



The following draft Minutes of the meeting of the Toronto Police Services Board held on August 10, 2006 are subject to adoption at its next regularly scheduled meeting.

The Minutes of the meeting held on July 10, 2006 previously circulated in draft form were approved by the Toronto Police Service Board at its meeting held on August 10, 2006 with the exception of Minute No. P209/06 which was amended by indicating that any necessary approval by DND would not delay the project.

MINUTES OF THE PUBLIC MEETING of the Toronto Police Services Board held on **AUGUST 10** at 1:30 PM in Committee Room 1, Toronto City Hall, Toronto, Ontario.

PRESENT:

Dr. Alok Mukherjee, Chair
Ms. Pam McConnell, Councillor & Vice-Chair
Ms. Judi Cohen, Member
Mr. Hamlin Grange, Member
The Honourable Hugh Locke, Q.C., Member

ABSENT:

Mr. David Miller, Mayor & Member
Mr. John Filion, Councillor & Member

ALSO PRESENT:

Mr. William Blair, Chief of Police
Ms. Ansuya Pachai, City of Toronto – Legal Services Division
Ms. Deirdre Williams, Board Administrator

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 10, 2006**

#P241. MOMENT OF SILENCE

The Board observed a moment of silence in memory of RCMP Constables Robin Cameron and Marc Bourdages of the Spiritwood Detachment in Saskatchewan, who died as a result of a shooting incident which occurred on July 07, 2006.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 10, 2006**

**#P242. APPOINTMENTS – MR. HAMLIN GRANGE, ACTING CHAIR, AND MS.
JUDI COHEN, ACTING VICE-CHAIR, TORONTO POLICE SERVICES
BOARD**

The Board was in receipt of the following report July 27, 2006 from Alok Mukherjee, Chair:

Subject: APPOINTMENTS – MR. HAMLIN GRANGE, ACTING CHAIR, AND MS.
JUDI COHEN, ACTING VICE-CHAIR, TORONTO POLICE SERVICES
BOARD

Recommendation:

It is recommended that the Board ratify a decision made by a telephone/email poll of Board members appointing Mr. Hamlin Grange as Acting Chair and Ms. Judi Cohen as Acting Vice-Chair during the period between July 17, 2006 and July 24, 2006, inclusive.

Background:

At its meeting on June 15, 2006, the Board approved a report appointing Mr. Hamlin Grange to act as Vice-Chair during the period between July 12, 2006 and August 09, 2006 as Councillor Pam McConnell, Vice-Chair, would be out of the country (Min. No. P179/06 refers).

Subsequent to the June 15, 2006 meeting, I had to make some unexpected travel arrangements and anticipated being out of the country during the period between July 17, 2006 and July 24, 2006, inclusive. Given the unexpected situation, I contacted Mr. Grange and Ms. Cohen and inquired whether they would be willing to fulfil the duties of Acting Chair and Acting Vice-Chair, respectively, during my absence, for the purposes of the execution of all documents normally signed on behalf of the Board, including legal contracts, personnel and labour relations documents. Both Mr. Grange and Ms. Cohen agreed.

On July 14, 2006, the Board office conducted a telephone/email poll of Board members regarding my recommendation to appoint Mr. Grange as Acting Chair and Ms. Cohen as Acting Vice-Chair. On July 18, 2006, a quorum of the Board approved my recommendation, subject to the Board releasing this decision at its next regularly-scheduled public meeting.

I have placed this matter before the Board now and recommend that the Board formally publicly ratify the decision that was approved by a telephone/email poll on July 18, 2006.

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 10, 2006**

**#P243. APPOINTMENT – SPECIAL CONSTABLE – TORONTO COMMUNITY
HOUSING CORPORATION**

The Board was in receipt of the following report June 30, 2006 from William Blair, Chief of Police:

Subject: APPOINTMENT OF A SPECIAL CONSTABLE FOR THE TORONTO
COMMUNITY HOUSING CORPORATION

Recommendation:

It is recommended that: the Board approve the appointment of the individual listed in this report as a special constable for the Toronto Community Housing Corporation (TCHC), subject to the approval of the Minister of Community Safety and Correctional Services (the Minister).

Background:

Under Section 53 of the Police Services Act of Ontario (the Act), the Board is authorized to appoint special constables, subject to the approval of the Minister.

At its meeting on January 29, 1998, the Board approved a recommendation that requests for appointment of special constables, who are not members of the Service, be forwarded to the Board with the Chief's recommendation, for the Board's consideration (Board Minute # P41/98 refers).

Pursuant to the Act, the Board entered into an agreement with the former Metropolitan Toronto Housing Authority (MTHA), now called the Toronto Community Housing Corporation (TCHC), for the administration of special constables as a pilot project (Board Minute # P414/99 refers).

On May 27, 2004, the Board approved the continuation of the TCHC special constable program for an initial five year term, in accordance with the agreement between the Board and the TCHC with respect to the program (Board Minute #P146/04 refers).

The Service has received a request from the TCHC, Community Safety Unit, that the following individual be appointed as a special constable:

Cleveland GOODEN

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

The agreement between the Board and the TCHC requires that background investigations be conducted on all individuals recommended for appointment as a special constable. The Service's Employment Unit completed background investigations on this individual and there is nothing on file to preclude him from becoming a special constable.

The TCHC has advised that this individual satisfies all the appointment criteria as set out in the agreement between the Board and the TCHC for special constable appointment.

It is therefore recommended that the Board approve the appointment of the individual listed in this report as a special constable for the TCHC, subject to the approval of the Minister.

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

The Board approved the foregoing.

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**#P244. MINISTRY INSPECTION – APPROVAL OF AMENDED BOARD
POLICIES**

The Board was in receipt of the following report July 27, 2006 from Alok Mukherjee, Chair:

Subject: MINISTRY INSPECTION – APPROVAL OF AMENDED BOARD POLICIES

Recommendation:

It is recommended that the Board approve the attached policies, “Sexual Assault Investigations” and “Collection, Preservation and Control of Evidence and Property,” amended in response to the inspection by the Ministry of Community Safety and Correctional Services.

Background:

The Board, at its confidential meeting of December 15, 2005, received correspondence from the Ministry of Community Safety and Correctional Services regarding the results of the inspection of the Toronto Police Service pursuant to section 3(2)(e) of the *Police Services Act* (Min. No. C342/05 refers). In its correspondence, the Ministry requested a response from the Board and the Service using the Service Improvement Plan (SIP) template provided by the Ministry.

The Board, at its meeting of February 15, 2006, approved the Board/Service SIP, which responded to the Inspection Report, and forwarded it to the Ministry of Community Safety and Correctional Services (Min. No. P35/06 refers). The SIP included two recommendations related to Board policy: Recommendation 12 which recommended that the Board review Ministry Guideline LE-034 and consider expanding its policy on sexual assault investigations to include all of the policy elements recommended in the guideline and Recommendation 15 which recommended that the Board revise its policy to provide direction that annual audits of the property/evidence held by the police service be conducted by members not routinely or directly connected with the property/evidence control function, and require that the results be reported to the Board.

These Board policies, “Sexual Assault Investigations” and “Collection, Preservation and Control of Evidence and Property,” have now been amended, in accordance with the Ministry’s recommendations, and are attached for your approval.

The Board approved the foregoing.

ADEQUACY STANDARDS REGULATION

LAW ENFORCEMENT

TPSB LE-034 Sexual Assault Investigations

<input type="checkbox"/>	New	Board Authority:	BM 487/00
<input checked="" type="checkbox"/>	Amended	Board Authority:	
<input type="checkbox"/>	Reviewed – No Amendments		October 2003

BOARD POLICY

It is the policy of the Toronto Police Services Board with respect to sexual assault investigations that the Chief of Police shall:

- a) develop and maintain procedures and processes that:
 - i) require that investigations be undertaken in accordance with the Service’s criminal investigation management plan;
 - ii) require compliance with the procedures set out in the Ministry of Community Safety and Correctional Services’ *Ontario Major Case Management Manual*;
 - iii) address communications and dispatch, initial response and investigations relating to sexual assaults; and
 - iv) address community notification.
- b) work, where possible, with hospitals and agencies which provide services to victims of sexual assault, including Sexual Assault Treatment Centres, Sexual Assault/Rape Crisis Centres and Victim Services, as well as the local Crown, to ensure a coordinated and effective response to victims of sexual assaults; and
- c) address training for officers and other appropriate members on the response to sexual assault occurrences, including victims’ assistance.

REPORTING: Chief to report every two years on the implementation of the policy and recommend amendments, if required.

LEGISLATIVE REFERENCE

Act	Regulation	Section
	Ontario Regulation 3/99, Adequacy and Effectiveness of Police Services	12(1)(r)

SERVICE PROCEDURES

Refer to Service Procedure Index.

ADEQUACY STANDARDS REGULATION

LAW ENFORCEMENT

TPSB LE-020 Collection, Preservation and Control of Evidence and Property

<input type="checkbox"/>	New	Board Authority: BM 439/00
<input checked="" type="checkbox"/>	Amended	Board Authority: BM###-yyyy.mm.dd
<input type="checkbox"/>	Reviewed – No Amendments	

BOARD POLICY

It is the policy of the Toronto Police Services Board with respect to property and evidence control and the collection, preservation, documentation and analysis of physical evidence that the Chief of Police shall:

- a) ensure and report back on compliance by members of the Service with sections 132, 133 and 134 of the *Police Services Act*;
- b) establish procedures, consistent with the advice from the Centre of Forensic Sciences and its current version of the *Laboratory Guide for the Investigator*, for the safe and secure collection, preservation, control, handling and packaging of evidence;
- c) establish procedures for the secure collection, preservation and control of property;
- d) 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; and
- e) where a member who has responsibility for a property/evidence storage area is transferred or replaced, ensure that an inventory is taken of the property/evidence in that area.

REPORTING: Annually

LEGISLATIVE REFERENCE

Act	Regulation	Section
Police Services Act R.S.O. 1990 as amended		132, 133 and 134
	Ontario Regulation 3/99, Adequacy & Effectiveness of Police Services	13(1)(n) and 14(1)(b)

SERVICE PROCEDURES

Refer to Service Procedure Index.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
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**#P245. REQUEST FOR FUNDS – RECRUIT GRADUATION CEREMONIES AT
CITY HALL**

The Board was in receipt of the following report July 17, 2006 from William Blair, Chief of Police:

Subject: RECRUIT GRADUATION CEREMONY BUDGET AT CITY HALL

Recommendation:

It is recommended that: the Board approve an expenditure not to exceed \$50,000.00 from the Police Services Board Special Fund, for extra costs incurred by the Service to hold the graduation ceremony on Thursday September 07, 2006 at City Hall.

Background:

The last graduation was held at Nathan Phillips Square at the request of members of the Police Services Board and the Service. Although the event was a success, contingency plans for inclement weather are required for this outdoor event. The items listed in the budget are over and above the costs normally incurred by the Service to hold the event at C.O. Bick College. The last event on May 4, 2006 cost \$10,800.00. Many of the items listed below should have been included in an effective contingency plan, but were not for financial and timing reasons.

In order to plan properly for this event to be held at City Hall, the costs listed in the chart are reasonable. Holding graduations at City Hall was not anticipated in the development of the 2006 budget, and so the costs are extraordinary to this year's approved allocation.

<u>Item</u>	<u>Cost Estimates</u>
Tent rental (82' X 148' X 10')	\$26,500.00 + taxes
Ceiling fans for tent	\$4,700.00 + taxes
Lunches for recruits	\$2,500.00 + taxes
Parking for recruits and guests	\$2,400.00 + taxes
Two change rooms at Sheraton for recruits	\$600.00 + taxes
Sound technicians	\$200.00 + taxes
Chairman Mills chair rentals	\$900.00 + taxes
Stage removal from square costs to be determined	
Total	\$37,800.00 + taxes

This request falls within the Board's criteria for the Special Fund. Deputy Chief Keith Forde will be in attendance to answer any questions the Board may have.

The Board advised Chief Blair that police graduations are important events and it supports the Service in its decision to conduct the graduation ceremonies at Nathan Phillips Square but did not feel that it would be appropriate to use the Special Fund to cover the associated costs.

Chief Blair advised that the September 2006 graduation at Nathan Phillips Square would proceed regardless of any financial assistance from the Special Fund.

The Board inquired whether the Service had considered any less expensive alternative locations or accommodations, such as Toronto City Hall, as a contingency in the event of inclement weather. The Board was advised that Toronto City Hall would not be a suitable location.

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

THAT the Board approve an expenditure in the total amount of \$10,800 from the Special Fund for the costs that have occurred to-date.

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**#P246. REQUEST FOR FUNDS – 2006 GROUND ZERO AND POLICE
MEMORIAL TRIP TO NEW YORK CITY**

The Board was in receipt of the following report July 04, 2006 from William Blair, Chief of Police:

Subject: REQUEST FOR FUNDING FOR THE 2006 GROUND ZERO AND POLICE
MEMORIAL TRIP TO NEW YORK CITY

Recommendation:

It is recommended that: the Board approve an expenditure not exceeding \$5,000.00 from the Board's Special Fund to cover partial costs for the members of the Toronto Police Service (TPS) attending the New York City Ground Zero and Police Memorial parade on September 7, 2006.

Background:

Since September 11, 2001, members of the TPS have committed to ensuring that the victims of the World Trade Centre attack, and the City of New York emergency services personnel and law enforcement officers, who gave their lives in their diligent performance of their duties that day, will never be forgotten. This memory is upheld through an annual pilgrimage of TPS members to New York City's Ground Zero.

Each year since September 2001, about seventy five members of the TPS have embarked on an annual pilgrimage to New York City's Ground Zero. This pilgrimage is dedicated to "Never Forgetting", which involves participation in a 9-11 memorial parade sponsored by the New York Police Department Emerald Society Pipes and Drums, and attendance at a memorial concert which honours the twenty three NYPD officers who made the ultimate sacrifice on September 11, 2001. Members of the Toronto Police Service, both uniform and civilian, march with pride in the parade for our Police Service, City and Country.

A previous T-shirt campaign sponsored by the TPS enabled a donation in excess of \$150,000.00 to be made to the New York Police Department Patrolmen's Benevolent Fund. A "Unity Flag" blessed by Pope John Paul was dedicated to the National Police Memorial in Washington D.C. by members of the Toronto Police Service.

The TPS members comprising this year's organizing committee requests that the Board provide financial assistance to the group in the amount not exceeding \$5000.00. This money will offset a portion of the costs borne by members who are attending this memorial on their own time and own expense. Each member must pay for their own accommodation and air fare, at a cost of approximately \$1100.00 per person. A total of seventy-five (75) Toronto Police Service

members will be participating in this year's event. The Toronto Police Association provides financial assistance to its members in an amount equivalent to \$100.00 (US) per member to assist in offsetting the costs. The organizing committee is requesting that the Board provide similar support, not to exceed \$5000.00.

It is therefore recommended that the Board approve an expenditure not exceeding \$5,000.00 from the Board's Special Fund to cover partial costs for the members of the TPS attending the New York City Ground Zero and Police Memorial parade on September 7, 2006.

Deputy Chief A.J. (Tony) Warr, Specialized Operations Command, and Superintendent Sam Fernandes, Communications Services, will be in attendance to answer any questions that the Board may have.

Superintendent Sam Fernandes and Sergeant Jose Camacho were in attendance and provided a presentation to the Board about the September 2006 Ground Zero and Police Memorial Trip to New York City.

Dr. Mukherjee noted that the expenditure from the Special Fund, if approved, in this case would not be consistent with the criteria for approving expenditures from the Special Fund. However, Dr. Mukherjee further noted that the Board may consider exceptions to the policy on a case-by-case basis.

The Board approved the foregoing report and emphasized that the approval was based on the Board's strong support for the Toronto Police Service's participation at this special event.

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**#P247. AMENDMENT TO THE PURCHASE ORDER FOR THE RENOVATIONS
OF THE PROFESSIONAL STANDARDS FACILITY AT 791 ISLINGTON
AVENUE**

The Board was in receipt of the following report July 14, 2006 from William Blair, Chief of Police:

Subject: AMENDMENT TO THE PURCHASE ORDER FOR THE RENOVATIONS OF
THE PROFESSIONAL STANDARDS FACILITY

Recommendation:

It is recommended that the Board approve an amendment of \$698,536.81, all taxes included, to Purchase Order #6015058 issued to A.G. Reat Construction Company for the renovation and expansion of the Professional Standards facility.

Background:

The Toronto Police Services Board, at its meeting of October 21, 2004, confirmed the decision made through a telephone poll which approved that A.G. Reat Construction Company be awarded the contract to renovate the building at 791 Islington Avenue at a total cost of \$1,647,800, including taxes (BM #P352/04 refers).

The above renovation to the facility at 791 Islington Avenue was required in order to relocate the Investigative Section of Professional Standards (PRS) from Police Headquarters. This relocation was a result of a recommendation contained in The Honourable Justice George Ferguson's report on *Review and Recommendations Concerning Various Aspects of Police Misconduct*.

Comments:

The implementation of the recommendations arising from The Honourable Justice George Ferguson's report was a high priority for the Service and the Board. To this end, work on renovating the facility at 791 Islington Avenue commenced immediately following Board approval of the site, award of the construction contract, the acquisition of City site plan approval and obtaining City permits for foundation and structural work. The issuance of the building permit was delayed pending resolution of mostly non-building related issues.

The cost (\$1.65M) for the renovation work at the 791 Islington Avenue facility was to be funded from the 2004 operating and capital budgets and the 2005 operating budget (BM #P352/04 refers). Work commenced in late 2004 and proceeded during 2005 while the non-building issues were being resolved with the City. The resolution of these issues resulted in a requirement for an

additional \$0.5M and resulted in a 6 month extension to the project schedule, which increased the cost by a further \$0.2M. Some of the more significant items, requested by the City, attributing to the additional cost that were not part of the original scope included:

- constructing a sidewalk on Islington Avenue in front of the facility;
- constructing a sidewalk, with lighting, through the municipal park;
- the planting of trees in the municipal park; and
- additional site landscaping

The Service was required to comply with the above requirements in order to obtain a building permit. The net impact of the additional requirements, schedule extension and having to construct for a longer period during the winter months was \$0.7M.

During 2005, as the Service became aware of the additional requirements and schedule delay, funding was included in the 2006 operating budget for these costs.

Financial Implications:

There are no financial implications as a result of the recommendation in this report. Funds for the amendment to the Purchase Order are included in the 2006 approved operating budget. This funding is a one-time requirement, and there will therefore be a corresponding reduction in the 2007 operating budget request. The final invoice (for \$698,536.81) was recently received from A.G. Reat Construction Company, for the work performed. This final invoice has been paid based on the Service's acceptance of the work and to avoid any interest charges. The Purchase Order amendment is required in order to maintain proper records. Board approval of the amendment should have been requested at the time the estimated impacts of the additional requirements were identified, but due to an oversight was not. As indicated in recent board reports, action has been taken to minimize the risk of this happening again.

