



The following draft Minutes of the meeting of the Toronto Police Services Board held on September 23, 2010 are subject to adoption at its next regularly scheduled meeting.

The Minutes of the meeting held on August 26, 2010, and the special meeting held on September 14, 2010, previously circulated in draft form, were approved by the Toronto Police Services Board at its meeting held on September 23, 2010.

MINUTES OF THE PUBLIC MEETING of the Toronto Police Services Board held on **SEPTEMBER 23, 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. Hamlin Grange, Member
Mr. Adam Vaughan, Councillor & Member
Ms. Judi Cohen, Member

ALSO PRESENT:

Mr. William Blair, Chief of Police
Mr. Albert Cohen, City of Toronto - Legal Services Division
Ms. Karlene Bennett, Research Assistant

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2010**

#P245. INTRODUCTIONS

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

PROMOTED TO THE RANK OF SUPERINTENDENT

Robin BREEN
Kathryn MARTIN

PROMOTED TO THE RANK OF STAFF INSPECTOR

David McCORMACK
William NEADLES
Kimberley YEANDLE

PROMOTED TO THE RANK OF INSPECTOR

Bryan BOTT
Gerald CASHMAN
Riyaz HUSSEIN
James MACKRELL
Brian PRESTON
Egidio ROSETO

**PROMOTED TO THE POSTION OF EXECUTIVE ASSISTANT, AREA FIELD
COMMAND & CENTRAL FIELD COMMAND**

Ms. Marline BLETA
Ms. Neena SHARIFABADI

PROMOTED TO THE RANK OF STAFF SERGEANT

Grant BURNINGHAM
William COULSON
Peter TROUP

PROMOTED TO THE RANK OF DETECTIVE SERGEANT

Morgan ROBINSON

Robert STEWART

Ronald YOUNG

PROMOTED TO THE RANK OF SERGEANT

Stephen BERRY

Scott BRADBURY

Giuseppe (Joe) CAPIZZO

David DICKINSON

Alexis EDWICKER

Keri FERNANDES

Stuart KING

Kim LEDGERWOOD

Robert LEMAITRE

Sandra MANSON

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
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#P246. ANNOUNCEMENT OF NEW DEPUTY CHIEF

Chair Mukherjee announced the Board's appointment of Staff Superintendent Mike Federico as the new Deputy Chief, Human Resources Command, effective September 23, 2010.

Chair Mukherjee read a prepared statement which is appended to this minute.

Announcement of Appointment of Mike Federico as New Deputy Chief – Human Resource Command

On behalf of the Toronto Police Services Board, I am very pleased to announce our selection of Staff Superintendent Mike Federico as the new Deputy Chief of the Human Resources Command of the Toronto Police Service.

We engaged in a comprehensive selection process. The search was national in scope, attracting a number of highly qualified external and internal candidates. At the end, the Board selected Mike Federico, based on his exceptionally strong leadership qualities, his unwavering professionalism, his progressive and inspiring vision, his personal commitment to community policing, his compassion and his people skills.

Mike Federico most recently held the rank of Staff Superintendent in charge of Professional Standards, overseeing 14 operations that focus on risk management and conduct investigations. He has also been in charge of Staff Planning and Community Mobilization, Central Field Command and numerous other uniform and investigative units throughout the Service.

He serves as the Vice Chair of the National Joint Committee of Senior Justice Officials (NJC) who are dedicated to improving the effectiveness of the criminal justice system.

Mike Federico has worked closely with members of the community and with a variety of community organizations on a number of issues. In particular, I want to note his deep involvement with mental health issues and his lasting contribution to improving the relationship between the mental health community and the police service.

I would like to note, as well, Mike Federico's tremendous work on the use of CEWs or Tasers. He has played a significant role in the development of consistent provincial and national standards for the use of CEWs.

Mike Federico also has an impressive educational background, holding a Bachelor of Applied Arts degree in Justice Studies from the University of Guelph and is a graduate of a number of police leadership and management programs.

I would like to extend the congratulations of the Board to Deputy Chief Designate Mike Federico. We look forward to him bringing his leadership, his vision, his community orientation and his passion to our Command Team as well as to his assistance in the critical area of human resources.

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TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2010**

**#P247. BOARD POLICY ON THE COLLECTION, USE AND REPORTING OF
DEMOGRAPHIC STATISTICS**

The Board was in receipt of the following report August 17, 2010 from Alok Mukherjee, Chair:

Subject: BOARD POLICY ON THE COLLECTION, USE AND REPORTING OF
DEMOGRAPHIC STATISTICS

Recommendation:

It is recommended that:

- 1) The Board approve the proposed Collection, Use and Reporting of Demographic Statistics Policy;
- 2) The Board rescind the existing Release of Statistics Policy; and
- 3) The Chief of Police establish procedures to operationalize the policy.

Financial Implications:

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

Background/Purpose:

The Board approved a motion at its October 18, 2007 meeting that the Chair develop a new policy to address the collection and release of statistics.

Discussion:

Several years ago the Board conducted a review of all the Board Rules, with the objective of streamlining the regulatory environment within the Service. During the Rules Review process, revisions were made to a number of existing policies and some new policies were identified and drafted. The existing Release of Statistics Policy which was included in the review process was not approved by the Board at that time; rather, it was identified by the Board as requiring further discussion and revision (Min. Nos. P332/07 and P350/07 refer).

The existing Release of Statistics Policy was approved by the Board on February 23, 1989. The current policy directs that the Board and "Force" as it then was, not compile or publish statistics relative to the race, colour, or creed of individuals." Further, the Board's stated position was that "statistics based on race, colour or creed, are an affront to the concept of equality before the law.

Such statistics are based on the completely erroneous assumption that there is an inter-relationship between crime and those characteristics” (Min. No. P132/89 refers).

There have been many discussions over the last twenty years with respect to the collection of race-based statistics. Some experts argue that the measurement of differential experiences, treatment and outcomes across racial categories is absolutely necessary to track racial disparities and inform policymaking in order to achieve greater social justice. Others argue that the difficulties involved in the accurate collection of race-based statistics and any possible negative impact of their publication outweigh the benefits.

The Board is committed to improving services to the public and, amidst the many divergent opinions, the Board’s position is that, based on the principle that only what is measured can be effectively managed, it is important to collect, use and report statistics related to the grounds prohibited under the *Ontario Human Rights Code* (“the Code”).

The Ontario Human Rights Commission (OHRC) proposes that “the Code permits the collection and analysis of data based on enumerated grounds, such as race, disability or sex as long as it is for legitimate purposes not contrary to the Code.” Code-legitimate purposes include monitoring and evaluating discrimination, identifying and removing systemic barriers, ameliorating disadvantage and promoting substantive equality.

According to the OHRC, statistics collected in an appropriate manner on a periodic or ongoing basis can provide an effective means of monitoring for and preventing social phenomena widely recognized as discriminatory such as profiling, institutionalized barriers, socio-economic disadvantage or unequal opportunity on the basis of race, disability, sex or other enumerated grounds. Where problems are identified, data analysis can provide useful direction for remedies to ameliorate systemic discrimination as well as evaluate the success of such measures.

Conclusion:

The Chair has engaged in consultation with Board Members, the Chief of Police and with the City of Toronto Legal Services with respect to revisions to the policy. Based on those consultations a new policy is proposed. This policy, it is felt, is comprehensive. It goes beyond a policy on collection and dissemination of race-based statistics, and covers all grounds prohibited in the Code. It sets out clear parameters to guard against improper use of statistics. At the same time, it is permissive in that it permits the Chief to collect and use statistics for certain legitimate purposes.

It is further recommended that the Chief engage the Ontario Human Rights Commission in a consultation process with respect to the development of procedures to operationalize the policy.

A copy of the existing Release of Statistics Policy and a copy of the proposed Collection, Use and Reporting of Demographic Statistics Policy are attached to this report as appendix A and B respectively.

Therefore, it is recommended that the Board approve the proposed Collection, Use and Reporting of Demographic Statistics Policy; the Board rescind the existing Release of Statistics Policy; and the Chief of Police establish procedures to operationalize the policy.

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

THAT the attached policy be amended to include an item no. 4 which reads, “It is the Policy of the Toronto Police Services Board that the Board and Board Members will not use statistics under any circumstances, to stigmatize, ascribe criminality to, make value judgments on or otherwise stereotype any community based on group characteristics.” The policy should include provisions to maintain appropriate degrees of confidentiality.

Appendix A

Toronto Police Services Board Policy and directions

TPSB POL-XXX	Release of Statistics
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X	New	Board Authority:	Min. No. P332/07
	Amended	Board Authority:	
	Reviewed – No Amendments		

BOARD POLICY

It is the policy of the Toronto Police Services Board that:

1. Members shall not release statistics relative to the race, colour, creed or sexual orientation of persons alleged to be involved in any form of criminal activity, except when directed by the Board.

REPORTING REQUIREMENTS:	
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LEGISLATIVE REFERENCE:

Act	Regulation	Section
Police Services Act R.S.O. 1990 as amended		31(1)(c)

BOARD POLICIES:

Number	Name

SERVICE GOVERNANCE/PROCEDURES:

Number	Name

Appendix B



TORONTO POLICE SERVICES BOARD

COLLECTION, USE AND REPORTING OF DEMOGRAPHIC STATISTICS

DATE APPROVED	October 18, 2007	Minute No: P332/07
DATE(S) AMENDED		
DATE REVIEWED		
REPORTING REQUIREMENT	As set out below	
LEGISLATION	<i>Police Services Act</i> , R.S.O. 1990, c.P.15, as amended, s. 31(1)(c). <i>Ontario Human Rights Code</i> , R.S.O. 1990, c. H.19.	
DERIVATION	Rule 4.3.9 – Release of Statistics	

Toronto is one of the most diverse cities in the world. The Toronto Police Services Board embraces the diversity of the City of Toronto.

The Board is committed to ensuring that the Toronto Police Service will provide services in partnership with all the communities of the City and in a way that is equitable, respectful, inclusive and culturally competent.

The Board is committed to improving services to the public. Based on the principle that only what is measured can be effectively managed, the Board believes that it is important to collect, use and report statistics related to the grounds prohibited under the Ontario *Human Rights Code*.

The Board acknowledges that no single statistic is or should be determinative of how deployment decisions are made; rather, such decisions should be based on a combination of considerations because safety in a neighbourhood or the experience of policing by a community depends on an intersectionality of factors.

The Board categorically opposes the misuse of statistics in a manner that stigmatizes any community.

The Board requires that this policy be implemented in keeping with the *Ontario Human Rights Code* and the *Municipal Freedom of Information and Protection of Privacy Act*. Therefore, in developing and implementing this policy, the Board is committed to working in consultation with the Ontario Human Rights Commission and the Office of the Information and Privacy Commissioner.

The Toronto Police Service will be permitted to collect, use and report statistics related to the grounds prohibited under the Ontario *Human Rights Code*, i.e., race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, marital status, family status or disability, as necessary and appropriate.

It is the policy of the Toronto Police Services Board that:

1. The Chief of Police will ensure that the Service establishes a procedure for the collection, use and reporting of statistics related to the grounds prohibited under the Ontario *Human Rights Code*, i.e., race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, marital status, family status or disability; and
2. The Chief of Police will ensure that the statistics are not to be used by the Service, under any circumstances, to stigmatize, ascribe criminality to, make value judgments on or otherwise stereotype any community based on group characteristics.
3. The Chief of Police will report on the collection and use of statistics from time to time as may be required by the Board.

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**#P248. ADEQUACY STANDARDS REGULATIONS – POLICE RESPONSE TO
HIGH RISK INDIVIDUALS**

The Board was in receipt of the following report September 08, 2010 from Alok Mukherjee, Chair:

Subject: ADEQUACY STANDARDS REGULATIONS - POLICE RESPONSE TO
HIGH RISK INDIVIDUALS

Recommendation:

It is recommended that the Board approve the attached Board policy “Police Response to High Risk Individuals” appended to this report as Appendix A.

Financial Implications:

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

Background/Purpose:

The Adequacy Standards Regulation to the *Police Services Act* requires Police Services Boards to develop and approve policies in six core policing areas:

- crime prevention
- law enforcement
- emergency response
- victims assistance
- public order maintenance
- administration and infrastructure

Discussion:

Adequacy Policy LE 047 entitled “Police Response to High Risk Individuals” falls into the law enforcement area of policing. Currently the Board is not in compliance with the Ministry of Community Safety and Correctional Services (the Ministry) Adequacy Standards as this policy is outstanding. A copy of the policy is appended to this report as appendix A.

Conclusion:

Therefore, it is recommended that the Board approve the attached Board policy “Police Response to High Risk Individuals” appended to this report as Appendix A.

The Board approved the foregoing report.

APPENDIX A



TORONTO POLICE SERVICES BOARD

POLICE RESPONSE TO HIGH RISK INDIVIDUALS

DATE APPROVED	New	Minute No:
DATE(S) AMENDED		
DATE REVIEWED		
REPORTING REQUIREMENT		
LEGISLATION	<i>Police Services Act (PSA) s. 41(1.1) as amended by the Community Safety Act, 1997. Adequacy & Effectiveness of Police Services, O. Reg. 3/99, ss. 6, 7(2). Disclosure of Personal Information O. Reg. 265/98 Freedom of information and Protection of Privacy Act, s. 11(1), 5(1).</i>	
DERIVATION	Adequacy Standards Regulation - LE-047	

It is the policy of the Toronto Police Services Board that with respect to high risk individuals the Chief of Police will:

1. work in partnership, where possible, with the local Crown, appropriate community members and agencies, including health care providers, government agencies, municipal officials, other criminal justice agencies, including law enforcement agencies, as well as victim services to ensure a coordinated and effective strategy to deal with high risk individuals;
2. ensure that the strategy addresses:
 - a) bail opposition consistent with the Ministry's guideline on Bail and Violent Crime;
 - b) dangerous offender and long term offender applications;
 - c) High Risk Offender National Flagging System and requirements of CPIC;
 - d) Information sharing;
 - e) Case management planning;
 - f) Judicial restraint orders;
 - g) Victim assistance;

- h) Disclosure of information, including community notification and safety planning; and
3. ensure that the police service's skills development and learning plan addresses the training and sharing of information with officers, communication operators/dispatchers and supervisors on the police response to high-risk individuals.

For the purposes of this policy, the definition of a "High Risk" individual can be found in the Ministry of Community Safety and Correctional Services Adequacy Standards Guideline entitled *Police Response to High Risk Individuals*.

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**#P249. EMPLOYEE AND FAMILY ASSISTANCE PROGRAM COMMITTEE –
TERMS OF REFERENCE**

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

Subject: EMPLOYEE AND FAMILY ASSISTANCE PROGRAM COMMITTEE -
TERMS OF REFERENCE

Recommendation:

It is recommended that the Board approve the Terms of Reference for the EFAP Committee.

Financial Implications:

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

Background/Purpose:

Employee and Family Assistance Program services have a long standing presence within the Toronto Police Service (TPS). In the fall of 2008, an EFAP program review was conducted which included research into best practices of EFAP service delivery within Municipal, Regional and Provincial policing organisations. The results of that research identified that every participating organisation with the exception of one utilised external EFAP service delivery models.

On October 1, 2009, the EFAP Committee agreed in principle that it was in the best interest of the TPS' membership for the organisation to move ahead with a Request for Proposal (RFP) process for EFAP services. On December 23, 2009, an RFP (#1112188-09) was issued by the TPS' Purchasing Support Services unit to potential vendors. At the conclusion of that process, Homewood Employee Health was selected to provide EFAP services for TPS members and their eligible family dependents.

On June 1, 2010, Homewood Employee Health assumed responsibility for delivering EFAP services under an external delivery model as approved by the Board

Discussion:

The EFAP Committee has been in establishment since 1985 and historically has provided oversight of the EFAP program as reported through the manager of the EFAP unit.

On March 25, 2010, the Board approved an award to Homewood Employee Health to provide external EFAP services to the TPS (Min. No. P67/10 refers.) The EFAP Committee provides a crucial role in ensuring the effective use of resources and service delivery. The transition to an external service provider required that the mandate of the EFAP Committee be reviewed and amended to reflect the changed environment it now operates in.

The Board was advised that new “Terms of Reference” for the Committee would be developed for the Committee to continue their work given the new external delivery model. (Min. No. C79/10 refers.) At their meeting on May 26, 2010, the EFAP Committee made a recommendation to adopt the new attached “Terms of Reference” for the EFAP Committee (see Appendix “A”).

The new “Terms of Reference” provides that the EFAP Committee acts as an advisor to the Toronto Police Services Board (Board) on practices, issues and trends in Employee and Family Assistance Programs in support of policing and support services for the Service. The ultimate goal of the Committee is to provide leadership and support to ensure a strong and responsive support program for members and their families.

Under the new “Terms of Reference”, the EFAP Committee is comprised of a representative of each of the Chief, the Senior Officers’ Organisation (SOO) and the Toronto Police Association (TPA). In addition, membership includes an external consultant and representatives of other Service support units, including the Critical Incident Response Team (CIRT) and peer support Coordinator, a Psychologist, the Chaplaincy Coordinator, a member from Toronto Police College and a member of the Service’s wellness program.

The committee will meet quarterly as part of their mandate and may recommend changes, deletions, or enhancements in the program in order to ensure best practices in addressing current, ongoing and future trends and emerging issues.

Conclusion:

It is recommended that the Board approve the Terms of Reference for the EFAP Committee.

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

The Board approved the foregoing report.

**TORONTO POLICE SERVICE (TPS)
EMPLOYEE & FAMILY ASSISTANCE PROGRAM (EFAP)
Terms of Reference**

Description

A Committee of the Toronto Police Services Board (TPSB) comprised of a representative of each of the Chief, the Senior Officers' Organization (SOO) and the Toronto Police Association (TPA), an External Consultant and representatives of other TPS support units (e.g. Human Resources Management, Psychological Services, Wellness, Chaplaincy Services, Training & Education) to provide support and guidance. The ultimate goal of this Committee is to provide leadership and support to ensure a strong and responsive support program for TPS members and their families.

Mandate

The EFAP Committee acts as an advisor to the TPSB on practices, issues and trends in employee and family assistance programs in support of policing and support services in TPS. The Committee may recommend changes, deletions, or enhancements in the program in order to ensure best practices in addressing current, ongoing and future trends and emerging issues.

In order to meet this mandate, the Committee will:

- Assist in the development and implementation of the EFAP;
- Meet at least quarterly with the EFAP Service Provider to review EFAP statistical reports, usage (aggregate data only), trends and other information regarding the efficiency and effectiveness (functioning) of the program, for the purpose of planning and evaluation. The committee shall determine the indicators and data that will form the substance of the reports;
- Work together with the EFAP Service Provider to identify trends and emergent issues that may support a recommendation to the TPSB for modifications to the Program to better support members and to meet best practices in service delivery;
- Develop and promote the program through supportive communications, including the ongoing creation, modification and promotion of an ongoing communications strategy to inform, educate and assist members to contact and use the program to support their ongoing health and well-being;
- Implement, launch and evaluate from time to time the EFAP promotional strategy to ensure that uniformity is maintained in promoting the program across all units/functions within the organization;
- Develop joint communications as necessary to respond knowledgeably to management and employee inquiries and ongoing need for education about the EFAP;
- Bring forward to the Committee any information that may come to their attention with respect to emerging or best practices so the Committee can review, investigate and make any recommendations it may deem advisable to the TPSB;

- Define and recommend procedures related to EFAP, including oversight of the Critical Incident Response Team/Peer Support program development and delivery;
- Ensure that EFAP adheres to procedures;
- Monitor EFAP budget and expenditures, including the CIRT/Peer Support Program;
- Ensure the neutrality of the EFAP in all matters that pertain to the program;
- Make recommendations for and promote program development and content at the Toronto Police College or in other locations as the Committee may deem advisable (e.g. Family Day; Wellness Days; Lunch-and-Learn programs; etc.)
- Report at least annually (and more often if desired) to the TPSB on indicators of program efficiency and effectiveness;
- Make recommendations to the TPSB as necessary in support of program delivery and enhancements, deletions, changes or improvements to make the Program more efficient and/or effective for members and their families.

Membership and Authority

All members of the Committee shall have voting authority to effect the business of the Committee. Decisions will be made on consensus where possible, or by majority if necessary.

The Director, Human Resources Management, or designate, shall sit as ex officio Chair of the Committee for the purpose of facilitating EFAP Committee meetings, including preparing and circulating agendas, Board Reports and EFAP statistical reports from the Program Provider.

Membership on the Committee shall also include

- An External Consultant retained by the Chief;
- The Critical Incident Response Team (CIRT) and Peer Support Coordinator;
- A Psychologist employed by the Service;
- The Chaplaincy Coordinator;
- A member from Training & Education; and
- A member of the Service's Wellness program (to be appointed by the Chief).

Other non-voting representation on the Committee may be effected from time to time by invitation where there is a consensus of the voting parties, guided by the requirements for subject matter expertise.

Meetings and Quorum

Shall be scheduled quarterly. Where a Committee member is unable to attend it is expected that that member will send a delegate, if reasonably practical in the circumstances.

A quorum shall be achieved by the attendance of at least five (5) members, including the Chief's delegate and at least one but preferably both of the TPA and SOO representatives.

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**#P250. RESPONSE TO THE JURY RECOMMENDATIONS FROM THE
CORONER'S INQUEST INTO THE DEATH OF CHUM YIM**

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

Subject: RESPONSE TO THE JURY RECOMMENDATIONS FROM THE CORONER'S
INQUEST INTO THE DEATH OF CHUM YIM

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 Chief Coroner for the Province of Ontario.

Financial Implications:

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

Background/Purpose:

A Coroner's Inquest into the Death of Chum Yim was conducted in Toronto during the period between April 12, 2010 and April 15, 2010. As a result of the inquest, the jury directed two recommendations to the Toronto Police Service (Service) and the Ontario Police College.

At its confidential meeting on May 20, 2010, the Toronto Police Services Board (Board) requested that the Service provide a response to the jury recommendations from the Coroner's Inquest into the Death of Chum Yim (Min. No. C161/10 refers).

The following is a summary of circumstances of the death and issues addressed at the Coroner's Inquest into the Death of Chum Yim, as delivered by Bonnie Burke, M.D., Presiding Coroner:

Summary of Circumstances of Death

Section 10(4) of the Coroners Act states that "Where a person dies while detained by or in the actual custody of a peace officer or while an inmate on the premises of a correctional institution, lock-up, or place or facility designated as a place of secure custody under section 24.1 of the Young Offenders Act (Canada), the peace officer or officer in charge of the institution, lock-up or place or facility, as the case may be, shall

immediately give notice of the death to a coroner and the coroner shall issue a warrant to hold an inquest upon the body". The inquest into the death of Mr. Chum Yim was therefore mandatory.

On Sunday November 18, 2007 commencing at 05:58 am., several 911 calls were made by the deceased reporting that he was traveling westbound on Highway 401 in Toronto and that he was being followed by persons who intended him harm. He told operators something had been put in his drink (he had been at a night club). Several attempts were made by the operators during each of the three calls to entice Mr. Yim to pull over or to exit at Keele Street and drive to the Ontario Province Police station in Toronto. Attempts failed and the deceased did not answer his cell phone with despite multiple undertakings to call him back.

At 07:38 am., another series of 911 calls were received reporting a collision on the southbound Don Valley Parkway just north of the Don Mills Exit in Toronto. The silver Honda Accord involved was the vehicle being operated by Mr. Chum Yim and it had been seen traveling at high rates of speed prior to the collision. The Honda had been observed to leave the roadway and roll over several times before landing on its roof in the grass just to the west of the highway. Mr. Yim was seen to exit the car and then ran in an easterly direction across first the southbound lanes, then over the centre median and finally across the northbound lanes and into a ravine on the east side of the parkway.

Officers from the Toronto Police Traffic Services Highway Patrol responded to the calls. Mr. Yim was found in the wooded ravine to the east of the highway and attempts were made to place him under arrest. Mr. Yim did not cooperate with the officers and a struggle ensued. During the struggle Mr. Yim removed an officer's service revolver from its holster. Pepper spray was eventually deployed allowing the removal of the gun from the interaction. Mr. Yim was subdued and placed in handcuffs.

Once cuffed, officers attempted to remove Mr. Yim from the ravine and to have him assessed by the medical personnel on the shoulder of the highway. Mr. Yim stopped breathing and was immediately responded to by the paramedics at the scene. Resuscitation was begun in the ravine and continued in the ambulance and at Sunnybrook Health Sciences Centre. Death was pronounced at 08:36 am. The Coroner's Office was notified and a coroner attended. Mr. Yim was sent for postmortem examination.

The cause of death was acute Methylenedioxymethamphetamine (MDMA) and Methamphetamine intoxication.

The jury heard evidence from fourteen witnesses and was presented nineteen exhibits over the course of four days. Multiple photographs (9) of the Don Valley Parkway both north and south bound were admitted as an exhibit to aid the jury in understanding the scene of the accident and the environment where the eventual arrest occurred. Testimony was heard from a Forensic Toxicologist who explained the levels of illegal drugs found in the deceased's post mortem blood samples and their physiological, psychological, and behavioural effects. A Forensic Pathologist testified as to the findings at autopsy and the

decision making process that led to the conclusion that the death was the result of acute MDMA and Methamphetamine intoxication.

The 911 tapes of the deceased's phone calls from the vehicle prior to his death were played for the jury to aid in understanding Mr. Yim's physical and emotional state prior to the accident. The jury also heard from the Special Investigations Unit interview of Mr. Yim's niece who spoke about the irrational nature of Mr. Yim's calls to the family that morning. Mr. Yim's girlfriend at the time, and the owner of the car, testified about the deceased's behaviour that night at a club and his disappearance in her car.

The emergency calls of civilian witnesses were also played in court and several of those witnesses testified in person as to the erratic driving of the deceased and his actions when he escaped from the flipped vehicle and ran across the highway. One civilian witness had pulled up beside Mr. Yim and she described his demeanor prior to the arrival of police. An off duty air paramedic, who stopped to aid Mr. Yim when he crossed the highway, detailed Mr. Yim's behaviour before Police arrived and described his role in the resuscitation of Mr. Yim when it was recognized he was in need of emergency attention.

Three Toronto Police Officers testified as to their attempts to arrest Mr. Yim and the resulting struggle. Evidence was given regarding the strength of Mr. Yim, his acquisition of and the struggle for one of the officer's guns, and the use of pepper spray to gain control. The officers also described the arrest of Mr. Yim and the resulting loss of vital signs. The Special Investigations Unit interview of a first response paramedic was played for the jury.

Two uses of force coordinators from the Ontario Police College explained how police officers are trained in their approach to force and reviewed the provincial model that forms the basis for how officers are trained to react in different conflict situations. One of these witnesses demonstrated for the jury the deployment of pepper spray and the design of the Provinces' new gun holster.

The jury deliberated for approximately 5 hours and two recommendations were made.

Discussion:

Corporate Planning was tasked with preparing responses for the two jury recommendations from the Coroner's Inquest into the Death of Chum Yim.

Service subject matter experts from the Toronto Police College contributed to the responses contained in this report.

Response to the Jury Recommendations:

Recommendation #1

Upon securing a suspect in restraints place them in recovery or sitting position(s) as soon as is practically/medically reasonable to do so, to avoid possible breathing restrictions and other health implications.

Response:

The Service concurs and is in compliance with this recommendation.

The Service has and continues to address this issue with new and experienced officers, during basic recruit, ongoing in-service, and annual use of force requalification training. Elements of this recommendation have been constantly highlighted in many training programs, which include defensive tactics, oleoresin capsicum (pepper spray), and conducted energy weapons (CEW) training. This training also forms part of the Service's first aid certification.

Furthermore, information and direction for officers is presently included in Service Governance.

Service Procedure 01-01 "Arrest" and Service Procedure 01-03 "Persons in Custody – Appendix A Medical Advisory Notes" contain information that alerts officers of the potential medical implications of improperly positioning a restrained person and directs them accordingly.

Service Procedure 15-09 "Conducted Energy Weapon" also includes information regarding the importance of restraining a person in a sitting position.

