provides a unique opportunity for Service members and the greater Toronto communities to join together and celebrate the diversity of Toronto.

Discussion:

Asians from many parts of Asia began settling in Canada almost two centuries ago and throughout the years have brought with them a vibrant and diverse cultural heritage, including a wealth of languages, ethnicities and religions that have had a tremendous impact on our society. Invariably, like other immigrants, they came in search of a better life.

The many Asian communities have flourished and grown, and today Asia is the number one source of immigrants to Canada. As of 2006, there were over 740,000 situated in the City of Toronto.

The Service's 2010 Asian Heritage Month celebration is scheduled for Thursday, May 27, 2010 at 11:00 a.m. The Diversity Management and Community Mobilization Units will co-ordinate the Asian Heritage Month ceremony in the Headquarters Main Lobby, followed by an informal reception.

The Service's 2010 Asian Heritage Month celebrates the long and on-going relationships it has with the many Asian communities. This will include entertainment, and cultural and community displays. It is the vision that this annual celebration be expanded to highlight different Asian communities, while not excluding any members of the Asian communities. As such, this year's focus will be on China, Singapore and Thailand.

The following table outlines the estimated costs for the 2010 Asian Heritage Month celebration. The proposed budget includes costs for catering, supplies, printing, promoting, as well as the cultural components of the Main Lobby event.

<u>Item</u>	<u>Estimated Cost(s)</u>
Posters, Frames & Printing of Program	\$2,000.00
Exhibits & Displays	\$ 500.00
Entertainment	\$1,600.00
Refreshments	\$900.00
Incidentals	\$ 500.00
<b>Totals</b>	<b>\$5,500.00</b>

\* Any funds not utilized will be returned to the Board.

The requesting for funding of the Asian Heritage Month celebration from the Board's Special Fund has been reviewed and meets the criteria as set out in the Board's amended Special Fund policy dealing with Community Outreach (Min. No. P149/09 refers).

Conclusion:

Asian Heritage Month provides the Service with a wonderful opportunity through taking a lead role in recognizing that Asian Canadians have been a key component in building our great city, and also to recognize their rich heritage and to celebrate their contributions to the Service and Toronto.

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

**The Board approved the following Motions:**

- 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.**

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

**#P129. REQUEST FOR FUNDS: TORONTO POLICE SERVICE 2010 LESBIAN-  
GAY-BISEXUAL-TRANSGENDER YOUTH JUSTICE BURSARY  
AWARD**

The Board was in receipt of the following report dated April 13, 2010 from William Blair, Chief of Police:

Subject: REQUEST FOR FUNDING FOR THE TORONTO POLICE SERVICE  
LESBIAN-GAY-BISEXUAL-TRANSGENDER (LGBT) YOUTH JUSTICE  
BURSARY AWARD

Recommendation:

It is recommended that the Board approve an expenditure not to exceed \$3,000.00 from the Board's Special Fund to assist in the continuing support of the Toronto Police Service LGBT Youth Justice Bursary Award.

Financial Implications:

Funding to cover the subsidizing of this bursary award would be drawn from the Board's Special Fund and would not exceed \$3,000.00.

Background/Purpose:

LGBT youth continue to be among the most marginalized youth in the City of Toronto. They often lack support from their families, are at a high risk of getting in conflict with the law, developing substance abuse issues at a very early stage in life, and are seven times more likely to attempt suicide than straight youth (The McCreary Centre Society, *Not Yet Equal*, 2007 refers).

Given their high vulnerability, the Service's LGBT Community Consultative Committee established the LGBT Youth Justice Bursary Award in 2009, as an ongoing initiative to support and recognize LGBT youth who have made outstanding contributions to LGBT social justice issues.

Discussion:

Last year's award was presented to three LGBT youth at the Metropolitan Community Church Toronto's annual Police Appreciation on Sunday, October 19, 2009. This year the awards will be presented at the Board and Chief's Pride Reception to be held on Tuesday, June 29, 2010, between 4:30 p.m. - 6:30 p.m., at The 519 Church Street Community Center. It is anticipated that up to four LGBT youth will receive this bursary award (equal amounts). Monies to sustain

the program would be drawn from the Board's Special Fund, from fund-raising initiatives conducted by the LGBT Community Consultative Committee, and from community-based corporate sponsors. This partnership highlights the commitment of the Service, members of the community, as well as the business community working together in support of LGBT youth.

The following is a list of criteria for the Service's LGBT Youth Justice Bursary Award:

- to be granted to a youth between the ages of 13 and 25;
- to be used exclusively for educational purposes, such as tuition costs or purchase of academic material; and
- to be granted for outstanding contributions in one or more of the following areas: youth leadership, peaceful conflict resolution while raising awareness for LGBT social justice issues; and LGBT youth justice issues.

Nominations will be received by the Service's LGBT Community Consultative Committee from among Toronto's LGBT community service providers and organizations. The LGBT Community Consultative Committee, which comprises both members of the Service and the LGBT community, will determine the recipients of the award at its June meeting. The award will be presented by the Chief of Police and the Civilian Co-Chair of the LGBT Community Consultative Committee.

There are a number of anticipated long-term benefits associated with the Service's LGBT Youth Justice Bursary Award program:

- LGBT youth will be taken out of their marginalized position in society and publicly recognized for their achievements and contributions;
- LGBT youth are given assistance to continue improving themselves and excel;
- the collaboration of the Service, members of the LGBT community, and members of the business community sends a strong message of support and highlights the Service's ongoing commitment to vulnerable communities; and
- this award program is consistent with the 2009-2011 Service Priorities (focusing on children and youth safety, addressing community safety issues, delivering inclusive policing services, and focusing on people with distinct needs).

#### Conclusion:

The bursary award sends a strong message of support on the part of the Service to youth within the LGBT community, while recognizing outstanding achievements in leadership and youth justice. This award further enhances and strengthens the excellent rapport already established between the Service and the LGBT 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 APRIL 22, 2010**

**#P130. ADJOURNMENT**

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Alok Mukherjee  
Chair