Conclusion:

The relocation of the Investigative Section of PRS from Police Headquarters was contained in the recommendations in The Honourable Justice George Ferguson's report. The Board approved the 791 Islington Avenue site as the location for the above move and awarded the renovation contract to A.G. Reat Construction Company for an amount of \$1,647,800, including all taxes. During discussions with the City to obtain the building permit, the City requested certain non-building related work to be done before it would issue the building permit. These additional requirements also resulted in a schedule extension and the impact of the additional requirements and schedule change was \$0.7M. A.G. Reat Construction Company performed the additional work and has submitted a final invoice for the project. This additional amount was identified during 2005 and included in the 2006 approved operating budget request. In order to properly update our financial records, an amendment of \$698,536.81 to the original Purchase Order issued to A.G. Reat Construction Company is required. There are no financial implications as a result of this amendment.

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

The Board approved the following Motions:

- 1. THAT the Board approve the expenditure of \$698,536.81 noting that the payment that was made by the Service contravenes the Board's Financial By-Law and subject to the Board meeting with the Chief of Police and the Chief Administrative Officer at the earliest opportunity to review the manner in which the final invoice from the A.G. Reat Construction Company was paid;**
- 2. THAT the Board retain an external auditor to review issues of capital and financial controls and project management related to capital projects undertaken in the last certain number of years to make recommendations for any improvement;**
- 3. THAT the Board request the City of Toronto Auditor General to provide a report on the feasibility of dedicating an auditor from the Auditor General's office to provide permanent and independent audit services directly to the Board;**
- 4. THAT the Chief of Police provide a report clarifying the role and responsibilities of the Service project managers compared to City project managers; and**
- 5. THAT the report noted in Motion No. 4 also include the responsibilities of the Service's Legal Services Unit and the City's Legal Services Division with regard to contracts.**

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TORONTO POLICE SERVICES BOARD HELD ON AUGUST 10, 2006**

**#P248. MAINTENANCE CONTRACT FOR THE LIVESCAN FINGERPRINT
SYSTEM**

The Board was in receipt of the following report July 25, 2006 from William Blair, Chief of Police:

Subject: MAINTENANCE CONTRACT FOR LIVESCAN FINGERPRINT SYSTEM

Recommendation

It is recommended that:

- (1) the Board award a maintenance contract to Motorola Canada Limited, for a five year period starting October 1, 2006 up to and including September 30, 2011 for the following amounts:

October 1, 2006 to September 30, 2007: \$375,612.90 (including taxes);
October 1, 2007 to September 30, 2008: \$385,074.90 (including taxes);
October 1, 2008 to September 30, 2009: \$392,185.08 (including taxes);
October 1, 2009 to September 30, 2010: \$400,743.06 (including taxes); and
October 1, 2010 to September 30, 2011: \$409,488.00 (including taxes);

for a total amount of \$1,963,103.94 (including all taxes) for support and maintenance of the Livescan Fingerprint System;

- (2) the Board authorize the Board Chair to execute the maintenance contract on behalf of the Board in a form satisfactory to the City Solicitor; and
- (3) the Chief, or his designate, notify the Deputy City Manager and Chief Financial Officer of the specific recommendations contained herein, pursuant to the requirements of Section 65 of the Ontario Municipal Board Act and Board Minute No. P84/03

Background

At its meeting held on July 31, 2002 the Board awarded a contract to “Printrak, a Motorola Company” to provide the Livescan Fingerprint System (BM #P201/02 refers). At a subsequent meeting held on December 6, 2002, the Board approved a correction to the contracting party as “Motorola Canada Limited” on the advice of City Legal (BM # P349/02 refers).

Comments

The Livescan Fingerprint System (the System) for Forensic Identification Services (FIS) was approved in the 2002-2006 Capital Program. The funding was set at \$4,979,400 for the years 2002 through to 2004 for the purchase of the System. A contract for the purchase of the System was signed with Motorola Canada Limited by the Acting Chair of the Board on June 17, 2003.

Over the past three years, digital fingerprint capture devices were installed at Divisions 11, 14, 22, 32, 41, 51, 52, 55, the Employment Unit and FIS. These devices eliminate the need for ink and paper and result in immediate identification of prisoners through electronic submissions. The System at FIS received hardware and software upgrades that now enable the System to store palm impressions and submit certified electronic transmissions to the Royal Canadian Mounted Police. The System has proved extremely successful, resulting in many criminal identifications from cold cases, the first palm print database in Canada, and the first real time identification system in Canada where prisoners are identified by computer within five minutes of their fingerprints being taken.

Final acceptance of the System occurred on September 14, 2005, later than the original estimate of 2004, following which a one year warranty period began on October 1, 2005 and is set to expire on September 30, 2006.

In Board Minute No. P201/02 of July 31, 2002, approving the purchase of the System, the Board was advised that the ongoing support and maintenance were estimated to be \$656,000 annually commencing in 2004. Reductions in these costs were negotiated during the contract negotiations with Motorola for the purchase of the System. The main reason for the cost reduction was due to the Service opting for the Silver Coverage (i.e. Monday to Friday 9:00 a.m. to 5:00 p.m.) instead of the Gold Coverage (i.e. 24 hours/day, 7 days/week). The contract for the System purchase identifies Motorola's obligation to provide the support and maintenance, following the warranty expiration, at the reduced cost for a period of five years. These costs represent approximately 8% of the System purchase price, much below industry standards of about 15%, with increases limited to approximately 2% annually. As well, as noted above, the start date of 2004 is no longer applicable given the delayed final acceptance of the System and start of the warranty period.

Financial Implications

The estimated support and maintenance cost of \$656,000 per year as identified in Board Minute No. P201/02 of July 31, 2002 was based on industry standards. During negotiations for the purchase of the System it became evident that the support and maintenance costs would be significantly less than the original estimate. During the development of the 2006 operating budget, in 2005, the Service included \$296,000 as the estimate for the support and maintenance in 2006. As a result of the delay in the acceptance of the System and the subsequent expiration of the warranty period, only three months (i.e. approximately \$94,000) of support and maintenance is required in 2006. Therefore, there is sufficient funding in 2006 to cover the 2006 portion.

The annual negotiated support and maintenance costs, although significantly less than the original estimate of \$656,000 per year, are more than the estimate of \$296,000 included in the 2006 operating budget. As a result, a net increase of approximately \$75,000 is required in 2007 to accommodate this request. The additional amount of \$75,000 will be reflected in the 2007 operating budget request of FIS. However, this amount will be absorbed within the Service's overall 2007 base budget so that it does not result in an additional budgetary pressure. The annual cost for the years 2008 to 2011 will be included in each year's respective operating budget.

The total cost for the five (5) year term of support and maintenance is \$1,963,103.94 (including all taxes). The Service receives a 100% rebate of the GST and therefore the net impact of this request over the five (5) years is \$1,859,782.68 (including PST).

Conclusion

In light of the Board's previous acknowledgement of Motorola as the provider of support and maintenance for the System, the impending expiration of the warranty period and the ongoing need for support and maintenance for the System, it is recommended that the Board award a contract to Motorola Canada Limited, for support and maintenance of the System for a five year period starting October 1, 2006 up to and including September 30, 2011, for a total amount of \$1,963,103.94 (including all taxes). The Service is eligible for a 100% rebate of the GST and therefore the net impact to the Service for the five years is \$1,859,782.68.

Staff at Toronto City Legal have reviewed a copy of this report and are satisfied with its content.

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

Deputy Chief Tony Warr, Specialized Operations Command, and Staff Sergeant Clive Richards, Forensic Identification Services, were in attendance and responded to questions by the Board about this report.

The Board approved the foregoing.

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**#P249. CONTRACT RENEWAL OPTIONS – OUTDOOR OUTFITS LIMITED
AND CORPORATE EXPRESS**

The Board was in receipt of the following report July 13, 2006 from William Blair, Chief of Police:

Subject: CONTRACT RENEWAL OPTIONS - OUTDOOR OUTFITS LIMITED AND
CORPORATE EXPRESS

Recommendations:

It is recommended that:

- (1) the Board approve the option to extend the contract with Outdoor Outfits Limited for the supply and delivery of Uniform Cargo pants for one year commencing January 1, 2007 and ending December 31, 2007, under the existing terms and conditions; and
- (2) the Board approve the option to extend the contract with Corporate Express for the supply and delivery of generic stationery/office supplies for one year commencing January 1, 2007 and ending December 31, 2007, under the existing terms and conditions.

Background:

The Service's current contract management process includes notifying the Board of the action to be taken for recurring contracts. This notification must allow sufficient time for either an extension of the contract or a re-tendering process to occur prior to the expiration date. At this time, the Service has in place two recurring contracts with an expiration date of December 31, 2006. The two contracts are Outdoor Outfits Limited and Corporate Express.

The contract with Outdoor Outfits Limited was tendered in November 2004. The term of the contract is from January 1, 2005 to December 31, 2005 and included two one year options.

The contract with Corporate Express was tendered in October 2003. The term of the contract was from March 1, 2004 to December 31, 2005 and included two one year options.

Comments:

The recommended action for these two contracts is provided below.

Outdoor Outfits Limited

Outdoor Outfits Limited is the Service's provider for Cargo Pants. The contract term is from January 1, 2005 to December 31, 2005. The contract included two option years. The first option year from January 1, 2006 to December 31, 2006 was exercised. The second option year, at the Board's discretion, is to extend the contract until December 31, 2007 at the existing terms and conditions. The Service's Purchasing Manager has reviewed the contract. This review has determined that there are no performance issues with the vendor and that current cost per pant is on average 20% below what other Police Services are paying for this item.

Corporate Express

Corporate Express is the Service's provider for various office supplies. This contract commenced on March 1, 2004 and expired on December 31, 2005. The contract included two option years. The first option year from January 1, 2006 to December 31, 2006 was exercised. The second option year, at the Board's discretion, is to extend the contract until December 31, 2007 at the same terms and conditions. The Service's Purchasing Manager has reviewed the Contract. This review has determined that there are no performance issues with the vendor and the current price discount from Corporate Express to the Service for generic stationery/office supplies is 70% off their published list prices.

Financial Implications:

The base budget amounts for expenditures incurred under these contracts will be included in the Service's 2007 operating budget request.

Conclusion:

The two contracts, Outdoor Outfits Limited and Corporate Express, which expire on December 31, 2006 have an option to extend for another year at the same terms and conditions. Based on the vendors' performance and contract prices, it is recommended that the option years on both contracts be exercised by the Board.

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

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 10, 2006**

**#P250. ARBITRATION AWARDS – TERMINATION OF SERVICE MEMBERS
FOR GRIEVANCES PERTAINING TO SEXUAL ASSAULTS**

The Board was in receipt of the following report July 20, 2006 from William Gibson, Director, Human Resources Management:

Subject: ARBITRATION AWARDS REGARDING TERMINATION OF MEMBERS
FOR GRIEVANCES PERTAINING TO SEXUAL ASSAULT

Recommendation:

It is recommended that: the Board receive this report.

Background:

Arbitration #1 – Sexual Assault

At its meeting on December 11, 2003, the Board terminated a member of the Service for cause (Board Minute #C237 refers). This member was arrested on September 9, 2003 and charged with 2 counts of sexual assault. Both victims in this matter were female court officers employed by the Service. The matter proceeded to trial and the member was acquitted of the charges. Notwithstanding this finding in the courts, the Service maintained it's position that it had 'just cause' to terminate.

The Association filed a grievance claiming wrongful dismissal.

After several days of hearing, Arbitrator George Surdykowski was satisfied that the Board had just cause to discipline. He noted in his Award "It is well-established that sexual harassment is particularly serious and odious labour relations misconduct for which discharge is the prima facie appropriate penalty".

Arbitrator Surdykowski, therefore, dismissed the grievance.

Arbitration #2 – Sexual Assault

At its meeting on May 24, 2001, the Board terminated a Court Officer for cause (Board Minute #C86 refers). This member was arrested on May 3, 2001 and charged with one count of sexual assault. The matter proceeded to trial where the matter was stayed for delay, pursuant to s. 11(b) of the *Charter of Rights and Freedoms*. The Crown appealed the decision of the court to grant the stay. That appeal was denied. Notwithstanding the fact that there was never a determination

on the merits of the case before a criminal court, the Service maintained its position that it had 'just cause' to terminate the member.

The Association filed a grievance claiming wrongful dismissal.

The matter proceeded to arbitration. At the conclusion of the hearing, Arbitrator Kenneth Swan was satisfied that the Board had just cause to discipline the member. He noted in his Award, "It was obvious that the employer has made out the facts, on clear and convincing evidence, which it is obliged to do in order to prove discreditable conduct in the form of sexual assault....".

Arbitrator Swan, therefore, dismissed the grievance.

Recommendation:

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

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 10, 2006**

#P251. REVIEW OF THE TORONTO POLICE SERVICE'S AUDIT SYSTEM

The Board was in receipt of the following report May 30, 2006 from William Blair, Chief of Police:

Subject: REVIEW OF THE TORONTO POLICE SERVICE'S AUDIT SYSTEM

Recommendation:

It is recommended that the Board receive this report for information

Background:

At its meeting on June 13, 2005, the Board received a report from the Auditor General titled "Review of the Enterprise Case and Occurrence Processing System (eCOPS) Project". As a result of the Toronto Police Services Board's review of this report, the Board approved the following motion (Board Minute #P189/05 refers):

"that the Chief of Police review the Service's current audit system in consultation with the City Auditor and submit recommendations to the Board regarding changes to the audit process during the 2006 operating budget deliberations beginning in the fall of 2005."

During the course of this review of the Service's audit process, a number of issues pertinent to the Audit & Quality Assurance Unit were discussed with the City of Toronto Auditor General, including staffing levels, uniform complement, professional qualifications, workload and workplans. Work continues in this regard as the Service is committed to pursuing continuous improvement of the effectiveness and efficiency of the audit function and the unit.

1. Current Audit Framework within the Toronto Police Service

Audit services for the Toronto Police Service (TPS) are currently provided by three separate groups: Ernst & Young (an external public accounting firm), the City of Toronto Auditor General's Office and the Audit & Quality Assurance Unit within the Toronto Police Service. Management throughout the Service is responsible for establishing and monitoring the system of internal controls.

a. Role of the External Public Accounting Firm

Ernst & Young, a public accounting firm, audits the Toronto Police Service's financial records as part of its overall annual financial attest audit of the City's financial statements. Consolidated

financial statements are issued by the City and Ernst & Young's Auditors' Report is attached to these reports. This is a statutory requirement under the Municipal Act. Ernst & Young were appointed through a tender process for a five-year period. It is important to note that Ernst & Young's audit of the financial statements focuses largely on significant expenditures and is not an in-depth review of all the accounts. Management Letters are issued by Ernst & Young, and in the past, points relevant to the TPS have been forwarded by the City to the Chief Administrative Officer of the Service.

b. Role of the City of Toronto Auditor General's Office

The City Auditor General is responsible for carrying out financial (excluding attest audit which is conducted by Ernst & Young, Chartered Accountants), compliance and performance audits of all programmes, activities and functions of all City departments, agencies, boards (including Toronto Police Services Board), commissions and corporations, the offices of the Mayor and members of City Council.

Audits conducted by the Auditor General may be initiated as follows:

- The Auditor General may independently identify audits in his annual workplan. Terms of reference in regard to these audits would be forwarded to the Toronto Police Services Board.
- City Council may request the Auditor General to conduct specific audit work at the Toronto Police Service. This request is forwarded to the Toronto Police Services Board. The Auditor General has the discretion in terms of accepting the engagement.
- City Council, on a two-thirds majority vote, may direct that specific audit work be conducted at the Toronto Police Services Board. This direction is forwarded to the Toronto Police Services Board and, once approved by the Board, the Auditor General is required to conduct such an audit.
- The Toronto Police Services Board may request the Auditor General to conduct an audit. The Auditor General has discretion in terms of accepting this engagement.

c. Role of the Audit & Quality Assurance Unit

The Audit & Quality Assurance Unit is responsible for carrying out operational, financial, and compliance audits related to units, divisions and functional activities of the Toronto Police Service. In addition, its mandate includes auditing compliance with Ontario Regulation 03/99 – Adequacy and Effectiveness of Police Services that came into effect January 1, 2001. Audit recommendations are reported to the Executive Review Committee (ERC). This committee is comprised of the Chief of Police, the four Deputy Chiefs of Police and the Chief Administrative Officer.

2. Comparison between the Auditor General's Office, the City of Toronto Internal Audit Group and the Toronto Police Service's Audit & Quality Assurance Unit

There are many similarities in the audit frameworks utilized by the Auditor General's Office, the City of Toronto Internal Audit Group and the Toronto Police Service's Audit & Quality

Assurance Unit. Tables 1 to 4 in Appendix A summarize the comparative similarity between all the three distinct audit groups with respect to mandates, reporting structure, auditing standards/practices and authority. Appendix B presents a graphic depiction of the reporting process for all three groups.

The mandates of the three groups focus on governance and accountability. The mandate of the Auditor General applies to the City of Toronto and all agencies, boards and commissions. The City Internal Audit Group and the Audit & Quality Assurance Unit mandates both restrict audits to their respective organizations. The reporting structure for each group is designed to maintain objectivity and impartiality of the audit process.

The authorities granted by the various governing bodies ensure that all three groups of auditors have unrestricted access in the performance of their duties. The authority of the Audit & Quality Assurance Unit is granted by the Police Services Act (O. Reg. 3/99; sec.35) and non-compliance with Service Procedure 16-06, Quality Assurance Process, can result in disciplinary action.

3. Audits Performed by the Auditor General's Office

The Auditor General's Office has provided audit services to the Board related to specific areas of concern. Over the last five years, at the request of the Board, the Auditor General has conducted a number of reviews and audits including the Helicopter Pilot Project, the Public Complaints System, Sexual Assault Investigation Processes and the eCOPS System Development Project.

4. Toronto Police Service Audit Project Selection

The Audit & Quality Assurance Unit provides the Executive Review Committee with a recommended audit workplan for the year. In March 2006, a 3 year workplan was developed and reviewed by the Committee. Audit & Quality Assurance has adopted a risk assessment process to identify high risk areas to be included in the yearly and multi-year workplan.

These workplans were developed taking into account the mandate of the unit and human resource availability. The risk analysis is conducted based on Service-wide risk factors such as Public Safety, Officer Safety, Integrity, Controls (mandatory training, specific requirements of job functions, Adequacy Standard requirements, and Service policies and procedures) and Technical Support (information systems, communications, Service data and retrieval and other support systems).

Additional factors, such as the dollar value of program expenditures, findings from earlier studies or reports along with the time elapsed since the studies were conducted, are included. Known changes in both the internal and external environment are also considered, including demographics and recent community and Service concerns.