The information contained in these Procedures is consistent with the issues raised in this recommendation.

Service Procedure 01-01 "Arrest"

States in part:

Medical Considerations

Excited delirium is a condition that can be caused by drug or alcohol intoxication, psychiatric illness or a combination of both. Symptoms displayed by persons suffering from the condition may include any combination of

- *abnormal tolerance to pain*
- *abnormal tolerance to pepper spray*
- *acute onset of paranoia*
- *bizarre or aggressive behaviour*
- *disorientation*
- *hallucinations*
- *impaired thinking*
- *panic*

- *shouting*
- *sudden calm after frenzied activity*
- *sweating, fever, heat intolerance*
- *unexpected physical strength*
- *violence towards others.*

Due to their inclination to violence and extreme exertion, persons exhibiting the symptoms of excited delirium are often restrained for their own protection and the protection of others. Members should be aware that certain restraint positions (i.e. stomach down) might compromise heart and lung functions increasing the risk of death (positional asphyxia). Unless circumstances make it impossible, the person should be restrained in a sitting position while being closely watched. Use of the sitting position permits easier breathing and cardiac function while affording good positional control over the individual.

Persons exhibiting the symptoms of excited delirium must always be treated as suffering from a medical emergency and once secured, be transported to hospital for examination.

Service Procedure 01-03 “Persons in Custody – Appendix A Medical Advisory Notes”

States in part:

K. Excited delirium is a condition that can be caused by drug or alcohol intoxication, psychiatric illness or a combination of both. Symptoms displayed by individuals suffering from this condition may include any combination of

- abnormal tolerance to pain
- abnormal tolerance to pepper spray
- unexpected physical strength
- violence towards others
- shouting
- sweating, fever, heat intolerance
- sudden calm after frenzied activity
- bizarre or aggressive behaviour
- impaired thinking
- disorientation
- acute onset of paranoia
- hallucinations
- panic

Individuals exhibiting the symptoms of excited delirium must always be treated as suffering from a medical emergency and once secured, be transported to hospital for examination.

Because of their inclination to violence and extreme exertion, individuals exhibiting the symptoms of excited delirium are often restrained for their own protection and the protection of others.

Certain restraint positions (i.e. stomach down) may compromise heart and lung functions increasing the risk of death (positional asphyxia). Unless circumstances make it impossible, the person should be restrained in a sitting position while being closely watched. Use of the sitting position permits easier breathing and cardiac function, while affording good positional control over the individual.

Service Procedure 15-09 “Conducted Energy Weapon”

States in part:

6. When the CEW is used in Drive Stun Mode or Full Deployment shall
 - unless circumstances make it impossible, restrain the subject in a sitting position to promote easier and more efficient breathing, monitoring them closely

Recommendation #2

The dangers of neck compressions to be stressed in “Use of Force Training” for recruits and in the annual use of force requalifications for all officers.

Response:

The Service concurs and is in compliance with this recommendation.

Through its annual use of force requalification and recruit training programs, the Service has and continues to address the potential serious injury issues that an application of force to the neck area may cause. Service officers, like all Ontario police officers, are restricted in using the carotid neck restraint technique, due to potential neck related injuries. Officers are trained and advised not to target areas such as the neck and head when striking an individual with their issued baton, due to increased chances of serious injury.

Furthermore, officers are also trained to keep their weight and knees away from the neck when applying a handcuffing and control technique to a prone subject.

The Service is well aware of the issues brought forth in this recommendation and accordingly reinforces their importance to officers through training.

Conclusion:

As a result of the Coroner's Inquest into the Death of Chum Yim and the subsequent jury recommendations, the Service has conducted reviews of Service Governance and training.

In summary, the Service concurs and is in compliance with recommendation #1 and #2 and continues to address these issues through training and education and inclusion of information and direction in Service Governance.

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 and agreed to forward a copy to the Chief Coroner for information.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2010**

**#P251. MEMORANDUM OF UNDERSTANDING – SHARING OF FIBRE
OPTICS BETWEEN THE TORONTO TRANSIT COMMISSION AND
THE TORONTO POLICE SERVICE**

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

Subject: MEMORANDUM OF UNDERSTANDING - SHARING OF FIBRE OPTICS
BETWEEN THE TORONTO TRANSIT COMMISSION AND THE TORONTO
POLICE SERVICE

Recommendations:

It is recommended that:

- (1) the Board approve entering into a five-year memorandum of understanding with the Toronto Transit Commission (TTC) for access to, and use of, the TTC fibre-optic network; and for the TTC's use of the Toronto Police Service's fibre-optic network, where deemed appropriate by the Chief of Police; and
- (2) the Board authorize the Chair to execute the memorandum of understanding with the TTC, subject to approval as to form by the City Solicitor.

Financial Implications:

The Memorandum of Understanding (MOU) with the TTC will not require the Toronto Police Service (TPS) to pay the TTC for any ongoing costs for the use of its fibre-optics network. Only a one-time installation cost for the interconnecting cable from TPS locations to TTC locations is required. The TPS has allocated funding (to a maximum of \$400,000) in the approved In-Car Camera (ICC) capital project for additional networking capacity. Depending on when the MOU is implemented, a portion of the \$400,000 is available for the necessary interconnections (e.g. network devices, cabling and installation) of TPS to the TTC network. TTC staff will manage all installations within TTC locations and all associated costs will be borne by the TPS. The TPS will engage external contractors for all remaining interconnection and installation services between TPS and TTC locations.

The current ICC capital project requires the installation of five additional network connections to support the ICC data requirements. TTC fibre-optics can be used to provide these network connections, thereby avoiding a network circuit rental cost of \$168,000 per year for the five locations.

The current maintenance and support costs of the TPS-owned fibre-optic network was budgeted at \$110,000 in the 2010 operating budget. A cost of \$133,600 has been included in the 2011 budget request, to cover the maintenance of the TPS owned fibre optic network as well as the TTC fibre optics used by the TPS.

Background/Purpose:

TPS-Owned Fibre Network:

At its meeting of September 22, 2006, the Board received a report regarding a CCTV pilot program at the TPS, to be funded from an Ontario Ministry of Community Safety and Correctional Services partnership grant for this purpose (Min. No. P292/06 refers). During the implementation of the CCTV pilot program, fibre-optic cabling was installed by the TPS to facilitate the operation of the cameras during the pilot. The installation of TPS-owned fibre-optic cables avoided the cost of leasing fibre-optics from an external provider. Toronto Hydro installed the required fibre-optic cables for the TPS CCTV pilot project in the entertainment district.

During this same period, the Digital Video Asset Management System (DVAMS) and ICC projects were also being implemented and, as a result, TPS identified a requirement for additional network capacity to support the transfer of video data from the divisional locations to 40 College St. The existing wide area network at TPS locations was unable to accommodate these requirements without additional capacity and consequential higher lease charges from the incumbent service provider. Therefore, to mitigate increased network costs for ICC and DVAMS, additional fibre-optic cabling was installed to connect 14, 51, 52 Divisions and Traffic Services to 40 College Street. Connections were also made to City Hall, Metro Hall and the TTC CCTV system, to allow for distribution of video data throughout the network.

The fibre-optic cabling installed using funds from the CCTV pilot as well as the DVAMS and ICC capital projects is now owned by the TPS and can be used for various initiatives.

Wide Area Network Services:

At its July 2009 meeting, the Board approved Cogeco Data Services Ltd. (Cogeco) as the service provider for wide area network services that would provide an upgraded network that is capable of transporting the data for DVAMS and ICC (Min. No. P212/09 refers). This wide area network services agreement was leveraged through the City of Toronto's agreement with Cogeco for the installation of a long-term leased data network, using fibre-optics, across the City. This network was to have been completed in time to support the continued ICC and DVAMS projects. However, due to delays in the acquisition of necessary permits, completion is now scheduled for July 2012. The current lack of network capacity is affecting the ICC and DVAMS projects, and in order to minimize the impact, an interim solution using the TTC fibre-optics network to provide additional network connections has been identified.

Use of TTC Fibre-Optic Network by the TPS:

The TTC has made available strands of fibre-optic cabling within the subway system where surplus capacity exists. In exchange for these rights, the TTC has requested access to two strands of fibre-optic cable in the TPS-owned fibre-optic network, or on any non-TPS owned network, where possible and contractually allowed by the owner of the fibre network.

Discussion:

Benefits of Using the TTC Fibre-Optic Network:

The TPS/TTC MOU that is being recommended will facilitate the deployment of various systems, including ICC and DVAMS. Use of the TTC fibre-optics will allow connection of the ICC system to 40 College Street. The current data network cannot provide the required data capacity for ICC without the purchase of additional network capacity. The use of the TTC fibre-optics, where available, will allow the deployment of ICC and DVAMS, and will help mitigate additional network rental charges until the wide area network services installation is completed.

The interim use of the TTC fibre-optics will also enhance the operational use of ICC and security CCTV images by TPS divisions and facilities, where connections are available. It also avoids potential network congestion and slow computer response on the core data network that video applications would impose upon our current network. The operational requirements of Video Services are such that a high capacity network with dynamic connections is required. As any public order event occurs, the video surveillance cameras and equipment must be re-located to the location of the event.

The use of the TTC fibre-optics network therefore provides an interim solution that will enable the TPS to meet certain requirements and objectives, until the wide area lease network being implemented by Cogeco is fully implemented.

TPS Fibre-Optic Strategy:

The TPS' long-term strategy is to eventually integrate its current fibre-optic assets to a Service-wide, TPS owned and operated, fibre-optic network with connections to all critical police locations. The main benefits expected from building an integrated Service-wide, TPS owned, fibre optic network are the elimination of the current leased disaster recovery network (and associated costs), and the ability to provide additional network capabilities that are not viable on a vendor-owned and managed network solution. A project for the expansion of the TPS-owned fibre optic network has been included in the TPS' 2011-2020 capital program, starting in 2015. However, the costs (both one-time and on-going) as well as the benefits are still in the process of being refined, confirmed and finalized. Consequently, prior to specific approval of this project, the Board will be provided with a detailed business case for its consideration.

Conclusion:

A MOU between the TPS and the TTC will increase the benefits and value from the financial investments both organizations have and continue to make in their respective fibre-optics infrastructures. It also provides a cost-effective interim solution for the TPS to help meet its requirements with respect to the DVAMS and ICC systems, until the wide area lease network being implemented by Cogeco is completed.

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

The Board approved the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2010**

**#P252. QUARTERLY REPORT: MUNICIPAL FREEDOM OF INFORMATION
AND PROTECTION OF PRIVACY ACT COMPLIANCE: APRIL TO
JUNE 2010**

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

Subject: QUARTERLY REPORT - MUNICIPAL FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT COMPLIANCE: APRIL, MAY AND JUNE 2010.

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

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

Under the Act, compliance refers to the delivery of disclosure through the Freedom of Information process within 30 days of receipt of a request for information. The compliance rates for the period April 1, 2010 to June 30, 2010, divided into three categories as stipulated by the Board, are as follows:

Discussion:

Toronto Police Service
Compliance Rates
April 1, 2010 – June 30, 2010

30-Day	60-Day	90-Day or longer
81.54%	92.39%	94.15%
Requests to be completed during this time period: 1078	199	82
Requests completed: 879	Requests completed: 117	Requests completed: 19
Requests remaining: 199	Requests remaining: 82	Requests remaining: 63

A total of 1078 requests were required to be completed within 30 days. The running totals reflect, for the 30, 60, and 90 day (or longer) periods, the number of requests that were actually completed. The number of incomplete files is carried over as 'requests remaining.'

A further breakdown of requests received April to June, 2010 is as follows:

Category	Total	Description
Individual/Public	667	- Personal
Business	301	- Witness contact information/Memobook notes/911 calls/reports - General reports - Law firms & insurance companies
Association/Group	27	- mental health - Legal - law enforcement to law enforcement agencies (Sec. 32 of MFIPPA)
Government	12	- Industrial accidents, reports, notes, photographs
Academic/Research	1	- University –environmental stressors
Media	3	- Use of social networking websites for investigations - Procedure request - CCTV costs for G/20

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

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

April	2010	81.73%
May	2010	84.86%
June	2010	76.44%

The decrease is a result of Access and Privacy Section members deployed to G/20.

Conclusion:

In summary, this report provides the Board with the *Municipal Freedom of Information and Protection of Privacy Act* compliance rates for April, May and June 2010.

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

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2010**

**#P253. ANNUAL REPORT: RESULTS OF THE 2009 AUDIT OF THE
GENERAL WAREHOUSE, PROPERTY AND EVIDENCE
MANAGEMENT UNIT**

The Board was in receipt of the following report August 05, 2010 from William Blair, Chief of Police:

Subject: AUDIT OF THE GENERAL WAREHOUSE, PROPERTY AND EVIDENCE
MANAGEMENT UNIT

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

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

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

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

Discussion:

In 2009, Audit & Quality Assurance (A&QA) conducted an audit of the General Warehouse of the Property and Evidence Management Unit (PEMU). The scope of the audit included an examination of the main systems and supporting documents along with storage, tracking and disposal of property.

Conclusion:

Overall, A&QA determined that the Service is in compliance with the relevant section of the *PSA* and Ontario Regulation 03/99.

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.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2010**

**#P254. TRIENNIAL REPORT: SKILLS DEVELOPMENT AND LEARNING
PLAN**

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

Subject: TRIENNIAL REPORT - SKILLS DEVELOPMENT AND LEARNING PLAN

Recommendation:

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

Financial Implications:

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

Background/Purpose:

At its meeting of September 28, 2000, the Board requested that every three years the Chief of Police provide the Board with the Service Procedure which implements Adequacy Standards Regulation Policy A1-002 Skills Development and Learning Plan (Min. No. P416/2000 refers).

Discussion:

The Service has had a Skills Development and Learning Plan (SDLP) in place since December 2000. The plan is continually reviewed and updated by the Unit Commander, Toronto Police College (TPC) to ensure it remains consistent with changing legislation, policy, technology and workforce development needs. The plan was last received by the Board at its meeting of October 18, 2007 (Min. No. P304/2007 refers).

The SDLP has been reviewed and amended to incorporate many of the recommendations made by the Employment Systems Review (ESR) reports, and the Final Report of the Specialized Policing Functions Project (SPFP). The Service is committed to ensuring that all members achieve and maintain the knowledge, skills, abilities and confidence to carry out their duties. The SPFP was created to develop a framework for the ongoing development of Service members and to ensure that the associated risks are effectively managed. The development framework supports competent performance of the mission of the Service by ensuring that members achieve and maintain the knowledge, skills, abilities and confidence to carry out their duties, while ensuring that no unqualified member is assigned to a specialized position in contravention of mandated standards.

An additional focus to the project was to advance the concept of long term job satisfaction and career enhancement for all members through cataloguing and disseminating the many diverse and challenging work opportunities within the Service. The development framework supports the retention of members by identifying high-quality, relevant and accessible learning opportunities appropriate to members' current roles and future development. This will enable police officers and civilian members to become more aware of the various specialized functions within the Service to enhance their own careers by completing mandatory training and developing their skills and abilities to meet future job requirements.

An amended draft of Service Procedure 14-01 titled "Skills Development and Learning Plan" developed through the SPFP, addressing adequacy standards in this area, is near completion and after final stakeholder sign-off will be forwarded for publication. Including the SDLP in Service procedures will ensure that this important document is more accessible to members and their managers.

Conclusion:

The revised version of the Skills Development Learning Plan incorporates current Legislation and key recommendations from Employment Systems Review reports, and the Final Report of the Specialized Policing Functions Project.

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

The Board received the foregoing report.



Toronto Police Service

Skills Development and Learning Plan

In compliance with the Regulation on Adequate and Effective Police Services
(O.Reg. 3/99) Section 33

(Revised 2010.08.16)

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Revision History

Date of Revision	Summary of Revision	Person Responsible
2001-11-07	<ul style="list-style-type: none"> • Updated to reflect Ministry accreditation granted to all required courses, • Training allocation priorities added, • Field Training updated to reflect current program, • Accreditation through knowledge and skills updated to reflect current practice, • First Aid/CPR re-certification added to Advanced Patrol Training 	Charles Lawrence #87438 Manager of Training & Development
2004-08-16	<ul style="list-style-type: none"> • Updated to incorporate former rules: <ul style="list-style-type: none"> - 5.6.0 'First Aid Training'; and - 6.12.0 'Courses, Conferences, Seminars, Workshops' • Updated to include: <ul style="list-style-type: none"> - Appendix A Specific Training Requirements and Recommendations; - Appendix B Training Development and Approval Procedure, TPC Policy #6; - Appendix C Training Records, TPC Policy #7; and - Appendix D Measures to Minimize Risk in Training non-Toronto Police Service. 	Charles Lawrence #87438 Manager of Training & Development
2005-02-21	<ul style="list-style-type: none"> • Ministry and Service Accreditation added to Appendix A • Service Accreditations added • Major Case Management updated 	Charles Lawrence #87438 Manager of Training & Development

Date of Revision	Summary of Revision	Person Responsible
2007-07-30	<p>Amended to reflect the “Review of Police Training”, 2006 City of Toronto Audit Report on Training. Note that the numbers attached to each recommendation align with those of the aforementioned audit. Recommendations that have been incorporated into the text of the document follow:</p> <p>#1 The Chief of Police review the management structure of the training program at the Police Service in order to ensure that accountability and responsibility for the training program throughout the Police Service are clearly defined and, if considered appropriate, assigned to one individual. This individual should be at the appropriate command level, be capable of providing leadership to ensure and enforce appropriate management, compliance, integration of information technology support, and financial controls in all areas of the training program.</p> <p>The Superintendent in charge of the T&E Unit is accountable and responsible for all training programs throughout the Service.</p> <p>#3 The Chief of Police ensure that the total costs of all training are summarized, accounted and budgeted for and disclosed separately. The training costs should include all training provided by the Toronto Police Service including training provided by the specialized units, training provided by divisional training sergeants, and costs relating to the organization of various conferences and seminars. Such training costs should be benchmarked against other major police services within Canada, the US and the UK.</p> <p>All costs of training will be captured and reviewed by the Superintendent of T&E.</p>	F. Darren Smith Superintendent #2411, Unit Commander, Training & Education

Date of Revision	Summary of Revision	Person Responsible
2007-07-30	<p>#4 The Chief of Police ensure that the Toronto Police Service is in compliance with the Equipment and Use of Force Regulation of the Police Services Act. The training program at the Training and Education Unit be amended to accommodate legislative requirements. The Service is in compliance and the Skills Development and Learning Plan (SDLP) has been amended to reflect the twelve month interval.</p> <p>#7 The Chief of Police direct all Unit Commanders that under no circumstances should there be any contravention of the Policy (Policy 14-03) relating to coach officers. Only first class constables who are qualified and trained pursuant to Policy 14-03 should be assigned as coach officers. Only qualified and trained members will be assigned as coach officers.</p> <p>#8 The Chief of Police direct the Training and Education Unit to set up an internal control management information process to ensure that only qualified officers attend the coach officers course. Non-qualified officers not be permitted to attend the coaching course. Only members with the pre-requisites will qualify to attend coach officer training.</p> <p>#9 The Chief of Police determine, on an ongoing basis, the projected longer term requirements for trained police coach officers. The analysis takes into account those police officers who have received coach officer training but who are no longer eligible to perform coaching responsibilities. The Training and Education Unit be required to amend the number of training courses provided for coach officers in order to meet projected demands. Courses for Coach Officer training will be provided as required.</p>	F. Darren Smith Superintendent #2411, Unit Commander, Training & Education

Date of Revision	Summary of Revision	Person Responsible
2007-07-30	<p>#15 The Chief of Police ensure that training is being provided for all high priority courses. Lower priority courses not be provided when there are shortfalls in meeting demands for high priority courses. Lower priority courses will be cancelled and high priority courses will be delivered as required.</p> <p>#16 The Chief of Police ensure that, wherever possible, Toronto police officer attendance at each Advanced Patrol Training Course is maximized taking into account operational requirements. Members must attend training when scheduled.</p> <p>#17 The Chief of Police review the content of the Advanced Patrol Training Course in order to ensure that the training provided is relevant and required on an annual basis. For non-mandatory training, consideration be given to providing such training either through an e-learning facility or by training sergeants at the divisions. E-learning has been included as a training strategy.</p> <p>#18 The Chief of Police ensure that Toronto police officers be permitted to attend training courses only if the required prerequisite qualifications have been met. Prerequisite qualifications include attendance at a prior course or a requirement that officers be at a certain rank within the Toronto Police Service. The Training and Education Unit be assigned responsibility to ensure that this takes place. The Superintendent of T&E will ensure that only those members meeting prerequisite qualifications are allowed to attend courses.</p>	F. Darren Smith Superintendent #2411, Unit Commander, Training & Education

Date of Revision	Summary of Revision	Person Responsible
2007-07-30	<p>#19 The Chief of Police direct that attendance by Toronto police officers for specific training be verified based on a predetermined approved demand. Toronto Police officers not be provided training in areas which are not relevant to their current and short-term future responsibilities. Criteria be established to determine the most appropriate time period for required training prior to an officer assuming the relevant responsibilities.</p> <p>The Superintendent of T&E will ensure that members receive training that is relevant to their current or short-term probable assignments.</p> <p>#20 The Chief of Police evaluate all training courses at the Toronto Police Service, including those courses delivered by the specialized units in order to ensure that the length and content of all such courses is appropriate. In particular, the Chief of Police review the scenes of crime officer training to determine the need and the value of the extensive field training provided by the Toronto Police Service.</p> <p>The Superintendent of T&E will ensure that all courses are evaluated and that the length of training is as appropriate</p>	F. Darren Smith Superintendent #2411, Unit Commander, Training & Education

Date of Revision	Summary of Revision	Person Responsible
2007.07.30	<p>#29 The Chief of Police assess the training programs delivered by the Training and Education Unit to determine whether or not there are alternative and more cost effective methods of delivery. All new training requirements be evaluated in regard to the most appropriate method of delivery. In addition, the concept of e-learning should be further developed particularly for “refresher” training. Procedures be developed in regards to the evaluation of e-learning opportunities, as well as the scheduling of such training. In addition, the increased use of simulation training should also be reviewed and special consideration be given to an evaluation of the simulation training technology currently in use in the UK and elsewhere. E-learning is included as a training strategy and all courses will be monitored to ensure best practices.</p> <p>#30 The Chief of Police ensure that Toronto police officers who have been assigned instructional responsibilities have attended the required “train the trainer” courses or their equivalent. The Superintendent of T&E will ensure that instructors receive train-the-trainer courses.</p> <p>#38 The Chief of Police review the policy relating to the reimbursement of tuition fees for Toronto police officers attending university or college courses and direct that any reimbursement of tuition fees to Toronto police officers be restricted to those university or college courses directly related to the policing responsibilities of the officer. Reimbursement is restricted to courses directly related to policing responsibilities.</p>	F. Darren Smith Superintendent #2411, Unit Commander, Training & Education

Rationale

Originally developed as a requirement of provincial Adequacy Standards legislation, the Service's SDLP has evolved as impacted by new legislation, recommendations from external audits, reviews, and internal initiatives.

Section 33 of the Police Services Act Adequacy and Effectiveness Regulation (O. Reg. 3/99) requires every police service to have a skills development and learning plan that addresses:

- the plan's objectives;
- the implementation of a program to coach or mentor new officers;
- the development and maintenance of the knowledge, skills and abilities of members of the police force, including,
 - the police force's criminal investigators,
 - members of the police force who provide investigative support functions, (scenes of crime analysis, forensic identification, canine tracking, technical collision investigation and reconstruction, breath analysis, physical surveillance, electronic interception, video and photographic surveillance, polygraph and behavioural science).
 - members of a public order unit, and
 - members of the police force who provide any emergency response service referred to in sections 21 and 22 (tactical unit, hostage rescue team, major incident commanders, crisis negotiators, police explosive forced entry technicians, explosive disposal technicians, and preliminary perimeter control and containment).

1. The Adequacy and Effectiveness Regulation also requires that after January 1, 2001, members assigned to specific policing jobs listed in the regulation must:

- have completed required "training accredited by the Ministry of the Solicitor General", now the "Ministry of Community Safety and Correctional Services" (the "Ministry"); or
- possess specified competencies (knowledge, skills and abilities) accredited by the Ministry.

to be selected for or remain in those jobs.

2. The jobs that require Ministry accreditation are:

- Crisis Negotiators;
- Major Incident Commanders;
- Tactical Response Officers;
- Hostage Rescue Teams;

- Perimeter Control and Containment Teams (Note: These teams are not mandatory and the Toronto Police Service does not have such teams.);
- Scenes of Crime Officers;
- Forensic Identification Officers;
- Criminal Investigators;
- Communicators/Dispatchers; and
- Communication Supervisors.

3. Further provisions require every Chief of Police to ensure that:

- supervisors have the knowledge, skills and abilities to supervise (s. 10);
- court security personnel have the knowledge, skills and abilities to perform this function (s.16);
- police explosive forced entry technicians and explosive disposal technicians have and maintain the appropriate knowledge, skills and abilities for their work (s. 25);
- persons providing investigative support other than scenes of crime analysis or forensic identification have the knowledge, skills and abilities to provide that support (s. 14);
- members of its public order unit, have the appropriate knowledge, skills and abilities to provide the services of the public order unit (s. 19); and
- that a person to whom a supervisor assigns an occurrence listed in the Criminal Investigation Management Plan (required by s. 11) whether or not a criminal investigator, has the knowledge, skills and abilities to investigate that type of occurrence (s, 11).

4. Other training is mandatory under the following provincial regulations or standards:

- *Police Services Act Use of Force Regulation (R.R.O. 1990, Reg. 926)*
Members who may be required to use force on another person must successfully complete use of force re-qualification every twelve months. Members who are authorized to carry a firearm shall, at least once every twelve months, successfully complete firearms re-qualification. This training and re-qualification is integrated into the Crisis Resolution Officer Safety (CROS) Course and is also delivered as a stand-alone Use of Force course.

If other weapons are issued, officers must be trained in their safe use and successfully complete re-qualification training every twelve months.

- *Police Services Act Suspect Apprehension Pursuit Regulation O. Reg. 546/99)*
Communicators/Dispatchers, Communication Supervisors and police officers must have Ministry accredited Suspect Apprehension Pursuit training.
- *Ontario Major Case Management Regulation (O. Reg. 354/04)*
Investigators/case managers, multi-jurisdictional case managers, and software users must complete Ministry accredited training.

5. The following training or accreditation is mandatory under TPS Policy or Procedure:

- *Police Vehicle Operations (Procedure 15-11):*
All members require a “blue card” and may require vehicle-specific training on the safe operation of a wide range of vehicles, including cars, motorcycles, trucks, trailers, buses, and bicycles.
- *Specialist Criminal Investigators (TPS Criminal Investigation Management Plan and Procedures):*

Sexual Assault Criminal Investigators must be accredited. (Procedure 05–05)

Child Abuse Criminal Investigators must be accredited. (Procedure 05–06)

Domestic Violence Criminal Investigators must be accredited. (Procedure 05–04)

Drug Criminal Investigators must be accredited. (Procedure 05–30)

Level 2 Human Source Management handlers must be accredited. (Procedure 04–35)

- *Policing and Diversity Training (Procedure 14-16):*
All police officers and other members must complete this training. It is integrated into the Advanced Patrol Training (APT) course and delivered as a stand-alone course.
- *Coach Officers (Procedure 14-03):*
They must complete the required course.
- *Crisis Resolution Training:*
All police officers must complete this training which is integrated into the Advanced Patrol Training (APT) course.
- *Ethics Training:*
All members of the Service will attend a course on ethics, integrity and corruption as per Judge Ferguson’s report. It is integrated into the Advanced Patrol Training (APT) course and delivered as a stand-alone course.
- *First Aid/CPR:*
Designated members must maintain current certification. It is integrated into the Advanced Patrol Training (APT) course and delivered as a stand-alone course.

In addition to the above listed police-specific training, the Service is subject to other legislated training under workplace safety and similar legislation. In keeping with the Cardiac Safe City Program, training is required for the Automated External Defibrillator (AED) machine.

The Skills Development and Learning Plan's Objectives

The Toronto Police Service SDLP's objectives are to help ensure the highest quality police service for the citizens of Toronto by:

- describing the skills or training requirements for various positions within the Service; and
- assisting members and supervisors to get the skills development and learning opportunities they need to provide high-quality, safe, and effective police service.

The development and maintenance of the knowledge, skills and abilities of members of the police service is the duty of each member supported by supervisory and training staff and the skills development and learning system. The skills development and learning system makes use of internal and external police training resources along with the broader educational sector, which includes community colleges, universities, training partnerships and flexible training delivery methods.

The skills development and learning system is a strategic and systematic training and staff development program, administered by the TPCt, based on risk management principles, legislated requirements and professional operational needs. Training, educational leaves of absence, developmental job laterals and other learning opportunities are only allocated to train members to do their job better, or develop them for future probable assignments. All staff development opportunities must support the goals of the Service. Training will be provided for higher priority courses. Lower priority courses will not be provided when there are short falls in meeting demands for high priority courses. Members will not attend training in areas not relevant to their current and or short-term future responsibilities. Members are only permitted to attend training if the required pre-requisite qualifications have been met. Pre-requisites are clearly set out in the relevant Course Training Standard. Members shall attend training when scheduled.

The TPC is accountable and responsible for all training programs throughout the Service, to provide leadership, to ensure and enforce appropriate management, compliance, integration of information technology support and financial controls in all areas of Service training. Training will be delivered in the most cost effective manner. TPC will evaluate all training courses including those courses delivered by specialized units in order to ensure that the length and content of all such courses is appropriate. TPC will ensure that training methods reflect best practices and are the most cost effective available.

Unit commanders will ensure that the total cost of all training is summarized, accounted and budgeted for, including training provided by specialized units, divisional training sergeants, conferences and seminars.

The skills development and learning system includes:

- an ongoing systematic service-wide training needs assessment
- a training design and approval system to ensure that training needs are addressed by course offerings. All courses must be approved by the TPC according to the direction as stipulated in Appendix B
- a comprehensive and consistent evaluation system for training programs. All training must be evaluated according to the process set out in Appendix B
- a reporting system to allow management to assess the quantity, value and relevance of all training initiatives. All courses must be on record with TPC according to the process set out in Appendix C

Learning opportunities are allocated according to the following priorities:

<i>Priority</i>	Rationale
1	<i>Required by law or TPS Standard</i>
2	Required to ensure member or public safety
3	Training allowing member to perform current duties better, and is cost effective.
4	Training is desirable to develop member for future probable work assignment
5	Personal interest – anything else

Ministry Accreditation

The Toronto Police Service jobs listed in Appendix A that require Ministry accreditation are:

- Crisis Negotiators
- Major Incident Commanders
- Tactical Response Officers
- Hostage Rescue Teams
- Scenes of Crime Officers
- Forensic Identification Officers
- Criminal Investigators
- Communicators/Dispatchers
- Communication Supervisors

Service Accreditation

Under the direction of the Superintendent of the TPC, the Manager of Training and Development accredits Service and non-Ministry accredited external training. Jobs requiring Service accreditation are designated in Appendix A. The Manager of Training and Development is responsible for the development of any Service Core Competencies to assist Unit Commanders

to ensure that members assigned to jobs with required skills or training other than those requiring Ministry accreditation have the knowledge, skills and abilities to carry out their roles.

Accreditation Through Training

If a member has successfully completed a Ministry or Service accredited training program, he or she is automatically accredited. Successful completion of training means that the member has met the training standards of the course as evaluated by the member and trainer(s) and the member is confident in his or her ability to apply the course material to their current or future job function.

Service courses in the following areas have been granted Ministry accreditation:

- Crisis Negotiators;
- Major Incident Commanders;
- Tactical Response Officers;
- Hostage Rescue Teams;
- Scenes of Crime Officers;
- Perimeter Control and Containment (The Toronto Police Service provides this training to other Ontario police services.);
- Criminal Investigators;
- Communicators/Dispatchers;
- COMMUNICATION SUPERVISORS; AND
- Canadian Police College and Ontario Police College Forensic Identification Courses.

Accreditation Through Equivalent Qualifications and Skills

It may be possible for a member to be accredited by comparing the member's qualifications and skills with the Ministry or Service Core Competencies for the function. It is important to note that some accreditations require the member to complete specific training. Appendix A specifies which accreditations require training, and which have equivalencies. The Manager of Training and Development is responsible for the development of any Service accreditations and supporting Core Competencies. Where there is an equivalency, the accreditation process is as follows:

- An experienced field manager with responsibility for the function or 'assessor' will compare the member's qualifications and skills to the Ministry or Service Core Competencies, to decide if the member should be recommended to the Toronto Police College for accreditation. Following this, the assessor will forward a TPS 649, to their Unit Commander that states that the subject member's qualifications and skills have been compared with the core competencies and the member is recommended to be accredited. If the Unit Commander concurs with this he/she should endorse the recommendation and forward it to the Manager of Training and Development, TPC.

Upon receipt of the TPS 649, the Manager of Training and Development will:

- if the member is deemed to be qualified, add the accreditation to the appropriate area in the Human Resource Management System (HRMS); or
- if the member is not deemed to be qualified assist the member's Unit Commander to arrange for the member to receive the necessary training.

Service unit commanders and supervisors have the necessary access to the Human Resources Management System (HRMS), to enable them to ensure that only accredited personnel are assigned to jobs requiring Ministry or Service accreditation.

Courses, Conferences, Seminars and Workshops

Members must adhere to Procedure 14-36, "Participation in a Learning Opportunity". Service members attending courses, seminars or conferences other than at TPC are required to submit a written report within 14 days through their unit commander to the unit commander of TPC. Each report shall include an outline of the course content, the benefits derived by the member and to the Service and a recommendation for future attendance.

Members may obtain reimbursement, to the extent of 50% of the cost of tuition/registration fees, for successfully completing an approved learning opportunity such as a course, conference, seminar or workshop. The learning opportunity must be directly related to the responsibilities of the member and be of benefit to the member's current assignment or intended to develop the member to carry out a future probable assignment with the Service. The learning opportunity must be cost-effective and delivered by an institution approved by TPC. Where a learning opportunity is available in the Greater Toronto Area (GTA) and the member requests to take one outside of the GTA, the maximum reimbursement will be the lesser of 50% of the actual cost of tuition or 50% of the cost of a similar program delivered within the GTA.

Supervisors who are approved to participate in the Service's Leadership Development Program are eligible for 100% reimbursement of the cost of admission fees, tuition and books.

Members shall not be absent from duty at the expense of the Service to attend learning opportunities reimbursed under this provision except when authorized by the Chief of Police. Supervisors may permit members to take time off to attend approved learning opportunities provided that the operation of their unit will not be adversely affected. Such time off shall be deducted from the member's accumulated lieu time.

The member must receive prior written approval to participate in the learning opportunity from their unit commander and the Superintendent of the TPC. Application for reimbursement shall be made for each course or program, separately. When seeking reimbursement for a prior approved course or program, members will submit proof of successful completion and fees paid, to the TPC within thirty days of receiving written notification of having successfully completed the learning opportunity. Application for reimbursement shall be made for each successfully completed course separately on the approved 'TPS' form.

The TPS Program to Coach or Mentor New Officers

The Service has a Police Recruit Field Training Program, described in Service Procedure “14-03” (Coach Officers), to coach or mentor new officers. This is a process which is designed to produce competent and confident police officers to serve the community by providing law enforcement services in a safe and effective manner. The TPC will ensure that only qualified officers attend the Coach Officer Course.

Recruit training begins with careful selection and orientation, and progresses through classroom, practical, and simulation training at the Ontario Police College and the TPC. This training may be supplemented by assignments and other alternate learning opportunities including e-learning.

The Field Training Program continues the learning process by providing each new constable with the opportunity to apply the attitudes, skills and knowledge they have learned to actual policing situations under the guidance and direction of a trained coach officer. Each division has a training sergeant to be the liaison between the college and the concerned division.

In addition, the following process was implemented as of 2006.09.11:

All probationary (fourth-class) police officers shall work a minimum of one cycle in each of the community response (CRU) and traffic (TRU) functions. These deployments will take place after the ten-week field training program is complete. The officers will be placed with an experienced member of the CRU/TRU in order to get the full benefit of the work experience. Unit commanders will be responsible for ensuring that these deployments take place before the officers are reclassified to third class, and that the deployments are recorded in HRMS. The order (whether CRU or TRU deployment occurs first) is at the discretion of the unit commander.

An appropriate number of probationary officers will continue to be deployed permanently to Traffic Services. Probationary officers assigned to Traffic Services will be assigned to a division for the initial ten-week field training program and will be assigned to a divisional coach officer for that time. The Staff Planning Unit will detail each probationary Traffic Services officer to a division for that period.

When possible, divisional probationary officers will be assigned to Traffic Services for the “traffic” portion of their experience. This will be most effective when Traffic Services probationary officers are serving their field training period in the divisions. Securing positions at Traffic Services will be the joint responsibility of the divisional and traffic unit commanders and their administrative staff.

Probationary officers’ evaluations (after the ten-week field training program) will continue to be completed by the officers’ platoon supervisors. The platoon supervisors will be required to consult with the CRU, TRU and/or TSV supervisors responsible for them during the periods of deployment to community and traffic duties, and to reflect the comments of those supervisors on the appropriate appraisal form.

Scope of the SDLP

Internal training is provided by co-worker coaches, supervisors, unit trainers and staff from the TPC. External training is provided by the Canadian and Ontario Police Colleges, Criminal Intelligence Service of Ontario (CISO), other law enforcement agencies and the broader educational sector. This will help ensure the development and maintenance of the knowledge, skills and abilities of members of the police force. All training assessment and standards are the responsibility of the TPC. The required or recommended skills or training for various positions within the Service are referenced in the attached Skills Development and Learning System - Specific Training Requirements and Accreditations. (See Appendix A).

Appendix A

Specific Training Requirements and Accreditations

Description of Function	Required Training or Equivalent
Behavioural Science	The Ontario Provincial Police provides this investigative support.
Breath Analysis	Have the knowledge, skills and abilities to provide that support and meets the requirements to be designated as a “qualified technician” by the Attorney General pursuant to section 254 of the Criminal Code of Canada.
Booking Officers	Toronto Police Service Booking Officer Course.
Canine Tracking	Have the knowledge, skills and abilities to provide that support and has completed the Toronto Police Service Basic Canine Training Course.
Criminal Investigator <i>(Ministry Accreditation)</i>	<p>Must meet Ministry accreditation for Criminal Investigator through training or equivalent qualifications/skills.</p> <p>Training:</p> <ul style="list-style-type: none"> • Toronto Police Service General Investigation Training delivered by Training and Education Unit; or • Ontario Police College General Investigative Techniques Course; or • Ontario Police College Criminal Investigation Course. <p>Equivalent: Equivalent qualifications and skills as approved by the Ministry according to assessment process.</p>
Child Abuse Investigator <i>(Service Accreditation)</i>	<p>Must meet Ministry accreditation for Criminal Investigator plus the following training.</p> <p>Training: Toronto Police Service Sexual Assault/Child Abuse Course.</p> <p>Equivalent: None.</p>
Civilian Supervisors	Toronto Police Service Supervisory Leadership Course.

<p>Coach Officer</p>	<p>Must meet Toronto Police Service standards.</p> <p>Training: Toronto Police Service Coach Officer Course or Ontario Police College Coach Officer Course.</p> <p>Equivalent: None.</p>
<p>Communicators/ Dispatchers <i>(Ministry Accreditation)</i></p>	<p>Must meet Ministry accreditation for Communicators/Dispatchers through training or equivalent qualifications/skills.</p> <p>Training: Toronto Police Service Police Communications Operator Course which includes protocols and conflict resolution related to persons who may be emotionally disturbed, or may have a mental illness or developmental disability.</p> <p>Equivalent: Equivalent qualifications and skills as approved by the Ministry according to assessment process.</p>
<p>Communication Supervisors <i>(Ministry Accreditation)</i></p>	<p>Must meet Ministry accreditation for Communication Supervisors through training or equivalent qualifications/skills.</p> <p>Training: Toronto Police Service Supervisor Systems Course which includes protocols and conflict resolution related to persons who may be emotionally disturbed, or may have a mental illness or developmental disability.</p> <p>Equivalent: Equivalent qualifications and skills as approved by the Ministry according to assessment process.</p>
<p>Court Security Officers</p>	<p>Toronto Police Service Court Officer training courses.</p>
<p>Crisis Negotiators <i>(Ministry Accreditation)</i></p>	<p>Must meet Ministry accreditation for Crisis Negotiators through training or equivalent qualifications/skills.</p> <p>Training: Toronto Police Service Crisis Negotiator and Refresher course.</p> <p>Equivalent: Equivalent qualifications and skills as approved by the Ministry according to assessment process.</p>

Crisis Resolution Training	Toronto Police Service Crisis Resolution training includes protocols, conflict resolution and use of force training related to persons who may be emotionally disturbed, or who may have a mental illness or developmental disability. This training is included in the Crisis Resolution Officer Safety (CROS) Course, Basic Constable Course and in the stand alone Use-of-Force course.
Domestic Violence Investigator <i>(Service Accreditation)</i>	Must meet Ministry accreditation for Criminal Investigator plus the following training. Training: Ministry approved Domestic Violence Investigator Course delivered by Training and Education Unit. Equivalent: None.
Drug Investigator <i>(Service Accreditation)</i>	Must meet Ministry accreditation for Criminal Investigator plus the following training or equivalent: Training: Ontario Police College Drug Investigation Course. Equivalent: Equivalent qualifications and skills as approved by the Toronto Police Service according to assessment process.
Electronic Interception	Have the knowledge, skills and abilities to provide that support.
Ethics	All members of the Service shall be required to attend a course on ethics, integrity and corruption. The course should include lectures on the forms, causes and prevention of serious police misconduct and corruption and recognized procedures that may be employed to detect and investigate same and deal with complaints of serious misconduct.
First Aid/CPR	Standard First Aid and Level “C” CPR training for divisional and traffic sergeants, constables, cadets, court officers, parking enforcement officers, summons servers, custodial officers, station duty operators, tow truck drivers and any other members as required by the Workplace Safety and Insurance Act.

<p><i>FORENSIC IDENTIFICATION</i> (Ministry Accreditation)</p>	<p>Must meet Ministry accreditation for Forensic Identification through training or equivalent qualifications/skills.</p> <p>Training:</p> <ul style="list-style-type: none"> • Ontario Police College Forensic Identification course; or • Canadian Police College Forensic Identification course. <p>Equivalent: Equivalent qualifications and skills as approved by the Ministry according to assessment process.</p>
<p>Hostage Rescue Teams (Ministry Accreditation)</p>	<p>Must meet Ministry accreditation for Hostage Rescue Officers through training or equivalent qualifications/skills.</p> <p>Training: Toronto Police Service Hostage Rescue course.</p> <p>Equivalent: Equivalent qualifications and skills as approved by the Ministry according to assessment process.</p>
<p>Level 2 Human Source Handlers (Service Accreditation)</p>	<p>Must meet the Toronto Police Service Core Competencies for level 2 source handler.</p> <p>Training: Criminal Intelligence Service of Ontario (CISO) Human Source Development Course</p> <p>Equivalent: None</p>
<p>Major Case Primary Investigator</p>	<p>Must meet Ministry accreditation for Criminal Investigator and the requirements set out in the standards contained in the Ontario Major Case Management Manual.</p> <p>Training: Ontario Major Case Management Course.</p> <p>Equivalent: None.</p>

<p>Major Case File Co-ordinator</p>	<p>Must meet Ministry accreditation for Criminal Investigator and the requirements set out in the standards contained in the Ontario Major Case Management Manual.</p> <p>Training:</p> <p>Ontario Major Case Management Course</p> <p>Equivalent:</p> <p>None.</p>
<p>Major Incident Commanders <i>(Ministry Accreditation)</i></p>	<p>Must meet Ministry accreditation for Major Incident Commander through training or equivalent qualifications/skills.</p> <p>Training:</p> <p>Toronto Police Service Commander’s Course – Hostage Barricaded Persons.</p> <p>Equivalent:</p> <p>Equivalent qualifications and skills as approved by the Ministry according to assessment process.</p>
<p>Multi-jurisdictional Major Case Manager</p>	<p>Must meet Ministry accreditation for Criminal Investigator and the requirements set out in the standards contained in the Ontario Major Case Management Manual.</p> <p>Training:</p> <p>Ontario Major Case Management Course.</p> <p>Equivalent:</p> <p>None.</p>
<p><i>ONTARIO MAJOR CASE MANAGER</i></p>	<p>Must meet Ministry accreditation for Criminal Investigator plus the training O. Reg. 354/04 and the use of Powercase (Mandatory 2005.01.01 per PSA).</p> <p>Training:</p> <p>Toronto Police Service Ontario Major Case Management Courses</p> <p>Equivalent:</p> <p>None.</p>
<p>Perimeter Control and Containment Teams <i>(Ministry Accreditation)</i></p>	<p>The Service does not have any Perimeter Control and Containment Teams as described in the Regulation.</p>

Physical Surveillance	Have the knowledge, skills and abilities to provide that support.
Police Explosive Forced Entry Technicians and Explosive Disposal Technicians	Canadian Forces Explosive Ordinance Disposal Training plus Canadian Police College Basic Explosive Technicians course along with tri-annual re-certification. Canadian Police College Explosives Rescue Training.
Police Officer Supervisors	Toronto Police Service Supervisory Leadership Course.
Policing and Diversity Training	Toronto Police Service Uniform or Civilian Policing and Diversity training.

Polygraph	Have the knowledge, skills and abilities to provide that support and has completed the Canadian Police College Polygraph course.
Public Order Unit	Toronto Police Service Public Order training courses.
Sexual Assault Criminal Investigator <i>(Service Accreditation)</i>	<p>Must meet Ministry accreditation for Criminal Investigator plus the following training.</p> <p>Training:</p> <ul style="list-style-type: none"> • Toronto Police Service Sexual Assault Investigators Course (adult victims). • Toronto Police Service Child Abuse Investigators Course (child victims) <p>Note: The Sexual Assault Investigators Course is pre-requisite for the Child Abuse Investigators Course</p> <p>Equivalent: None.</p>
Scenes of Crime Analysis <i>(Ministry Accreditation)</i>	<p>Must meet Ministry accreditation for Scenes of Crime Officer through training or equivalent qualifications/skills.</p> <p>Training:</p> <ul style="list-style-type: none"> • Toronto Police Service Scenes of Crime Officer course; or • Ontario Police College Scenes of Crime Officer course. <p>Equivalent: Equivalent qualifications and skills as approved by the Ministry according to assessment process.</p>
Suspect Apprehension Pursuit Training	Toronto Police Service Suspect Apprehension Pursuit course which is Ministry accredited.
Trainer Training	Instructional Techniques and Adult Education Facilitator training

	appropriate to their role.
Tactical Response Officers <i>(Ministry Accreditation)</i>	Must meet Ministry accreditation for Tactical Response Officers through training or equivalent qualifications/skills. Training: Toronto Police Service Basic Tactical Orientation course. Equivalent: Equivalent qualifications and skills as approved by the Ministry according to assessment process.

<p>Technical Collision Investigation And Reconstruction</p>	<p>Have the knowledge, skills and abilities to provide that support and meets the requirements for designation set out in the Toronto Police Service Traffic Services Collision Reconstruction Program – Operations Manual.</p>
<p>Use of Force Training</p>	<p>The Toronto Police Service Use of Force Re-qualification is conducted in compliance with R.O. 1990, Regulation 926, as amended. Every member of the Service who is authorized or required to use force shall, at least once every twelve months, successfully complete re-qualification training. This training is included in the Basic Constable Course, Court Officer Recruit Training, Special Constable Recruit Training, Use-of-Force re-qualification, Crisis Resolution Officer Safety (CROS) and all specialized firearms courses. In addition, every member of the Service who is authorized to carry a firearm or weapon shall, at least every twelve months, successfully complete training on the use of that firearm.</p> <p>When other weapons are issued to members, members must be trained in their safe use and successfully complete re-qualification training every twelve months.</p>
<p>Video And Photographic Surveillance</p>	<p>Have the knowledge, skills and abilities to provide that support.</p>

Appendix B

Training Development and Approval Procedure

To ensure that the training needs of all members are met in a cost-effective manner, the Service will assess the need for and the value of every training activity. The following questions must be applied in any training plan.

1. Which members need particular training?
2. To what extent do the members need the training?
3. To what extent did the members receive the training they needed when they needed it?
4. To what extent was the training adequate, effective, and appropriate?
5. To what extent was the training cost-effective?

Training resources must be used in a cost-effective manner consistent with Service Priorities. To assist this process, the following *Training Approval Business Case* will be used when developing any new training activity or significantly changing an existing one. Significant change includes any change that affects the financial or human resources required to deliver training, such as:

- the duration of a learning event;
- the content of a learning event;
- the class size;
- the instructor to student ratio; or
- equipment or materials used in delivering the activity.

The training approval business case will be submitted through the Unit Commander of the developing unit to the Superintendent of the TPC for approval.

When the Training Approval Business Case has been approved, a new or revised Course Training Standard (CTS) and Training Plan must be submitted to the TPC for approval as soon as possible. The Training Approval Business Case, along with examples and templates of Training Standards and other forms are available on the Service Intranet site under 'Unit Project Drives'. Select Training and then Course Training Standards to access the documents.

Course Training Standards

A CTS is a description of a course, including an outline of the material to be covered, the objectives to be attained, and the criteria that must be met.

The training standard includes:

- basic descriptive information about the course;
- the purpose of the course;
- the targeted learner group;
- the quantity and quality of the subject matter being taught to the course participants;
- the measurement criteria by which the subject matter/course material will be evaluated;
- and
- the objectives to be achieved by course participants by the end of the training session.

Questions on how to complete the attached template can be directed to the TPC.

Each heading must be completed in accordance with the instructions and samples provided. A sample document showing how each topic should be completed has been appended to this document. The samples are for the user's convenience only and must not be submitted with the completed documents. The summary form and syllabus are self-explanatory.

One copy of each section of the document is provided. It may be necessary for the user to copy sections where more than one is needed.

While each course will also have topic lesson plans, they are **not** required to be submitted to the Toronto Police College. A copy of each topic lesson plan must be filed within each training section or unit and be available for review by TPC.

The following terminologies will be used when developing courses:

COURSE: Course name.

COURSE CODE: Assigned by the Registrar once course is approved.

RATIONALE: Explain the reasons for the training. If the training is required by law or by policy, include specific information and a copy of the provision. What Service goal does this training help attain, or what risk does it help reduce?

LEARNER GROUP: Whom the training is intended for. Include rank, classification, job function, unit, etc. How many members needing training are included in the learner group?

DURATION: How long is the course? Specify hours, days or periods. If days or periods; specify length.

PRE-REQUISITES: Note any courses that need to be completed prior to this training, minimum rank, minimum service requirements, etc.

OBJECTIVES: A general description of the overall course objectives or what the learner will gain from taking the course.

DELIVERY METHOD: Classroom, Live Link, Rollcall, video, computer-based learning, etc.

EVALUATION STANDARDS: How are the students tested to ensure they meet the standard?

CLASS SIZE: What determines class size? Is it based on instructional method, classroom size, and equipment? How flexible is the class size? If possible, indicate the minimum and maximum number of students per class.

REFERENCES: (Required books or other reference material.)

RESOURCES REQUIRED: Vehicles, chalkboards, PowerPoint, video, flip charts, etc. Cost and budget implications, of all material and resources required.

INSTRUCTORS: Instructional and other staff required to support the training, field instructors, consultants, in house instructors. Specify cost for all external instructors.

Toronto Police Service Training Approval Business Case

Proposal for New Course Proposal to Delete Course Proposal to Change Course

COURSE	SECTION
LEARNER GROUP	NUMBER OF LEARNERS
EXTENT OF TRAINING REQUIRED	
RATIONALE FOR	
REASON FOR DELETION OR CHANGE	
DESCRIBE HOW PROPOSED TRAINING ADDRESSES THE NEED	
COURSE DURATION	CLASS SIZE
FORMAT	LOCATION
HUMAN RESOURCES REQUIRED FOR DEVELOPMENT	
OTHER RESOURCES REQUIRED FOR DEVELOPMENT	
HUMAN RESOURCES REQUIRED FOR DELIVERY	
OTHER RESOURCES REQUIRED FOR DELIVERY	
SECTION HEAD or UNIT COMMANDER	DATE
TPC TRAINING MANAGER	DATE
TPC UNIT COMMANDER	DATE

EVALUATION STRATEGY:

How will the training be evaluated?

All training should be evaluated on the Kirkpatrick Hierarchy of Evaluation. The four levels are:
REACTION, LEARNING, TRANSFER and IMPACT.

REACTION: Note how the learner's reactions to the training will be measured. Did the participants find the program positive and worthwhile? This question has many sub-parts relating to the training content, format, the approach taken by the facilitator, physical facilities, audio-visual aids, etc.

LEARNING: Did participants learn? Training focuses on increasing knowledge, enhancing skill, and changing attitudes. To answer the question of whether participants learned involves measuring skill, knowledge and attitude on entry and again on exit, in order to determine changes. Note the method to be used to establish that learning has taken place, e.g. pre/post test, exam or project.

TRANSFER: Did the learning translate into changed behaviours in the real world? This question asks if learners have been able to transfer their new skills back to the workplace or community. Often it is in this area of transfer that problems occur. There may not be opportunity or support to use what was learned. This may reflect on the training itself but it may also be due to other variables. Note method to be used to determine whether or not a change in behaviour has occurred in the workplace.

IMPACT: Did the program have the desired impact? Assuming that the training program was intended to solve some organizational problem, this question asks, 'Was the problem solved?' Note the method to be used to determine whether or not the initial problem or reason for training has been addressed.

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

- **Reaction:** occurs during and after the program.
- **Learning:** occurs prior to, during, and at the end of a training program.
- **Transfer:** occurs back in the 'real world' typically within six or eight weeks.
- **Impact:** cannot be measured for at least six months and may not occur for considerable time after the delivery of a program.

TORONTO POLICE SERVICE

COURSE TRAINING STANDARD



TORONTO POLICE COLLEGE

UNIT OR SECTION NAME INSERTED HERE

NAME OF COURSE INSERTED HERE

COURSE CODE NUMBER INSERTED HERE

COURSE TRAINING STANDARD APPROVAL

Course Co-ordinator:	
<i>Name:</i>	<i>Date:</i>
<i>Unit:</i>	<i>Signature:</i>

Toronto Police College – Section Head Approval		
<i>Approved by:</i>	<i>Signature:</i>	<i>Date:</i>

Registrar Approval – Toronto Police College		
<i>Approved by:</i>	<i>Signature:</i>	<i>Date:</i>

Manager Approval – Toronto Police College		
<i>Approved by:</i>	<i>Signature:</i>	<i>Date:</i>

Toronto Police College – Unit Commander		
<i>Approved by:</i>	<i>Signature:</i>	<i>Date:</i>

Accreditation (If Required)		
<i>ACCREDITATION REQUIRED</i>	<i>Yes</i> <input type="checkbox"/>	<i>No</i> <input type="checkbox"/>
<input type="checkbox"/> <i>Ministry</i>	<input type="checkbox"/> <i>Training & Education</i>	<input type="checkbox"/> <i>Canadian Coast Guard</i>
<input type="checkbox"/> <i>Other (please specify)</i> _____		
<i>Submitted By</i>	<i>Date</i>	
<i>Accreditation Received</i>	<i>Date</i>	

COURSE OUTLINE

COURSE: COURSE TITLE HERE

RATIONALE:

LEARNER GROUP:

DURATION: **hours / day(s)**

PRE-REQUISITES:

OBJECTIVES: At the end of the course the student will

DELIVERY
METHOD:

EVALUATION

STANDARDS:

CLASS SIZE:

REFERENCES:

RESOURCES

REQUIRED:

INSTRUCTORS:

DATE PREPARED:

REVISION DATE:

PREPARED BY:

HUMAN RELATIONS TRAINING COMPONENTS

Human Relations Training (ethics / integrity and diversity) must be incorporated as important components in all training and continuing education courses provided by the Service. The purpose of this form is to reference the extent to which human relations material is present within this course as either a Stand-alone Human Relations Topic or integrated within other Topic Outlines. It is recognized that it may not be feasible to include significant amounts of human relations material in highly technical and very short courses. In such courses, the goal of incorporating human relations may be met by trainers and course participants continually modelling the Toronto Police Service core values.