These factors are then weighted based upon their impact, probability of occurrence, severity of outcome, extent of liability, effect on public confidence and possibility of integrity lapses.

On average, one or two Adequacy Standard audits are included in the yearly workplan. The Provincial Adequacy Standards do not stipulate a timeframe as to the frequency and extent of specific audits and their scopes. However, the accompanying guidelines recommend an annual audit of the property and evidence handling processes.

5. Audits Performed by Audit & Quality Assurance

The work performed by Audit & Quality Assurance can be grouped into five broad categories. These categories are: Mandatory Reviews, Risk Based Operational Audits, Provincial Adequacy Standards Compliance Reviews, Control Self Assessments and Command Requests.

a. Mandatory Reviews

The Chief of Police and/or Police Services Act has mandated the audit of certain high risk areas within the Service such as the Flashroll, 329 Fund and property handling processes.

b. Risk Based Operational Audits

Audit & Quality Assurance has established a risk identification and assessment process to identify programs, activities and functions that if not performing properly could adversely affect the organization and therefore require periodic review and monitoring by the Service. A risk analysis is conducted to evaluate and rank the priority of these programs, activities and functions for the purpose of audit selection. The objectives of an operational audit are to assess the effectiveness, efficiency and value-for-money of the programs and activities under review. A recent example of this type of audit is the Audit of Compliance with Procurement By-laws and Procedures & 51 Division Capital Project Management.

c. Provincial Adequacy Standards Compliance Review

Ontario Regulation 03/99 (Adequacy and Effectiveness of Police Services) established provincial standards for the delivery of police services in the core areas of Crime Prevention, Law Enforcement, Victim's Assistance, Public Order Maintenance, Emergency Response and Administration and Infrastructure. Audit & Quality Assurance is mandated by the Service to coordinate the compliance review of adequacy standards within the Service. The Audit & Quality Assurance Unit has conducted audits to ensure compliance of TPS Procedures with Adequacy Standards and detailed reviews of specific standards.

d. Control Self Assessment

In 2004, Audit & Quality Assurance introduced the Control Self Assessment program. This audit methodology was developed in order to address areas within Adequacy Standards that are common to many units. It is an efficient way of utilizing audit staff to ensure coverage of areas of significant risk within the Service. It was designed to identify common risk areas and allow unit commanders to evaluate and report on specific compliance issues. The program is coordinated by Audit & Quality Assurance, under which individual unit commanders can locally

assess compliance with targeted policy and procedures and report on non-compliance issues and the corrective actions taken. Templates for each audit are provided to Unit Commanders. The Control Self Assessment program assists unit commanders in evaluating their system of internal controls and documenting compliance with Provincial Adequacy Standards.

For 2005, the Crime and Occurrence Management module required divisions to review pre-selected occurrences and respond to specific questions developed by the Audit & Quality Assurance Unit. The occurrences being reviewed related to assault, domestic violence, sexual assault, criminal harassment, robbery and suspicious incidents. Based on the review conducted at the divisional level, unit commanders can assess their degree of compliance. Audit & Quality Assurance is currently conducting a review of the responses to analyze non-compliance with Service procedures and recommend corrective action.

e. Command Requests

From time to time, in addition to the approved workplan, the Command requests Audit & Quality Assurance to conduct special projects based on an appraisal of the Service's priorities and emerging issues. The Unit has conducted analysis related to the eCOPS System Development Project, and more recently, concluded a two phase study of Freedom of Information practices and procedures.

6. Staffing of the Unit

Internal audit functions require an adequate complement of staff with the appropriate experience and qualifications to effectively deal with the risks and areas they audit. The unit currently has an approved established strength of 8 positions.

As a consequence of the recently conducted uniform staffing review, the unit lost the position of Detective Sergeant in December 2005. Although this position had been part of the unit's establishment since its inception, it was vacant during the time of the uniform staffing review and has been re-assigned to another unit. In addition, a uniform member on restricted duties has just recently returned to full time status (February 6, 2006).

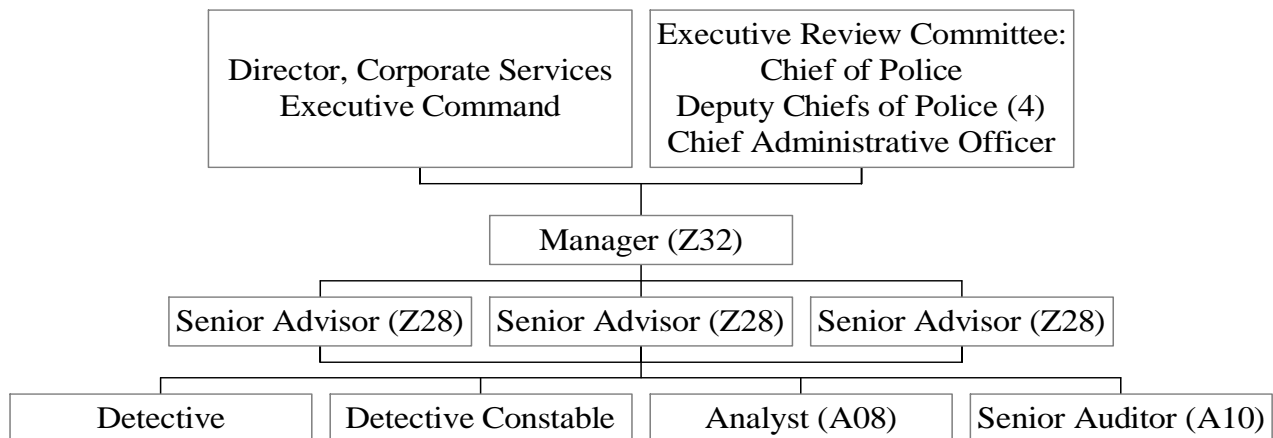
The unit consists of both uniform and civilian members. The combination of civilian members' auditing skills and knowledge, together with the uniform members' operational experience, ensures the results of audits are appropriate and practical for the Service. Although uniform members are not actively engaged in frontline policing, the activities and functions that they perform directly impact on the quality of services that are provided to the community. An effective governance model includes both policy setting and compliance monitoring to ensure that management is held accountable to the Board, the Chief of Police and the community.

The unit is comprised of a manager, three senior advisors, one senior auditor, one analyst, one detective and one detective constable. A member who is on restricted duty is temporarily assigned to perform administrative duties. Members of the unit consist of two Chartered Accountants, one Certified General Accountant, and two members who have foreign certified auditing designations among the full time civilian members.

Frontline experience is an integral part of the quality assurance processes. In the 2004 Report of the Auditor General of Canada regarding Internal Audit in Departments and Agencies, the Auditor General of Canada made the following comment on the internal audit group of the Royal Canadian Mounted Police. She stated that “one of the strengths of the internal audit group is the operational experience and professional qualification of the internal auditors.” Furthermore, she brought attention to the fact that “internal audit groups require an appropriate number of staff who have a broad range of skills, knowledge and experience. The number of staff depends on the risk and on the activity to be audited.”

Most of the audits and reviews require an extensive knowledge of the operations of the Service. Professional auditing standards issued by the Institute of Internal Auditors and the Canadian Institute of Chartered Accountants require that auditors possess or acquire a thorough understanding of the activities and areas under review. The uniform members of the unit provide this knowledge and ensure the audit process is in compliance with issued standards. The following is an organizational chart of the unit.

Organization Chart - Audit & Quality Assurance



Currently, the unit does not have a dedicated Information Technologies (IT) auditor to assist in conducting IT audits. The Service's IT function has been identified as a high risk area through the risk assessment process. The review of the eCOPS project in 2003/2004 further demonstrated the importance of regular ongoing reviews of the IT function. This would be accomplished most effectively by the establishment of an IT auditor position. Audit & Quality Assurance is currently exploring alternatives to creating this position.

The Provincial Adequacy Standards require the Service to ensure and document compliance with all the standards. This task has a significant impact on the workload of the unit. Several different audit approaches are being used to deal with this issue. Since the Adequacy Standards cover every aspect of policing, the unit has developed a Control Self Assessment process in an attempt to cover as many critical areas as possible. Although the Control Self Assessment program provides a broad evaluation of general controls, specific internal controls related to certain critical and high risk areas should be audited in a comprehensive manner. The establishment of

an additional professional auditor position would allow the Service to strengthen its oversight on these critical and high risk areas. The creation of this new position will be examined in 2006 as part of an ongoing internal review of the unit's staffing needs.

7. Training and Professional Development

Audit & Quality Assurance ensures that it continues to meet the professional standards of internal auditing by retaining memberships in a number of professional bodies. This includes the Institute of Internal Auditors, the Information Systems Audit and Control Association and the Municipal Internal Auditors' Association to keep informed about improvements and current developments in internal audit standards, procedures and techniques. The Unit also participates in the province-wide Adequacy Standards Sub-Committee semi-annual meetings to discuss issues and best practices in police auditing in Ontario.

The Audit & Quality Assurance Unit has adopted the professional standards of the Institute of Internal Auditors. These standards require that continuous professional development and training be undertaken by its members. In addition, members who belong to professional associations are required on a yearly basis to attain a pre-determined number of professional development and training hours in order to maintain their memberships.

8. Implementation of Audit Recommendations

Management is responsible for maintaining and monitoring the system of internal controls. Consistent with this principle, Command officers and unit commanders are responsible for the implementation of audit recommendations which are designed to improve the effectiveness of the internal control system.

Audit recommendations generated by Audit & Quality Assurance reports are reviewed and approved by the Executive Review Committee. Audit recommendations are assigned to the appropriate unit commanders together with a defined timeframe for implementation. On a quarterly basis, Audit & Quality Assurance follows up with unit commanders for an update on the status of the implementation of recommendations. A quarterly report is presented to the ERC that summarises the status of all audit recommendations and highlights all outstanding audit recommendations by command area. This follow-up process assists senior management in taking appropriate and necessary corrective actions to ensure audit recommendations are implemented in a timely manner. This part of the audit process achieves the objective of assisting management in fulfilling their governance and accountability roles.

Audit recommendations generated by external sources such as the Ministry of Community Safety and Correctional Services, the Ontario Civilian Commission on Police Services and the Auditor General's Office are also part of the internal tracking system and updated on a quarterly basis.

The implementation status of recommendations from major external reviews, such as the one completed by the Auditor General related to Sexual Assault Investigation Processes, is reported to the Board by separate Board letter. In addition, on an annual basis, the Audit & Quality Assurance Unit submits a letter to the Board outlining the status of all remaining external recommendations.

9. Effectiveness of the Service's Audit System

The Auditor General and the Service's Audit & Quality Assurance Unit provide audit services to two different levels of governing bodies. The Auditor General provides audit services on a limited basis to the Toronto Police Services Board to assist the Board's oversight in relationship to governance and policy direction. The Audit & Quality Assurance Unit provides internal audit services to the Toronto Police Service to assist the Chief of Police and management in meeting their responsibilities under the Police Services Act for maintaining proper systems of internal control.

Audit services for the Toronto Police Services Board can be provided by the City of Toronto Auditor General's Office. Secondly, the Service's Audit & Quality Assurance Unit could be requested to perform directed audits on an as needed basis. Lastly, the Board could retain an external audit firm to provide specific audit services.

a. City of Toronto Auditor General

Chapter 169-30 of the Toronto Municipal Code (adopted by City Council 2002-11-28 by By-law No. 1076-2002) states that the Auditor General is responsible for carrying out financial (except attest), compliance and performance audits of all programmes, activities and functions of all City departments, agencies, boards, and commissions and corporations and the offices of the Mayor and members of Council.

According to the Municipal Code, the Auditor General is responsible for providing audit services to the Board. In order to maintain the independence of the Auditor General, the Code also grants the Auditor General the discretion to accept or deny audit requests from the Council and its agencies, boards and commissions. For example, if the Board requests the Auditor General to conduct an audit on the Service, the Auditor General has discretion in terms of accepting or denying the engagement.

b. Audit & Quality Assurance Unit

The unit's mandate is to provide a quality assurance process for the Service to ensure that internal control systems function properly. Where circumstances warrant and depending on the availability of time and resources, Audit & Quality Assurance can also provide audit services to the Board on an ad hoc basis with my approval. The cost of providing this audit function to the Board would be absorbed by the Service.

c. External Audit Firm

The Board can retain an external audit firm to carry out specific audit work whenever the necessity arises. Retaining an external firm requires the Board to comply with the standard procurement procedures including security clearance before the firm could start their work. The cost of procuring external expertise would depend on the nature and scope of the work performed and the rates charged by the firm.

Conclusion:

I have conducted a review of the Service's audit system in consultation with the Auditor General. As has been identified by the analysis within this report, the Service's current audit framework provides both the Toronto Police Services Board and the Toronto Police Service with an effective audit system by utilizing the services of the Auditor General and the Audit & Quality Assurance Unit.

The Board has available to it the services of the Auditor General's Office and can request the use of the Service's Audit & Quality Assurance Unit, if required. If the need arises, the Board may also choose to use external audit organizations. This system has worked well in the past and should be continued in order to assist the Board and the Service in maintaining a proper system of internal control in an effective and efficient manner.

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

Mr. Jeff Griffiths, City of Toronto – Auditor General, was in attendance and responded to questions by the Board about the audit process and audit services that are available to the Board.

The Board approved the following Motion:

THAT, given that the Board had originally requested that the Chief of Police submit recommendations to the Board regarding changes to the audit process, and that no recommendations for changes have been included in the foregoing report as requested, the Board refer the foregoing report to the Chair and request that he communicate with the appropriate staff and provide a report to the Board containing recommendations for changes to the audit process.

Appendix A

The following tables summarize the comparative similarity between all the three distinct audit groups with respect to mandates, reporting structure, auditing standards/practices and authority.

Table 1 – Mandate

Auditor General’s Office	City Internal Audit Group	Audit & Quality Assurance
The mandate of the Auditor General’s Office is to assist City Council in holding itself and its administration accountable for the quality of stewardship over public funds and for the achievement of value for money in City operations.	The mandate of Internal Audit is to assist the City Manager and senior management in enhancing fiscal accountability, as well as improving the integrity, reliability and effectiveness of the City’s administrative processes.	The mandate of Audit & Quality Assurance is to assist the Chief of Police in the governance of the Toronto Police Service as prescribed in the “Duties of Chief of Police” Section 41(1) of the Police Services Act by ensuring that the vision, mission and values are embodied in all aspects of policing. The Audit & Quality Assurance unit provides a systematic and objective quality assurance review of the TPS’s delivery of adequate and effective police services, compliance with the Police Services Act and its regulations. The requirement for a quality assurance process is stipulated in the Adequacy Standards Regulation, Section 35 of the Police Services Act.

Table 2 – Reporting Structure

Auditor General’s Office	City Internal Audit Group	Audit & Quality Assurance
Reports to: City Council*	Reports to: City Manager*	Reports to: Chief of Police/ERC*
The Auditor General’s Office presents its reports to the City of Toronto’s Audit Committee. This committee is comprised of five members, all of whom are appointed	The Internal Audit group presents its reports to the City Manager and the three Deputy City Managers. The Internal Audit Group	The Audit & Quality Assurance Unit presents all its reports directly to the ERC of the TPS. The unit reports administratively to the Director, Corporate Services,

<p>from the elected members of City Council, and exercise responsibility in the three areas: financial reporting, corporate governance, and corporate control.</p> <p>In carrying out its activities, the Auditor General’s Office is independent of management and has the authority to conduct financial, operational, compliance, information systems, forensic and other special reviews of all City departments, agencies, boards and commission, as well as other entities the City is related to or has an interest in.</p>	<p>reports administratively to the City Manager; however; in order to maintain objectivity and independence, the reports flow unedited from the group to the Division Head whose area is being audited, Deputy City Managers and City Manager.</p> <p>In carrying out its activities, the Internal Audit group has the authority to conduct financial, operational, compliance, information systems, forensic and other special reviews of all City of Toronto departments and processes.</p>	<p>Executive Command; however; in order to maintain objectivity and impartiality, the reports flow unedited from the Audit & Quality Assurance unit to the Unit Commander of the area being audited and the ERC.</p> <p>In carrying out its activities, Audit & Quality Assurance has the authority to conduct financial, operational, compliance, information systems, forensic and other special reviews of all TPS’s units and processes.</p>
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* See Appendix B for Reporting Structure

Table 3 – Auditing Standard/Practices

Auditor General’s Office	City Internal Audit Group	Audit & Quality Assurance
<p>The Auditor General works within generally accepted auditing standards such as those of the Institute of Internal Auditors, which include independence, objectivity, professional proficiency, scope and performance of work. Audit staff are also bound by the standards and ethics of their own professional organizations.</p>	<p>The Internal Audit group works within generally accepted auditing standards such as those of the Institute of Internal Auditors, which include independence, objectivity, professional proficiency, scope and performance of work. Audit staff are also bound by the standards and ethics of their own professional organizations.</p>	<p>The Audit & Quality Assurance unit works within generally accepted auditing standards such as those of the Institute of Internal Auditors, which include independence, objectivity, professional proficiency, scope and performance of work. Audit staff are also bound by the standards and ethics of their own professional organizations. Uniform members of the unit are bound by the duties, rights and responsibilities as outlined by the Police Services Act.</p>

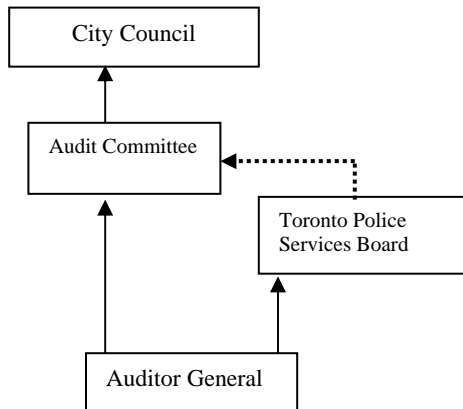
<p>The Auditor General prepares an annual work plan based on his evaluation of the risks at the City. City Council cannot delete projects from the work plan but can add to the work plan only with a vote of two thirds of Council.</p>	<p>The Internal Audit group prepares an annual work plan. A risk-based approach is used to select targeted audit areas. Audit requests from City Administration are accepted following consultation with the City Manager.</p>	<p>Audit & Quality Assurance prepares an annual work plan. A risk-based approach is used to select targeted audit areas. Audit requests from senior management are accepted following discussion and consultation with the Executive Review Committee.</p>
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Table 4 – Authority