ETHICS / INTEGRITY

Not Feasible To Include Significant Ethics / Integrity Material In This Course

STAND-ALONE ETHICS / INTEGRITY TOPICS

TOPIC	DURATION	TAUGHT BY

TOPICS WHICH INCLUDE ETHICS / INTEGRITY

TOPIC	DURATION	BRIEF DESCRIPTION OF MATERIAL

DIVERSITY

Not Feasible To Include Significant Diversity Material In This Course

STAND-ALONE DIVERSITY TOPICS

TOPIC	DURATION	TAUGHT BY

TOPICS WHICH INCLUDE DIVERSITY

TOPIC	DURATION	BRIEF DESCRIPTION OF MATERIAL

Reviewed by T & E Section Head - Human Relations Training

<i>Course Training Standard reviewed -appropriate level of Human Relations Training incorporated.</i>	<i>Signature:</i>	<i>Date:</i>

COURSE CALENDAR DESCRIPTION

Program Name:		
Course Name:		Code:
Duration (Days): (Hours):	Class size:	
Candidates:		
Course Description:		
Standards:		
Topics:		
<ul style="list-style-type: none">•••••••••		
Pre-requisites:		
Dress:		
Special notes:		
Course Co-ordinator:		Phone:

COURSE SYLLABUS

COURSE TITLE HERE

TIME	Day 1	Day 2
0730 - 0905		
Break		
0925 - 1100		
Lunch		
1200 - 1335		
Break		
1355 - 1530		

COURSE OUTLINE TEMPLATE

EVALUATION STRATEGY:

REACTION:

	<u>INFORMATION REQUIRED</u>	<u>METHODS OF EVALUATION</u>
1.	Learner's Expectations Met	◆
2.	Relevance to Learner's Job	◆
3.	Effectiveness of Instructional Method(s)	◆
4.	Overall Learning Satisfaction	◆

LEARNING:

	<u>INFORMATION REQUIRED</u>	<u>METHODS OF EVALUATION</u>
1.	Were Learning Outcomes Achieved	◆
2.	Critique	◆

TRANSFER:

	<u>INFORMATION REQUIRED</u>	<u>METHODS OF EVALUATION</u>
1.	Did skills translate to enhance performance?	◆

IMPACT:

	<u>INFORMATION REQUIRED</u>	<u>METHODS OF EVALUATION</u>
1.	Is there evidence that this training has improved performance or safety?	◆

TOPIC OUTLINE

COURSE NAME:

COURSE CODE:

TOPIC NAME:

DURATION:

LEARNING OUTCOMES:

TEACHING POINTS:

- ◆
- ◆
- ◆
- ◆

EVALUATION STANDARD:

REFERENCES:

RESOURCES REQUIRED:

Appendix C

TRAINING RECORDS

The Skills Development and Learning Plan requires that training delivered by Units of the Service be described in a comprehensive Course Training Standard (CTS) which is approved by, and kept on file at, the Toronto Police College.

At the completion of each course session, a report is completed by the Course co-ordinator. It is the responsibility of each unit to ensure that all “End of Course Reports” are submitted to Toronto Police College, Registrar.

The Toronto Police Service is required to maintain accurate training records. Upon completion of each course session, the course co-ordinator shall:

- Record all the participants have met all the course pre-requisites prior to enrolment
- Submit the End of Course Report (TPC01) within 10 days of the completion of the session, to the Co-ordinator of Training Certification & Records, that includes:
- To what extent the course objective were met
- Any recommendations for future sessions
- Any feedback expressed by students
- The HRMS Course Session Summary is correct indicating student enrolment, no shows, completes and incompletes
- If any non-Service members attended ensure that the appropriate forms (TPC02 & TPC03) are submitted indicating if a fee was paid.




TORONTO POLICE SERVICE

Toronto Police College

END OF COURSE SESSION REPORT

(Must be submitted within 10 days from course end date.)

COURSE NAME			COURSE CODE			SESSION NUMBER		
START DAY		END DAY			COURSE CO-ORDINATOR			
YY	MM	DD	YY	MM				
1. Did all participants meet the prerequisites of this course, prior to being enrolled?						Yes	No	
2. Were you able to successfully complete the objectives as laid out in the Course Training Standard for this Course? If no, explain						Yes	No	
3. What recommendations would you make for the future regarding the content or style of this course?								
4. From the feedback expressed by the participants what was the result of their needs and expectations? If not met, explain.								
						Exceeded	Met	Not Met
5. From the feedback expressed by the participants, what, if any, additional training should be planned? Explain:								
6. Has the HRMS "Course Session Summary" (<i>printed on the reverse of this form</i>) been checked by you for accuracy? Reflect this summary below:						Yes	No	
Number of students enrolled in this session								
Number of students that did not show (no show)								
Number of students that did not complete (incomplete)								
Number of students who successfully completed this session								
7. Did any non-TPS member attend this course? If yes, attach form T&E 02.						Yes	No	
8. Was a feature film VHS/DVD used? If yes, complete the following:						Yes	No	
Title of film:						Dated viewed:		
CERTIFIED CORRECT BY			SIGNATURE			YY	MM	DD
Course Co-ordinator:								
Section Head:								
Registrar								

	<h1 style="margin: 0;">TORONTO POLICE SERVICE</h1> <h2 style="margin: 0;">TORONTO POLICE COLLEGE</h2> <h3 style="margin: 0; color: red;">COMPLETION OF A COURSE BY NON-TPS PERSONNEL</h3> <p style="margin: 0;">This form is used in conjunction with the "End of Course Report" TPC 01</p>
---	---

Note: All persons mentioned on this form must have received prior approval from the Unit Commander of the Toronto Police College via "Application to Attend Training" Form TPC03.

<i>COURSE NAME</i>	<i>COURSE CODE</i>	<i>SESSION NUMBER</i>

COURSE START			COURSE END			COURSE CO-ORDINATOR
YY	MM	DD	YY	MM	DD	

THE FOLLOWING NON TPS PERSON(S) ATTENDED THIS COURSE:

	SURNAME	GIVEN 1	AGENCY	Employee # (if applicable)	FEE PAID No charge Amount	
1						
2						
3						
4						
5						
6						
7						
8						
9						
17						
18						
19						
20						

Additional names are attached on a separate sheet (*circle one*) - Yes No

CERTIFIED CORRECT BY	SIGNATURE	YY	MM	DD
Course Co-ordinator:				
Section Head:				
Registrar				

	<h1 style="margin: 0;">TORONTO POLICE SERVICE</h1> <h2 style="margin: 0;">Toronto Police College</h2> <h3 style="margin: 0; color: red;">APPLICATION TO ATTEND TPS TRAINING BY OUTSIDE AGENCY</h3>
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<i>COURSE NAME</i>			<i>COURSE CODE</i>			<i>SESSION NUMBER</i>											
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">COURSE START</td> <td style="text-align: center;">COURSE END</td> <td style="text-align: center;">COURSE CO-ORDINATOR</td> </tr> <tr> <td style="text-align: center;">YY MM DD</td> <td style="text-align: center;">YY MM DD</td> <td></td> </tr> <tr> <td style="text-align: center;"> </td> <td style="text-align: center;"> </td> <td></td> </tr> </table>			COURSE START	COURSE END	COURSE CO-ORDINATOR	YY MM DD	YY MM DD										
COURSE START	COURSE END	COURSE CO-ORDINATOR															
YY MM DD	YY MM DD																

THE FOLLOWING NON TPS PERSON(S) REQUEST TO ATTEND THE ABOVE COURSE:

	SURNAME	GIVEN 1	AGENCY*	Employee # (if applicable)	FEE PAID	
					No charge	Amount
1						
2						
3						
4						
5						

Additional names are attached on a separate sheet Yes No
(Circle one)

***AGENCY INFORMATION**

Agency Name:			
Address:			
Province and Postal Code:			
Telephone Number		Fax Number	
Name of agency representative:			
Signature of agency representative:			
Date:			

APPROVED BY	SIGNATURE	YY	MM	DD
Unit Commander, TPC				

Distribution: Original to FMT, Accounts Receivable
 Copy to TPC Admin. Group Leader

Appendix D

Measures to Minimize Risk In Training Non-Toronto Police Service Members

The following measures are intended to minimize risk in providing training to members of other police services, or organizations. The most significant elements, in terms of mitigating exposure are:

- the creation of control mechanisms to ensure a systematic approach to the design and delivery of training programs;
- complete and accurate training records; and
- the use of a written agreement between the Toronto Police Service and the other agencies to specify the scope and limitations of the training to be provided.

All outside requests for training must be in writing from the head of the agency directed to the Chief of Police. They must be approved by; the Unit commander of the unit delivering the training and TPC subject to the following criteria.

- The goals and values of the requesting agency must be consistent with the goals and values of the Toronto Police Service and the course rationale.
- The attendance at a course of a member of an outside agency must not cause any actual or anticipated disruption to the learning of the intended learner group.
- Attendance is subject to availability of space and/or resources with priority given to the training of Toronto Police Service members.

Training Agreements:

All agreements will be between the head of the receiving agency and the Toronto Police Service (Service).

Scope and Limitation of Training:

The Service's responsibility is limited to delivering the training set out in the Course Training Standard (CTS) in a competent manner. The Service will attempt to ensure that the CTS is current as of date of delivery but has no obligation to provide any future update material.

It is the responsibility of the receiving agency to review the CTS to ensure that the proposed training is adequate, effective and appropriate to meet the learning needs of their candidates. The learning and transfer of the material taught and competent performance of candidate's duties is the responsibility of the candidate and the receiving agency.

Course Participants:

The receiving agency will ensure that the candidates' information concerning is provided to the Toronto Police Service in a timely fashion. In the event a candidate cannot attend training, no substitution can be made without permission of the Service. The attending students will agree to abide by all the rules and regulations governing students at the Toronto Police Service training facility. Failure to abide by these rules and regulations will result in termination of their privilege to attend.

Course participants will be evaluated solely on their ability to meet the learning objectives of the course, during the course. Service trainers will not participate in any human resource process outside the scope of the training program such as selection, performance appraisal, and discipline. All such issues remain the responsibility of the receiving agency. Reports on participant performance during the training will be as set out in the evaluation strategy of the CTS. The reports will be provided to the head of the receiving agency only.

Fees for Training:

In consultation with Financial Management, a standardized fee structure has been developed for Service members to provide training to other organizations. Fees charged by Toronto Police Service for training will be in accordance with the schedule of fees of Training & Education. Training costs include instructor wages for preparation, travel time, and delivery, written training materials, transportation, meals and accommodation.

Travel time is based on specific collective agreement provisions for the Canadian Police College (8 hours) and the Ontario Police College (4 hours). For all other cases the actual travel time is used.

The Unit Commander of the unit delivering the training; may waive all or part of the fees charged where there is a mutually beneficial sharing arrangement between the agency and the Service. All fees for training will be specified in the agreement.

Any tuition fees waved will be authorized in writing by the Unit Commander of the Toronto Police College and the Manager of Training & Development.

Indemnification and Hold Harmless Provisions:

The receiving agency agrees to hold harmless the Service according to the above undertakings. The receiving agency agrees to indemnify the TPS for all costs including those arising from: attendance by TPS members at any proceeding, supplying copies of course materials, etc.

Agreements containing the above provisions will be necessary to cover every training situation.

Participant Attends an Approved Service Training Event:

This is where outsiders attend an approved course or conference run by the Service and intended primarily for our own members. The CTS will already be on file at the Toronto Police College. The agreement should take the form of an “Application to Attend Training” form signed by the candidate and the head of the receiving agency.

The Service Delivers a Special Training Course for One or More Agencies:

This is the situation where the Service delivers an extra session of an approved course or designs and delivers a specially designed course. Either way, the TPC must approve the course and the CTS will be on file at the TPC. The agreement should be in the form of a contract between the receiving agency or agencies and the TPS. The agreement should also include the “Application to Attend Training” forms signed by the each candidate and the head of their agency.

The Service Establishes a Training Partnership with an Outside Agency:

This is the situation where the Service enters into a partnership to share training resources or deliver a series of courses in conjunction with one or more agencies. The approval and records keeping processes for training delivered under the agreement should generally mirror the Service training approval process and be specified in the agreement. The agreement should be in the form of a partnership agreement between the agency or agencies and the Service. It should also include the “Application to Attend Training” forms signed by each candidate and the head of their agency.

Toronto Police College will retain a copy of any agreements and all Applications to Attend/Receive Training.

Training Reports:

All course co-ordinators must complete and submit to the Toronto Police College, an End of Course Report, which clearly identifies any non-Service students in the class. Toronto Police College will record and report on the amount and quality of all training delivered by all units of the Service in the annual report on training programs which is submitted in the second quarter of each year. This report and the other measures will allow the Chief of Police and the Police Services Board to monitor the extent of the Service’s role in providing training to members of other police services or organizations and the measures implemented to minimize risk.

All external participants’ information is captured on the TPC02 form.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2010**

#P255. LEGAL INDEMNIFICATION – CASE NO. PA & MM/2010

The Board was in receipt of the following report August 24, 2010 from William Blair, Chief of Police:

Subject: LEGAL INDEMNIFICATION - CASE NO. PA & MM/2010

Recommendation:

It is recommended that the Board deny payment of the legal account from Mr. Joseph Markson (dated May 6, 2010) in the amount of \$9,702.00 for his representation of two Police Constables in relation to an application for disclosure of their statements made during the course of a Special Investigations Unit (SIU) investigation.

Financial Implications:

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

Background/Purpose:

Two Police Constables have requested payment of their legal fees for \$9,702.00 under the Memorandum of Understanding contained within the legal indemnification clause of the Uniform Collective Agreement. The application for disclosure was not for personnel records of the officers nor was it for files retained by the Toronto Police Service. The purpose of this report is to recommend denial of the members claim.

Discussion:

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

Conclusion:

The Memorandum of Understanding (MOU) between the Toronto Police Services Board and the Toronto Police Association dated May 28, 2003, states:

“Article 23 of the Uniform Agreement (and similar clauses in the civilian agreements) shall be amended to add a new provision that the Board shall provide legal counsel to represent the member in respect of any attempt during a legal proceeding; where the member is a witness because of actions of the member in the attempted performance in good faith of the member’s duties with the Toronto Police Service, to obtain access to the personnel or other records of the member maintained on a

confidential and restricted basis by the Toronto Police Service provided that adequate notice of the attempted access is given by the member in accordance with Service procedures and provided that the person designated by the Chief to appoint or designate such legal counsel is satisfied that, unless legal representation is provided, access to such personnel record may be ordered by the Court or other tribunal.”

The account was sent to City Legal for adjudication based on a standard of ‘necessary and reasonable’ costs and they advised, “It appears from this account that this was application for disclosure of officer statements made to the SIU. In my opinion, witness statements provided to the SIU are not “personnel or other records of the member maintained on a confidential and restricted basis by the Toronto Police Service”. Accordingly, the services provided are not, in my opinion, covered by the Collective Agreement or the MOU.”

Therefore, payment of the legal bill should be denied.

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

The foregoing report was withdrawn at the request of the Chief of Police.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2010**

#P256. LEGAL INDEMNIFICATION – CASE NO. CM & BC/2009

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

Subject: LEGAL INDEMNIFICATION - CASE NO. CM & BC/2009

Recommendation:

It is recommended that the Board deny payment of the legal account from Mr. Joseph Markson (dated September 4, 2009) in the amount of \$4,217.33 for his representation of two sergeants who were summonsed as witnesses to testify at the Ontario Human Rights Tribunal (Tribunal).

Financial Implications:

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

Background/Purpose:

Two officers have requested payment of their legal fees for \$4,217.33 under the Memorandum of Understanding contained within the legal indemnification clause of the uniform collective agreement. Neither of the officers were defendants charged or the subject of a complaint or any criminal or internal investigation. The purpose of this report is to recommend denial of the members' claim.

Discussion:

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

Conclusion:

The Memorandum of Understanding between the Toronto Police Services Board and the Toronto Police Association dated May 28, 2003, which states:

Article: 23.03 of the Uniform Agreement (and similar clauses in the civilian agreements) will be amended to confirm that Article 23.03 will apply to a member made the subject of a complaint under the Ontario Human Rights Code because of acts done by the member in the attempted performance in good faith of the member's duties as a member of the Toronto Police Service; and

Article 23:03 reads:

Where a member is a defendant in a civil action for damages because of acts done in the attempted performance in good faith of his/her duties as a police officer he/she shall be indemnified for the necessary and reasonable legal costs incurred in the defence of such an action...[emphasis added]

Since, the officers were witnesses for a complainant at the Tribunal and were not defendants at the proceedings; their application for legal indemnification does not qualify for the provisions of the collective agreement.

Therefore, payment for the legal expenses incurred should be denied.

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

The Board approved the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2010**

**#P257. SEMI-ANNUAL REPORT: LABOUR RELATIONS COUNSEL AND
LEGAL INDEMNIFICATION: JANUARY TO JUNE 2010**

The Board was in receipt of the following report August 13, 2010 from William Blair, Chief of Police:

Subject: LABOUR RELATIONS COUNSEL AND LEGAL INDEMNIFICATION:
SEMI-ANNUAL REPORT JANUARY 1 – JUNE 30, 2010

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:

This report will provide a semi-annual update for the period of January 1 to June 30, 2010.

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

Discussion:

During the period of January 1 to June 30, 2010, ten (10) accounts from Hicks, Morley, Hamilton, Stewart and Storie LLP for labour relations counsel totalling \$199,554.69 were received and approved for payment by the Director, Human Resources Management, and the Manager, Labour Relations.

During the same period, forty-nine (49) accounts relating to legal indemnification were paid totalling \$261,791.89. Two (2) accounts relating to inquests for \$79,278.81 were also paid. There were no payments made relating to civil actions. Five (5) accounts, totalling \$291,427.63 were submitted for payment and denied.

Therefore, during the period of January 1 to June 30, 2010, a total of \$540,625.39 was paid in settlement of the above accounts.

Conclusion:

In summary, this report provides the Board with a semi-annual update for the period January 1 to June 30, 2010, of all labour relations counsel, legal indemnification claims and accounts relating to inquests and civil action.

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

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2010**

**#P258. ANNUAL REPORT: 2009/2010 AUXILIARY MEMBERS
TERMINATIONS OF APPOINTMENT: JULY 2009 TO JUNE 2010**

The Board was in receipt of the following report August 27, 2010 from William Blair, Chief of Police:

Subject: AUXILIARY MEMBERS - TERMINATION OF APPOINTMENTS: JULY 1,
2009 TO JUNE 30, 2010

Recommendations:

It is recommended that:

- (1) the Board terminate the appointments of 47 Auxiliary members who are identified in Appendix 'A' as they are no longer available to perform their duties due to resignation, retirement, or death; and
- (2) the Board notify the Minister of Community Safety and Correctional Services about the termination of appointments for these 47 Auxiliary members.

Financial Implications:

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

Background/Purpose:

Auxiliary members are governed by the Police Services Act (PSA); Revised Statutes of Ontario, 1990; Policing Standards Guidelines; Board Policy TPSB A1-004; Toronto Police Service Governance; Standards of Conduct; and Service Procedure 14-20 entitled, "Auxiliary Members."

Under section 52(1) of the PSA, the Board is authorized to appoint and suspend, or terminate the appointment of Auxiliary members, subject to the approval of the Minister of Community Safety and Correctional Services (Minister) and with respect to the suspension or termination of the appointment of an Auxiliary member, section 52(2) of the PSA states:

"If the board suspends or terminates the appointment of an Auxiliary member of the police force, it shall promptly give the Solicitor General written notice of the suspension or termination."

Discussion:

The terminations of appointments of the 47 Auxiliary members consist of 45 Police Constables, 1 Sergeant, and 1 Staff Sergeant.

Conclusion:

In accordance with section 52(2) of the PSA, please find the names of the 47 Auxiliary members set out in Appendix 'A', whose appointments terminated during the period between July 1, 2009, and June 30, 2010, as they are no longer available to perform their duties due to resignation, retirement or death.

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

The Board approved the foregoing report.

APPENDIX "A"

**AUXILIARY TERMINATIONS OF APPOINTMENTS
FOR THE PERIOD JULY 1, 2009 – JUNE 30, 2010**

	<i>SURNAME</i>	<i>GI</i>	<i>RANK</i>	<i>BADGE</i>	<i>UNIT</i>	<i>DATE</i>
1.	MOHAMED	Ahmed	PC	51366	D11	2009.07.06
2.	DUTTA	Anish	PC	51308	D23	2009.07.25
3.	SAEED	Syed	PC	51460	CMU	2009.09.15
4.	WACKER	Daniel	PC	51089	14D	2009.10.19
5.	MALINAY	Manuel	PC	51309	D12	2009.10.30
6.	EUGENE	Lisa	PC	51128	43D	2009.11.11
7.	VETERE	Eduardo	PC	50736	55D	2009.11.11
8.	PARMAR	Purvi	PC	51342	23D	2009.11.30
9.	CHIRILA	Crenguta	PC	51346	54D	2009.12.03
10.	KIJAK	Wadim	PC	50980	23D	2009.12.04
11.	SYED	Omair	PC	50934	23D	2009.12.08
12.	SILIN	Ivan	PC	51397	52D	2009.12.29
13.	EMANUEL	Derick	PC	51266	55D	2009.11.25
14.	SMITH	Carrie	PC	51045	MAR	2009.08.21
15.	KOTZER	Ryan	PC	51298	MAR	2009.08.01
16.	MILLS	Brad	PC	51230	MAR	2009.08.21
17.	REIS	Suzanne	PC	51129	MAR	2009.08.21
18.	GOURVITCH	Efim	PC	50799	MAR	2009.08.21
19.	WARWICK	John	S/SGT	50297	D42	2009.09.09
20.	BENNETT	Brian	SGT	50030	D22	2010.05.10
21.	STEEL	Tyler	PC	51256	31D	2010.01.06
22.	MORAN	Erick	PC	51048	31D	2010.01.06
23.	SCHIAVO	Ryan	PC	51264	31D	2010.01.06
24.	TORRES	Carmen	PC	51113	31D	2010.01.13
25.	PERDON	Vera Lyn	PC	50975	31D	2010.01.06
26.	FORREST	Kenardo	PC	51109	MAR	2009.10.21
27.	ROWE	Allan	PC	50117	14D	2009.12.11
28.	LEPARD	Jeff	PC	50960	41D	2010.01.14
29.	EUGENE	Lisa	PC	51128	43D	2009.11.11
30.	FIRTH	Zachary	PC	51226	31D	2010.01.06
31.	GANESARAJAH	Chenthuran	PC	51386	41D	2010.02.03
32.	DIQUATTRO	Matthew	PC	51403	41D	2010.01.27
33.	TROAKE	Michael	PC	51139	41D	2010.02.03
34.	PYCHEL	Michael	PC	51468	23D	2010.02.08
35.	LIN	Wei J.	PC	51191	32D	2010.02.01
36.	GARLAND	Robert W.	PC	51465	32D	2010.03.07
37.	NOBRE	Shirley Diane	PC	51225	14D	2009.10.30
38.	CIOK	Christa	PC	51379	13D	2010.03.11

APPENDIX “A”

**AUXILIARY TERMINATIONS OF APPOINTMENTS
FOR THE PERIOD JULY 1, 2009 – JUNE 30, 2010**

	<i>SURNAME</i>	<i>GI</i>	<i>RANK</i>	<i>BADGE</i>	<i>UNIT</i>	<i>DATE</i>
39.	SOHAL	Amrinder	PC	51495	TPC	2010.06.14
40.	CAMPEA	Santino	PC	51421	COS	2010.01.13
41.	JOHAL	Gurprit	PC	51448	D13	2010.05.28
42.	MUZMAL	Mohammad	PC	51400	D51	2010.04.29
43.	JESIONCZAK	Jacqueline	PC	51351	D51	2010.05.04
44.	JOSEPH	Matt	PC	51354	D42	2010.06.02
45.	APOSTOLOPOULOS	Steve	PC	50976	D54	2010.04.13
46.	VIRAY	Leroy	PC	51326	CMU	2010.04.09
47.	WARREN	Timesha	PC	51333	TSV	2010.04.25

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2010**

#P259. TORONTO POLICE SERVICE: 2011-2020 CAPITAL PROGRAM REQUEST

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

Subject: TORONTO POLICE SERVICE 2011-2020 CAPITAL PROGRAM REQUEST

Recommendations:

It is recommended that:

- (1) the Board approve the 2011-2020 Capital Program with a 2011 net request of \$50.1M (including the Harmonized Sales Tax and excluding cashflow carry forwards from 2010), and a net total of \$324.4M for 2011-2020, as detailed in Attachment A; and
- (2) the Board forward a copy of this report to the City of Toronto Budget Committee for approval, and to the City's Deputy City Manager and Chief Financial Officer for information.

Financial Implications:

The Service's 2011-2020 Capital Program request, on average, meets the City's affordability debt target. Table 1 provides a summary of the 2011-2020 Capital Program request compared to the City of Toronto's ten-year affordability debt target. Additional detail on debt-funded and Reserve-funded projects can be found in Attachments A and B respectively.

Table 1. 2011-2020 Capital Program Request (\$Ms)

	2011	2012	2013	2014	2015	2016-2020 Total	2011-2020 Total
Debt-funded projects*	59.8	31.3	10.8	21.6	32.5	189.5	345.5
Recoverable debt projects*	0.0	0.4	2.8	1.1	0.0	0.0	4.3
Reserve-funded projects*	26.1	13.7	23.9	18.1	18.1	129.0	229.0
Total gross projects*	85.9	45.4	37.5	40.9	50.7	318.4	578.8
Funding sources	-36.2	-15.4	-28.1	-20.8	-19.7	-135.9	-256.1
NET DEBT FUNDING*	49.7	30.0	9.4	20.1	30.9	182.6	322.7
CITY DEBT TARGET*	44.6	31.2	10.5	20.1	33.7	182.6	322.7
Variance to target*	(5.1)	1.2	1.2	0.0	2.7	0.0	0.0
Estimated HST Impact	0.4	(0.3)	0.1	0.3	0.3	0.9	1.8
Net Debt, incl. HST	50.1	29.7	9.5	20.4	31.2	183.5	324.4

* figures exclude HST

The implementation of capital projects can have an impact on the Service's on-going operating budget requirements. In addition, the Service is continuing its strategy to properly fund the replacement of vehicles, technology and other equipment. Attachment C provides a summary of the estimated operating impacts that result from projects included in the 2011-2020 capital program request. The 2011 operating impact of \$1.96M includes an increase in the contribution to the Vehicle & Equipment Reserve of \$1.1M. Approval of the 2011-2020 program, as requested, will result in an estimated annualized pressure to the Service's operating budget of \$11.8M by 2020. The main contributors to this increase are: the new Records Management project, which preliminary estimates indicate will result in a \$5M operating budget impact to fund maintenance costs and an estimated 55 additional positions; and \$3.3M in increased Reserve contributions to meet the Service's fleet and equipment lifecycle replacement requirements. These impacts will be included in future operating budget requests, as required.