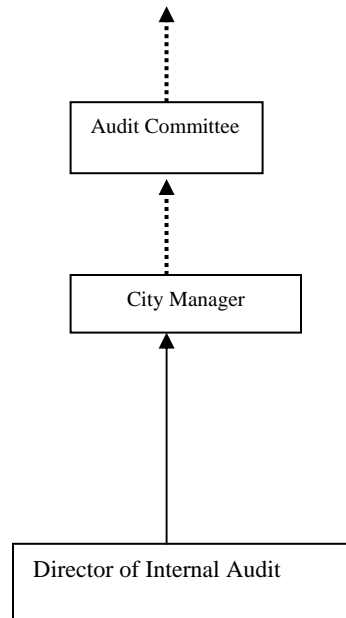
Auditor General’s Office	City Internal Audit Group	Audit & Quality Assurance
<p>The Auditor General’s Office has access to any records necessary to complete audit work. This authority has been granted by Council.</p> <p>Staff of those Organizations within the Auditor General’s scope have a duty to co-operate with the Auditor General and to not obstruct audit activities.</p>	<p>The Internal Audit group has access to any records necessary to complete audit work. This authority has been granted by Council and the City Manager.</p>	<p>TPS Procedure 16-06 Quality Assurance Process provides for free and full access to the members of the Audit & Quality Assurance Unit to all organizational activities, Service records, data, including computer applications and transaction data, physical assets and personnel. Members of the Service may be subject to discipline in cases of non-compliance.</p>

Appendix B – Reporting Structure

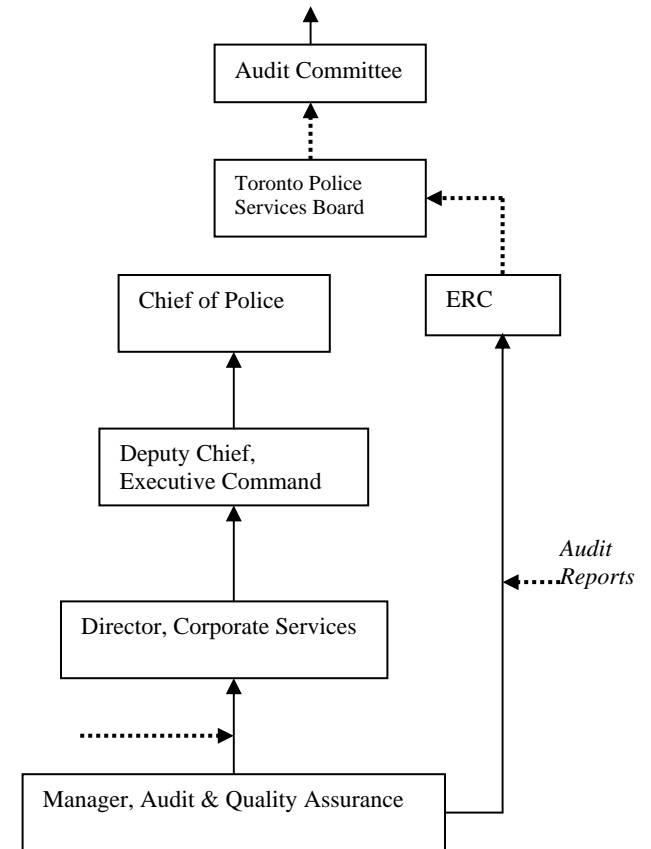
Auditor General's Office



City of Toronto Internal Audit Group



Audit & Quality Assurance Unit



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 10, 2006**

**#P252. EXAMINATION INTO COST-RECOVERY OPPORTUNITIES FOR THE
TORONTO POLICE SERVICE**

The Board was in receipt of the following report July 19, 2006 from William Blair, Chief of Police:

Subject: EXAMINATION INTO COST-RECOVERY OPPORTUNITIES FOR THE
TORONTO POLICE SERVICE (TPS)

Recommendation:

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

Background

At its meetings of March 22 and 24, 2004, the Board approved the following motion (Board Minute #P77/04 refers):

That the Chief further investigate receiving federal money for:

- intelligence and national security;
- coast guard responsibilities;
- consulate protection; and
- drug money seizures.

The Board also requested that the Chief report to the Board through the Budget Task Force.

A report in response to this request was prepared and submitted at the Board's confidential meeting of January 24, 2005 (Board Minute #C10/05 refers). At that meeting, the Board approved the following motions:

- 1) That the Board request the Chief of Police to review the foregoing report and submit a revised version in a format that could be placed on the public agenda for consideration at a future meeting;
- 2) That the Chief of Police quantify the specific costs incurred by the Toronto Police Service for policing services separated into categories indicating whether they were the result of response to federal, provincial or municipal issues, and that the Chief also identify how other jurisdictions resolve cost-recovery issues with the provincial and federal governments; and
- 3) That with regard to the information requested in Motion No. 2, this be contained in a summary page attached to the public report noted in Motion No. 1.

Responsibilities and Associated Funding

This report outlines the responsibilities of the Service in providing policing services in the areas of intelligence, national security/emergency planning, coast guard responsibilities, consulate protection, drug money seizures, organized crime, and court security, and identifies, where possible, which of those costs incurred can be attributed to federal and provincial issues.

Additionally, this report details the ongoing funding and “in kind” support that the Service receives from both provincial and federal sources, in support of various policing initiatives, including, but not limited to, intelligence/national security, coast guard responsibilities, consulate protection, drug money seizures, organized crime and court security.

Intelligence/National Security and Emergency Planning:

Intelligence/National Security

The population of the Greater Toronto Area (GTA) exceeds 4.6 million people (Statistics Canada, 2001 census). Toronto is the centre of government for the Province of Ontario (the Province). The Toronto Stock Exchange, all the major banks, and countless financial firms and institutions are headquartered or represented within Toronto. As well, the head offices of numerous multinational and American based corporations are situated within the City. Toronto is considered the economic engine and financial capital of Canada, and its relationship to Canada equates to New York City’s relationship to the United States, relative to both commerce and industry.

Any attack on terrorism or its related criminal enterprises must begin with proactive “front-end” investigative work and intelligence gathering. It is critical that we have sufficient resources to proactively monitor, detect, investigate and disrupt terrorist activities, and related criminal acts which affect the safety and security of our citizens.

The Service is not the sole agency responsible for proactive investigations and intelligence gathering within the City. In fact, the Service has partnered with other municipal services and agencies in response to issues whereby national security is at risk, in an effort to enhance its intelligence gathering capabilities, as well as its response within these areas.

The TPS Intelligence Services unit has staff who conduct terrorism investigations and who manage and investigate any information that comes to the Service’s attention that is considered a security threat. in the City. They work in conjunction with other agencies at the municipal, provincial and federal levels, to exchange and act on information.

It is impossible to quantify the specific costs incurred by the Service for policing services dealing with “Intelligence and National Security” for the purposes of cost recovery because the role of Intelligence Services, and of the various intelligence gathering/sharing processes within the Service, are intertwined with the day to day policing of Toronto. The nature and scope of intelligence related duties encompass a wide range of criminal, organized crime and national security issues in a single multifaceted investigation.

Although the Service has not received any direct federal or provincial funding for gathering intelligence or conducting investigations on terrorist based activity, the Service receives indirect and in kind support from both the Federal government and Provincial government, in support of policing activities within the areas of Intelligence, National Security and Emergency Planning.

The Federal government funds the entire cost of the Criminal Intelligence Service of Canada (CISC), which is responsible for managing the criminal intelligence operation in Canada. They also pay the cost of managing the Automated Criminal Intelligence Information System (ACIIS), a computer system that stores and shares intelligence information on a national basis. The TPS has access to the system and is a major contributor of intelligence information.

Following the 2001 terrorist attacks in New York and in the Washington area, the Royal Canadian Mounted Police (RCMP) built an operations centre in Toronto to serve the needs of the Province of Ontario. The operations centre has positions for all of the police agencies in the GTA, including the TPS. In the event of a serious incident, whether a terrorist attack, a natural disaster or any other major incident, the Service has officers trained in the use of the operations centre who would respond. The RCMP has never asked for any funding from the Service to support the construction of this facility — a facility which is located within our city limits, and which has been constructed, in part, to support our policing operations in the event of a major incident.

The Service has a member assigned full-time to the RCMP-led Integrated National Security Enforcement Team (INSET) office, which is also located in Toronto. INSET consists of members of the RCMP, Canada Border Services Agency (Customs and Immigration), Canadian Security Intelligence Service (CSIS) as well as members from various provincial and municipal police services. The Service member ensures that any national security information that flows to or from the Service is acted upon. The RCMP fully funds this secondment and the costs associated to it.

While the Federal government does not provide funding directly to the Service, it does pay the entire cost of the National Police Service, which is managed by the RCMP. The National Police Service supplies our Service with access to the Canadian Police Information Centre (CPIC) at no cost other than the hardware necessary to access it from our patrol vehicles and offices. We have been a partner in CPIC since the 1970's and are consulted regularly when the RCMP plans to make changes to the system. The Federal government also manages the International Criminal Police Organization (INTERPOL) system and assists us, at no charge, when making queries outside of Canada.

The Federal government also runs the Canadian Police College, which is located in Ottawa. They provide training to both uniform and civilian members of our Service at no cost. The Service pays only a modest amount for the meals and accommodations of its attendees.

The Provincial government pays for the purchase and upkeep of a computer system called PowerCase. This system, which was developed in the aftermath of the Bernardo case, allows the Service to connect with every other police agency in Ontario, and thereby supports major investigations within our Service.

Emergency Planning

Ensuring that our Service is able to adequately respond to, plan and prepare for, mitigate and facilitate recovery from any emergency or disaster that may impact Toronto, is a core business issue. All emergency planning for the Service is coordinated through its Emergency Management and Operations Unit, which is a subsection of the TPS Public Safety and Emergency Planning Unit. The safety of the citizens of Toronto, through emergency planning, is a municipal responsibility, regardless of whether the potential threat and/or cause of an incident may also be of provincial or federal interest. As the Service has an obligation to provide emergency response and by extension planning for that eventuality, it is not reasonable to expect that the Federal or Provincial governments would provide funding beyond what they already give in the form of grants.

The Joint Chemical, Biological, Radiological and Nuclear (CBRN) Team is a City funded project, staffed by members from all three emergency services - the TPS, the Toronto Fire Services (TFS), and the Toronto Emergency Medical Service (EMS). All equipment is owned by the City of Toronto and is administered by the Office of Emergency Management, City Works and Emergency Services. Equipment has been purchased for the policing component of the team to support Forensic Identification Services (FIS) and the Emergency Task Force (ETF). The primary objective of the team is to create a specialized, unified response by all three emergency services to identify, intervene, and mitigate the consequences of a CBRN incident. A secondary objective is to provide training to all Service members on CBRN response and CBRN awareness training to the general public with the goal of improving both officer and public safety. The Service's component of the Joint CBRN Team currently has one full time and thirty part time members, fourteen of which are members of Forensic Identification Services (FIS), and seventeen of which are ETF Explosives Technicians. All team members have received extensive training.

The Heavy Urban Search and Rescue (HUSAR) initiative is a Toronto Fire Services-led enhanced emergency management initiative. The HUSAR team provides response capability to the structural collapse of buildings and its tasks include searching for survivors and stabilizing buildings to prevent further collapse. The HUSAR team plays an important role in planning the response to such disasters within Toronto. The HUSAR budget is administered by the TFS and the City of Toronto's Office of Emergency Management. The Service currently has two Public Safety Unit members who have received HUSAR training and who could function as search/incident managers during this type of incident.

Specialized equipment is an absolute requirement if our officers are to respond to emergencies safely and effectively. The Service has submitted several Joint Emergency Preparedness Program (JEPP) grant applications for funding in support of emergency management initiatives. JEPP is a joint federal/provincial program that provides partial funding (up to 45%) for projects that enhance the national emergency response capability.

In 2005, the construction of the TPS Police Command Centre, located at 703 Don Mills Road, was completed. This project was supported by JEPP, which contributed a total of \$30,000 to the construction of the facility. JEPP also contributed \$40,000 for the TPS Emergency Logistics Equipment truck, which is used by the Service's Public Safety Unit in major emergencies or event. JEPP has also committed \$15,886 to fund the Telephone Autodialer System for emergency response.

In support of HUSAR, which is a City of Toronto initiative, the Federal government, through the TFS, provided \$35,000 in funding for 2001/2002, and \$50,000 in funding for 2005/2006. This funding will allow for the purchase and training of 8 general search dogs, and 2 cadaver dogs, as well as provide training to their handlers.

Coast Guard Responsibilities:

The Toronto Harbour Police Force was established in 1912. It was a paid police agency that was jointly funded by the Dominion Government, the City and the Harbour Commission. The Toronto Harbour Police carried out traditional coast guard duties in the Toronto area. Consequently, when the TPS integrated the Toronto Harbour Police into its operation in 1982, all previous Toronto Harbour Police responsibilities were assumed by the TPS Marine Unit, including those that are typically regarded as coast guard type functions.

The TPS Marine Unit is responsible for:

- Responding to calls for service and providing law enforcement on the water, the Toronto Islands, including the Toronto City Centre Airport, and medical transport of sick or injured persons from the Islands to the mainland.
- Providing a patrol, search and rescue capability (SAR) on Lake Ontario from the shoreline to the international border, an area of some 460 square miles. It also provides SAR service for all of the river systems in the City, such as the Don River and the Humber River.

The TPS Marine Unit's coast guard duties include:

- Supervision of boat launches;
- Inspections of boats for legislated safety equipment;
- Public education on boating safety; and
- Search and rescue operations in co-ordination with Canadian Forces Base Trenton.

City of Toronto Legal Services has been consulted on a number of occasions since the 1980's regarding the responsibility of the Toronto Police in policing Lake Ontario. City Legal has consistently provided the opinion that policing the 460 square mile portion of Lake Ontario is the responsibility of the City of Toronto.

In July of 2004, Canada, through its acceptance of the *Maritime Security Regulations of the Maritime Transportation Security*, adopted the ISPS code. The ISPS code requires airport style security for port facilities. Compliance with this Code will require the Toronto Police Marine Unit to increase its resources, both in terms of the types and quantity of vessels maintained, as well as the number of personnel on staff. The Federal government has committed to funding 75% of the changes required to ensure compliance with this legislation.

In 2002, the Marine Unit received \$110,000 from the Federal government NIF (New Initiative Fund), specifically from the Search and Rescue Secretariat. This funding supported the purchase of dive and river rescue equipment. In January of 2006, the Marine Unit received confirmation that the Search and Rescue Secretariat has committed \$550,000 to the TPS Marine Unit in support of the purchase of search and rescue equipment and training.

The 2005 operating budget for the TPS Marine Unit was \$5.5 million. However, the provision of coast guard related services is so intertwined with the day to day policing operations of the TPS Marine Unit that it is not possible to quantify the cost of such activities.

Consulate Protection:

While embassies usually exist in Ottawa, major urban centres, such as Toronto, house consulates. Some consulates, such as the United States consulate, attract considerable attention from the public. However, the vast majority of the 101 consulates and foreign government trade offices in the City generate little, if any, attention from the public. Most consulates, in fact, operate within a law office or private home, and provide service on a part-time basis to the citizens of the country they represent.

In 1963, Canada committed as part of the Vienna Convention, to "take all appropriate steps to protect the consular premises against any intrusion or damage and to prevent any disturbance of the peace of the consular post or impairment of its dignity (Article 31.2)."

While the RCMP has the primary responsibility of ensuring the security of internationally protected persons from threats of murder, assault, kidnapping and hostage-taking, the Federal and Provincial Solicitor Generals have agreed, through a Memorandum of Understanding (MOU) established in 1986, that this primary responsibility can be specifically given to local authorities.

In 1993, the Service entered into an MOU with the RCMP and the Ontario Provincial Police (OPP) to ensure an orderly and cooperative atmosphere under which federal, provincial, and municipal services respond to a possible threat to the security of Canada and/or an internationally protected person.

This MOU outlined that the Service will exercise “lead responsibility” whenever an emergency arises to which the Service is the first to respond. In non-emergency situations, the Service’s Chief of Police shall designate a senior officer who shall form a management team with the RCMP and determine the responsibilities under which each police agency shall act. It should be noted that while the Service responds to calls for service at these locations, just as it would any commercial premise situated within the City, members follow the appropriate protocol as established through the MOU.

Therefore, the responsibility for providing policing services to and protecting consulates within Toronto, by virtue of agreements with the provincial and federal levels of government, is a municipal responsibility and thereby lies with the Service. As demonstrations and protests generally take place on City of Toronto property, they are, by virtue of their location, the responsibility of the Service.

It should further be noted that on a day to day basis, the Service does not provide a higher level of policing services to these consulates. The Service does not guard or provide static security at these sites, and no resources are specifically dedicated to providing protection or responding to incidents at these sites. Consequently, the Service is unable to quantify, for the purposes of cost recovery, what portion of their day to day responsibilities is in fact in relation to the “protection” of consulates. While the Service receives no funding from the Federal government in support of this responsibility, the RCMP does provide protection to these consulates and other locations through the use of confidential protective services, which includes a mobile patrol and response component.

Drug Money Seizures:

The federal legislation that allows for the seizure of proceeds of crime has been in effect since 1989. In 1993, federal legislation created the Seized Property Management Directorate (SPMD). If the seized goods are to be used as evidence, the police agency constrains the goods. However, if the assets are derived from the proceeds of crime, legislation requires that the proceeds seized be turned over to the SPMD, which maintains the property until the court case is concluded.

Once the case is concluded with a successful prosecution in court, the monies realized from the asset sale are shared between the various levels of government as follows:

- For an offence relating to a federal statute other than the Criminal Code, and which was investigated by a provincial or municipal agency, 90% of the funds flow back to the Province.
- For a Criminal Code offence, 100% flows back to the Province.
- For cases where agencies such as the OPP or TPS commence an investigation with RCMP assistance, 50% of the funds flow back to the Province.
- For cases where the RCMP is the lead agency and there is OPP or municipal assistance, 10% flows back to the Province.

At the present time, the position of the Federal government is that the proceeds seized do not flow directly back to the municipal governments. Rather, these proceeds are sent to the Provincial government to disburse through grants to the municipalities.

The funds the Province receives are divided between the Ministry of the Attorney General (MAG) (25%) and the Ministry of Community Safety and Correctional Services (MCSCS) (75%). If the matter was a Criminal Code offence, 100% flows back, with MAG getting 40% and MCSCS getting 60%. Regardless of the source, the MCSCS divides the money equally between crime prevention grants and the Criminal Intelligence Service of Ontario (CISO).

This distribution of proceeds has been a recurring subject of debate, and has been repeatedly challenged by various municipal police services, as well as by the Ontario Association of Chiefs of Police (OACP) and the Canadian Association Chiefs of Police (CACP).

The seizure of the proceeds of crime is a time consuming and very labour intensive endeavour, particularly when it comes to seizing properties that may be mortgaged and registered through a maze of numbered companies where crime assets have been hidden. The investigators have to be very skilled at searching property titles and tracking large amounts of cash. Currently TPS has one officer assigned to the federal RCMP-IPOC unit, and four officers assigned to the provincial unit.

If the proceeds seized were fully returned directly to the Service by the Federal government, then more resources could be assigned to investigations pertaining to asset seizures. Notwithstanding this position, it must be recognized that although the funds do not flow directly back to the Service, we do benefit considerably by receiving funds from Criminal Intelligence Service of Ontario (CISO) to conduct joint forces investigations, particularly in the Organized Crime area.

There are thirteen Integrated Proceeds of Crime (IPOC) units in Canada that have been in existence since 1997, combining local, provincial and RCMP officers along with Canada Border Services Agency (customs) officers. Currently, there is one Service member assigned to the local RCMP-IPOC unit and the RCMP pays the officer's salary and supplies all equipment.

As identified earlier, there are four officers from the Service's Organized Crime Enforcement (formerly Special Investigation Services) who conduct proceeds investigations as part of a provincial initiative. While the Service pays the salaries of these members, as well as for their vehicular gas and minor vehicle maintenance while in Toronto, the OPP's Asset Forfeiture Unit pays for the officers' spring and fall training, additional courses, their vehicles, major vehicle maintenance, cell phones and pagers, as well as hotels, gas and per diems in relation to out of town investigations.

Proceeds of crime grants are also used to fund crime reduction initiatives in communities across Canada. These funds go directly to community groups and organizations upon application to the Federal government.

Of all the proceeds of crime investigations conducted by the four TPS officers assigned to the provincial unit, approximately 75% are drug related. In 2005, drug related seizures accounted for approximately ninety percent of the \$4.6 million worth of cash and assets seized.

However, it should be noted that currently, the Service receives several grants, \$7.7 million of which were awarded in 2005 by the MCSCS. Consequently, the Service's investment in proceeds of crime investigations is very small relative to the amount in seizures it brings in, and most importantly, quite small relative to the millions of dollars in benefits the Service receives through various provincial and federal grants (Appendix A refers).

Organized Crime:

Organized crime at one time confined itself to liquor or drug smuggling. However, in recent years it has proliferated into a variety of domains, including identity theft, internet and telephone fraud, theft of high end vehicles, prostitution, narcotics trafficking, and marijuana grow houses.

Organized crime investigations are very complex and frequently involve numerous and varied resources from within the Service. While such investigations may span provincial and federal interests, it is still the responsibility of the Service to investigate such matters. Furthermore, as such investigations are commonly intertwined with those policing activities that are part of the Service's mandate, it is not possible to identify the specific costs of such investigations.

The Service currently enjoys a co-operative relationship with the various levels of government relative to organized crime investigations. In particular, the Service has officers working in the Provincial Biker Enforcement Unit. While the Service pays the salaries of these officers, the OPP provides these officers with an office, as well as the equipment, vehicles and computers to support their work. The Service also has officers working in the Provincial Repeat Offender Program Enforcement (ROPE) squad. The OPP completely funds this operation, which includes paying the salaries of the officers assigned from the Service.

Further provincial support into organized crime investigations has come as a result of the development of the Gang Intervention Network (GangNet). GangNet is a database that allows the Service to link gang members from across the Province. While the Service pays for the cost of three civilian clerks to manage the GangNet database, the Provincial government paid for the purchase of the GangNet software.

There are also TPS officers assigned to the Combined Forces Special Enforcement Unit (CFSEU). The Service pays the salaries of these officers, and the RCMP provides the office, cars, equipment and tools to support the major investigations that these officers conduct.

Court Security:

The mandate of Court Services is drawn from various municipal bylaws, as well as provincial and federal laws. These duties are the legislated responsibility of the Service.

TPS Court Services is mandated to discharge the following duties:

- Provide court security;
- Provide prisoner transport;
- Obtain DNA samples;
- Deliver and serve court documents and notices, as mandated by several provincial and federal statutes;
- Provide training and supervision to Court Officers;
- Assist in the prosecution of offences;
- Provide certain services to the Coroner.

In 2005, the Service spent \$35.9 million to deliver these services to the various court facilities located in the City of Toronto.

Prior to 1989, the Provincial government provided funding specifically for court security through the use of a “per household” grant. In 1992, this funding formula was amended and the City was provided with a revised funding formula to cover all provincial funding and previously existing cost-sharing arrangements.

In 2003, the Provincial government purchased and equipped a prisoner transportation bus and an additional prisoner transport vehicle, total value at approximately \$795,000, to offset those impacts and expenses associated with the increased travelling distance required to transport prisoners to and from the newly created super jail, the Maplehurst Detention Centre. The Provincial government also provides the Service with compensation for the mileage associated with the added 45 kilometre commute, to offset the expenses associated to fuel costs, operating costs and recapitalization of both vehicles.

The funding arrangement in relation to the provision of court security is one that has been challenged, and continues to be challenged, by the OACP and CACP, as well as by the various police services across the Province.

As identified earlier, the duties and responsibilities of TPS Court Services are drawn from the various municipal bylaws, as well as provincial and federal legislation. These responsibilities have grown markedly in breadth over the years, as Court Services now services 109 more courtrooms than it did in 1990.

The Province has steadily increased the number of courtrooms it operates in order to meet the increase in case volume, so as to ensure that justice is delivered in a timely manner. Additionally, a large percentage of the courts are being used for criminal matters, especially “in custody” cases, which require enhanced security. However, opening these new courtrooms has had a large impact on Court Services. The staffing today is nearly double what it was in 1990 (203 full time and 74 part time Court Officers in 1990, versus 403 full time and 165 part time Court officers in 2005), and while the TPS spent \$16.2 million in 1990 to deliver services to the various court facilities located in the City of Toronto, this number has grown steadily over the years such that in 2005, TPS spent \$35.9 million.

In the past few years there have been a number of high-security trials that have placed an unprecedented demand upon Court Services' resources, such that personnel costs alone for Court Services' personnel to deliver this service is projected to be in excess of \$2.25 million in 2006. While there is every indication that this level of activity is the "new normal," the funding arrangement that was established between the Province and the City in relation to court security has not changed since the early 1990's. Courts Services is the one area where a case can be made for some level of cost recovery from the Province, since the decisions of the Province can impact the level of service TPS Court Services must provide. Representatives from the TPS have met with Mayor David Miller to identify those issues associated with the increased responsibilities and costs associated to Court Services in delivering court security services, so that these could be included in his "new deal" discussions with the Province. In addition, the Board has directed that the Chair and I meet with the Province on this issue in order to identify a long term sustainable cost recovery arrangement.

Cost Recovery Strategies of Other Police Agencies

The Board requested that the Service examine how other jurisdictions resolve cost-recovery issues with the Provincial and Federal governments.

A number of municipal police agencies in Ontario with significant international water boundary responsibilities were surveyed in 2005. These agencies include Niagara Regional, Kingston, Chatham-Kent, Windsor, and Durham Regional Police Services. Each of these agencies advised that they received no federal funding in support of policing these waters.

The Federal government's decision to not fund certain police services whose activities are dramatically impacted by a federal government operation within their jurisdiction is not unique to marine operations. For instance, Kingston Police operations are impacted by the placement of a federal penitentiary within their jurisdiction. Kingston Police are required to respond to a number of situations within the federal institution, including serious assaults on inmates, riots, and homicides, they are not provided with any special funding for these activities.

Funding Opportunities

Currently, the Service has ten active grants which are fully funded by the Provincial government. The total amount of funding that the Service is actively receiving annually from the Provincial and Federal governments is approximately \$19.8 million.

There are numerous other benefits that the Service enjoys through its partnerships with various agencies at both the federal and provincial level that are difficult to quantify. These benefits are so significant that attempting to do business without them would significantly hamper the ability of the Service to deliver effective policing services to its communities.

Any discussions by the Service and/or the City in an attempt to secure funding for programs and activities related to intelligence gathering, national security and emergency planning, coast guard responsibilities, consulate protection, drug money seizures, organized crime, and court security,

should be held in the context of, and give consideration to, all sources of funding and in-kind benefits that the Service receives from both provincial and federal sources.

The Service proactively applies for funding at both the federal and provincial levels. Currently, the Service seeks funding as soon as it is made available at the various levels of government for matters which are relevant to delivering policing services in the City of Toronto. In circumstances where the adoption of specific legislation requires the Service to deliver a specific service and/or to increase its resources the Service advocates for funding. Additionally, the Service seeks funding or compensation when there has been an exceptional event (such as the 1999 Serbian demonstrations that cost the Service \$2.1 million to police to name but one) and/or set of circumstances that has strained the resources of the Service.

The Service will continue these efforts to ensure that every available opportunity to obtain funding is adequately and thoroughly explored.

Conclusion

The Service is responsible for delivering policing services to Canada's largest and most vibrant city. Toronto, with its diverse population, and home to numerous tourist venues, a major waterway and a mass transit system, is also the economic centre of Canada. Delivering policing services to a large urban centre such as Toronto brings with it numerous challenges. Large urban centres, by their very nature, experience a qualitatively different type of criminality, and in far greater numbers, than smaller communities. Consequently, the cost of delivering policing services within such a large urban centre as Toronto has a larger per capita cost than delivering policing services to a smaller community.

The Service currently receives a number of grants, with a value in excess of \$19.8 million. In addition to this direct financial support, the Service has partnered with various agencies, at both the provincial and federal level, that provide us with the network and infrastructure, that makes it possible for us to more effectively conduct various types of investigations. It is these relationships that enable us, and upon which we depend, to continue to deliver high quality policing services to our communities. Therefore, it is critical for the Service to continue to seek out funding opportunities in support of the delivery of policing services, and that this approach both recognize and give careful consideration to the relationships we currently enjoy with our government partners.

Deputy Chief A.J. (Tony) Warr, Specialized Operations Command, and Mr. Tony Veneziano, Chief Administrative Officer, Administrative Command, will be in attendance to answer any questions the Board may have.

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The Board inquired whether the Service was aware that the Memorandum of Understanding into which it was entering with the RCMP and OPP in 1993 would result in no financial compensation to the Service for the additional municipal police services that would be provided. Chief Blair advised that he would make inquiries to determine whether the Service entered into the MOU with the understanding that compensation would not be provided.

The Board approved the following Motion:

THAT the report be received and referred to the Chair to prepare a further report to the Board on the extraordinary costs of policing in Toronto with a view to developing strategies and allies to begin to address the imbalance of costs and to further investigate whether there are any tools that may be available through the new *City of Toronto Act*.

Appendix A

Toronto Police Service Grant Inventory As at March 30, 2006

Name of Grant (active grants are highlighted)	Grant	Grant Program Administered By	Amount of Funding (Shown in Year Awarded*)						Notes
	Term		2001	2002	2003	2004	2005	2006	
Community Policing Partnerships (CPP) Program	April 1, 2005 to March 31, 2007	Ministry of Community Safety & Correctional Services (MCSCS)	7,530,000	7,530,000	7,530,000	7,530,000	7,530,000	7,530,000	Ongoing. Now being offered in perpetuity. Contract is for 2-year period, then renewed.
Reduce Impaired Driving Everywhere (R.I.D.E.)	April 1, 2005 to March 31, 2006	MCSCS	103,300	108,000	105,000	87,001	87,143	87,000	2006 amount is estimate only; 2006/2007 application submitted.
Safer Communities Partnership Program	January 1, 2006 to March 31, 2008	MCSCS						4,400,000	Ongoing; offered in perpetuity. 2006 amount is estimate only; funding amount annualizes to \$8.8M/yr
Public Education and Crime Eradication (PEACE)	March 24, 2004 to August 31, 2007	MCSCS				270,700			
Assisting Victims by Ensuring Maximum Compliance with Christopher's Law and Effective Sex Offender Management	June 11, 2004 to November 30, 2006	MCSCS (Funding from Victims' Justice Fund - Federal and Provincial)				700,000			
Gun Amnesty	2005/2006 (timelines not confirmed)	Ministry of the Attorney General					75,000		contract outstanding
Toronto Anti-Violence Intervention Strategy	January 1, 2006 to December 31, 2006	MCSCS						5,000,000	contract outstanding

Closed Circuit Television (CCTV)	April 1, 2006 to March 31, 2008	MCSCS						2,000,000	contract outstanding
Assisting and Preventing Child Victims of Sexual Abuse through Focused Investigation of Child Pornography Cases (extended)	June 17, 2005 to March 31, 2006	Ministry of the Attorney General (Funding from Victims' Justice Fund - Federal and Provincial)					100,000		Awarded under the Ontario Victim Services Secretariat Community Project Grant Program
Municipal Police Service Technology Grant	March 28, 2002 to March 31, 2006	MCSCS		3,000,000					Project workplan revised. Approx. \$1.2M of total to be spent by other Police Services
Guns and Gangs Bridge Financing	2006 (one-time funding – no specific timeline)	Ministry of the Attorney General						500,000	
Child Pornography	2006 (one-time funding – no specific timeline)	Ministry of the Attorney General						300,000	
Crime Prevention Partnership Program - 2005 Gun & Gang Investigators Conference	April 2005	National Crime Prevention Centre (Federal funding)					10,000		
Joint Emergency Preparedness Program (J.E.P.P) - Police Command Centre	April 14, 2004 To March 31, 2005	MCSCS (Federal funding)				30,000			
Assisting and Preventing Child Victims of Sexual Abuse through Focused Investigation of Child Pornography Cases	December 4, 2002 to November 30, 2004	MCSCS (Funding from Victims' Justice Fund - Federal and Provincial)		2,000,000					
New SAR Initiative Fund Program - Auxiliary Member Training	April 1, 2001 to March 31, 2004	MCSCS (Federal funding)	110,066						
Partners Against Crime (PAC) Front Line Policing Crime Prevention Program - Portable FLIR for the Detection and Interdiction of Marijuana	April 1, 2003 to March 31, 2004	MCSCS			35,960				

Grows Operations									
Joint Emergency Preparedness Program (J.E.P.P) - Emergency Management Response Capability	September 1, 2003 to March 31, 2004	MCSCS (Federal funding)			40,000				
Secondment to NYPD Joint Terrorism Operation	March 1, 2003 to February 28, 2004	MCSCS			150,000				
Youth Referral Program	January 2, 2002 to December 31, 2003	Department of Justice (Federal funding)		766,143					
Youth Crime and Violence Initiative Grant Program - Firearm and Weapon Detection Equipment	May 1, 2003 to December 31, 2003	MCSCS			16,800				
Youth Crime and Violence Initiative Grant Program - Serious Teen Offender Program	September 1, 2001 to September 30, 2003	MCSCS	18,740						
Youth Crime and Violence Initiative Grant Program - Violence from Silence Video	September 1, 2001 to June 30, 2003	MCSCS	15,630						
New SAR Initiative Fund Program - Search/Rescue and Recovery Dive Team Equipment and Training	May 28, 2002 to March 31, 2003	MCSCS (Federal funding)		131,139					
Youth Crime and Violence Initiative Grant Program - Street Gang Investigative Surveillance Equipment	November 2001 to November 2002	MCSCS	30,000						
Total awarded in year*			7,807,736	13,535,282	7,877,760	8,617,701	7,802,143	19,817,000	

* There is often no restriction on when the funds must be spent within the grant period; therefore, in this chart, the total grant is shown in the year in which the grant term commenced

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 10, 2006**

#P253. LONG-TERM TECHNOLOGY EQUIPMENT LIFECYCLE STRATEGY

The Board was in receipt of the following report July 18, 2006 from William Blair, Chief of Police:

Subject: LONG-TERM TECHNOLOGY EQUIPMENT LIFECYCLE STRATEGY

Recommendation:

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

Background:

At the February 15, 2006 meeting of the Police Services Board, the Service indicated that we would report to the Board on a long-term technology equipment lifecycle strategy for desktop workstations, laptop computers, printers, servers, network equipment and mobile workstations (BM #P41/06 refers).

At the June 15, 2006 Board meeting, a two (2) month extension was requested, to report to the August 2006 Board meeting (BM #P185/06 refers). The extension was necessary as discussions between the Service and City staff regarding the Service's overall capital requirements may have affected the funding sources for technology lifecycle equipment. Those discussions have now concluded and a revised capital program, including how future information technology equipment replacements would be funded, was reported to and approved by the Board at its June 15, 2006 Board meeting (BM #P193/06 refers).

Comments:

Over the course of the past nine (9) months, Information Technology Services (ITS) has worked with Finance and Administration staff to develop a series of lifecycle programs to replace computer equipment on a regular cycle, and to stabilize as much as possible the annual funding required for this replacement.

This report outlines the strategy, rationale and estimated costs for the proper replacement of the technology infrastructure, specifically desktop workstations, laptop computers, printers, data centre and business resumption servers, network equipment and mobile workstations. An eight year period (2007-2014) is used to reflect the impact of the lifecycle programs. The elements not covered in this program include items such as radios, software, as well as systems such as Automated Vehicle Location and Computer Aided Dispatch.

The goals of the lifecycle replacement programs are:

- to ensure the equipment provided to members of the Toronto Police Service (TPS) is reliable and has the capacity to operate the current technology environment, tools and TPS applications;
- to ensure the technology employed by TPS is aligned with technology trends in the industry;
- to support the continually increasing usage and capacity of technology for police operations;
- to ensure that any critical TPS system remains operational in the event of a disaster; and
- to stabilize, by 2008, the quantity of equipment being replaced each year and in subsequent years, and the associated funding.

In order to effectively achieve these goals, and to stabilize the funding required annually, the lifecycle strategy requires that servers be replaced on a five (5) year cycle and desktop and mobile workstation equipment be replaced on a four (4) year cycle. These replacement cycles are consistent with those used by the City and in line with industry best practices.

Desktop Workstations, Laptop Computers and Printers:

The Service owns 3,733 desktop workstations, 1,507 printers and 361 laptop computers.

The cost of desktop workstations, laptop computers and printers includes the equipment, a maintenance package and installation services. TPS has selected the mid-range model of the enterprise class of desktop workstations to avoid paying a premium for the latest technology, while still effectively meeting technical and operational requirements of the Service.

The 2007 requirements address equipment that was not previously included in a lifecycle program or that was specifically deferred for replacement. The long-term replacement strategy that stabilizes the replacement activity and funding each year, begins in 2008.

During the years 2008 through 2011, the quantity of equipment being replaced each year becomes more stable. New equipment purchased for project-based initiatives, such as the opening of 43 Division and creation of the Major Case Management Unit in 2005, or equipment purchased by individual Units will increment the lifecycle program four (4) years in the future. For example, the new equipment that was purchased in 2005 has been included in the lifecycle program, for replacement, in 2009.

For the years 2012 through 2014, the pattern of equipment replacement repeats.

Attachment 1 outlines the quantities of equipment and annual estimated expenditure for 2007 through 2014. The estimated costs reflect inflation and include all taxes.

Data Centre and Business Resumption Site Servers:

Servers are the specialized computers that provide for the centralized processing of high volumes of transactions and store large volumes of files and databases created by the applications and software used throughout the Service.