Finally, it is important to note that in July 2010, the Province implemented the Harmonized Sales Tax (HST). The HST combines the previous Provincial Sales Tax (PST) of 8% with the Goods & Services Tax (GST) of 5% and is applicable on all goods and services. The Service is eligible to receive a rebate of 6.76% of the 8% payable on most items and will continue to receive the GST rebate of 5%. Therefore, the Service is eligible for a total rebate of 11.76% of the 13% payable. Where the Service was paying the 8% PST prior to the HST implementation, a savings will now result due to the rebate of 6.76%. However, where PST was not previously paid, there will now be an additional cost of 1.24% (8% less the 6.76% rebate). The impact of the HST depends on the type of goods or services utilized. In its capital program instructions, the City indicated that capital budgets must be adjusted for the impact of the HST. In addition, the City indicated that overall program savings from the HST impact will be reallocated corporately to fund incremental cost impacts where applicable, and that the HST impact will be assessed during City staff's review of the overall capital program. The Service's 2011-2020 capital program request reflects the estimated impact of the HST. However, since the City annual targets do not take into account the HST, the variance to target is based on the Service's net request without HST.

Background/Purpose:

The purpose of this report is to provide the Board with the Service's 2011-2020 Capital Program Request for consideration and approval. Attachment A to this report provides a detailed listing of debt-funded projects, and Attachment B includes a detailed listing of projects funded from the Vehicle and Equipment Reserve or through recoverable debt. Attachment C provides a summary of the estimated operating impact of the projects in the 2011-2020 program.

Discussion:

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

Strategic Direction:

The Service's 2011-2020 Capital Program Request continues to focus on improving and updating the Service's ageing facility infrastructure, and ensures our information and technology needs are appropriately addressed.

The projects in the capital program will:

- ensure our facilities are in a reasonable state of good repair and replaced/renovated, as necessary;
- enable operational effectiveness/efficiency and service enhancement;
- result in improved information for decision making and to better meet operational requirements;
- help enhance officer and public safety;
- contribute to environmental protection/energy efficiency; and
- ensure our fleet and equipment are properly replaced.

The Service's 2011-2020 Capital Program has undergone careful scrutiny, with particular focus on the first five years of the program. Each capital project has been reviewed and approved by the Command to ensure the request is necessary, fiscally responsible and addresses the Service's strategic objectives and requirements. In addition, the cost estimate for each project has been reviewed to ensure the estimate and annual cash flows are still valid, taking into consideration key project milestones, procurement requirements, any third party actions/approvals required, as well as other applicable assumptions and information.

Only two new debt-funded projects (Upgrade to Microsoft 7 - \$1.65M scheduled to start in 2011; and SmartCard Implementation - \$1.5M scheduled to start in 2012) have been added to the first five years of the capital program. The remaining projects in the first five years of the program have been approved previously by the Board and City Council and many of the larger ones have been started and are well in progress.

The Board's Budget Sub-Committee (BSC) reviewed the 2011-2020 request at its meeting on August 27, 2010.

2010 Accomplishments:

Key accomplishments and developments related to the implementation and management of the capital program in 2010 are as follows:

- the Digital Video Asset Management System implementation was completed on budget;
- the City acquired a property at 330 Progress Avenue for the Service's new Property and Evidence Management facility;
- Construction started on the new 11 and 14 divisional facilities as well as 2nd floor headquarters renovation;
- A vendor for a new records management system was selected; and
- Implementation of in-car camera installations and radio replacements continued.

The Service is anticipating that 89% of net debt funding will be spent in 2010.

City Debt Affordability Targets:

Corporate targets for Agencies, Boards, Commissions and Departments (ABCDs) are allocated by the City's Deputy City Manager and Chief Financial Officer (City CFO). The debt affordability targets for the Toronto Police Service for 2011 to 2020 are provided in Table 2. These targets do not take into account the impact of HST.

Table 2. 2011-2020 Capital Plan and Forecast Debt/Capital From Current Target (\$Ms)

2011	2012	2013	2014	2014	2016-2020 5-yr Target	2011-2020 10-yr Target
44.6	31.2	10.5	20.1	33.7	182.6 36.5M avg.	322.7 32.3M avg

City debt-affordability targets vary each year, based on the City's financial outlook and information from the Service's previous-year's capital program. City debt targets have been adjusted to take into consideration the Federal Government Infrastructure Stimulus Fund (ISF), which provides approximately 1/3 funding for approved projects. Service projects recently approved for funding under the ISF include the new 11 and 14 divisional facilities. This funding is reflected in the Service's 2011-2020 program at a total amount of \$17.3M.

The Service's capital program is comprised of multiple projects, some of which can extend over several years. These and other factors can affect the implementation schedule and annual cash flow requirements. It is therefore difficult to meet the debt target for each year, without making arbitrary adjustments. However, the Service has done its best to keep annual variances to a minimum and is on target, on average, over the 10 years of the program.

2011-2020 Capital Program:

The 2011-2020 capital program is segregated into five categories for presentation purposes:

- A. On-Going Projects
- B. Projects beginning in 2011-2015
- C. Projects beginning in 2016-2020
- D. Projects funded through Recoverable Debt
- E. Project funded through Reserve

A. On-Going Projects

There are seven projects in progress in the 2011-2020 capital program:

1. State-of-Good-Repair (\$19M over the five-year period) – ongoing
2. Radio Replacement (\$35.5M gross, \$29.5M debt-funded) - 2012 completion
3. 11 Division (\$29.4M) - 2011 completion
4. 14 Division (\$34.9M) - 2012 completion
5. Property & Evidence Management Storage (\$37.3M) - 2012 completion
6. Acquisition, implementation of new RMS (\$24.6M) - 2014 completion

7. 911 Hardware/Handsets (\$1.1M) – 2011 completion

All of these projects are currently projected to be on budget and on schedule. The status of the above projects was provided to the Board in the second-quarter capital variance report (Min. No. P220/10 refers), and additional detail on some specific projects is provided below.

New 11 Division Facility:

The building permit was issued on July 7, 2010, and the majority of the construction tenders have been awarded. Staff from the sub-trades are on site and work activities are accelerating in order to meet the March 31, 2011 deadline to receive the full Infrastructure Stimulus Funding (ISF).

An underground well was recently discovered in the south-east corner of the existing building. This unexpected site condition must be remedied to avoid potential structural failure. Exploratory work done to determine the base and size of the well has been completed, and a solution to remedy this site condition is being evaluated by the Construction Manager. The construction completion date and project cost may be impacted as a result of this unforeseen problem. However, the Service, in conjunction with the Construction Manager, will attempt to recover any lost time and remain on schedule. At this time, it is anticipated that the additional cost impact to remedy this problematic site condition can be absorbed within the overall project budget. The project cost estimate will continue to be monitored and updated as required.

New 14 Division Facility:

The prequalification of the major construction tenders continues. Demolition of the current building on the property was planned to start at the beginning of August, subject to receiving the demolition permit. However, a review by City Public Health of the potential implications from the demolition of the chimney stack on site resulted in a slight delay in the issuance of the demolition permit. A plan for the chimney demolition has been accepted by City Public Health and the demolition permit has been received. In addition, asbestos has been exposed in the building, requiring a more rigorous and time-consuming removal/demolition process. These two issues will have a cost and schedule impact which is in the process of being determined. Design work is completed and construction is expected to commence as soon as the demolition is complete.

The preliminary construction schedule results in substantial completion of the new facility by May 2012 (subject to the above issues) and a move-in date of September 2012. The construction completion date will impact the total amount of ISF funding that the City would receive, but is not expected to impact the gross cost estimate for the project at this time. While the project is currently projected to be on schedule and on budget, it is important to note that it is still in the very preliminary stages of construction. As the major construction tenders are awarded, the project cost estimate will become more certain and any impacts to the project cost and schedule will be reported to the Board.

New Property and Evidence Management Facility:

A suitable site for the Property and Evidence Management Unit (PEMU) has been acquired and the remaining \$13.5M in this project will be spent on construction, fixtures, the security system and various other equipment required to get the PEMU operational.

The Service is currently in the process of engaging a prime consultant. This process is expected to be completed and a consultant selected by the fourth quarter of 2010. Some design work and security system installation could therefore be completed in 2010. \$1.3M of the 2010 available funds will be carried forward to 2011. The project is in the preliminary stages and is currently projected to be on schedule and on budget. However, once the design phase and tendering process are complete, the cost estimate and project schedule will become more certain and any impacts will be reported to the Board.

Acquisition and Implementation of a New Records Management System (RMS):

This project was first included in the Services 2009-2013 capital program to replace the current records management system (eCOPS) with a commercial off the shelf system. Upon approval of the project, a project charter/framework was developed, and a project team and steering committee established.

The first stage of this project involved the selection of a vendor to supply a new RMS to the Service. To this end, a Request for Proposals was issued in July 2009, followed by a thorough evaluation of the proposals received. At its meeting of May 20, 2010, the Board approved a recommended vendor for the new RMS (Min. No. P144/10 refers). The next stage of the project is the development of the Statement of Work (SOW) to more precisely define requirements, business processes and scope. This process is expected to take approximately 6 to 9 months, following which a report will be submitted to the Board for approval of the contract award.

At the May 2010 meeting, the Board also approved a vendor for the supply of project management services for the implementation of the new RMS (Min. No. P145/10 refers). In addition, at its August 26, 2010 meeting, the Board approved the acquisition of services from two external senior business analysts to work with the project team on the review and editing of business requirements, specifications, business processes and recommendations in relation to the proposed RMS solution.

Once the SOW phase is completed, work will continue over the next three years to configure, build, test and pilot the new system, followed by a phased-in implementation.

As previously reported to the Board, the operating budget impacts resulting from this project are significant and are currently estimated at \$4.95M. This takes into account required maintenance for the new system and assumes a requirement for an additional 50 Records Management Services clerical positions and five additional Information Technology Services positions to support the system. The additional clerical positions are expected to relieve the administrative pressure currently on front-line officers and allow officers to spend more time

responding to calls and less time completing reports. It is important to note that the additional staffing estimates were developed when the project was first identified for inclusion in the capital program and as a result the estimates were very preliminary. At that time, the vendor for the new system was not yet known and business process mapping and analysis had not yet started. The Service is still not in a position to make a more definitive determination on the actual number of additional positions that will be required. The number of staff required may therefore change, up or down, once the SOW is completed and the impact of the business processes and new system are confirmed. The Service will take whatever steps it can to keep the operating impact to an absolute minimum, and Board will be kept apprised of any significant changes in this regard.

B. Projects Beginning in 2011-2015

5th floor Workspace Rationalization (\$1.3M, beginning in 2011)

The majority of the Information Technology Services (ITS) personnel are located on the 5th floor of Headquarters. Over the last 10 years, ITS has undergone a significant reorganization with the establishment of new units, and workgroups being changed and or separated to better meet the needs of the Service, and reflect best practice. However, the space layout and furniture have not been updated, and current space configuration does not allow the units to function efficiently and effectively.

The proposed redesign project will optimize the space available for the various ITS units and staff and will create a more efficient and effective work environment.

The units of ITS included in the redesign are Customer Service, Information Systems Services, Infrastructure & Operations Systems Services, IT Governance Management and the Project Management Office. The Enterprise Architecture Unit and computer rooms are not included in the redesign.

The workspace design is in progress, and construction is scheduled to start in early 2011.

AFIS (\$3M, beginning in 2011)

The current AFIS (Automated Fingerprint Identification System) is a 2003 product with an estimated lifecycle replacement of five to seven years. The system interfaces with other systems in the Service; namely, RIC (Repository for Integrated Criminalistic Imaging) which is used for the booking/mugshot process, and Livescan workstations (used for biometrics capture). AFIS must also be compliant with new RCMP standards.

The current system's hardware is obsolete. Image resolution has advanced from 500 pixels per inch (ppi) to 1000 ppi. The advanced image resolution will be required by the RCMP, and the current system cannot support this. In addition, over the last few years, there have been major advancements in matching algorithms, drastically improving accuracy. Finally, the maintenance agreement for the current system expires in 2011. Upgrading or replacing AFIS will address all these issues.

\$3M is requested for 2011. The operating impact of \$50,000 is the estimated increase for the annual maintenance contract for the new system. A further \$3M has been identified for anticipated replacement in 2018.

Upgrade to Microsoft 7 (\$1.7M, beginning in 2011)

In 2009, Microsoft announced 2012 as the end-of-life date for Windows XP Service Pack 3(SP3), the operating system currently used by the Service. In mid-2010, Microsoft pushed out the end-of-support date to early 2014. However, between 2012 and the final end date, only critical security patches will be available. Since April 2010, all other patches or fixes are charged as a cost directly paid for by the customer. As such, the Service must transition to the current Microsoft Operating System (OS) well in advance of January 2014 to ensure continued workstation service availability.

Each major type of device used by the Service will require its own migration strategy (e.g. networked workstation, secure laptops and mobile workstations). Based on the Service's size and complexity, migration to a new operating system will take 18-24 months.

This project also includes funds for the acquisition and implementation of a desktop management tool that will provide the ability to remotely deploy standard images consistently to workstations, without the requirement for a technician to attend on-site. Acquiring this tool avoids the cost of hiring eight temporary deployment technicians (approximately \$300,000) to manually perform the work this tool would otherwise perform.

The ongoing operating costs (\$70,000) identified for this project represent the maintenance costs associated with this desktop management tool. The long-term benefit of acquiring this tool is that temporary deployment technicians will not be required for software upgrades in the future.

SmartCard (\$1.5M, beginning in 2012)

The Toronto Police Service has many access control and authentication mechanisms for its assets, including its computer systems, facilities, gas pumps, court kiosks and digital video systems. Smart card technology will integrate all access control systems into a common standard security token. All devices that currently use the eToken and warrant cards for authentication and access will be migrated to the SmartCard.

Smart card technology provides a flexible, open framework that integrates with many types of computer systems and physical access control systems. Smart cards also meet the Canadian Police Information Centre (CPIC) requirement for strong authentication when implemented with a password. Smart card technology offers an additional layer of electronic security and information assurance for user authentication, confidentiality, information integrity, physical access control to facilities, and logical access control to an agency's computer systems. Smart card technology can be integrated with the existing TPS warrant cards, thereby reducing the number of tokens TPS personnel are required to possess. It is

estimated that the introduction of smart card technology will result in annual savings of \$40,000.

New 54 Division Facility (\$36.3M, beginning in 2013)

This project provides funding for the acquisition of land and construction for a new 54 Division facility. The project assumes that a site will be acquired by 2014. A suitable City owned property has been identified, and the Service has expressed its interest to the City in obtaining this site. The City's Property Management Committee at its August 30, 2010 meeting supported the Service's business case, and this will now move through the City's land allocation process. The land cost estimate is dependent on the actual location chosen and market values at the time of purchase, and therefore may change. Construction costs are based on 23 Division costs, inflated for anticipated construction increases and a continued requirement for LEED-Silver certification.

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

Data Warehousing Establishment (\$8.1M, beginning in 2013)

The scope of this project is for the building of a Corporate Integrated Database (DB) and Data Warehouse (DW) with Business Intelligence (BI) to re-engineer the corporate business process, information requirements and decision-making process. This integrated DB and DW/BI environment will enable users to make more effective business decisions and improve customer service. This project will integrate all silo data and databases to a corporate DW environment and reduce the time users spend in the search, acquisition, and understanding of data results. Data will have the right format and structure with standardized corporate direction and the usage of DW/BI will reduce the load on operational databases for reporting and analytical purposes.

The operating budget impact of \$1.1M annually is comprised of \$0.6M for salaries and benefits for six new positions (three positions in the DW management team and three technical staff), and \$0.5M for system maintenance commencing in year 2017. It should be noted that this project assumes these staff will be hired during the implementation of this project.

Electronic Document Management (\$0.5M, beginning in 2014)

This project provides funding to begin the implementation of standardized equipment, software and storage techniques for the conversion of Service data to an electronic format. This project will reduce costs of storage, retrieval and transporting of documents, improve information accessibility and reduce the use of paper.

The estimated annual net operating budget savings of \$78,000 per year are due to a reduction in paper and printing costs, offset by an increase in maintenance costs. There are further

potential savings (not quantified) with respect to time associated with court preparation, and improved information accessibility.

New 41 Division Facility (\$38.4M, beginning in 2015)

This project provides funding for the land acquisition and construction for a new 41 Division facility. The land cost estimate is dependent on the actual location chosen and market values at the time of purchase, and therefore may change. Construction costs are based on 23 Division facility construction costs, inflated for anticipated construction increases and a continued requirement for LEED-Silver certification.

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

Human Resource Management System Upgrades (\$0.8M, beginning in 2014)

Human resources information and payroll administration for the Toronto Police Service is managed using the PeopleSoft Human Resource Management System (HRMS). In June 2007, the HRMS application was upgraded to version 8.9 and Peopletools upgraded to version 8.4.8. There is also a capital project currently underway which would see the HRMS application upgraded to version 9.0 during 2010 and 2011.

This project would provide funding for an anticipated upgrade to HRMS beginning in 2014. Estimates are based on the costs incurred during the last HRMS upgrade, and future project costs will be refined as more information becomes available with respect to requirements at that time (e.g. will the system require upgrading or replacement, will there be any changes to the Service's architecture, etc.).

The operating budget impact is an estimate for incremental maintenance costs of \$22,000 annually, beginning in 2015.

Time Resource Management System (TRMS) Upgrade (\$3.4M, beginning in 2014)

The Toronto Police Service uses TRMS, which went live in August 2003, to collect and process time and attendance specific data, administer accrual bank data, assist in paid duty administration, and in the deployment of members. From August 2006 to May 2008, the Service was engaged in upgrading the TRMS application from version 3.54J to version 5.0. The scope of the project was to upgrade the existing functionality within the TRMS system.

This project would provide funding to upgrade TRMS beginning in 2014, to ensure continued vendor support, as well as to examine additional functionality that can assist the Service in achieving further efficiencies in its business processes. Estimates are based on the costs incurred during the last upgrade, and future project costs will be refined as more information becomes available with respect to requirements at that time (e.g. will the system require upgrading or replacement).

The operating budget impact is an estimate for incremental maintenance costs of \$22,000 annually beginning in 2016.

Digital Content Manager (\$3.1M, beginning in 2014)

This project provides funding for the implementation of an integrated Digital Content Management System (DCMS), which would provide an automated process for the management of digital video evidence. Currently, evidence comes from a variety of sources, including 911 audio recordings, digital photo, In-Car Camera, CCTV, booking, and interrogation systems. The contents are related to CIPS, eCops and CAD data. All current systems are siloed, and each has a unique way to manage the associated workflow.

With the DCMS, all silo systems capturing digital evidence would be integrated and interfaced with the Service's record management system. The DCMS would allow digital evidence to be retrieved by any Service device.

Total project cost is estimated at \$3.1M for two years of development. Operating costs are estimated at \$178,000 annually comprised of \$84,000 for one support staff (requirement for maintenance) and \$94,000 for maintenance of software licenses commencing from 2016.

Expansion of Fibre Optics Network (\$12.3M, beginning in 2015)

The Toronto Police Service (TPS) network has evolved into a complex environment over the past seven years providing connectivity for approximately 89 sites and over 7,000 network connects for both external and internal access.

The current network infrastructure's ability to provide timely and reliable service will be exceeded due to the new demands for large data transfers as required by the video applications including In-Car Camera (ICC) and Digital Asset Management System (DVAMS). Alternative approaches are required in order to maintain a robust hybrid network. In addition, the Radio Network Infrastructure project requires an upgrade to its leased lines in order to meet its functional requirements for improved reliability. These projects have similar requirements which involve the movement of large volumes of data.

The use of fibre optic is a viable alternative solution for large volumes of data being transferred. It is the preferred solution to meet the technical requirements of ICC and beneficial to DVAMS and the Radio Network Infrastructure projects.

The Service is addressing its immediate data-transfer needs through its own, limited fibre network, the use of the Cogeco-leased fibre network (once fully implemented) and proposed TTC-owned fibre network. The TPS' long-term strategy is to eventually integrate its current fibre-optic assets to a Service-wide, TPS owned and operated fibre-optic network with connections to all critical police locations. The main benefits expected from building an integrated, Service-wide, TPS-owned fibre optic network are the elimination of the current leased disaster recovery network (and associated costs), and the ability to provide additional network capabilities that are not viable on a vendor-owned and managed network solution.

The cost, benefits and timing of this project are still being reviewed and refined, and will be revised as necessary in future capital program requests.

C. Projects beginning in 2016-2020

Projects identified to begin after 2015 are:

1. 13 Division Replacement (\$38.4M, beginning in 2017)
2. Long Term Facility Plan (\$3M annually beginning in 2018)
3. Radio Replacement (\$33.6M, beginning in 2016)
4. Future use of 330 Progress Ave. (\$40M, beginning in 2018)

In addition, the need to implement a Disaster Recovery Site that meets industry standards continues to be identified as a potential requirement but for which details are not known at this time. Although the timing and cost estimates are unknown, a placeholder project is identified for the Board's information, as it is anticipated to be included in the Service's future capital programs.

D. Projects funded through Recoverable Debt (eTicketing, \$4.3M, beginning in 2012)

In conjunction with City Court Services, TPS has been pursuing the implementation of an electronic ticketing system which would capture Provincial Offence Notices, print tickets at road side, and transmit ticket data wirelessly to corporate servers. This system would increase the accuracy of tickets, eliminate manual sorting and transportation of tickets, save time with respect to disclosure, and streamline various other business processes.

The project is estimated to cost \$4.3M over three years (2012-2014). The estimate includes the cost of external resources to ensure that TPS has the capacity to implement this project. While an overall net benefit to the City is expected from the system, there is an estimated annualized net operating budget impact of \$0.8M on the Service. These costs are required for on-going maintenance and lifecycle replacement of the equipment, and would begin part-way through 2013.

Implementation of this project would reduce the City's Court Services operating costs. The project is anticipated to provide a net benefit to the City of Toronto, and would be funded from "recoverable debt." As a result, there is no impact on the Service's net debt requirements.

The implementation of the Service's new Records Management System may have an impact on the technical solution for this project. Based on the timing of that project, the Service, City Court Services and City Finance staff have jointly recommended the deferral of this project to 2012. This timing would also allow for the refinement/confirmation of costs, savings and enhanced revenue estimates.

E. Reserve-Funded Projects

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

Attachment B represents all of the currently identified Reserve-funded projects. Estimates are revised annually based on up-to-date information.

Table 3, below, provides a summary of anticipated Reserve activity for 2011-2020:

Table 3. 2011-2020 Reserve Activity (\$Ms)

	2011	2012	2013	2014	2015	...	2020
Opening Balance:*	8.2	0.2	5.2	1.4	3.3		2.6
Contributions:**	17.9	19.0	20.1	20.1	20.1		20.1
Draws:***	26.1	14.0	23.9	18.2	18.1		19.4
Year-End Balance:	0.2	5.2	1.4	3.3	5.3		3.3
Incremental Operating Impact:	1.1	1.1	1.1	0.0	0.0		0.0

*plan, based on 2010 budget

**includes contributions from Parking Enforcement

***Represent planned spending, including spending for Parking Enforcement

Conclusion:

A detailed review of all projects in the Service's 2011-2020 Capital Program request was conducted by the Command and the Board's Budget Sub-Committee to ensure that the Capital Program reflects the priorities of the Service, is consistent with the Service's strategic objectives, and is in line with City targets. Wherever possible, capital projects have been deferred or reduced in scope to meet City targets.

The Service's capital program request (excluding HST impact) meets the City's affordability debt target for the 2011-2020 program in total. Design and construction requirements for the Service's facility projects in 2011 result in the capital program exceeding the target in the first year. An arbitrary cashflow adjustment, inconsistent with anticipated spending, would be required for the Service to meet City targets on an annual basis. This is neither possible nor appropriate, and is therefore not recommended.

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

Mr. Tony Veneziano, Chief Administrative Officer, Mr. Angelo Cristofaro, Director Finance and Administration and Ms Elizabeth Hewner, Manager Budgeting and Control delivered a presentation to the Board on the Toronto Police Service 2011 – 2020 Capital Program Request. A copy of the presentation is on file in the Board office.

In response to questions from the Board on the new 14 Division Facility Capital Project, the Board was advised that the substantial completion date for the new 14 Division Facility capital project is still on target to meet the Service's original construction schedule. The Board was also advised that the new 14 Division project was submitted by the City for funding under the Federal Infrastructure Stimulus Funding (ISF) program, with the intent that the construction schedule could be accelerated to meet the ISF program completion deadline. The applicable ISF funding has been reflected in the Service's Capital Program. However, construction acceleration has not been possible, and the ISF's March 31, 2011 project completion deadline will therefore not be achieved. The City has been kept up-to-date and advised in this regard, and discussions will continue with City staff on how any funding impact will be dealt with.

The Board approved the foregoing report.

2011-2020 CAPITAL PROGRAM (\$000s)

Project Name	Plan to end of 2010	2011	2012	2013	2014	2015	Total 2011-2015 Request	2016	2017	2018	2019	2020	Total 2016-2020 Forecast	Total 2011-2020 Program	Total Project Cost
On-Going Projects															
State-of-Good-Repair - Police	0	1,535	3,685	4,642	4,814	4,312	18,988	4,110	4,320	4,540	4,820	5,060	22,850	41,838	41,838
Radio Replacement	16,133	7,700	5,700	0	0	0	13,400	0	0	0	0	0	0	13,400	29,533
11 Division - Central Lockup	20,527	8,918	0	0	0	0	8,918	0	0	0	0	0	0	8,918	29,445
14 Division - Central Lockup	7,374	18,666	8,883	0	0	0	27,549	0	0	0	0	0	0	27,549	34,923
Property & Evidence Management Storage	23,258	8,600	3,400	0	0	0	12,000	0	0	0	0	2,000	2,000	14,000	37,258
Acquisition, Impl'n of New RMS	2,114	8,092	8,752	4,670	990	0	22,504	0	0	0	0	0	0	22,504	24,618
911 Hardware / Handsets	757	420	0	0	0	0	420	0	0	0	0	0	0	420	1,177
Total, On-Going Capital Projects	70,162	53,931	30,420	9,312	5,804	4,312	103,779	4,110	4,320	4,540	4,820	7,060	24,850	128,629	198,791
New Projects															
5th floor workspace rationalization	0	1,334	0	0	0	0	1,334	0	0	0	0	0	0	1,334	1,334
AFIS	0	3,000	0	0	0	0	3,000	0	0	3,000	0	0	3,000	6,000	6,000
Upgrade to Microsoft 7 (new in 2011)	0	1,492	160	0	0	0	1,652	0	0	0	0	0	0	1,652	1,652
SmartCard (new in 2011)	0	0	706	826	0	0	1,531	0	0	0	0	0	0	1,531	1,531
54 Division (includes land)	0	0	0	300	9,100	21,263	30,663	5,649	0	0	0	0	5,649	36,312	36,312
Data Warehouse Establishment	0	0	0	336	3,224	1,331	4,891	3,177	0	0	0	0	3,177	8,068	8,068
Electronic Document Management	0	0	0	0	50	450	500	0	0	0	0	0	0	500	500
41 Division (includes land)	0	0	0	0	0	366	366	8,416	20,279	9,342	0	0	38,037	38,403	38,403
HRMS Upgrade	0	0	0	0	152	670	822	0	0	0	0	0	0	822	822
TRMS Upgrade	0	0	0	0	1,909	1,445	3,354	0	0	0	0	0	0	3,354	3,354
Digital Content Manager	0	0	0	0	1,388	1,707	3,095	0	0	0	0	0	0	3,095	3,095
Expansion of Fibre Optics Network	0	0	0	0	0	1,000	1,000	5,625	5,625	0	0	0	11,250	12,250	12,250
Disaster Recovery Site	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13 Division (includes land)	0	0	0	0	0	0	0	0	366	8,495	21,040	8,502	38,403	38,403	38,403
Long Term Facility Plan	0	0	0	0	0	0	0	0	0	3,000	3,000	3,000	9,000	9,000	9,000
Radio Replacement	0	0	0	0	0	0	0	10,280	2,980	5,200	1,550	5,420	25,430	25,430	33,560
Future use of 330 Progress (new in 2011)	0	0	0	0	0	0	0	0	0	5,000	10,000	15,686	30,686	30,686	40,000
Total, New Capital Projects:	0	5,826	866	1,462	15,823	28,232	52,209	33,147	29,250	34,037	35,590	32,608	164,632	216,841	234,285
Total Capital Projects:	70,162	59,757	31,286	10,774	21,627	32,544	155,988	37,257	33,570	38,577	40,410	39,668	189,482	345,470	433,076
Other than debt expenditure (Recoverable debt)															
E-Ticketing	0	0	428	2,798	1,104	0	4,330	0	0	0	0	0	0	4,330	4,330
Other than debt expenditure (Recoverable debt)	0	0	428	2,798	1,104	0	4,330	0	0	0	0	0	0	4,330	4,330
Total Reserve Projects:	106,017	26,137	13,719	23,897	18,133	18,111	99,997	21,568	18,017	23,829	20,760	44,791	128,964	228,960	334,977
Total Gross Projects	176,179	85,895	45,432	37,468	40,864	50,655	260,314	58,825	51,587	62,406	61,170	84,459	318,446	578,760	772,383
Funding Sources:															
Vehicle and Equipment Reserve	(106,017)	(26,137)	(13,719)	(23,897)	(18,133)	(18,111)	(99,997)	(21,568)	(18,017)	(23,829)	(20,760)	(44,791)	(128,964)	(228,960)	(334,977)
ISF estimate for 11 and 14 Div	(8,421)	(8,862)	0	0	0	0	(8,862)	0	0	0	0	0	0	(8,862)	(17,283)
Funding from Development Charges	(4,966)	(1,170)	(1,290)	(1,420)	(1,560)	(1,600)	(7,040)	(1,650)	(750)	(2,700)	(1,810)	0	(6,910)	(13,950)	(18,916)
Recoverable debt (eTicketing)	0	0	(428)	(2,798)	(1,104)	0	(4,330)	0	0	0	0	0	0	(4,330)	(4,330)
Total Funding Sources:	(119,404)	(36,169)	(15,437)	(28,115)	(20,797)	(19,711)	(120,229)	(23,218)	(18,767)	(26,529)	(22,570)	(44,791)	(135,874)	(256,102)	(375,506)
Total Net Debt-Funding Request:	56,775	49,725	29,996	9,354	20,067	30,944	140,086	35,607	32,820	35,877	38,600	39,668	182,572	322,658	396,876
5-year Average:							28,017						36,514	32,266	
City Target (= net approved in 2010):		44,633	31,163	10,528	20,067	33,693	140,085	27,417	39,581	38,111	38,731	38,731	182,572	322,657	
City Target - 5-year Average:							28,017						36,514	32,266	
Variance to Target:		(5,092)	1,168	1,175	(0)	2,749	(0)	(8,190)	6,761	2,234	131	(937)	(0)	(0)	
Variance to Target - 5-year Average:							(0)						(0)	(0)	
Estimated HST Impact		408	(255)	124	314	298	889	307	187	(110)	508	(1)	891	1,780	2,669
Total Net Debt-Funding Request, w/HST:	56,775	50,134	29,740	9,477	20,381	31,242	140,974	35,914	33,007	35,767	39,108	39,667	183,463	324,437	399,545
Variance to Target w/HST:		(5,500)	1,423	1,051	(314)	2,451	(889)	(8,496)	6,574	2,344	(377)	(936)	(891)	(1,780)	
Variance to Target - 5-year Average w/HST:							(178)						(178)	(178)	

ATTACHMENT B

2011-2020 OTHER THAN DEBT - CAPITAL PROGRAM (\$000s)

Project Name	Plan to end of 2010	2011	2012	2013	2014	2015	Total 2011-2015 Request	Total 2016-2020 Forecast	Total 2011-2020 Program	Total Project Cost
Other than debt expenditure (Recoverable debt)										
E-Ticketing	0	0	428	2,798	1,104	0	4,330	0	4,330	4,330
Other than debt expenditure (Recoverable debt)	0	0	428	2,798	1,104	0	4,330	0	4,330	4,330
Other than debt expenditure (Draw from Reserve)										
Vehicle and Equipment (LR)	36,464	12,116	2,773	2,773	4,669	5,617	27,948	28,085	56,033	92,497
Workstation, Laptop, Printer (LR)	22,958	2,817	3,043	3,695	3,227	3,506	16,288	16,514	32,802	55,760
Servers (LR)	13,236	3,120	3,230	3,340	3,122	3,164	15,976	29,409	45,386	58,622
IT Business Resumption (LR)	8,511	1,644	1,701	1,761	1,339	1,607	8,050	14,747	22,797	31,308
Mobile Workstations (LR)	7,970	0	250	7,500	1,500	0	9,250	9,435	18,685	26,655
Network Equipment (LR)	3,803	500	520	2,603	1,165	1,054	5,842	11,407	17,249	21,052
Locker Replacement (LR)	2,200	0	179	50	50	50	329	671	1,000	3,200
Furniture Replacement (LR)	2,250	0	1,500	750	750	750	3,750	7,650	11,400	13,650
AVL (LR)	316	593	639	0	316	593	2,141	954	3,095	3,411
In - Car Camera (LR)	0	0	0	688	818	0	1,506	1,536	3,042	3,042
Voice Logging (LR)	459	324	0	370	0	459	1,153	1,176	2,329	2,788
Electronic Surveillance (LR)	0	1,100	0	0	0	0	1,100	1,122	2,222	2,222
Digital Photography (LR)	126	130	0	0	0	126	256	261	517	643
DVAM I (LR)	1,109	0	0	0	0	1,109	1,109	1,131	2,240	3,349
Call Centre Application (ACD-X) (LR)	315	0	0	0	0	315	315	321	636	951
DVAM II (LR)	0	0	0	0	1,417	0	1,417	1,445	2,862	2,862
Asset and Inventory Mgmt.System (LR)	0	127	0	0	0	0	127	130	256	256
Property & Evidence Scanners (LR)	0	120	0	0	0	0	120	122	242	242
DPLN (LR)	0	0	0	778	0	0	778	794	1,572	1,572
Small Equipment (e.g. telephone handset) (LR)	230	230	230	230	230	230	1,150	1,221	2,371	2,601
Video Recording Equipment (LR)	70	70	70	70	70	70	350	372	722	792
Radios - Replacement	6,000	0	0	0	0	0	0	0	0	6,000
Livescan Machines (LR)	0	435	0	0	0	0	435	444	879	879
Wireless Parking System (LR)	0	3,060	0	0	0	0	3,060	3,060	6,120	6,120
EDU/CBRN Explosive Containment (LR)	0	487	0	0	0	0	487	0	487	487
Additional reduction - Estimated HST Impact		(736)	(416)	(711)	(539)	(539)	(2,941)	(3,043)	(5,984)	(5,984)
Total Reserve Projects:	106,017	26,137	13,719	23,897	18,133	18,111	99,997	128,963	228,960	334,977
Total Other than debt Projects:	106,017	26,137	14,147	26,695	19,237	18,111	104,327	128,963	233,290	339,307

LR = Lifecycle Replacement

2011-2020 CAPITAL BUDGET (\$000s)
OPERATING IMPACT FROM CAPITAL (incremental over 2010)

ATTACHMENT C

Project Name	2011	2012	2013	2014	2015	By 2020	Comments
On-Going Projects							
In - Car Camera	200.0	200.0	200.0	200.0	200.0	200.0	5 FTEs
Digital Video Asset Management II	200.0	200.0	200.0	200.0	200.0	200.0	Third party system support
11 Division - Central Lockup	101.0	202.0	202.0	202.0	202.0	202.0	Building Operations, Service Contracts and Utilities
14 Division - Central Lockup	0.0	104.0	208.0	208.0	208.0	208.0	Building Operations, Service Contracts and Utilities
State-of-Good-Repair - Police (MICC)	65.5	65.5	65.5	65.5	65.5	65.5	MICC operating costs
Property & Evidence Management Storage	0.0	41.5	83.0	83.0	83.0	83.0	High Level estimate
Acquisition, Impl'n of New RMS	200.0	1,575.0	2,950.0	3,450.0	4,950.0	4,950.0	Maintenance costs; 55 FTEs and lifecycle contribution
HRMS - Additional functionality	60.0	60.0	60.0	60.0	60.0	60.0	1 FTE
Replacement of Voice Mail	25.0	50.0	50.0	50.0	50.0	50.0	Incremental maintenance cost. Year 2011 is for half year
Fuel Management System	5.0	5.0	5.0	5.0	5.0	5.0	Card replacement and system maintenance
911 Hardware / Handsets	0.0	25.0	50.0	50.0	50.0	50.0	System maintenance cost. Year 2012 is for half year
Total on-going Operating Impact	856.5	2,528.0	4,073.5	4,573.5	6,073.5	6,073.5	
New Projects							
SmartCard	0.0	0.0	0.0	-40.0	-40.0	-40.0	e-token is being replaced by smart cards; total operating impact still being reviewed
AFIS	0.0	50.0	50.0	50.0	50.0	50.0	Incremental maintenance cost (currently costs \$350k)
Upgrade to Microsoft 7	0.0	35.0	70.0	70.0	70.0	70.0	Maintenance costs
Electronic Document Management	0.0	0.0	0.0	0.0	0.0	-77.9	Reduction in paper & printing cost, off-set by increase in maintenance cost
Data Warehouse Establishment	0.0	0.0	0.0	0.0	0.0	1,056.0	\$0.6M for salaries for 5 people; \$0.5M for maintenance; starting 2017
54 Division	0.0	0.0	0.0	0.0	0.0	144.0	Building Operations, Service Contracts and Utilities; starting 2016 (3 1/2 years)
41 Division	0.0	0.0	0.0	0.0	0.0	144.0	Building Operations, Service Contracts and Utilities; starting half a year 2018 (1 1/2 years)
13 Division	0.0	0.0	0.0	0.0	0.0	TBD	Building Operations, Service Contracts and Utilities; starting 2020
Long Term Facility Plan	0.0	0.0	0.0	0.0	0.0	TBD	TBD
HRMS Upgrade	0.0	0.0	0.0	0.0	22.0	22.0	Incremental maintenance cost of \$22K per year from 2015
TRMS Upgrade	0.0	0.0	0.0	0.0	0.0	22.0	Incremental maintenance cost of \$22K per year from 2016
Digital Content Manager	0.0	0.0	0.0	0.0	0.0	178.0	\$94K for support and maintenance; \$84K for 1 FTE; starting 2016
eTicketing	0.0	0.0	0.0	134.0	845.5	845.5	Maintenance costs offset by staff savings; note: staff savings are project-specific; assume FTEs saved would offset other pressures
Total New projects Operating Impact	0.0	85.0	120.0	214.0	947.5	2,413.7	
Contribution to Reserve (estimated)	1,100.0	2,200.0	3,300.0	3,300.0	3,300.0	3,300.0	Based on current assumptions; under review
Total Reserve Operating Impact	1,100.0	2,200.0	3,300.0	3,300.0	3,300.0	3,300.0	
Incremental Operating Impact	1,956.5	4,813.0	7,493.5	8,087.5	10,321.0	11,787.2	

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2010**

**#P260. TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT:
2011-2020 CAPITAL PROGRAM REQUEST**

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

Subject: PARKING ENFORCEMENT 2011-2020 CAPITAL PROGRAM REQUEST

Recommendations:

It is recommended that:

- (1) the Board approve the 2011-2020 Parking Enforcement Capital Program with a 2011 net request of \$12.72M, and a net total of \$23.07M for 2011-2020; and
- (2) the Board forward a copy of this report to the City of Toronto Budget Committee for approval, and to the City's Deputy City Manager and Chief Financial Officer for information.

Financial Implications:

Parking Enforcement does not have an on-going requirement for debt-funded projects. Therefore, the City has not identified a specific target for this program area. Table 1 provides a summary of the 2011-2020 Capital Program request.

Table 1. 2011-2020 Capital Program Request (\$Ms)

	2011	2012	2013	2014	2015	2016- 2020 Total	2011- 2020 Total
Parking East and West Site Consolidation	12.72	10.10	0.25	0.00	0.00	0.00	23.07
NET DEBT FUNDING*	12.72	10.10	0.25	0.00	0.00	0.00	23.07

This project would result in significant annual operating budget savings, as current lease costs of \$1.4M would be avoided (offset by anticipated operating costs for the facility of \$0.5M) for a total operating savings of \$0.9M. Operating impacts would begin to take effect in 2014.

Background/Purpose:

The Parking Enforcement Unit is currently housed in two separate leased facilities, known as the East (PKE) and West (PKW) operations. The PKE facility also houses Parking Headquarters (PHQ). It is proposed that the two sites be consolidated into one Service-owned facility upon the

termination of the two lease agreements in 2014. This consolidation would result in significant annual operating budget savings, as current lease costs of \$1.4M would be avoided (offset by anticipated operating costs for the facility of \$0.5M). This move would also be consistent with the City's direction to reduce the overall reliance on leased properties, and thereby avoid, where possible, the risk of the leases not being renewed or increasingly higher cost for the leases.

Discussion:

The lease for the PKE facility, located at 1500 Don Mills Road, expires on June 30, 2014. The lease for the PKW facility, located at 970 Lawrence Avenue West, expires on December 31, 2014. The combined floor space for the current PKE/PKW facilities is approximately 50,000 square feet (SF).

The Service has investigated the possibility of moving out of the two leased properties into a single, Service-owned facility. A very preliminary cost estimate to acquire a property and build a facility is \$23M. This preliminary estimate is based on the purchase of land (approximately 3.5 acres), construction of a 50,000 SF facility and using the Service's recent construction cost experience of \$180/SF. A consolidated facility would result in saving the annual lease costs of \$1.4M, offset by anticipated annual operating costs of \$0.5M.

Parking Enforcement service delivery, tag issuance, operational support to the Police Service, and related revenues depend on the effective deployment of enforcement resources. It is therefore essential that a consolidated facility be located in a geographic area that has positive traffic flow patterns while at the same time provides accessibility to major transportation routes. While the ideal catchment area would be bounded by Sheppard Avenue East to the north, Lawrence Avenue East to the south, Yonge Street to the west, and Victoria Park Avenue to the east, the Service will be examining other locations.

The Service will work with City Real Estate to identify a suitable property for acquisition. Any proposed property will be reviewed taking into consideration the following:

- easy access to the Don Valley Parkway, Highway 401 and major arterial routes;
- the facility is in a relatively central location; and
- the new location does not have a significant negative impact on the deployment of officers, particularly with respect to changes in travel time from the facility to patrol zones as this could have an impact on total enforcement hours available, which could impact service delivery.

The impact on staffing levels is projected to be neutral, with minimal reassignment or reclassification of positions within the Unit and/or adjustments to the platoon structures. It is anticipated that the Unit would be able to achieve effective service delivery with the same staffing complement and shift schedules, although this assumption will have to be revisited once the location for the consolidated facility has been chosen.

Some non-budgetary advantages are anticipated for programs and operations, such as efficiencies in communication among the current "east" and "west" staff, potential for enhanced consistency

in operations and program delivery, efficiencies for training programs, statistical reporting, fleet management and maintenance of the Wireless Parking System. These would be enhancements to the overall program, and are not expected to result in any budgetary savings at this time. However, this would be reviewed and finalized as part of the consolidation process.

Conclusion:

The consolidation of the two Parking Enforcement facilities into one City-owned facility would address the City's direction to reduce overall reliance on leased properties. It is essential that a consolidated facility be located in a geographic area that ensures effective staff deployment for minimal impact on tag enforcement activities and overall service delivery and support. A very preliminary cost estimate to acquire a property and build a facility is \$23M. Annual net operating savings of \$0.9M are estimated as a result of this consolidation.

Based on the assumptions used to develop the cost estimate and the anticipated operating budget savings, there is a twenty-five (25) year payback on this capital investment. Although this is not an ideal payback for a capital investment, it does reduce the reliance on leased properties and the risks and costs associated with leasing in the longer term. Further, there are options to potentially reduce the project cost by purchasing a property with an existing building and renovating it, or using a currently owned City/Service property to locate the consolidated parking facility. The size of the consolidated facility will also be reviewed to determine if the total square footage estimate can be reduced/optimized. These options and considerations could require less funding and therefore provide a better payback. However, until those determinations are made, the requested project cost is based on the purchase of land and constructing a 50,000 square foot facility.

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

Mr. Tony Veneziano, Chief Administrative Officer, Mr. Angelo Cristofaro, Director Finance and Administration and Ms Elizabeth Hewner, Manager Budgeting and Control delivered a presentation to the Board on the Parking Enforcement Unit's 2011 – 2020 Capital Program Request

The Board approved the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2010**

**#P261. TORONTO POLICE SERVICES BOARD – OPERATING BUDGET
VARIANCE REPORT FOR THE PERIOD ENDING JULY 31, 2010**

The Board was in receipt of the following report September 02, 2010 from Alok Mukherjee, Chair:

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

Recommendation:

It is recommended that:

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

Financial Implications:

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

Background/Purpose:

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

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

Discussion:

The following chart summarizes the variance by category of expenditure.

Expenditure Category	2010 Budget (\$000s)	Actual to July 31/10 (\$000s)	Projected Year- End Actual (\$000s)	Fav / (Unfav) (\$000s)
Salaries & Benefits (incl. prem.pay)	\$909.3	\$502.3	\$909.3	\$0.0
Non-Salary Expenditures	<u>\$1,438.5</u>	<u>\$369.5</u>	<u>\$1,438.5</u>	<u>\$0.0</u>
Total	<u>\$2,347.8</u>	<u>\$871.8</u>	<u>\$2,347.8</u>	<u>\$0.0</u>

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

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

Salaries & Benefits (including Premium Pay)

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

Non-salary Budget

The majority of the costs in this category are for arbitrations / grievances and City charge backs for legal services.

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

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

Conclusion:

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

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2010**

**#P262. TORONTO POLICE SERVICE – OPERATING BUDGET VARIANCE
REPORT FOR THE PERIOD ENDING JULY 31, 2010**

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

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

Recommendations:

It is recommended that:

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

Financial Implications:

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

Background/Purpose:

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

The Service has since been notified by City Finance staff of a further \$0.1M allocation from the Insurance Reserve Fund to the Service's 2010 operating budget. As a result of the reallocation, the Service budget has been restated upwards by \$0.1M to a total of \$888.2M. However, this change does not result in additional available funds to the Service, as there will be a corresponding charge from the City.

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

Discussion:

As at July 31, 2010, the Service is projecting an unfavourable variance of \$2.3M. This variance is \$0.5M more favourable than reported in the previous variance report. The following chart summarizes the variance by expenditure and revenue category.

Category	2010 Budget (\$Ms)	Actual to July 31st/10 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Salaries	\$642.8	\$347.3	\$644.1	(\$1.3)
Premium Pay	\$47.8	\$21.3	\$48.2	(\$0.4)
Benefits	\$160.6	\$94.0	\$160.5	\$0.1
Materials and Equipment	\$22.2	\$14.8	\$21.2	\$1.0
Services	<u>\$91.3</u>	<u>\$27.8</u>	<u>\$91.1</u>	<u>\$0.2</u>
Total Gross	<u>\$964.7</u>	<u>\$505.2</u>	<u>\$965.1</u>	<u>(\$0.4)</u>
Revenue	(\$76.5)	(\$43.1)	(\$74.6)	(\$1.9)
Total Net	<u>\$888.2</u>	<u>\$462.1</u>	<u>\$890.5</u>	<u>(\$2.3)</u>

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

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

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

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

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

The Service's goal is to remain within the approved 2010 net budget and every attempt is being made to absorb the currently projected \$2.3M unfavourable variance, without impacting on the delivery of effective police services. Updates will be provided to the Board through the variance reporting process. Details of each major expenditure category and revenue are discussed in the sections that follow.

Salaries:

An unfavourable variance of \$1.3M is projected in the salary category, which is the same as previously reported.

Expenditure Category	2010 Budget (\$Ms)	Actual to July 31st/10 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Uniform Salaries	\$489.2	\$266.3	\$491.7	(\$2.5)
Civilian Salaries	\$153.6	\$81.0	\$152.4	\$1.2
Total Salaries	\$642.8	\$347.3	\$644.1	(\$1.3)

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

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

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

Premium Pay:

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

Expenditure Category	2010 Budget (\$Ms)	Actual to July 31st/10 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Court	\$12.4	\$6.9	\$12.4	\$0.0
Overtime	\$6.4	\$3.5	\$6.4	\$0.0
Callback	\$8.0	\$3.9	\$8.0	\$0.0
Lieutime Cash Payment	<u>\$21.0</u>	<u>\$7.0</u>	<u>\$21.4</u>	<u>(\$0.4)</u>
Total Premium Pay*	<u>\$47.8</u>	<u>\$21.3</u>	<u>\$48.2</u>	<u>(\$0.4)</u>

* Approx. \$5.0M is attributed to grant-funded expenditures (revenue budget has been increased by same amount)

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

Benefits:

A savings of \$0.1M is projected in the benefits category, which is \$0.4M more favourable than previously reported.

Expenditure Category	2010 Budget (\$Ms)	Actual to July 31st/10 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Medical / Dental	\$37.3	\$15.8	\$36.5	\$0.8
OMERS / CPP / EI / EHT	\$97.1	\$62.5	\$97.7	(\$0.6)
Sick Pay / CSB / LTD	\$13.8	\$9.4	\$13.8	\$0.0
Other (e.g., WSIB, life ins.)	<u>\$12.4</u>	<u>\$6.3</u>	<u>\$12.5</u>	<u>(\$0.1)</u>
Total Benefits	<u>\$160.6</u>	<u>\$94.0</u>	<u>\$160.5</u>	<u>\$0.1</u>

The more favourable position is as a result of increased projected savings in the medical/dental costs. Based on year-to-date expenditures, medical/dental costs are indicating a \$0.8M favourable variance. This is offset by OMERS expenditures, which continue to trend \$0.6M unfavourable, in part due to the number and make-up of year-to-date and anticipated separations. This account will continue to be monitored closely, and any changes to this projection will be reported on in future variance reports. The projected over spending in the "other" category is based on year-to-date spending.

Materials and Equipment:

Expenditures in this category are projected to be \$1.0M under spent, which is \$0.1M more favourable than previously reported.

Expenditure Category	2010 Budget (\$Ms)	Actual to July 31st/10 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Vehicles (gas, parts)	\$10.6	\$6.3	\$9.8	\$0.8
Uniforms	\$4.7	\$4.0	\$4.7	\$0.0
Other Materials	\$5.2	\$3.5	\$5.0	\$0.2
Other Equipment	\$1.7	\$1.0	\$1.7	\$0.0
Total Materials & Equipment*	<u>\$22.2</u>	<u>\$14.8</u>	<u>\$21.2</u>	<u>\$1.0</u>

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

The \$0.8M surplus in the “vehicles” category is mainly attributed to savings projected in the gasoline account, due to lower-than-budgeted fuel prices experienced in the first seven months of the year. Gas prices can fluctuate significantly and therefore will continue to be monitored closely. Projected savings in the other materials category are based on year-to-date spending.

Services:

Expenditures in this category are projected to be \$0.2M under spent, which is the same as previously reported.

Expenditure Category	2010 Budget (\$Ms)	Actual to July 31st/10 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Legal Indemnification	\$0.6	\$0.3	\$0.6	\$0.0
Uniform Cleaning Contract	\$2.1	\$1.8	\$2.1	\$0.0
Courses / Conferences	\$2.4	\$0.6	\$2.3	\$0.1
Clothing Reimbursement	\$1.5	\$0.0	\$1.5	\$0.0
Computer Lease / Maintenance	\$13.0	\$10.6	\$13.0	\$0.0
Phones / cell phones / 911	\$6.7	\$3.5	\$6.7	\$0.0
Reserve contribution	\$29.6	\$2.1	\$29.6	\$0.0
Caretaking / maintenance	\$18.8	\$0.0	\$18.8	\$0.0
Other Services	\$16.6	\$8.9	\$16.5	\$0.1
Total Services *	<u>\$91.3</u>	<u>\$27.8</u>	<u>\$91.1</u>	<u>\$0.2</u>

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

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

Revenue:

An unfavourable variance of \$1.9M is projected in this category, which is the same as previously reported.

Revenue Category	2010 Budget (\$Ms)	Actual to July 31st/10 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Recoveries from City	(\$8.6)	(\$5.2)	(\$8.6)	\$0.0
CPP and Safer Comm'y grants	(\$16.3)	(\$5.1)	(\$16.3)	\$0.0
Other Gov't grants	(\$12.8)	(\$12.8)	(\$13.2)	\$0.4
Fees (e.g., paid duty, alarms, ref.)	(\$9.9)	(\$5.2)	(\$10.1)	\$0.2
Secondments	(\$3.6)	(\$1.6)	(\$3.6)	\$0.0
Draws from Reserves	(\$13.8)	\$0.0	(\$13.8)	\$0.0
Other Revenues (e.g., pris.return)	(\$11.5)	(\$13.2)	(\$9.0)	(\$2.5)
Total Revenues	(\$76.5)	(\$43.1)	(\$74.6)	(\$1.9)

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

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

Harmonized Sales Tax (HST)

The Service must now pay HST (13%), but benefits from a rebate on most of the tax (11.24% of the 13% HST). Taking this rebate into consideration, HST is a pressure for those expenditures where PST was not previously paid, and a savings for those expenditures where PST was previously paid. The net impact in 2010 is also affected by the timing of commitments made, in terms of when the HST came into effect (July 1st, 2010).

Service staff continue to review the impact of the introduction of the HST on the Service's overall spending in 2010. It is anticipated that there will be some relief to the Service's expenditures as a result of the HST rebate, and this will be included in the next variance report.

Conclusion:

As at July 31, 2010, the Service is projecting an unfavourable variance of \$2.3M by year end. This is \$0.5M more favourable than the \$2.8M shortfall reported to the July 2010 Board meeting (Min. No. P202/10 refers). Expenditures and revenues will be closely monitored throughout the year, and the Service will endeavour to remain within the approved 2010 net operating budget.

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

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2010**

**#P263. TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT:
OPERATING BUDGET VARIANCE REPORT FOR THE PERIOD
ENDING JULY 31, 2010**

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

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

Recommendations:

It is recommended that:

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

Financial Implications:

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

Background/Purpose:

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

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

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

Discussion:

The following chart summarizes the variance by category of expenditure.

Category	2010 Budget (\$Ms)	Actual to Jul 31/10 (\$Ms)	Year-End Projected Actual (\$Ms)	Fav/(Unfav) (\$Ms)
Salaries	\$25.48	\$13.90	\$25.48	\$0.00
Premium Pay	\$3.12	\$1.07	\$1.92	\$1.20
Benefits	\$5.94	\$1.93	\$5.94	\$0.00
Total Salaries & Benefits	\$34.54	\$16.90	\$33.34	\$1.20
Materials	\$1.48	\$0.51	\$1.48	\$0.00
Equipment	\$0.06	\$0.01	\$0.06	\$0.00
Services	\$4.94	\$1.50	\$4.94	\$0.00
Revenue	(\$1.51)	(\$0.03)	(\$1.51)	\$0.00
Total Non-Salary	\$4.97	\$1.99	\$4.97	\$0.00
Total Net	\$39.51	\$18.89	\$38.31	\$1.20

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

As at July 31, 2010, a favourable year-end variance of \$1.2M is anticipated, which is \$0.2M higher than what had been reported in the previous variance report. Details are discussed below.

Salaries & Benefits (including Premium Pay):

A favourable variance of \$1.2M is projected in this category (an increase of \$0.2M from the previous report).

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

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

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

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

At this time, these pressures have not materialized to the extent anticipated. The uptake on call back (overtime) assignments required to maintain enforcement levels has been less than anticipated, and a surplus of \$1.2M is projected with respect to premium pay. Based on year to date issuance and the negative impact of the G20 on tag issuance, it is anticipated that tag issuance for the year could be about 1.5 % less than what had been originally estimated. City Finance has been advised of the projected reduction in tag issuance.

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

Non-salary Expenditures:

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

Conclusion:

As at July 31, 2010, Parking Enforcement is projecting a favourable variance of \$1.2M by year end.