The estimated cost for the servers is based on the current cost of the equipment, adjusted for inflation, and takes into account the age of the servers and business growth. New equipment purchased for project-based initiatives or by technology change will increment the lifecycle program five (5) years in the future. For example, new equipment purchased in 2006 will be included in the lifecycle program, for replacement, in 2011.

Attachment 1 outlines the total number of servers and associated costs of the programs, which have been averaged out over the lifecycle period. The cost estimates presented for the years 2007 through 2014 reflect inflation and include all taxes.

Network Equipment:

The network provides the communication for all devices to the data centres or hubs for processing information requests. The network is comprised of Enterprise Routers for Wide Area Communications (WAN) and local hubs and routers for unit based connections to computer equipment (Local Area Network). The network lifecycle strategy plans for the replacement of the Enterprise routers and components every five (5) years, in line with industry guidelines. The Local Area Networks will also be replaced every five (5) years with all the remote locations being scheduled within the five (5) year lifecycle, commencing in 2008.

An enterprise router consists of a chassis, encryption blades and interface cards which provide core network services, and network switches on each floor which connects to the core services. There are six enterprise routers and 54 enterprise and core switches for the central production network. These would be replaced over a two year period every 5 years (2008 to 2009, 2013 to 2014, etc.).

The divisional sites have a mid-range router (with encryption blades and interface cards) and switch router which connects the divisional devices to the core network. There are 25 remote sites on the TPS network which warrant this type of connection. The plan is to replace approximately 5 sites per year on an ongoing basis.

Amounts included in Attachment 1 for Network Equipment are amounts based on what was paid in the last network upgrade (2002-2003) inflated to the appropriate year's dollars.

Mobile Workstation Environment and Network:

The mobile workstation environment includes the rugged computer in the police cars along with the two (2) wireless networks that provide communication from the car to the data centres.

New equipment purchased for replacement of current equipment will increment the lifecycle program four (4) years in the future. For example, new equipment purchased in 2006 will be included in the lifecycle program, for replacement, in 2010.

Financial Implications:

The cost to replace the computer equipment outlined in this report will be funded through the Service's Vehicle and Equipment Reserve. The Service is proposing to replenish the reserve on an annual basis, based on the length of each lifecycle program. This strategy was outlined in the revised Capital Budget Submission for 2006-2010, and approved by the Board at its June 15, 2006 meeting (BM #P193/06 refers). At that time, the operating impact of the IT lifecycle strategy was identified as \$1.5M beginning in 2007, annualizing to approximately \$7M in future years.

The strategy outlined in this Board report has been expanded to also include the replacement of network equipment and mobile workstations. The assumptions related to the replacement of servers have also changed. The June 2006 Board report assumed a 6-year replacement cycle. However, upon further review, a more appropriate replacement cycle of 5 years is now being proposed (BM #P193/06 refers).

This strategy would result in an operating impact estimated at \$1.9M beginning in 2007. This would annualize to approximately \$13M over several years. The table below summarizes the Long-term Technology Equipment Lifecycle Strategy, and provides the quantities to be replaced, and estimated total cost over the lifecycle period.

Program	Total Number	Total Lifecycle Cost (\$Ms)	Lifecycle
Desktop Workstations	3,733	\$11.47	4 years
Printers	1,507	\$5.29	
Laptop Computers	361	\$1.32	
Data Centre	370	\$15.08	5 years
Business Resumption	625	\$8.51	
Network Equipment	Various	\$4.13	
Mobile Workstation Environment	500	\$6.44	4 years
Mobile Workstation Network	Various	\$1.53	
TOTAL:		\$53.77	

Conclusion:

The purpose of this report is to provide information on the technology equipment lifecycle strategy that is being proposed by the Service. The lifecycle replacement plans and subsequent operating impacts will be reviewed annually during the capital and operating budget development and approval processes. These reviews will be conducted from an affordability perspective and will consider the operational requirements related to the replacement of these devices, with the goal of balancing the need to minimize operational risk with the need to be fiscally responsible. The reviews will also be conducted in the context of other Service priorities. Any changes to the lifecycle replacement strategy will be addressed during the Board's review of the 2007-2011 Capital Budget submission. The operating impact and estimated cost of this strategy will be included and reviewed as part of the Service's 2007 Operating Budget request.

Mr. Tony Veneziano, Chief Administrative Officer, Administrative Command, will be available to answer any questions that the Board Members may have.

The Board received the foregoing.

Attachment 1

Toronto Police Service
 Long-Term Technology Equipment Replacement Strategy
 2007-2014

Program	2007	2008	2009	2010 *	2011 *	2012 *	2013 *	2014 *
DEVICES (4 Years)								
Desktop Workstations	418	874	1,111	874	874	874	1,111	874
Printers	883	365	412	365	365	365	412	365
Laptop Computers	30	83	114	82	82	83	114	82
Cost (millions)	\$4.05	\$4.04	\$5.26	\$4.30	\$4.48	\$4.63	\$6.04	\$4.96
DATA CENTRE (5 Years)								
Servers, Storage	0	74	74	74	74	74	74	74
Cost (millions)	0	\$2.81	\$2.91	\$3.01	\$3.12	\$3.23	\$3.34	\$3.46
BUSINESS RESUMPTION (5 Years)								
Servers, Storage, Network	1	0	0	125	125	125	125	125
Cost (millions)	\$0.26	0	0	\$1.59	\$1.64	\$1.70	\$1.76	\$1.82
NETWORK EQUIPMENT (5 Years)								
Cost (millions)	0	\$1.66	\$0.97	\$0.48	\$0.50	\$0.52	\$1.97	\$1.14
MOBILE WORKSTATION ENVIRONMENT (4 Years)								
Mobile Workstations	0	500	0	0	0	500	0	0
Cost (millions)	0	\$6.44	0	0	0	\$7.39	0	0
MOBILE WORKSTATION NETWORK (4 Years)								
Parking Lot Network	0	\$0.85	0	0	0	\$0.67	0	0
Public Wireless Network	0	\$0.68	0	0	0	\$0.78	0	0

*Quantities of equipment to be replaced will increase by the Unit and/or Project purchases made four years prior.

Highlighed area signifies replacement lifecycle for each program.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 10, 2006**

**#P254. TORONTO POLICE SERVICE RECURRING CONTRACTS EXPIRING
ON OR BEFORE JUNE 30, 2007**

The Board was in receipt of the following report June 26, 2006 from William Blair, Chief of Police:

Subject: SERVICE RECURRING CONTRACTS EXPIRING ON OR BEFORE JUNE 30,
2007

Recommendation:

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

Background:

The Board, at its meeting of June 15, 2006, received a report containing information on existing recurring contracts and the process followed by the Service with respect to contract management. At the same meeting, the Board requested that “a further report be provided to the Board for its July 10, 2006 meeting identifying contracts which will expire by the end of 2006 and indicating how the Service intends to proceed into 2007 with respect to the goods and services provided through these contracts” (BM #P183/06 refers).

Comments:

In responding to the Board’s request, Service staff reviewed the contract list and identified those contracts which will expire by the end of 2006 and would require Board approval (i.e. in excess of \$500 thousand). Moreover, the Service decided to expand the timeline and include contracts that will expire by the end of June 2007. The reason for including an expanded time frame is that some of the contracts expiring in 2007 will require Board direction by the end of 2006 or early in 2007. Attachment A provides a list of the contracts meeting the above criteria along with a course of action and the target date for reporting to the Board. A formal tendering process will be followed for those contracts with no option for renewal. This process will be scheduled to meet the target dates for reporting to the Board. The contracts with options for renewal will be evaluated and recommendations will be submitted to the Board at the appropriate dates.

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

The Board received the foregoing.

ATTACHMENT A

**TORONTO POLICE SERVICE
RECURRING CONTRACTS EXCEEDING \$500 THOUSAND
EXPIRING ON OR BEFORE JUNE 30, 2007**

Contracts	Total Estimated Value (\$)	Annual Value (\$)	Contract Term	Option for Renewal	Action	Report to Board
Humberview Motors (Auto parts) 47008842	680,000	250,000	Feb 3, 2004 to Dec 31, 2004, Option 1 Jan-Dec 2005 Option 2 Jan-Dec 2006	No	RFQ to be issued to potential vendors, and posted on TPS website	October 2006 with recommendation
Suncor Energy (Council award – Gasoline) 47011205	4,753,435	4,753,435 (estimated value) 2006	Jan 1, 2006 to Dec 31, 2006	No	City initiates RFQ including requirements for all Agencies, Boards and Commissions as well as all City departments. Contract issued to TPS once City Council makes an award.	Not required as award is approved by City Council.
Team Chrysler (Auto parts) 47008784	620,000	200,000	Jan 1, 2004 to Dec 31, 2004, Option 1 Jan-Dec 2005 Option 2 Jan-Dec 2006	No	RFQ to be issued to potential vendors, and posted on TPS website	October 2006 with recommendation
Yorkdale Ford (Auto Parts) 47008859	2,330,000	800,000	Feb 10, 2004 to Dec 31, 2004 Option 1 Jan-Dec 2005 Option 2 Jan-Dec 2006	No	RFQ to be issued to potential vendors, and posted on TPS website	October 2006 with recommendation

Contracts	Total Estimated Value (\$)	Annual Value (\$)	Contract Term	Option for Renewal	Action	Report to Board
Outdoor Outfits (Cargo Pants) 47008847	600,000	300,000	Jan 1, 2005 to Dec 31, 2005 Option 1 Jan-Dec 2006	Option 2 Jan-Dec 2007	Option for renewal to be exercised at the discretion of the Board. Current pricing of \$49.90/pair is significantly lower than that of other police services posted on the PCPG website	August 2006 with recommendation
Corporate Express (stationery/office supplies) 47008912	500,000	250,000	Mar 1, 2004 to Dec 31, 2005, Option 1 Jan-Dec 2006	Option 2 Jan-Dec 2007	Option for renewal to be exercised at the discretion of the Board	August 2006 with recommendation
Mayhew and Associates Inc. (Office furniture and related services)	1,485,000	495,000	July 1, 2004 to June 30, 2007	2 one year options to June 30, 2009	Option for renewal to be exercised at the discretion of the Board	December 2006 with recommendation
Amaida Construction Ltd. (Handyman service) 47009211	577,800	180,000	March 1, 2004 to Feb 28, 2007	Option 1 Mar 1, 2007 to Feb 28, 2008 Option 2 Mar 1, 2008 to Feb 28, 2009	Option for renewal to be exercised at the discretion of the Board	October 2006 with recommendation
JP Towing Service and Storage Walsh's Auto Service Ltd (Bill and Son) Williams Towing Ltd. Diamond Towing Ltd. "A" Towing Service Ltd. Abrams Towing Service Ltd. (Board Minute #P135/04 and P220/05)	N/A	N/A	June 1, 2004 to May 31, 2007	Option 1 June 1, 2007 to May 31, 2008	Option for renewal to be exercised at the discretion of the Board	December 2006 with recommendation
*Grayker Corporation/Sketchley Cleaners (Dry cleaning services for Uniforms and Court attire)	\$7,000,000	1,410,628 (average annual cost for the last two years)	January 1, 2002 to December 31, 2006	No	RFQ to be issued to potential vendors, and posted on TPS website	October 2006 with recommendation

* This contract was not included on the listing provided to the Board at its meeting of June 15, 2006.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 10, 2006**

**#P255. RESPONSE TO THE CITY OF TORONTO REQUEST FOR REPORT –
RECRUITMENT AND TRAINING OF THE NEW 250 POLICE
OFFICERS**

The Board was in receipt of the following report July 19, 2006 from William Blair, Chief of Police:

Subject: RESPONSE TO POLICY & FINANCE COMMITTEE REPORT 3, CLAUSE 12A, ON “HOW QUICKLY THE TORONTO POLICE SERVICE CAN RECRUIT AND TRAIN THE 250 NEW OFFICERS HIRED UNDER THE “SAFER COMMUNITIES – 1,000 OFFICERS PARTNERSHIP PROGRAM,” LOCATIONS TO WHICH THEY WILL BE DEPLOYED, ASSOCIATED COSTS AND MULTICULTURAL DIVERSITY OF THE NEW POLICE OFFICERS

Recommendations:

It is recommended that:

- (1) the Board receive this report; and
- (2) the Board forward a copy of this report to the City Policy and Finance (P&F) Committee.

Background:

Toronto City Council, at its meeting of May 23, 24 and 25, 2006 considered Clause 12a of Report 3, and made several amendments to this clause. The Board was requested to respond to the P&F Committee with respect to City Council’s motions.

Comments:

The following provides specific responses to each clause adopted by City Council.

Consolidated Clause 12a:

“How quickly the Toronto Police Service can recruit and train the 250 new police officers hired under the “Safer Communities – 1,000 Officers Partnership Program”, locations to which they will be deployed, associated costs and multicultural diversity of the new police officers.”

Response:

Council has received Board Minute #6/06, entitled “Response to City Council Request for Information in Regards to Staffing and Deployment as Referenced in the Council Meeting of December 5, 2005.” This report from the Board responds to each of the items identified in Clause 12a, in detail. The Board Minute is provided as attachment A to this report. Further to that report, hiring was accelerated so that 250 new officers would be hired by the end of 2006.

Amendment 1 to Consolidated Clause 12a:

“That the Toronto Police Services Board be requested to consider increasing the authorized number of positions of the Toronto Police Service (the uniform strength) by 106 officers, to the 1992 level of 5,616 police officers, for 2007, and to maintain at least this number of officers in future years; reporting to Council, through the Policy and Finance Committee, on:

- (a) what steps are being taken, either independently or in co-operation with the Toronto Community Housing Corporation, to provide additional policing at problem housing sites, and
- (b) the development of a new funding formula that provides ongoing financial support from the provincial and federal governments for City policing costs

Response:

The cost of increasing the Service’s authorized strength to the 1992 level of 5,616 police officers was also addressed in Board Minute #6/06 (attachment A).

The issue of additional policing at problem housing sites is addressed in amendment 3, below.

With respect to amendment 1(b), the Service currently receives ongoing financial support from the provincial government for City policing costs with respect to the Community Policing Partnership (CPP) grant, in the amount of \$7.5M annually, and with respect to the Safer Communities – 1,000 Officers Partnership Program, in the amount of \$8.8M (annualized).

Both of these grants assume 50% cost-sharing for each officer hired under these grants, to a maximum salary and benefit cost of \$60,000 for the CPP grant and \$70,000 for the Safer Communities grant (i.e., the grants are capped at \$30,000 and \$35,000 per officer, respectively). The provincial government could be requested to provide true 50% cost-sharing (i.e., with no cap) or at least to increase the cap on an annual basis to reflect annual cost of living allowances. This matter will be pursued with the provincial government.

An on-going issue for the Service and the City is the provincial downloading of the cost of court security to the Service. Court security costs have grown tremendously since the early 1990s, when the downloading occurred, and the province has not provided any additional funding for this purpose. On-going attempts have been made, and will continue to be made, to request the province to address court security costs for the Toronto Police Service, as a large portion of the

cost increase is the result of factors that are beyond the control of the Service (e.g., increases in the number of court rooms).

With respect to federal funding, there is no direct support from the federal government, other than the occasional one-time grant funding. Generally, the federal government would not provide any support to municipal policing agencies. Funds flow from the federal government to the provincial governments, and the province would then determine the level of support to be provided for policing needs at the municipal level.

Amendment 3 to Consolidated Clause 12a:

“That the Toronto Police Services Board be requested to consider reporting to Council by the last meeting of this term, scheduled to be held on September 25, 2006, through the Policy and Finance Committee, in conjunction with the Toronto Community Housing Corporation and the Toronto Transit Commission, on:

- (a) how the Toronto Police Service supports these organizations and how support might be improved, including the option of the Toronto Police Service taking over responsibility for the policing for these organizations;
- (b) the current delivery of security functions of the Toronto Community Housing Corporation and the Toronto Transit Commission and the funds expended on security; and
- (c) how 250 new officers can be used to enhance existing partnerships between the Toronto Police Service, the Toronto Community Housing Corporation and the Toronto Transit Commission.”

Response:

The foregoing request from City Council cannot be reviewed by TPS alone. While the Service can provide information and its position on these matters, the request requires joint discussion between the Toronto Police Services Board, the Toronto Transit Commission, the Toronto Community Housing Corporation and the City. Accordingly, this request would be more appropriately handled at the City level, and the Service will be pursuing this matter with the City Manager in order to determine the proper approach. A response is not possible by the September 25, 2006 date requested by City Council, and should instead be dealt with through the 2007 operating budget process.

Conclusion:

City Council at its meeting on May 23, 24 and 25, 2006 requested various information from the Toronto Police Services Board. Some of the information requested had already been provided to City Council by the Board. The remainder of the request requires a joint discussion between the Service, the TTC and TCHC, under the lead of the City, and should be considered during the 2007 operating budget process.

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

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

-- COPY --

Attachment A

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 11, 2006**

**#P6. RESPONSE TO TORONTO CITY COUNCIL REQUEST FOR
INFORMATION: STAFFING AND DEPLOYMENT ISSUES**

The Board was in receipt of the following report December 29, 2005 from William Blair, Chief of Police:

Subject: RESPONSE TO CITY COUNCIL REQUEST FOR INFORMATION IN
REGARDS TO STAFFING AND DEPLOYMENT AS REFERENCED IN THE
COUNCIL MEETING OF DECEMBER 5, 2005

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 Policy and Finance Committee meeting on January 23, 2006, for information.

Background:

On August 12, 2005, The Honourable Monte Kwinter, Minister of Community Safety and Correctional Services announced the application process for the Safer Communities - 1,000 Officers Partnership Program. This program will provide \$37.1M a year, in perpetuity, to help municipalities hire 1,000 new police officers across the province by sharing the cost, up to half the salary and benefit costs, capped at \$35,000 per year, for each new hire. Across the province, half of the new officers will be assigned to community policing duties and the other half will be assigned to six key areas identified by the Province, specifically, youth crime, guns and gangs, organised crime (marijuana grow ops), dangerous offenders, domestic violence and protection of children from internet luring and child pornography. The Province will fund 400 of the 1,000 officers effective May 18, 2005 and the remaining 600 officers effective April 1, 2006.

The Toronto Police Service applied for cost-sharing for 250 additional officers under the program – 175 community policing officers and 75 officers to be assigned to the six key areas. On November 25, 2005, the Service was advised that the Province would share the cost of 250 additional police officers in Toronto, of which 99 would be funded retroactive to August 2005.

In September 2005, during the application process, the Toronto Police Services Board requested City Council to authorize the City to sign the application. City Council, on December 5, 2005 amended, added to and adopted a Policy and Finance Committee recommendation (Report 9, Clause 43b) that requested City Council to authorize the City of Toronto to sign, with the Toronto Police Services Board and the Toronto Police Service, an application to the Ministry of Community Safety and Correctional Services for funding for an additional 250 officers under the Safer Communities – 1,000 Officers Partnership Program.