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

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2010**

**#P264. SEMI-ANNUAL REPORT: WRITE-OFF OF UNCOLLECTIBLE
ACCOUNTS RECEIVABLE BALANCES: JANUARY TO JUNE 2010**

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

Subject: SEMI-ANNUAL REPORT 2010: WRITE-OFF OF UNCOLLECTIBLE
ACCOUNTS RECEIVABLE BALANCES - JANUARY TO JUNE 2010

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

There are no financial implications as a result of the write-offs processed. The write-off amount of \$3,551 in the first half of 2010 has been expensed against the allowance for uncollectible accounts. The current balance in the allowance for uncollectible accounts is approximately \$231,000. The adequacy of this account is analyzed annually and any adjustment required will be included in operating expenses.

Background/Purpose:

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

This report provides information on the amounts written off during the period of January 1 to June 30, 2010.

Discussion:

During the six month period of January 1 to June 30, 2010, a number of accounts totalling \$3,551 were written off, in accordance with By-law 147. The write-offs are related to paid duty administrative fees, employee receivables and interest on late false alarm fee payments.

Paid Duty Administrative Fees and Equipment Rentals (\$82):

Paid duty administrative fees and equipment rentals generate an average annual recovery for the Toronto Police Service of about \$4.5 million. The amount of \$82 written off in the first six months of 2010 represents a very small percentage of the overall recovery.

The balance owing is for a paid duty administrative fee invoice, due from a bankrupt customer whose assets are not sufficient enough to cover outstanding balances due to unsecured creditors.

Employee Receivables (\$3,411):

All employee overpayment balances are recorded as receivables in the Service's financial system. Former members are sent overpayment letters and are pursued by Financial Management in the same manner as other receivables. Accounts which remain outstanding after they are 120 days old are submitted to the Service's collection agency as per normal practice.

Seven member overpayments, occurring in 2008 and 2009, have been written off. These accounts ranged from \$36 to \$1,767. Despite collection efforts by both the Service and our collection agency, the largest balance, representing 52% of the total, could not be collected. The overpayment resulted from a member absence relating to disciplinary action. The action required investigation prior to finalization, which caused a considerable period of time to lapse before the overpayment could be confirmed. Unfortunately, the account became statute barred as the limitation period during which legal action could be taken had expired by the time the investigation was complete. In addition, the collection agency indicated that the individual has limited financial resources. Therefore, any judgement obtained would likely not have resulted in full payment to the Service. The remaining balances are for considerably smaller amounts and collection efforts were exhausted by both the Service and our collection agency.

Financial Management, in consultation with Human Resources Management, have developed a procedure for receivables from both current and former employees. This procedure will better ensure that timely repayment is actively sought from all members that have been overpaid.

False Alarms (\$58):

The \$58 balance is attributed to interest owing from three customers as a result of late false alarm payments. The Service and collection agency have exhausted all collection efforts. The amounts are small and therefore recommended for write-off.

Conclusion:

In accordance with Section 29 – Authorization for Write-offs of By-law 147, this report provides information to the Board on the amounts written off by the Service during the period January 1, 2010 to June 30, 2010. The write-off of these accounts eliminates those outstanding receivables where collection efforts have been fully exhausted.

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

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

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2010**

**#P265. REQUEST FOR FUNDS – 2010 RACIALLY BIASED POLICING
COMMUNITY FORUM**

The Board was in receipt of the following report August 24 2010 from William Blair, Chief of Police:

Subject: REQUEST FOR FUNDING - 2010 RACIALLY BIASED POLICING
COMMUNITY FORUM

Recommendation:

It is recommended that the Board approve an expenditure not to exceed \$11,600.00 from the Board's Special Fund to offset expenses related to the 2010 Racially Biased Policing Community Forum.

Financial Implications:

Funding to help cover the cost of this event would be drawn from the Board's Special Fund and would not exceed \$11,600.00.

Background/Purpose:

In 2009, the Diversity Management Unit (DMU) hosted the Racially Biased Policing – Trends and Progressive Solutions conference. This conference attracted uniform and civilian members from various services in Ontario interested in current developments and information on this significant and evolving topic. This year the DMU is planning to host a similar themed conference for community members. This conference/forum is designed for our various diverse communities, such as the Black Community Police Consultative Committee and the Sikh Foundation Organization, with a vested interest in racial issues.

Discussion:

In keeping with the 2009-2011 Business Plan and to address the Service's priorities of 'Focusing on People with Distinct Needs, and Delivering Inclusive Police Services', we recognize the importance of engaging members of the community. This forum will provide members of the public and community leaders with the opportunity to share their perspectives and knowledge, as well as partner with the Service in addressing issues related to racially biased policing.

The Service has planned for this conference to take place on Saturday, November 6, 2010, at the Toronto Police College. One hundred and fifty (150) racially and culturally diverse community representatives will be invited to participate in a series of lectures, break-out sessions, and focus

groups. The sessions will provide information to the community on current trends, as well as present excerpts from last year's conference. The breakout sessions and focus groups will be moderated by members of the Service and will engage groups on various race-related topics with respect to policing. The goal of this forum is to further the work of communities in the City of Toronto and the Toronto Police Service in generating positive dialogue on issues related to 'racially biased policing'.

The following is the proposed budget for the 'Racially Biased Policing Community Forum'

'Racially Biased Policing Community Forum' Estimated Budget

Food	\$ 6020.00
Administrative costs for volunteers and speakers	\$ 1760.00
Participant material	\$ 3320.00
Miscellaneous expenses	\$ 500.00
Total	\$11,600.00

**Any funds not utilized will be returned to the Board.*

The request for funding of the 2010 Racially Biased Policing Community Forum 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:

The Service continues to find new and innovative ways to strengthen the relationship between the police and the community. This forum is another way in which the Service and communities continue engagement and discussions on current and relevant societal issues.

Acting Deputy Chief, Human Resources Command, will be in attendance to answer 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 SEPTEMBER 23, 2010**

**#P266. REQUEST FOR FUNDS – URBAN ALLIANCE ON RACE RELATIONS –
35TH ANNIVERSARY AND 2010 AWARDS DINNER**

The Board was in receipt of the following report September 03, 2010 from Alok Mukherjee, Chair:

Subject: URBAN ALLIANCE ON RACE RELATIONS – 35TH ANNIVERSARY AND
2010 AWARDS DINNER

Recommendation:

It is recommended that the Board approve the purchase of a maximum of six tickets at the cost of \$100.00 each, for individual Board members who wish to attend the Urban Alliance on Race Relations 35th Anniversary and 2010 Awards Dinner.

Financial Implications:

If the Board approves the recommendation contained in this report, the Special Fund will be reduced by an amount not to exceed \$600.00.

Background/Purpose:

Urban Alliance on Race Relations (UARR) was formed in 1975 through community and labour partnerships in reaction to an increase in hate-motivated violence against African and South Asian Canadians living in Toronto.

UARR aims to increase public awareness of race relations through the development of volunteer leadership, seminars, workshops, conferences, extensive research and promoting dialogue among community groups.

The theme for the 2010 Anniversary celebration is “Honouring Our Past and Strengthening Our Future,” and will be held on Thursday, September 30, 2010, at the Dynasty, 131 Bloor Street West. The keynote speaker for the evening is Marvyn Novick, Social Justice Activist.

Conclusion:

In order to commemorate this very special occasion, I recommend that the Board support UARR and approve the purchase of a maximum of six tickets at the cost of \$100.00 each, for individual Board members who wish to attend the UARR 35th Anniversary and 2010 Awards Dinner.

The Board approved the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2010**

**#P267. REQUEST FOR FUNDS – PROMOTION OF THE SCHOOL ACTION
TEAM WEBSITE AND RESOURCES**

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

Subject: REQUEST FOR FUNDS: PROMOTION OF THE SCHOOL ACTION TEAM
WEBSITE AND RESOURCES

Recommendation:

It is recommended that the Board approve an expenditure not to exceed \$20,000.00 from the Board's Special Fund to offset expenses related to the promotion of the School Action Team website and resources.

Financial Implications:

Funding to cover the partial cost of the program would be drawn from the Board's Special Fund and would not exceed \$20,000.00. The total budget for the creation and implementation of the School Action Team website and resources is \$65,000.00, with all remaining contributions from the Toronto District School Board (TDSB), and Toronto Catholic District School Board (TCDSB).

Background/Purpose:

The Ontario Education Act mandates that every school throughout the province has a School Action Team. The responsibilities of the team include ensuring a safe, positive and respectful learning environment that enables all students to succeed and reach their full potential.

The positive evolution of the relationship between the Service and the TDSB and TCDSB has resulted in the integration of police into the School Action Teams beginning in the 2010/2011 school year.

The goal of each team is to provide relevant campaigns that address the health and safety of the school.

To support the activities of the School Action Teams, a new website and a number of new resources have been developed by the Service and the school boards. Through the resources and activities associated with School Action Teams, school staff, students, parents, and police will work together to enable all students to acquire the knowledge, skills and values they need to become responsible members of a democratic society.

School Action Teams promote, support, and administer school-wide safe and caring schools programs. School staff and police will work together to provide instruction, discussion, materials, and activities designed to prevent crime and violence and promote a positive school community.

School Action Teams consist of school staff representatives, student representatives, police officer(s), and Parent Council representatives. Their goal is to complete a survey annually that determines the topics to focus on within the school, and helps to develop campaigns and an action plan around those topics. The Action Plan will consist of 2-4 campaigns per school year (at least 1 in the fall, and 1 in the spring).

A vital support for School Action Teams will be the newly created School Action Team website. The website was introduced at the 2010/2011 Police/School Orientation sessions. The website is designed to provide informational resources, facilitate communication between teams, and allow monitoring and accountability.

In September 2010, the resources section will include presentations and activities related to the following topics:

- Traffic Safety
- Personal Safety
- Internet Safety
- Bullying
- Substance Abuse
- Youth & the Law
- Youth Violence & Gangs
- Toronto Anti-Violence Intervention Strategy (TAVIS)
- Threat Assessment
- Sexual Assault/Criminal Harassment
- Relationship Violence
- Crime Stoppers
- School Lockdowns

Each of these presentations includes a script and a guide for discussion that has been reviewed and approved by the school boards and police. Most of the presentations are intended to be delivered by police officers to students. Presentation directed to higher grade levels can be used by police, school staff, or students for groups of adults or adolescents.

The site provides two levels of access; there are public pages and areas restricted to approved police and school representatives.

The public pages provide general crime prevention information and links related to crime prevention and personal safety including the police and school board websites, as well as Crime Stoppers, Toronto Public Health, and Stop Now and Plan (SNAP).

The controlled access areas provide opportunities for schools to share their programs and events, as well as share best practices related to the various safety initiatives taking place in the school. Based on the information entered by each school, the site can provide benchmarking and evaluation data for both the Service and school boards.

Most of the presentations designed for use in secondary schools are new for the 2010/2011 school year. The distribution of promotional materials related to the website and the presentations will greatly expand knowledge of the new resources. Posters highlighting the key messaging in the presentations will help reinforce the teaching points and will focus on how to respond and report. Promotional material such as mugs and magnets will remind school staff about the new website and the role of School Action Teams.

Training on the new School Action Team website and resources will be conducted with all police officers who work in schools, including School Resource Officers (SROs) and Community School Liaison Officers (CSLOs)

Discussion:

Police participation in School Action Teams specifically addresses the Service Priority of Focusing on Child and Youth Safety and the goals to “Increase safety in and around schools and promote student trust and confidence in police” and “Provide youth with crime prevention and safety information, and encourage reporting”. The School Action Team site will also highlight the new resources that address the goal to “Reduce the impact and effects of bullying and cyber-bullying”.

The goal of “Focusing on Sexual Assault: Increase reporting by victims”, will be addressed through a new presentation on relationship violence and sexual assault. These presentations will be provided by a police officer and school staff member working together.

Marketing materials related to the new website and resources will ensure that police, school staff, students, and parents are aware of how School Action Teams will work to enhance school safety. The material will also reinforce the information being provided through the new presentations and activities. Materials that remind people about the new website and resources will include posters, fridge magnets, memory sticks, and video clips. Many of the promotional materials will be designed by students as part of the safety campaigns.

Extensive training about how to navigate the website and how to effectively use the many tracking and communication tools associated with the site will be provided by Community Mobilization Unit (CMU) officers. Part of this training will include printed reference material virtual learning guides.

School Action Team Promotion Budget

Promotional Materials	\$ 15,000.00
Training Materials	\$ 5,000.00
Total	\$ 20,000.00

** Any funds not utilized will be returned to the Board*

The request for funding of the School Action Team initiative 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:

The implementation of the School Action Team website and resources throughout Toronto specifically supports a Service Priority and a number of the Service's goals. Our support of the teams will demonstrate our commitment to working in conjunction with our schools and communities to prevent crime and violence and promote a positive school environment.

Acting Deputy Chief, Human Resources Command, will be in attendance to answer 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 SEPTEMBER 23, 2010**

**#P268. REQUEST FOR FUNDS – RETIREMENT CELEBRATION IN HONOUR
OF CHIEF OF POLICE ARMAND LABARGE, YORK REGIONAL
POLICE**

The Board was in receipt of the following report September 01, 2010 from Alok Mukherjee,
Chair:

Subject: RETIREMENT CELEBRATION IN HONOUR OF CHIEF OF POLICE
ARMAND LA BARGE

Recommendation:

It is recommended that the Board approve the purchase of tickets for individual Board members who wish to attend, to a maximum of six tickets at the cost of \$100.00 each, to attend a retirement dinner honouring Chief Armand La Barge.

Financial Implications:

If the Board approves the recommendation contained in this report, the Special Fund will be reduced by an amount not to exceed \$600.00.

Background/Purpose:

Chief Armand La Barge will be retiring from York Regional Police after a career that spanned 37 years, the past eight years as Chief of Police.

Chief La Barge is the Past President of the Ontario Association of Chiefs of Police, a member of the Board of Directors for the Canadian Association of Chiefs of Police and a member of the First Nations Chiefs of Police Association. He has been actively involved in many community organizations including, among others, the York Region Big Brothers Big Sisters Bowl for Kids' Sake, Adopt a Mission Jamaica Committee and is active in countless other community initiatives that raise funds for such causes as the fight against HIV/AIDS and cancer.

He has also been awarded the Police Exemplary Service Medal, the Queens Golden Jubilee Medal and the Exemplary Service First Bar.

Discussion:

I am in receipt of correspondence dated August 16, 2010, from Mr. Bruce Herridge and Mr. Eric Jolliffe, Co-Chairs (copy attached), regarding a retirement dinner in honour of Chief Armand La Barge of York Regional Police.

This event will be held on Wednesday, December 8, 2010, at the Sheraton Parkway Hotel, 600 Highway 7 East, Richmond Hill. The reception will begin at 5:30 p.m., followed by the formal ceremony at 6:30 p.m.

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 six tickets at the cost of \$100.00 each, to attend a retirement dinner honouring Chief Armand La Barge.

The Board approved the foregoing report.



Retirement Celebration in Honour of
Chief Armand P. La Barge, O.O.M.

August 16, 2010

Dr. Alok Mukherjee and Members
Chair
Toronto Police Services Board
40 College Street
7th Floor
Toronto, Ontario M5G 2J3

DATE RECEIVED
AUG 24 2010
TORONTO
POLICE SERVICES BOARD

Dear Dr. Mukherjee and Members:

Chief Armand P. La Barge will be retiring from York Regional Police after 37 years, the last eight as Chief of Police.

It is our honour to invite you to attend a Retirement Celebration in Honour of Chief La Barge, his wife Denise and their family. This celebration will be held on Wednesday, December 8, 2010, at the Sheraton Parkway Hotel, 600 Highway 7 East, Richmond Hill. A reception will be held from 5:30 pm – 6:30 pm, followed by the formal ceremony and dinner beginning at 6:30 pm sharp.

Tables of ten are available for \$1,000 and individual tickets are \$100. Cheques should be made payable to "York Regional Police Retirement Celebration" and mailed to the address below. If you have any inquiries, please contact Desiree Amato at (905)830-0303, extension 7955 or by email at 5060@yrp.ca.

If you require accommodations, a block of rooms has been reserved at the Best Western at a special rate of \$99.00 or \$129.00 at the Sheraton Parkway. When making reservations please advise that you will be attending Chief La Barge's Retirement Dinner in order to receive this special rate. Reservations for either hotel can be made by calling 1-800-668-0101 or by email at reservationsmanager@sheratonparkway.com.

Tickets are limited and we encourage you to order your tickets as soon as possible so you are not disappointed.

Bruce Herridge
Co-Chair

Eric Jolliffe
Co-Chair

Bruce Herridge
Co-Chair

Desiree Amato

Mafalda Avellino

Lina Bigioni

Eric Jolliffe
Co-Chair

Address all correspondence to: Chief La Barge Retirement, 17250 Yonge Street, Newmarket, ON L3Y 4W5



Retirement Celebration Honoring

Chief Armand P. La Barge, O.O.M.



Wednesday, December 8, 2010

Sheraton Parkway Hotel, 600 Highway 7 East, Richmond Hill

5:30 to 6:30 p.m. - Reception

6:30 p.m. sharp - Formal Ceremony and Dinner

\$100 ticket, tables or 10 for \$1,000 tickets available

Cheques made payable to York Regional Police Retirement Celebration

Inquiries: please contact Desiree Amato at 905-830-0303, extension 7955 or by email at 5060@yrp.ca.

Special hotel rates are available for guests at the Sheraton Parkway. Reservations can be made by calling 905-882-3108 or at 1-800-668-0101 or by email at reservationsmanager@sheratonparkway.com

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2010**

**#P269. ANNUAL REPORT – 2009 AUDITED FINANCIAL STATEMENTS FOR
THE TORONTO POLICE SERVICES BOARD SPECIAL FUND**

The Board was in receipt of the following report August 27, 2010 from Alok Mukherjee, Chair:

Subject: 2009 AUDITED FINANCIAL STATEMENTS FOR THE POLICE SERVICES
BOARD SPECIAL FUND

Recommendation:

It is recommended that the Board receive the audited financial statements for the Board Special Fund from Ernst & Young.

Financial Implications:

There are no financial implications to this report.

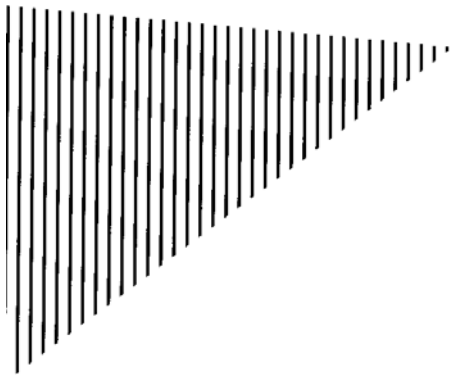
Background/Purpose:

Attached are the 2009 audited financial statements for the Police Services Board Special Fund. The draft financial statement was approved by the Board at its July 22, 2010 meeting (Board Minute #176/09 refers). Ernst & Young, the external auditors for the City and Service have now finalized the statements, which are provided to the Board for information.

The Board received the foregoing report.

Financial Statements

Toronto Police Services Board
Special Fund
December 31, 2009



AUDITORS' REPORT

To the Chair and Members of the
Toronto Police Services Board

We have audited the balance sheet of the **Toronto Police Services Board Special Fund** as at December 31, 2009 and the statement of operations and change in fund balance for the year then ended. These financial statements are the responsibility of the Board's management. Our responsibility is to express an opinion on these financial statements based on our audit.

Except as explained in the following paragraph, we conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

The Fund derives revenue from found and/or seized cash and/or goods, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, our examination of this revenue was limited to the amounts recorded in the records of the Fund and we were unable to determine whether any adjustments for unrecorded revenue might be necessary within the statement of operations and change in fund balance.

In our opinion, except for the effect of adjustments, if any, which might have been required had we been able to satisfy ourselves with respect to the completeness of the revenue described in the preceding paragraph, these financial statements present fairly, in all material respects, the financial position of the Fund as at December 31, 2009 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Ernst + Young LLP

Toronto, Canada,
March 8, 2010.

Chartered Accountants
Licensed Public Accountants

Toronto Police Services Board Special Fund

BALANCE SHEET

As at December 31

	2009	2008
	\$	\$
ASSETS		
Current		
Cash	894,051	970,930
Due from Toronto Police Services Board <i>[note 3]</i>	162,250	52,363
Prepaid expense	6,000	—
	<u>1,062,301</u>	<u>1,023,293</u>
LIABILITIES AND FUND BALANCE		
Current		
Accounts payable and accrued liabilities	14,900	11,562
Auction house security deposit	25,000	25,000
Total current liabilities	<u>39,900</u>	<u>36,562</u>
Fund balance	<u>1,022,401</u>	<u>986,731</u>
	<u>1,062,301</u>	<u>1,023,293</u>

See accompanying notes

On behalf of the Board:

Director

Director

Toronto Police Services Board Special Fund

**STATEMENT OF OPERATIONS AND
CHANGE IN FUND BALANCE**

Year ended December 31

	2009	2008
	\$	\$
REVENUE		
Proceeds from auction sale of unclaimed goods <i>[note 4]</i>	123,471	167,580
Unclaimed cash from Found and Evidence <i>[note 3]</i>	534,531	509,017
Interest	2,032	25,802
Other	2,962	1,761
	<u>662,996</u>	<u>704,160</u>
EXPENSES		
Board and Police Services relations	525,244	182,487
Police Services and community relations	45,083	52,111
Conference	24,020	50,049
Catering services	21,605	33,429
Audit fees	8,923	8,251
Donations	1,300	1,500
Bank services	1,151	847
	<u>627,326</u>	<u>328,674</u>
Excess of revenue over expenses for the year	35,670	375,486
Fund balance, beginning of year	986,731	611,245
Fund balance, end of year	<u>1,022,401</u>	<u>986,731</u>

See accompanying notes

Toronto Police Services Board Special Fund

NOTES TO FINANCIAL STATEMENTS

December 31, 2009

1. PURPOSE OF THE SPECIAL FUND

The expenditures made by the Toronto Police Services Board Special Fund [the "Fund"] are for items and initiatives which the Toronto Police Services Board [the "Board"] deem beneficial to policing in the City of Toronto.

The Fund is exempt from income taxes under Section 149(1) of the Income Tax Act (Canada).

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles ["GAAP"]. The significant accounting policies are summarized below:

Fund accounting

The Fund follows the deferral method of accounting.

Revenue recognition

Revenue is recognized in the year received or receivable if the amounts to be received can be reasonably estimated and collection is reasonably assured.

Financial instruments

The Fund has chosen to continue to apply the Canadian Institute of Chartered Accountants' ["CICA"] Handbook Section 3861: *Financial Instruments - Disclosures and Presentation* in place of CICA 3862: *Financial Instruments - Disclosures* and CICA 3863: *Financial Instruments - Presentation*.

The Fund has designated its financial instruments as follows:

- Cash as held-for-trading
- Due from Toronto Police Services Board as loans and receivables
- Accounts payable and accrued liabilities as other liabilities

Toronto Police Services Board Special Fund

NOTES TO FINANCIAL STATEMENTS

December 31, 2009

Use of estimates

The preparation of financial statements in conformity with Canadian GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates.

Future accounting policy changes

The Public Sector Accounting Board ["PSAB"] issued an exposure draft in March 2010 which sets out financial reporting proposals that would apply to government not-for-profit organizations. Specifically, PSAB proposes to incorporate into the Public Sector Accounting ["PSA"] Handbook the 4400 series from the CICA Handbook without making substantive changes at the time; amend the Introduction of Accounting Standards that apply only to not-for-profit organizations currently in the PSA Handbook to set out the applicability of standards in the PSA Handbook to government not-for-profit organizations; and amend the Introduction to Public Sector Accounting Standards to direct government not-for-profit organizations to apply the standards for not-for-profit organizations in the PSA Handbook for fiscal periods beginning on or after January 1, 2012 with retroactive application with restatement of prior periods. PSAB expects the final standards will be incorporated into the PSA Handbook in late 2010. Government not-for-profit organizations currently use the standards developed by the Accounting Standards Board that are used by private sector not-for-profit organizations. If these proposals are adopted, government not-for-profit organizations will continue to apply the 4400 series of standards using the PSA Handbook.

3. RELATED PARTY TRANSACTIONS

All revenues of unclaimed cash from "Found and Evidence" are received from the Board.

Amounts due from Toronto Police Services Board are non-interest bearing and due on demand.

Administrative staff of the Board provide administrative services for the Fund. The Board does not charge for these services.

4. PROCEEDS FROM AUCTION SALE OF UNCLAIMED GOODS

With respect to unclaimed goods in the possession of the Board, Section 132(2) of the Police Services Act states that "the chief of police may cause the property to be sold, and the Board may use the proceeds for any purpose that it considers in the public interest".

Toronto Police Services Board Special Fund

NOTES TO FINANCIAL STATEMENTS

December 31, 2009

5. STATEMENT OF CASH FLOWS

A separate statement of cash flows has not been presented since cash flows from operating, investing and financing activities are readily apparent from the financial statements.

6. CAPITAL MANAGEMENT

In managing capital, the Fund focuses on the cash balance and interest earned thereon. The objective of the Fund is to maximize spending on sponsorships requested of the Board and initiatives that are beneficial to policing based on funds available. The need for sufficient liquid resources is considered in the preparation of an annual budget and in the monitoring of cash flows and actual operating results compared to budget. As at December 31, 2009, the Fund has met its objective.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2010**

**#P270. RESPONSE TO THE BOARD'S EARLIER RECOMMENDATION TO
AMEND THE PROVINCIAL OFFENCES ACT**

The Board was in receipt of the attached correspondence dated August 25, 2010 from Chris Bentley, Attorney General.

The Board received the attached correspondence.

Attorney General
McMurtry-Scott Building
720 Bay Street
11th Floor
Toronto ON M5G 2K1
Tel: 416 326-4000
Fax: 416 326-4016

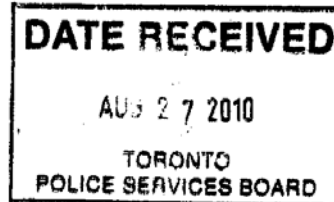
Procureur général
Édifice McMurtry-Scott
720, rue Bay
11^e étage
Toronto ON M5G 2K1
Tél. : 416 326-4000
Télééc. : 416 326-4016



AUG 25 2010

Our Reference #: M10-05115

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



Dear Mr. Mukherjee:

Thank you for your letter in which you recommend amending the *Provincial Offences Act* to allow serving Parking Infraction Notices by first-class mail.

As Attorney General, I am committed to improving POA court processes. Last fall my ministry completed a comprehensive streamlining review of POA proceedings in collaboration with municipalities, other ministries and justice stakeholders, which resulted in amendments to the *Provincial Offences Act* through the *Good Government Act, 2009*. These amendments will simplify court procedures and improve the local delivery of justice services.

The ministry continues to work with our municipal partners and justice stakeholders to improve court processes. We will take your recommendation into consideration as we continue this work.

Thank you again for your letter.

Sincerely,

A handwritten signature in black ink, appearing to read "Chris Bentley".

Hon. Chris Bentley
Attorney General

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2010**

**#P271. RETENTION OF REVIEWER – INDEPENDENT CIVILIAN REVIEW OF
G20 POLICING**

The Board was in receipt of the following report September 17, 2010 from Alok Mukherjee, Chair:

Subject: RETENTION OF REVIEWER - INDEPENDENT CIVILIAN REVIEW OF G20
POLICING

Recommendation:

It is recommended that the Board:

- (1) Approve the retention of The Honourable John W. Morden to conduct the Independent Civilian Review of the policing of the G20 Summit;
- (2) Authorize the release of any confidential Board documents as required by Mr. Morden in the course of his review;
- (3) Approve the Board's Special Fund as the source of funding for the Independent Civilian Review;
- (4) Approve the hourly rates for the Reviewer, Review Counsel, First Year Associate, Articling Student and Law Clerk, as noted in the foregoing report; and
- (5) Request the Reviewer to provide detailed monthly invoices to the Board.

Financial Implications:

The total financial implications of the Independent Civilian Review are not known at this time. If the recommendations contained in this report are approved, funding for the Independent Civilian Review will come from the Board's Special Fund. The Special Fund balance as at June 30, 2010, is \$804,603.00.

Background/Purpose:

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

Further, at that time, the Board directed that:

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

The Board, at its meeting of July 22, 2010, approved a two-step approach to the Independent Civilian Review (Min. No. P192/10 refers). The first step was the development of scope of work and Terms of Reference by Mr. Doug Hunt, Q.C., in consultation with the Board and other appropriate parties, and the second step is the review itself, to be carried out by an independent Reviewer.

The Board also approved a recommendation stating that, as part of this approach, it would "...accept submissions from members of the public concerning the content of the scope of work and the Terms of Reference for the Independent Civilian Review, consistent with the Board's statutory role and responsibility."

At the July 22, 2010 Board meeting, the Board heard deputations from a number of members of the public. In addition, the Board received a number of written submissions from the public.

At its meeting of September 14, 2010, the Board approved the Terms of Reference, as drafted by Mr. Doug Hunt, Q.C., and as amended at the meeting (Min. No. P243/10 refers). These are attached for your information.

In developing the Terms of Reference, Mr. Hunt used an inclusive, consultative process, incorporating the input from the community as well as key stakeholders. The Terms of Reference, therefore, represent a comprehensive effort to ensure that input from a variety of people has been appropriately included.

The Terms of Reference, and the Minute referencing their approval, as amended, are attached for your information.

Discussion:

Pursuant to the Board's direction of July 6, 2010, I began a search for an appropriate Reviewer to conduct the Independent Civilian Review. As noted in my report, in determining who should be chosen as a Reviewer, the Board was searching for a person of high stature, extensive experience, with a reputation for fairness, objectivity and a balanced approach. It is my view that The Honourable John W. Morden clearly fits this description.

Mr. Morden served as the Associate Chief Justice of Ontario from 1990 to 1999. He was Counsel to the Royal Commission of Inquiry into Civil Rights. He is one of Canada's leading experts on the Rules of Civil Procedure. Since his retirement, Mr. Morden has served as Counsel in the law firm of Heenan Blaikie LLP. I am attaching a copy of Mr. Morden's biography for your review.

In the course of his review, Mr. Morden will require access to confidential Board documents and I am recommending that the Board authorize the release of such documents to Mr. Morden.

I am recommending that the costs associated with the Independent Civilian Review, including the cost of retaining Mr. Morden, be paid for out of the Board's Special Fund.

It is anticipated that the Review will contain a variety of activities that may be separated into a series of phases or steps. Depending on the nature of the activity, Mr. Morden will need to call upon different individuals to assist him. In discussions with Mr. Morden, the following hourly rates have been proposed. These represent a discounted hourly rate structure, based on the important and public interest nature of the Review.

The Reviewer	\$480 per hour
Review Counsel	\$272 per hour
First Year Associate	\$224 per hour
Articling Student	\$156 per hour
Law Clerk	\$168 per hour

I am recommending that the Board approve the hourly rates, as proposed. I am further recommending that the Board request Mr. Morden to provide detailed monthly invoices to the Board as the Independent Civilian Review proceeds.

Conclusion:

Therefore, it is recommended that the Board:

- (1) Approve the retention of The Honourable John W. Morden to conduct the Independent Civilian Review of the policing of the G20 Summit;
- (2) Authorize the release of any confidential Board documents as required by Mr. Morden in the course of his review;
- (3) Approve the Board's Special Fund as the source of funding for the Independent Civilian Review;

- (4) Approve the hourly rates for the Reviewer, Review Counsel, First Year Associate, Articling Student and Law Clerk, as noted in the foregoing report; and
- (5) Request the Reviewer to provide detailed monthly invoices to the Board.

Mr. Morden addressed the Board and read from a prepared statement which is appended to this minute.

The Board approved the foregoing report.



INDEPENDENT CIVILIAN REVIEW INTO MATTERS RELATING TO THE G20 SUMMIT

REVIEWER'S STATEMENT OF THE PLAN TO CARRY OUT THE REVIEW'S MANDATE

SEPTEMBER 23, 2010

I look forward, working with my counsel, Ryan Teschner, to carrying out the mandate of the Review and to delivering a useful report as soon as reasonably possible.

The mandate of the Review is set out in the Toronto Police Services Board's Terms of Reference dated September 14, 2010, a copy of which will be published on the Review's Website – www.g20review.ca. They speak for themselves and there is no point at this time in my giving an elaborate description of what they say. They provide for the substantive scope of the Review and for matters of a procedural nature.

Substantively, the Terms are concerned with the roles played by the Toronto Police Services Board and the Toronto Police Service with respect to policing of the G20 meeting of world leaders that was held in Toronto on June 25 to June 27, 2010. They provide for some 35 questions, issues, or matters that relate to events both before and during the G20 Summit. These questions, issues, or matters reflect the detailed subject matter of the Review.

The Terms of Reference require the Reviewer to make such recommendations as the Reviewer deems fit to assist the Board in discharging its responsibilities under the *Police Services Act*.

The Honourable John W. Morden
Reviewer

Ryan Teschner
Review Counsel

Phone
(416) 643-6890

E-Mail
contact@g20review.ca

Mailing Address
Bay Adelaide Centre 333 Bay St.
P.O. Box 2900 Suite 2900
Toronto, ON M5H 2T4

Website
www.g20review.ca

With respect to the procedures to be followed to implement the mandate, my counsel and I will prepare a statement of "Procedural Guidelines". The Review will commence with an investigation to identify core or background facts of relevance and to identify representative persons. The investigation will consist primarily of document review. This will be followed by consultations and interviews with persons that I identify as having information relevant to the Review. The Guidelines will address matters such as document production, Overview Summaries, which are objective summaries of core facts for the purposes of background, the conduct of interviews and consultations, and the use of expert panels, research and policy papers, and public input to assist the Review in examining relevant issues.

As the first step in implementing the Guidelines I will be requesting information from the Board and the Chief in relation to each of the 35 questions, issues or matters described in the Terms of Reference.

As I have said, the Review's counsel is Ryan Teschner. Brief biographies of Mr. Teschner and of myself are posted on the Review's website. In accordance with the usual practice relating to inquiries, one of Mr. Teschner's important responsibilities will be, where necessary, to speak on behalf of the Review to the media and other interested entities. As well, the Review's website will be continuously updated as the work of the Review progresses.

We know that there are other inquiries into matters relating to the policing at the G20 summit and anticipate working cooperatively with them to avoid any unnecessary duplication of work.

As far as the Board's responsibilities under the *Police Services Act* are concerned it is clear, as the Terms of Reference recite, that the Board is responsible for the provision of adequate and effective police services in the City of Toronto and to determine, after consultation with the Chief of the Toronto Police Service, objectives and priorities with respect to police services for the City of Toronto and to establish policies for the effective management of the Toronto Police Service.

The Board is not to direct the Chief of Police with respect to specific operational decisions or with respect to the day-to-day operation of the police force. However, as part of its responsibility for the provision of

adequate and effective police services in Toronto and its duties with respect to objectives, priorities and policies, it is essential that the Board learn as much as it can from the events that occurred during the G20 Summit.

I look forward to the cooperation of those with information that is relevant to the issues the Review will examine, and to providing my Report to the Board as expeditiously as possible.

John W. Morden
September 23, 2010

**THIS IS AN EXTRACT FROM THE MINUTES OF THE SPECIAL PUBLIC
MEETING OF THE TORONTO POLICE SERVICES BOARD HELD ON
SEPTEMBER 14, 2010**

**#P243 TERMS OF REFERENCE FOR INDEPENDENT CIVILIAN REVIEW OF
G20**

The Board was in receipt of the following report September 01, 2010 from Alok Mukherjee, Chair:

Subject: TERMS OF REFERENCE FOR INDEPENDENT CIVILIAN REVIEW OF G20

Recommendation:

It is recommended that:

- (1) The Board approve the Terms of Reference for the Independent Civilian Review attached to this report;
- (2) The Board authorize the Chair to retain a Reviewer to conduct the Independent Civilian Review in accordance with the Terms of Reference and to negotiate the terms of the retainer with the Reviewer; and
- (3) The Board authorize the Chair to announce publicly the name of the Reviewer, once negotiations with the Reviewer have been completed.

Financial Implications:

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

Background/Purpose:

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

Further, at that time, the Board directed that:

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

The Board, at its meeting of July 22, 2010, approved a two-step approach to the Independent Civilian Review (Min. No. P192/10 refers). The first step was the development of scope of work and Terms of Reference by Mr. Doug Hunt, Q.C., in consultation with the Board and other appropriate parties, and the second step is the review itself, to be carried out by an independent Reviewer.

The Board also approved a recommendation stating that, as part of this approach, it would "...accept submissions from members of the public concerning the content of the scope of work and the Terms of Reference for the Independent Civilian Review, consistent with the Board's statutory role and responsibility."

Discussion:

The Terms of Reference have now been drafted by Mr. Hunt and are attached for your review.

At the July 22, 2010 Board meeting, the Board heard depositions from a number of members of the public. In addition, the Board has received a number of written submissions from the public. In drafting the Terms of Reference, Mr. Hunt has utilized an inclusive, consultative process, incorporating the input from the community as well as key stakeholders. The Terms of Reference, therefore, represent a comprehensive effort to ensure that input from a variety of people has been appropriately included. I recommend that the Board approve the Terms of Reference for the Independent Civilian Review attached to this report.

As stated above, at its July 6, 2010 meeting, the Board authorized the Chair to identify for Board approval a Reviewer who will carry out the Independent Civilian Review. Negotiations are progressing with a possible Reviewer on the terms of the retainer and are expected to be successfully concluded in the near future. As soon as these negotiations have concluded, it is recommended that the Board authorize the Chair to announce the Reviewer's name. It is imperative that the important work of the Reviewer commence as soon as possible.

Conclusion:

Therefore, it is recommended that:

- (1) The Board approve the Terms of Reference for the Independent Civilian Review attached to this report;
- (2) The Board authorize the Chair to retain a Reviewer to conduct the Independent Civilian Review in accordance with the Terms of Reference and to negotiate the terms of the retainer with the Reviewer; and
- (3) The Board authorize the Chair to announce publicly the name of the Reviewer, once negotiations with the Reviewer have been completed.

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

- Vikram Mulligan *
- John Sewell *

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

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

- Vanessa Brustolin
- Nathalie Des Rosiers, General Counsel, Canadian Civil Liberties Association

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

The Board discussed the foregoing report as well as the comments raised by the deputants.

The Board approved the following Motions:

1. THAT the Board receive the depositions and the written submissions and that they be referred to the Reviewer, once named, for consideration;

2. THAT item 9(d) in the Terms of Reference be amended to reflect that Yonge Street and Queen Street were also areas of the city that were affected during the G20 Summit; and
3. THAT recommendation no. 3 in the foregoing report be amended to read: that the Board authorize the Chair to announce publicly, on September 23, 2010, the name of the Reviewer, once negotiations with the Reviewer have been completed.

The Board approved the foregoing report and extended its appreciation to Mr. Hunt for his outstanding work in drafting the Terms of Reference.

Appendix A
Terms of Reference for the Independent Civilian Review

HUNT PARTNERS LLP

170 HURON STREET WEST
SUITE 1103
TORONTO, ONTARIO
M5S 1T9

September 8, 2010

Dr. Alek Mukherjee
Chair
Toronto Police Services Board
40 College Street
Toronto, Ontario
M5C 2T3

Dear Dr. Mukherjee,

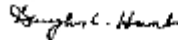
Re: Terms of Reference – Independent Civilian Review

The Toronto Police Services Board ("the Board") has asked me to draft Terms of Reference for an Independent Civilian Review into the planning and implementation of policing services for the G20 by the Toronto Police Service and into the role played by the Board with respect to the planning for and policing of the G20. Attached you will find the Terms of Reference.

In preparing these Terms of Reference I have considered the limits of the Board's jurisdiction pursuant to the *Police Services Act*, R.S.O. 1990, c. P.15 and I have attempted to provide as broad a mandate as possible to the Reviewer within the limited jurisdiction that the Board has. I have also been cognizant of the fact that the Board and, therefore, the Reviewer do not have available subpoena powers or the power to compel evidence under oath or affirmation and pursuant to cross-examination, as would be the case in an inquiry pursuant to the *Public Inquiries Act*, R.S.O. 1990, c. P.41.

Most importantly, I have given careful consideration to the written submissions and deputations that the Board received from the public with respect to potential areas for review. In addition, I have met with you and with the members of the Board and considered the concerns and the suggestions for areas of review and recommendation that were raised. While it is not possible to include all of the terms for the review that have been submitted or suggested, principally because of the limited jurisdiction of the Board and the absence of the important powers that I have referred to above, these Terms of Reference will, in my opinion, allow the Reviewer the widest possible latitude to inquire into and report upon the major issues arising out of the planning for and policing of the G20.

Regards,



Douglas C. Hunt, Q.C.

Direct: 416-593-2939

Fax: 416-947-1484

dhunt@huntsgpt.com

Toronto Police Services Board

Terms of Reference for the Independent Civilian Review

WHEREAS the Toronto Police Services Board (“the Board”) is responsible, pursuant to section 31(1) of the *Police Services Act*, R.S.O. 1990, c. P.15 (“the Act”), for the provision of adequate and effective police services in the City of Toronto;

AND WHEREAS the Board must, pursuant to section 31(1) of the Act, generally determine after consultation with the Chief of the Toronto Police Service (“the Chief”) objectives and priorities with respect to police services for the City of Toronto, establish policies for the effective management of the Toronto Police Service and direct the Chief and monitor his performance;

AND WHEREAS the Toronto Police Service played a lead role along with other federal, provincial and municipal police agencies and other security agencies in the development and implementation of strategies for policing the G20 meeting of world leaders (“the G20”) that was held in Toronto, from June 25 through June 27, 2010;

AND WHEREAS the Board believes that it would be beneficial and of assistance to the Board in carrying out its responsibilities pursuant to section 31(1) of the Act to conduct a Review of the role played by the Toronto Police Service in developing and implementing the strategies for policing the G20 to determine whether those strategies were adequate and effective police services and to conduct a Review of the role of the Board with respect to the planning for and policing of the G20;

THEREFORE the Board is appointing the Reviewer to conduct an Independent Civilian Review (the “Review”) into the role played by the Toronto Police Service in the development and implementation of the strategies for policing the G20;

AND to conduct the Review the Reviewer shall be provided with such resources as are required, and be authorized by the Board and shall have the authority to engage lawyers, experts, research and other staff as the Reviewer deems appropriate, at reasonable remuneration approved by the Board;

AND the Chief will cooperate fully with the Reviewer in conducting the Review;

AND the Chair and members of the Board will cooperate fully with the Reviewer in conducting the Review and will instruct all personnel employed by the Board to cooperate fully with the Reviewer in conducting the Review;

AND the Reviewer may request any person, organization, the Chief and any personnel employed by the Board to provide relevant information or records, including video recordings, for the Review where the Reviewer believes that the person or organization has such information or records in his, her or its possession, custody or control;

AND the Reviewer may hold such public or private meetings, interviews and consultations, and may make such procedural decisions with respect thereto, as the Reviewer deems advisable in the course of the Review;

AND the Reviewer shall conduct the Review and make a report to the Board without expressing any conclusion or recommendation regarding the civil or criminal responsibility of any person or organization and without interfering in any ongoing criminal, civil or other legal proceedings;

AND the Reviewer may produce an interim report at the Reviewer's discretion and shall produce a final report containing the Reviewer's findings, conclusions and recommendations and deliver it to the Chair and members of the Board for distribution to the public;

AND the reports shall be prepared in a form appropriate for release to the public, pursuant to the Freedom of Information and Protection of Privacy Act;

AND these Terms of Reference shall be interpreted in a manner consistent with the limits of the jurisdiction of the Board;

AND in the event that the Reviewer is unable to carry out any individual term of these Terms of Reference, the remainder of the Terms of Reference shall continue to operate, it being the intention of the Board that the provisions of these Terms of Reference operate independently;

AND the subject matter of the Review shall be:

Pre-G20

1. (a) A review of whether or not after Toronto was selected as the location for the G20, the Toronto Police Service had sufficient time to adequately develop a framework and plan the strategy for policing the G20 and to provide adequate information to the Board so that the Board had sufficient time to discharge its responsibilities pursuant to the Act.

(b) A review of the role that the Toronto Police Service played in developing the framework and plan for policing the G20.

(c) A review of the role played by the Toronto Police Service in the command structure for the policing of the G20, including whether the fact that a number of other police agencies and security agencies were involved with the Toronto Police Service impacted on the Toronto Police Service delivery of police services or created complications in the command structure during the G20.

2. (a) A review of the information given to the Board by the Toronto Police Service and other agencies concerning the framework and plan for policing the G20 and the issues that were anticipated to arise in connection with the policing of the G20 and whether it was adequate to allow the Board to discharge its responsibilities pursuant to the Act.

(b) A review of any issues or problems faced by Board members with respect to the information that they received, or felt that they ought to have received, having regard to the multi-faceted nature of the responsibilities that Board members had within the City of Toronto governance structure and/or with respect to the community.

(c) A review of the briefings with respect to G20 policing issues that were provided to the Board by the Toronto Police Service and other City of Toronto officials and whether the manner in which the Board received the information was adequate to allow the Board to appropriately consider it.

3. With respect to the following matters, a review of the information that the Board was given, if any, and the role, if any, the Board played in:

- (i) considering and approving the framework and the strategy for the policing of the G20 including the command structure;
- (ii) considering and approving any request of the Ontario government by the Toronto Police Service for additional legal powers to protect an area inside the security fence that resulted in the passing of Ontario Regulation 233/10;
- (iii) erroneously communicating to the public or in failing to correct an erroneous communication to the public by the Toronto Police Service that Regulation 233/10 applied to a five-meter zone outside the security fence;
- (iv) considering and approving directions or instruction that would be given to or by police officers with the Toronto Police Service who were going to be performing policing duties at the G20 with respect to:
 - (a) their obligations under the Charter of Rights and Freedoms and under the Criminal Code,
 - (b) demanding identification from people,
 - (c) their powers to search individuals without a search warrant,
 - (d) their powers to arrest individuals without an arrest warrant, and
 - (e) the use of force on people participating in a demonstration.
- (v) considering and approving the use of a strategy, colloquially known as “kettling”, for detaining and/or arresting people participating in a demonstration;
- (vi) entering into agreements relating to police officers who were not with the Toronto Police Service but who were assisting with the policing of the G20 with respect to whether or not or how they would be held accountable for their conduct while assisting with the policing of the G20;
- (vii) negotiating contracts, setting or approving budgets, making decisions with respect to human resource issues and procurement issues relating to the policing of the G20 and was the role that the Board played appropriate.
- (viii) considering and approving the principles and policies governing the design of and/or the use that would be made of the Prisoner Detention Centre.

4. (a) Was the information given to the Board by the Toronto Police Service and relevant City of Toronto officials sufficient to allow the Board to properly discharge its responsibilities under the Act in relation to the policing services provided to the City of Toronto during the G20.

(b) Did the Board ask appropriate questions of the Chief and of relevant City of Toronto officials sufficient to allow the Board to properly discharge its responsibilities under the Act in relation to the policing service provided to the City of Toronto during the G20.

5. (a) Did the Board have policies in place prior to the G20 for dealing with crowd control at mass demonstrations and, if so, what were they.

(b) Did the Board have policies in place prior to the G20 requiring police officers with the Toronto Police Service to wear name badges and/or police badge numbers while on duty and, if so, what were they.

6. (a) Did the Toronto Police Service have procedures in place prior to the G20 for dealing with crowd control at mass demonstrations and, if so, what were they and did the Toronto Police Service monitor compliance with them.

(b) Did the Toronto Police Service have procedures in place prior to the G20 requiring police officers with the Toronto Police Service to wear name badges and/or police badge numbers while on duty and, if so, what were they and did the Toronto Police Service monitor compliance with them.

7. (a) What role, if any, did the Toronto Police Service play in requesting additional legal powers to protect an area inside the security fence that resulted in the passing of Ontario Regulation 233/10.

(b) What role, if any, did the Toronto Police Service play in erroneously communicating to the public or in failing to correct an erroneous communication to the public that the additional legal powers contained in Regulation 233/10 applied to a five-meter zone outside the security fence.

8. What policies and principles were used to design the Prisoner Detention Centre on Eastern Avenue with respect to medical care for prisoners, access to lawyers, access to Duty Counsel, housing of prisoners with disabilities, housing of young people, access of young people to their parents, strip searches of prisoners, supply of food and water for prisoners, access to toilet facilities, personal property of prisoners, and releasing prisoners without charge. Were there any difficulties in the implementation of the policies and principles. Was the Prisoner Detention Centre adequate with respect to these policies and principles.

During the G20

9. (a) What were the reasons that the Toronto Police Service gave orders or instructions to disperse demonstrators from the designated demonstration area at Queen's Park on June 26, 2010.

(b) What were the reasons that the Toronto Police Service gave orders or instructions to detain and/or arrest people participating in a demonstration on The Esplanade on June 26, 2010.

(c) What were the reasons that the Toronto Police Service approved of and used a strategy, colloquially known as “kettling”, at Queen Street and Spadina Avenue during the evening on Sunday, June 27, 2010 for detaining and/or arresting people participating in a demonstration.

(d) What orders or instructions were given by the Toronto Police Service, and what were the reasons for them being given, in response to the situation that arose when people were destroying Toronto Police Service police cruisers and damaging other property in and around the financial district.

(e) What orders or instructions were given by the Toronto Police Service, and what were the reasons for them being given, with respect to the use of tear gas or some similar substance to disperse people outside the Prisoner Detention Centre on the morning of June 27.

(f) What orders or instructions were given by the Toronto Police Service, and what were the reasons for them being given, to police officers with the Toronto Police Service or were given by officers with the Toronto Police Service to police officers who were not with the Toronto Police Service but who were assisting with the policing of the G20 with respect to:

- (i) their obligations under the Charter of Rights and Freedoms and the Criminal Code,
- (ii) demanding identification from people,
- (iii) conducting searches of individuals and their property without a search warrant,
- (iv) arresting people without an arrest warrant, and
- (v) the use of force towards people participating in a demonstration.

10. Did police officers with the Toronto Police Service remove or cover their name badges or police badge numbers during the policing of the G20 contrary to Toronto Police Service and Board policy.

11. Did the nature of the demonstrations and the actions of some people who were demonstrating differ from the previous experience of the Toronto Police Service and what impact, if any, did it have on the Toronto Police Service management of the policing of the G20.

Recommendations

12. In addition to reviewing and reporting on policing by the Toronto Police Service during the G20, the Reviewer should make such recommendations as the Reviewer deems fit to assist the Board in discharging its responsibilities pursuant to the Act, including, but not limited to, recommendations:


- i) to assist the Board in formulating policies relating to all aspects of the policing of mass demonstrations, including policies relating to the command and control structure relating thereto;
- ii) to assist the Board in assessing its practices with respect to the manner in which it receives information during Board briefings by the Toronto Police Service and others;

iii) with respect to the role of the Board in communicating to the public when extraordinary policing measures are being taken as a result of special circumstances; and,

iv) with respect to whether the Act ought to be amended to clarify the role and responsibilities of the police service boards in Ontario and to clarify the role and responsibilities of police agencies in Ontario with respect to providing information to their respective police service boards, particularly in circumstances where the police agency is interacting with or has interacted with other police and/or security agencies, including the Integrated Security Unit.

Approved at Toronto, Ontario this day of September, 2010.

Dr. Alok Mukherjee,
Chair, Toronto Police Services Board

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BIOGRAPHICAL PROFILE



John W. Morden

The Honourable John W. Morden joined Heenan Blaikie in 2004 after retiring from the Court of Appeal for Ontario. He acts as general counsel for our firm, advising chiefly with respect to civil, commercial, and public law matters.

Mr. Morden has had a distinguished career and has managed to gain the respect of both the Bar and the academic community.

After his call to the Bar, in 1961, Mr. Morden practised civil litigation with the Toronto firm Day Wilson Campbell for 12 years. During that period, from 1964 to 1971, he was Counsel to the Royal Commission of Inquiry into Civil Rights. In 1969, he acted as Assistant Counsel to the House of Commons Special Committee on Statutory Instruments. While maintaining a very active practice, he was a member of the Senate of the University of Toronto and a Bencher of the Law Society of Upper Canada, and served as Editor of the Land Compensation Reports.

In 1973, he was appointed to the High Court of Justice of Ontario, Supreme Court of Ontario. Five years later, he was appointed to the Court of Appeal for Ontario, a position he held until his retirement in 2003. From 1990 to 1999, he held the position of Associate Chief Justice of Ontario.

Mr. Morden played an important part in the reform of judicial procedure in Ontario. In 1974, he became a member of the Rules Committee (later, the Civil Rules Committee), and remained on this committee until 1999. From 1975 to 1983, he sat on the Statutory Powers Procedure Rules Committee. He also chaired the Special Sub-Committee of the Rules Committee which prepared the Rules of Civil Procedure for Ontario (1980-84); the Civil Rules Committee (1990-99); and the Criminal Rules Committee (1990-99).

His heavy workload did not preclude him from devoting time and energy to teaching. After a brief tenure in 1965, Mr. Morden returned to the Faculty of Law of the University of Toronto as an Adjunct Professor, teaching Advanced Civil Procedure for the period 1999 to 2004.

In addition to giving judgments for three decades, Mr. Morden has, over the past 45 years, published articles on legal subjects in various periodicals such as the *Canadian Bar Review*, the *Law Society Gazette*, the *Advocates' Quarterly* and the *Advocates' Society Journal*.

Mr. Morden is an Elder for the Rosedale Presbyterian Church, in Toronto, and an Honorary Director of Glida's Club Greater Toronto, a non-profit organization helping victims of cancer.

Education
 LL.B., University of Toronto, 1959
 B.A., University of Toronto, 1956

Professional Affiliations
 Advocates' Society
 Canadian Bar Association
 International Commission of Jurists
 Ontario Bar Association
 Osgoode Society
 The Law Society of Upper Canada (Ontario)
 Toronto Lawyers Association

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**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2010**

**#P272. REQUEST FOR FUNDS – CANADIAN CENTRE FOR DIVERSITY 63RD
ANNUAL AWARDS GALA**

The Board was in receipt of the following report September 22, 2010 from Alok Mukherjee, Chair:

Subject: REQUEST FOR FUNDS – CANADIAN CENTRE FOR DIVERSITY 63RD
ANNUAL AWARDS GALA

Recommendation:

It is recommended that the Board purchase tickets, at a cost of \$500.00 each, for a maximum of three Board members and a maximum of three guests interested in attending the Canadian Centre for Diversity – 63rd Annual Awards Gala.

Financial Implications:

If the Board approves this request, the Board's Special Fund will be reduced by an amount not to exceed \$3000.00. The Special Fund balance as at June 30, 2010, is \$804,603.00.

Background/Purpose:

The Canadian Centre for Diversity (CCD) is a leading provider of programs and strategies that educate Canada's youth about the dangers of prejudice, discrimination and intolerance in all its forms, and promote the value of a diverse and inclusive society. Its vision is to foster a new generation of young leaders and mentors who advance the strengths of a society that celebrates difference, diversity and inclusion.

This organization has a long history of challenging antisemitism, and creating opportunities for dialogue between faith and cultural communities. CCD provides programs that encompass all categories of difference recognized under the Canadian Charter and human rights codes, including race, faith, ethnicity, gender, sexual orientation and ability and aims to create a safe environment in which young people can engage in conversation.

Discussion:

Board Member, Judi Cohen, has requested that the Board consider supporting this event which will be held on November 3, 2010 at the Metro Toronto Convention Centre.

Conclusion:

I support Ms. Cohen's recommendation and, therefore, recommend that the Board purchase tickets, at a cost of \$500.00 each, for a maximum of three Board members and a maximum of three guests interested in attending the Canadian Centre for Diversity – 63rd Annual Awards Gala.

The Board approved the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2010**

#P273. ADJOURNMENT

Alok Mukherjee
Chair