Comments:

City Council adopted a number of motions in approving an additional 250 officers for the Service. Those motions and the response to each motion are provided below.

Motion 1a

That the clause be amended by deleting staff recommendation (3) contained in the Recommendations Section of the report (October 18, 2005) from the Toronto Police Services Board and inserting instead the following:

“(3) the Toronto Police Services Board be requested to hire the entire 250 Police Officers including an additional 54 Police Officers to bring the authorized strength of the Toronto Police Service to 5,510 Police Officers, effective as early as possible.”

This motion approves a revised authorized strength and no response is required.

Motion 1b

That the Toronto Police Service be requested to report to the next meeting of the Policy and Finance Committee on January 23, 2006 on how quickly the entire 250 police officers can be recruited and trained.

The chart below details the Toronto Police Service’s hiring strategy to hire the additional 250 officers and to achieve the Council authorised strength of 5,510 police officers.

Recruit Class	Total Recruit Class	Replacements	Grant	Deployment Date
August 2005	108	62	46	January 2006
December 2005	144	94	50	May 2006
April 2006	140	90	50	September 2006
August 2006	102	52	50	January 2007
December 2006	99	45	54	May 2007
TOTAL	593	343	250	

As the chart indicates, the additional 250 officers will all be recruited by December 2006 and deployed by May 2007. This is the earliest deployment date for the 250 officers, given the staff replacements that must also occur during this time period, the capacity of training classes and funding available.

Motion 1c

That the Toronto Police Services Board be requested to report to the January 23, 2006 meeting of the Policy and Finance Committee on a plan to return the complement of the Toronto Police Service to the same number of police officers as it had in 1992, such report to include all associated costs and the timetable to hire and train new police officers as expeditiously as possible.

The uniform strength of the Toronto Police Service was at its highest level of 5,616 officers in 1992. To return to the 1992 staffing level, the Service would have to hire 106 officers in addition to the 250 officers to be hired under the Safer Communities – 1,000 Officers Partnership Program.

Due to a limited class size, recruitment of the additional 106 police officers can only start once the additional 250 have been hired under the Safer Communities Program.

As indicated in the table below, August 2006 is the earliest date the Service could start hiring recruits towards achieving an additional 106 officers. As a result, full deployment of the 106 officers would not be completed until September 2007.

Recruit Class	Total Recruit Class	Replacements	Grant	1992 Level	Deployment Date
August 2005	108	62	46	-	January 2006
December 2005	144	94	50	-	May 2006
April 2006	140	90	50	-	September 2006
August 2006	140	52	50	38	January 2007
December 2006	140	45	54	41	May 2007
April 2007	102	75	-	27	September 2007
TOTAL	774	418	250	106	

The additional cost to bring the uniform strength up to the 1992 level of 5,616 officers is \$1.6M in 2006 and annualizes to \$9.4M by 2011.

This cost would include salary, benefits, personal equipment, annualization and reclassifications and is summarized over the next five years, in the table below.

106 Additional Officers	2006 Cost	2007 Cost	2008 Cost	2009 Cost	2010 Cost	Full Cost (as at 2011)
Costs (recruiting, salary, and outfitting)	\$1.6M	\$6.1M	\$7.2M	\$8.2M	\$9.1M	\$9.4M

Motion 3

That the Toronto Police Service be requested to submit a report to City Council for its meeting on January 31, 2006, through the Policy and Finance Committee, on where the 1,000 officers, as it relates to the City of Toronto, will be deployed, the ratio between the number of police officers allocated per police division in the City and the actual crime rates related to those divisions.

The City of Toronto is receiving 250 of the 1,000 new police officers to be deployed across the province.

Changes in the divisional uniform staffing levels early in 2006 will reflect a number of changes – the application of a new staffing model, a command direction to redeploy 200 officers to front-line uniform duties early in 2006, and the deployment of 175 additional officers under the Safer Communities – 1,000 Officers Partnership Program. As noted above, 75 of the 250 new officers will be assigned to youth crime, organized crime, guns and gangs, and protecting children from internet luring and child pornography.

The deployment of officers to divisions was, until very recently, based on the 60/40 Deployment Model. Late in 2005, however, the Toronto Police Service moved to the Demand Factor Model for the deployment of officers to divisions. This new model uses a range of credible data, including calls for service, street disorder index, service priorities, demographics, major crime indicators, and performance indicators, to determine the demands facing each front-line division. The staffing level of each division is then made commensurate with those demands. This model will ensure that the workload faced by each of the divisions is equalised on a per officer basis, and that service delivery to the public is equitable across the city.

In November 2005, the appropriate divisional staffing levels were determined using the Demand Factor Model. This benchmark staffing allocation will be achieved on January 16, 2006 with the deployment of recruits from the August 2005 class and the redeployment of officers. The additional 175 constables (received under the Safer Communities Partnership Program) dedicated to community policing will be deployed as summarized below:

Division	Additional Officers from Safer Communities Program	Non-Traffic Criminal Code Rates (Occurrences per 1,000 Population)
11 Division	8	63.3
12 Division	8	78.9
13 Division	7	55.2
14 Division	13	96.6
22 Division	10	63.6
23 Division	10	64.3
31 Division	12	72.3
32 Division	10	62.1
33 Division	7	46.3
41 Division	11	73.8
42 Division	10	49.5
43 Division	20	n/a
51 Division	13	135.1
52 Division	10	524.2
53 Division	8	57.3
54 Division	9	55.4
55 Division	9	90.3
TOTAL	175	

It is important to note that these allocations are projections. Due to the dynamic nature of the model's components and the time frame over which the 250 additional officers will be hired and deployed, the demand factors will likely change and may somewhat impact the overall deployment plan.

The chart above also provides non-traffic criminal code rates, as requested in the motion adopted by City Council. However, when comparing the assignment of additional officers to various divisions, it is important to note that the rate of criminal code occurrences or, more specifically, major crime indicators, is only one of the elements in the Demand Factor Model. The criminal code rate does not, by itself, provide a complete or comparable representation of the workload of various divisions, and as previously indicated, a number of factors were taken into account in determining the allocation of the additional officers to the divisions.

Motion 4

That the Toronto Police Services Board be requested to submit a report to the Policy and Finance Committee, for its meeting on January 23, 2006, on the number of officers in place at December 31, 2005 and the projected officers to be in place at the end of each quarter in 2006 and 2007.

According to the Toronto Police Service's Human Resource Strategy, the projected number of deployed officers at year-end 2005 and the end of each quarter in 2006 and 2007 is as follows:

	Deployed Officers
December 2005	5,224
March 2006	5,254
June 2006	5,352
September 2006	5,446
December 2006	5,424
March 2007	5,448
June 2007	5,503
September 2007	5,587
December 2007	5,563

As of May 2007, the Service will achieve its targeted deployed strength of 5,510 police officers. Due to limited hire dates (i.e. to correspond with three Ontario Police College class intakes per year) and attrition that occurs throughout the year, the Service's hiring strategy targets an average deployed strength over the year consistent with the approved target. Consequently, the number of officers deployed will move above and below the approved target during the year.

Motion 5

That the Toronto Police Services Board be requested to report to City Council for its meeting on January 31, 2006, through the Policy and Finance Committee, on the number of new officers to be funded under this program that may be assigned to Scarborough Police Divisions 41, 42, and 43.

It is estimated that a total of 41 new officers from the Grant Program will be assigned to Scarborough Police Divisions 41, 42, and 43. It should be noted that prior to the application of the Demand Factor Model, to become effective January 2006, the total constable strength of Divisions 41 and 42 was 567. With the application of the new model, together with the estimated deployment of new officers by May 2007, the combined constable strength of Divisions 41, 42 and 43 will be 667 constables, an increase of 100 officers or 17.6%.

Motion 7

That the Toronto Police Services Board be requested to report to the January 23, 2006 meeting of the Policy and Finance Committee, on the number of police officers specifically trained by the Police Training College in community policing, the maximum number of trainees in community policing that the Police Training College can accommodate per year, and a breakdown of the multicultural component of each trainee.

For recruits, specific training for community policing is included in both the Ontario Police College and the C.O. Bick College curriculum. More importantly, the concepts and application of community policing is woven into the overall syllabus of the entire five months of training. Recruits are instructed on the general models and philosophy of community policing and a broad range of skills which are applicable to community policing (e.g. problem solving, partnership development, cultural diversity, communications and presentations, accommodation, hate crime recognition and impact, etc.). Assignments specific to community policing and community participation are required. As many as 420 recruits (three classes of 140 recruits) can be trained annually.

The C.O. Bick College also provides existing members with a number of community policing related courses – Crime Prevention Level 1, Crime Prevention Level 2 (Crime Prevention Through Environmental Design (CPTED)), Diversity (mandatory for all Service members), and a Community Policing Seminar.

The following chart provides a breakdown of the multicultural diversity of recruit classes for the years 2003, 2004 and 2005 to date. It is important to note that inclusion as visible minority or aboriginal is based on recruits' self report.

	2003	2004	2005 to Date
Visible Minority Female	3	4	7
Visible Minority Male	46	64	73
Aboriginal Female	0	1	0
Aboriginal Male	4	4	4
Non-Minority Female	41	53	54
Non-Minority Male	93	117	223

Conclusion:

In approving an additional 250 police officers for the Toronto Police Service, City Council adopted a number of motions that required a response from the Board and or the Chief. This report responds to those motions and recommends that the Board receive this report and forward a copy to the City Police and Finance Committee for information.

Mr. Tony Veneziano, Chief Administrative Officer, Administrative Command and Deputy Chief Keith Forde, Human Resources Command, will be in attendance to answer any questions the Board members may have.

Superintendent Darren Smith and Inspector Peter Lennox, Staff Planning & Development Unit, were in attendance and delivered a presentation to the Board on the new staffing and deployment model known as the “Demand Factor Model” that replaces the previous “60/40” Model.

The Board approved the foregoing Motions:

- 1. THAT the Chief of Police provide a report to the Board for its February 15, 2006 meeting on the recruitment strategies and initiatives that are being used by the Service, specifically as they relate to the recruitment of visible minority women and Aboriginal men and women;**
- 2. THAT the Chief of Police develop a public information communiqué that explains the new Demand Factor Model of deployment, including the advantages to divisions and officer workload and, particularly, its ability to support neighbourhood safety and community policing; identify the factors that were taken into consideration; and how it will be reviewed and monitored;**
- 3. THAT the communiqué noted in Motion No. 2 be sent to the community and main stream press, City councillors and Community Policing Liaison Committees for information;**
- 4. THAT the Board receive the foregoing report, dated December 29, 2005, from the Chief of Police and request that he prepare a revised report and provide it to the Chair in time for the Chair to submit it to the City’s Policy and Finance Committee for its January 23, 2006 meeting; and**
- 5. THAT, the revisions noted in Motion No. 4 include the following:**
 - include explanations of the terms "deployed", "redeployed" and "on-strength";**
 - revise the chart located on page four/five of the report by inserting a new column identifying the total number of additional officers that will be deployed to each division as the result of the Chief's redeployment of 200 officers within the Service;**
 - revise the chart located on page five/six of the report by inserting a new column identifying the total number of recruits-in-training not yet deployed and another column identifying the grand total of the existing "Deployed Officers" and the recruits-in-training; and**
 - enter a new paragraph immediately prior to the conclusion on page seven which accurately reflects the total number of deployed officers in January 2006 including the recruits-in-training who graduated on January 12, 2006.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 10, 2006**

**#P256. TORONTO POLICE SERVICE: 2006 OPERATING BUDGET
VARIANCE AS AT JUNE 30, 2006**

The Board was in receipt of the following report July 19, 2006 from William Blair, Chief of Police:

Subject: 2006 OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE SERVICE AS AT JUNE 30, 2006

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, and to the City Policy and Finance (P&F) Committee.

Background:

Toronto City Council, at its meeting of March 29, 30, 2006, approved the Toronto Police Service (TPS) Operating Budget at a net amount of \$751.6 Million (M).

Comments:

The following chart summarizes the variance by category of expenditure.

Expenditure Category	Annual Budget (\$Ms)	Actual Expend. to Jun 30/06 (\$Ms)	Projected Year-End Actual Expend. (\$Ms)	Projected (Under)/Over-Expend. (\$Ms)
Salaries & Benefits (incl. premium pay)	\$712.0	\$339.4	\$710.5	(\$1.5)
Non-Salary Expenditures	<u>\$84.1</u>	<u>\$30.7</u>	<u>\$84.1</u>	<u>\$0.0</u>
Total Gross	<u>\$796.1</u>	<u>\$370.1</u>	<u>\$794.6</u>	<u>(\$1.5)</u>
Revenue	<u>(\$44.5)</u>	<u>(\$28.7)</u>	<u>(\$44.0)</u>	<u>\$0.5</u>
Total	<u>\$751.6</u>	<u>\$341.4</u>	<u>\$750.6</u>	<u>(\$1.0)</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 June 30, 2006, a year-end surplus of \$1.0M is anticipated as discussed below.

Salaries & Benefits (including Premium Pay)

Uniform separations for 2006 are currently projected to be 240, compared to the budget of 200 and actual experience of 231 in 2005. Total separations continue to be monitored closely, and continue to be projected at 240. Due to the accelerated hiring for the Safer Communities Program (discussed below), the Service will not be able to fully backfill the increased separations until later in the year. Therefore, at this point in time, uniform salaries are projected to be underspent by \$2.5M.

Court security spending is projected to be overspent by \$1.5M. Court Services staffing is comprised mostly of full time Court Officers who are supplemented by part time Court Officers. Due to a trend towards longer pre-trial hearings and an increase in trial hours per day, Court Services has been compelled to use more part time Court Officers for longer periods of time to ensure court security. In addition, Judges are more security conscious and have the authority to suspend court proceedings if they believe that there is inadequate security. This has also resulted in additional court security pressures. The projected year-end over-expenditure is based on year-to-date spending patterns and on the assumption that recent high profile cases will be prosecuted during 2006.

The premium pay budget for 2006 was reduced by \$0.5M from the 2005 level. I have reiterated the importance of controlling premium pay expenditures to all Unit Commanders. The Service will continue to strictly enforce the monitoring and control of premium pay to achieve the revised funding level. After the first six months of 2006, actual spending patterns are in line with the revised budget and at this time no variance is projected. However, premium pay is subject to the exigencies of policing and uncontrollable events that could have an impact on expenditures.

The Service also continues to closely monitor spending in the benefits category. Early indications are that the medical and dental benefit accounts will be underspent by the end of the year and therefore a \$0.5M favourable variance is projected at this time.

Non-salary Expenditures

Expenditures in this category are projected to be on budget.

It should be noted that gasoline prices continue to trend higher than expected. For every one cent increase in the price of gasoline, the full-year impact on the Service is \$50,000. An analysis of this account is currently being completed. At this time, no variance for gasoline is projected. However, this account will continue to be monitored closely, and any significant impact will be included in future variance reports.

Revenue

An unallocated \$1.5M budget reduction was made at the time of budget approval by City Council. The Service had already made reductions to its operating budget submission and therefore was unable to identify further reductions. As a result, miscellaneous revenue was arbitrarily increased by \$1.5M to accommodate the budget reduction by City Council. Current revenues (excluding this reduction and excluding grants) are projected to be on budget, resulting in an overall \$1.5M shortfall in the revenue category (excluding grants).

Safer Communities Partnership Program

The 2006 operating budget includes \$1.9M net funding for the hiring of an additional 204 police officers under the Safer Communities Partnership Program. The funding is comprised of \$6.3M for salaries, outfitting and recruiting costs. The Service is currently on target to hire the additional staff.

These costs are partially offset by grants from the Province. Grant funding (originally estimated at \$4.4M) has been re-evaluated, in conjunction with the Province. Total grant funding is now estimated at \$5.4M in 2006, resulting in a favourable variance of \$1.0M in the Safer Communities Grant Program.

Conclusion:

As at June 30, 2006, a favourable variance of \$1.0M is projected. Lower salary and benefit expenditures and higher than estimated grant funding have offset pressures related to court security and an unallocated budget reduction. Expenditures and revenues will continue to be closely monitored throughout the year, and any changes to the projected variance will be reported on at future Board meetings.

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

The Board received the foregoing and agreed to forward copies to the Deputy City Manager and Chief Financial Officer and the City of Toronto – Policy and Finance Committee for information.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 10, 2006**

**#P257. TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT:
2006 OPERATING BUDGET VARIANCE AS AT JUNE 30, 2006**

The Board was in receipt of the following report July 19, 2006 from William Blair, Chief of Police:

Subject: 2006 OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE PARKING ENFORCEMENT UNIT AS AT JUNE 30, 2006

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, and to the City Policy and Finance (P&F) Committee.

Background:

Toronto City Council, at its meeting of March 29, 30, 2006 approved the Toronto Police Parking Enforcement Operating Budget at a net amount of \$32.7 Million (M).

Comments:

The following chart summarizes the variance by category of expenditure.

Expenditure Category	Annual Budget (\$Ms)	Actual Expend. to Jun 30/06 (\$Ms)	Projected Year-End Actual Expend. (\$Ms)	Projected (Under)/Over- Expend. (\$Ms)
Salaries & Benefits (incl. premium pay)	\$28.3	\$12.9	\$28.3	\$0.0
Non-Salary Expenditures	\$4.4	\$2.0	\$4.4	\$0.0
Total	\$32.7	\$14.9	\$32.7	\$0.0

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.

Salaries & Benefits (including Premium Pay)

Staff attrition is in line with the anticipated levels included in the 2006 approved budget. Benefits are also trending to be within the approved budget amounts. As a result, no variance is projected in this category.

Non-salary Expenditures

Expenditures in this category are projected to be on budget.

Conclusion:

As at June 30, 2006, it is anticipated that year-end expenditures will be within the approved budget and therefore no variance is projected.

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

The Board received the foregoing and agreed to forward copies to the Deputy City Manager and Chief Financial Officer and the City of Toronto – Policy and Finance Committee for information.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 10, 2006**

**#P258. TORONTO POLICE SERVICE – 2006 CAPITAL BUDGET VARIANCE
AS AT JUNE 30, 2006**

The Board was in receipt of the following report July 26, 2006 from William Blair, Chief of Police:

Subject: 2006 CAPITAL BUDGET VARIANCE REPORT FOR THE TORONTO
POLICE SERVICE AS AT JUNE 30, 2006

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, and to the City Policy and Finance (P&F) Committee for information.

Background:

Toronto City Council, at its meeting of December 8, 9 and 12, 2005 approved the Toronto Police Service's (TPS) 2006–2010 Capital Budget at a total expenditure of \$31.92 Million (M) for 2006, with \$171.67M identified for the 5 years 2006-2010. The approved amount for 2006 is below the \$35M annual target provided by City Finance for the years 2006–2010.

City Council, at their December, 2005 meeting, approved only the 2006 portion of the 2006-2010 capital program and deferred approval of the years 2007-2010. In order to obtain Council approval for the years 2007-2010, City Finance requested all City Departments, Agencies, Boards and Commissions to submit a revised capital program. As a result, the Service submitted a revised 2006-2010 capital program, which the Board approved at its June 15, 2006 meeting (BM#193/06 refers). This revised program has been approved by the City Budget Advisory and Policy and Finance Committees. City Council has approved this revised plan at its July 2006 Council meeting. However, the Council-approved 2006 budget as at June 30, 2006 (the reporting period for this variance report) and the Board-approved 2006 plan are not the same. In order to address this issue, this variance report is based on the revised Board-approved budget, and differences between the Board-approved 2006 plan and Council-approved 2006 capital budgets have been noted for each project, where applicable.

This report provides detailed information on the status of each capital project, including a budget variance for the year 2006 as at June 30, 2006. At the Board's confidential session in March 2006, the Board requested an update on the status of all projects related to facilities (BM#

C77/06 refers). In response to that request, this and future capital variance reports will provide more detailed status updates on facilities and other capital projects.

Summary of Capital Projects:

Attachment A provides a summary of the projects in the revised Board-approved 2006–2010 capital program. Capital projects are managed within a total approved project amount that can span over several years. Any unspent budget allocation from previous years is carried forward to future years. The carry-forward amount from 2005, not included in the 2006 budget of \$31.92M, is \$11.5M. Consequently, the available funding for 2006 is \$43.4M (\$31.92M + \$11.5M). The Service is projecting a total expenditure of \$40.5M in 2006, against the \$43.4M that is available for spending in that year. The under-expenditure of \$2.9M will be carried forward to 2007. The reported surplus to the City will report \$11.4M; however, when adjusted for Radio Replacement budget transfer of \$8.5M it would reflect the same under-expenditure of \$2.9M.

Attachment B provides a summary of the projects in the “previous Council-approved” 2006 capital program. This attachment is provided as information only, as the City’s Capital variance report for June 30, 2006 will reflect these figures.

Key Highlights / Issues:

The following provides highlights on those projects that are experiencing budget pressures delays, or other issues:

- Traffic Services and Garage Facility (\$7.1M)

This facility has been completed and ready for occupancy since May 2005. However, due to legal issues, TPS has been unable to move into the facility. At its April 2006 meeting, Council approved the terms of exchange of property interests between the three parties (City, Toronto Hanna Properties and GT Fiber Services). However, all three parties must sign the agreement. This has not yet occurred, despite City Legal’s efforts to expedite this matter.

If the agreement is not executed by the end of August 2006, the Service may not be able to move in by year end. This may result in cashflow requirements in 2007, which in turn would create a problem for this project, as the City’s one-year cashflow carryforward rules would require that this project be fully spent by the end of 2006. Any additional funds required in 2007 will create a pressure on the 2007-2011 Capital Budget request. Also, if the move is delayed into 2007, it will conflict with other moves that will occur in the first half of 2007, namely, 23 Division and the Guns & Gangs joint facility. A lack of staff resources would preclude the Service from accommodating three moves at the same time. Finally, because of the delay in moving into the facility, the Service has incurred storage costs totaling over \$100,000 to date. This has reduced the amount available for the move into the facility.

- New Training Facility (\$66.0M)

The Board has approved the partnership with the Department of National Defence (DND), and accepted the financial contribution to the project by DND (BM #P132/06 refers). City Council, at its June 2006 meeting, also approved the lease agreement with DND. However, federal Treasury Board approval is still outstanding. If this approval is not obtained by October 2006, the project may be exposed to potential delay claims. The Service and the City are attempting to escalate this matter to senior representatives of DND in order to expedite the approval process.

- Jetforms Replacement (\$1.2M)

The project did not get started in 2005 as scheduled, as Information Technology Services (ITS) was investigating specialized software that would suit the Service's needs. A Request for Proposal was issued in April 2006, and the Service has now completed the assessment of the RFP responses. All bids that met the RFP requirements were above the budgeted amount of \$1.2M. Therefore, although a vendor has been chosen on the basis of the RFP, ITS staff are revisiting the functionality being proposed and the number of forms to be converted into the new system, in order to reduce the cost. The Board will be updated on the status/direction of this project in future reports.

- In-Car Camera (\$11.0M)

There have been a number of technical challenges related to the in-car camera pilot. All resources applied by both the vendor and TPS since the launch have been focused on responding to equipment failures and the Service has not been able to concentrate on the primary objectives of the pilot project which is to test, measure and evaluate the impact of using the in-car camera system. Although there have been marked improvements with respect to stabilizing the equipment, significant delays have been experienced in pilot evaluation, and therefore the pilot will continue to November 30, 2006. The Service plans to issue an RFP in the 3rd quarter of this year to allow other vendors to participate in a competitive process for the provision of an in-car camera system. An overall update on this project is expected to be provided to the Board in March 2007.

- Police Integration System (\$5.25M)

This project is currently projected to be \$0.5M underspent. The plan for 2006 included the implementation of various systems. The Inventory Asset Management System and the Human Resource Management System (HRMS)/Security System integration projects are proceeding as planned.

However, implementation of the Court Card Reader System has been delayed due to technical issues. The court kiosks have been acquired and the programming work is complete. However, implementation of this system has been postponed until the current TRMS hardware and, perhaps, software infrastructure upgrade is completed. Additional

information on the status of this project (and when implementation can occur) should be known in September 2006 after completion of the TRMS hardware upgrade.

The 2006 plan also called for the decommissioning of MANIX from the mainframe system. However, a shortage in staff resource time has resulted in delays in issuing an RFP for this project, and therefore the project will not be completed in 2006. Since the funding for this project cannot be carried forward to 2007 (due to the City's cashflow carryforward rules), funds will not be available to complete this project. Therefore, the project is not moving forward at this time. However, the Service will be exploring options to complete this project in 2007, within approved funding.

Project by Project Status Report:

Facility projects:

- 43 Division (\$16.2M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
“Previous Council-approved” budget	16,200.0	0.0	0.0	0.0	0.0	0.0	0.0	16,200.0
“Revised Board-approved” Budget	16,200.0	0.0	0.0	0.0	0.0	0.0	0.0	16,200.0
Carry Forward		651.5						
Available Budget		651.5						
Actual YTD	15,548.5	587.6						
Proj. yr-end spending	15,548.5	651.5						16,200.0
Variance	651.5	0.0						0.0

This facility has been completed. The Division has been operational at the new site since January 16, 2006. Some minor building warranty issues are being addressed. Once these are resolved, the project will be deemed complete and closed.

- Traffic Services and Garage Facility (\$7.1M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011 - 2015	Total
“Previous Council-approved” budget	7,100.0	0.0	0.0	0.0	0.0	0.0	0.0	7,100.0
“Revised Board-approved” Budget	7,100.0	0.0	0.0	0.0	0.0	0.0	0.0	7,100.0
Carry Forward		1,725.0	0.0					
Available Budget		1,725.0	0.0					
Actual YTD	5,375.0	1,134.3						
Proj. yr-end spending	5,375.0	1,725.0	0.0					7,100.0
Variance	1,725.0	0.0	0.0					0.0

This facility was substantially completed in May 2005. Due to an ongoing legal issue between the City and the current owner, the Service has not been able to move into the facility. This delay has resulted in unplanned storage costs, as the Service was required to find storage for various equipment such as furniture, lockers, hoists, etc., at a cost of \$7,500 per month. To date, the Service has incurred approximately \$100,000 in storage costs.

At its April 2006 meeting, Council approved the terms of exchange of property interests between the three parties (City, Toronto Hanna Properties and GT Fiber Services). However, before this transaction can be completed all three parties must sign the agreement. City Legal has been working to expedite this process; however, the agreement is still not signed.

Once the Service receives permission to occupy the facility, there will be fit-up and moving costs. It will take approximately four months before the move will be completed. If the agreement is not signed by the end of August, 2006, the Service will not be able to move in by year end. This may result in cashflow requirements in 2007, which in turn would create a problem for this project, as the City’s one-year cashflow carryforward rules require that this project be fully spent by the end of 2006. Any funds required in 2007 will result in additional pressures on the 2007-2011 Capital Budget request. Also, if the move is delayed to 2007, it will conflict with other moves that will be occurring at the beginning of 2007, namely, 23 Division and the Guns & Gangs joint facility. Staff resources would preclude the Service from accommodating three moves at the same time.

- New Training Facility (\$66.0M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011- 2015	Total
“Previous Council approved” budget	3,800.0	2,100. 0	14,720. 0	12,780. 0	14,100. 0	0.0	0.0	47,500 .0
“Revised Board approved” Budget	3,400.0	2,100. 0	21,013. 0	18,778. 0	20,709. 0	0.0	0.0	66,000 .0
Carry Forward		1,998. 3	(601.7)	0.0	0.0			
Available Budget		4,098. 3	20,411. 3	18,778. 0	20,709. 0			
Actual YTD	1,401.7	3,494. 7						
Proj. yr-end spending	1,401.7	4,700. 0	20,411. 3	18,788. 0	20,709. 0			66,000 .0
Variance	1,998.3	(601. 7)	0.0	0.0	0.0			0.0

The difference between the “previous Council-approved” budget and the “revised Board-approved budget” is largely attributed to inflationary costs and refined design parameters.

This project provides for the construction of a new Training Facility (replacing C.O. Bick) and firing range. The parcel of land that was purchased from the City’s Land Acquisition Reserve Fund is 16.4 acres in size and is located at 70 Birmingham Drive in south Etobicoke.

It should also be noted that, originally, this project included the cost of the Police Vehicle Operations (PVO) function, including a skid-pad. The PVO function and skid pad have been housed on a 3.2 acre parcel of land that formerly was used as a Toronto Hydro garage facility, located at Toryork Drive at a joint location with Toronto Fire Services. The cost of the PVO portion of the “New Training Facility” project was \$3.4M. Since the PVO portion of the project is complete, its cost has been removed from the approved amount. The current capital budget is therefore strictly for the New Training Facility.

The project has experienced a delay as a result of negotiations for a partnership agreement with the Department of National Defense (DND). The Board has now approved a revised capital cost for the facility, including the cost of LEED-silver certification, and a financial contribution to the project by DND (BM #P132/06 refers). However, Federal Treasury Board approval is still pending. If Treasury Board approval is not obtained by October 2006, the project could be exposed to delay claims.

At this point, the conceptual design for the new training facility has been approved by the Command and the Board, and the Construction Manger has been hired. The design development is complete and the working drawings are 30% complete. The Site Plan Approval and Site Risk Assessment applications have been filed. The Service expects to start construction in the 4th quarter of 2006 and the tendering process to select the sub trades (to be conducted by the Construction Manager) will be completed by the end of 2006. The construction schedule reflects completion of the facility in 2009.

- 23 Division (\$17.67M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
“Previous Council-approved” budget	7,356.0	7,809.0	2,000.0	0.0	0.0	0.0	0.0	17,165.0
“Revised Board-approved” Budget	7,356.0	7,809.0	2,500.0	0.0	0.0	0.0	0.0	17,665.0
Carry Forward		2,599.1	(2,000.0)					
Available Budget		10,408.1	500.0					
Actual YTD	4,756.9	9,761.4						
Proj. yr-end spending	4,756.9	12,408.1	500.0					17,665.0
Variance	2,599.1	(2,000.0)	0.0					0.0

The difference between the “previous Council-approved” budget and the “revised Board-approved budget” is attributed to inflationary costs.

This project provides a new facility for 23 Division at Kipling and Finch. As of the end of June, the building structure and envelope have been completed. The building is 95% enclosed, and interior finish work is proceeding on schedule. Exterior landscaping will start by the 3rd quarter of 2006. The project is progressing as expected and it is anticipated that construction will be completed in early 2007, with an anticipated move-in by mid-2007. The project is expected to be completed on budget. As the project is currently ahead of schedule, some funds allocated to 2007 will be spent in 2006.

- 11 Division (\$21.37M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011- 2015	Total
“Previous Council-approved” budget	1,300. 0	6,300. 0	3,960. 0	3,540. 0	1,800. 0	0.0	0.0	16,900. 0
“Revised Board-approved” Budget	200.0	0.0	0.0	1,000. 0	5,500. 0	9,778. 0	5,093. 0	21,371. 0
Carry Forward		200.0	0.0	0.0	0.0	0.0	0.0	
Available Budget		200.0	0.0	1,000. 0	5,500. 0	9,778. 0	5093.0	
Actual YTD	0.0	0.0						
Proj. yr-end spending	0.0	0.0	0.0	1,000. 0	5,500. 0	9,778. 0	5,093. 0	21,371. 0
Variance	200.0	200.0	0.0	0.0	0.0	0.0		0

The difference between the “previous Council-approved” budget and the “revised Board-approved budget” is attributed to inflationary costs and costs associated with Central Lock-up.

The project cost does not include \$200K for plan to 2006 year end; due to City’s one year cash carry forward rule, this funding is lost and TPS is requesting it again in 2007-2011.

This project provides funding for the construction of a new 11 Division. Due to the age, very poor condition and inadequate size of the current facility, there is a pressing need to construct a new facility. A site was located at 640 Lansdowne Ave. However, due to various legal and environmental issues, it was not feasible to utilize this site to construct a new 11 Division facility. The Board has therefore requested City Real Estate to expand and expedite its search for an alternative site for the facility and to consider expropriation if necessary. Service staff and City Real Estate are currently reviewing various potential sites for a new 11 Division.

Due to the on-going delays, 2005 and 2006 approved funds will not be utilized for this project. The Board has therefore approved a transfer of \$6.8M from the 11 Division project to the Radio Replacement project in 2006 (BM#P193/06 refers).

- 14 Division (\$21.01M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011- 2015	Total
“Previous Council-approved” budget	750.0	1,000. 0	2,500. 0	5,680. 0	6,617. 0	3,153. 0	0.0	19,700. 0
“Revised Board-approved” Budget	0.0	1,000. 0	1,034. 0	8,857. 0	5,068. 0	5,054. 0	0.0	21,013. 0
Carry Forward		(8.1)	891.9	0.0	0.0	0.0		
Available Budget		991.9	1,925. 9	8,857. 0	5,068. 0	5,054. 0		
Actual YTD	8.1	0.0						
Proj. yr-end spending	8.1	100.0	1,925. 9	8,857. 0	5,068. 0	5,054. 0		21,013. 0
Variance	(8.1)	891.9	0.0	0.0	0.0	0.0		0.0

The difference between the “previous Council-approved” budget and the “revised Board-approved budget” is attributed to inflationary costs and costs associated with Central Lock-up.

This project provides funding for construction of a new 14 Division. The City is currently in discussion with the Toronto District School Board (TDSB) to acquire the property at 11 St. Anne Street. Assuming successful acquisition of this site in 2006, there will be some minor expenses incurred for Architects and land appraisal fees in 2006. Site remediation and demolition is anticipated to start in 2007, pending Municipal permit approval. A community meeting was held in June 2006 for information and input, and another community meeting is scheduled in early September, following which TDSB will make a decision on the sale of the property to the City.

Due to the on-going delays, 2005 and 2006 approved funds will not be utilized for this project. The Board has approved a transfer of \$0.75M from the 14 Division project to a new Radio Replacement project in 2006 (BM#P193/06 refers).

- Police Command Centre (\$0.73M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
“Previous Council-approved” budget	725.0	0.0	0.0	0.0	0.0	0.0	0.0	725.0
“Revised Board-approved” Budget	725.0	0.0	0.0	0.0	0.0	0.0	0.0	725.0
Carry Forward		34.9						
Available Budget		34.9						
Actual YTD	690.1	2.0						
Proj. yr-end spending	690.1	34.9						725.0
Variance	34.9	0.0						0.0

The purpose of this project was to provide a safe, secure and easily-accessible site for senior police management to assume centralized command. This site also allows TPS Command Officers, the Mayor, senior municipal politicians and City departmental heads to be located in the same building as the City of Toronto’s Emergency Operations Centre in case of an emergency or major event. This project is on budget and will be completed by the end of 2006.

Information Technology (IT) related projects:

- Police Integration System (\$5.25M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
“Previous Council-approved” budget	5,250.0	0.0	0.0	0.0	0.0	0.0	0.0	5,250.0
“Revised Board-approved” Budget	5,250.0	0.0	0.0	0.0	0.0	0.0	0.0	5,250.0
Carry Forward		1,596.8						
Available Budget		1,596.8						
Actual YTD	3,653.2	44.1						
Proj. yr-end spending	3,653.2	1,096.8						4,750.0
Variance	1,596.8	500.0						500.0

This project provides for the creation of a network connection between various systems, both internally and externally. The plan for 2006 included the implementation of various systems.

The Inventory Asset Management System and the Human Resource Management System (HRMS)/Security System integration projects are proceeding as planned. However, implementation of the Court Card Reader System has been delayed due to technical issues. The court kiosks have been acquired and the programming work is complete. However, implementation of this system has been postponed until the current TRMS hardware and, perhaps, software infrastructure upgrade is completed. Additional information on the status of this project and when implementation can occur, will be known following the completion of TRMS hardware upgrade at the end of August 2006.

The 2006 plan also called for the decommissioning of MANIX from the mainframe system. However, a lack of staff resources has resulted in delays in issuing an RFP for this project, and the project is therefore not expected to be completed in 2006. The City's one-year cashflow carryforward rule does not allow the funds originally approved in 2005 to be carried forward to 2007. Therefore, this project as a whole is estimated to be underspent by \$500,000. The MANIX project is therefore not moving forward at this time. However, the Service will be exploring options to complete this project in 2007, within approved funding.

- Voice Logging Recording System (\$0.97M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011- 2015	Tota l
“Previous Council-approved” budget	673.0	301.0	0.0	0.0	0.0	0.0	0.0	974.0
“Revised Board-approved” Budget	673.0	301.0	0.0	0.0	0.0	0.0	0.0	974.0
Carry Forward		273.0	100.0					
Available Budget		574.0	100.0					
Actual YTD	400.0	210.1						
Proj. yr-end spending	400.0	474.0	100.0					974.0
Variance	273.0	100.0	0.0					0.0

This project provides for the Voice Logging System architecture, which replaced the Voice Logging Systems at 703 Don Mills and 4330 Dufferin Street sites. The system provides for more timely and efficient audio searches and reconstruction capabilities.

The project is on schedule with the exception of the Central Alternate Response Unit (CARU) voice-recording component. The Service is reviewing the appropriate location for the CARU. Even though the new location of CARU is still under review, the hardware and operating system, and license for the loggers will be purchased in 2006. Configuration and installation will depend on the site selected for CARU, as some infrastructure adjustments will be required. Therefore, \$0.1M of the available funding will be carried forward to 2007 for professional services relating to the installation at the selected site (or the current site, if it does not change).

- Investigative Voice Radio (\$3.6M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
“Previous Council-approved” budget	2,400.0	1,200.0	0.0	0.0	0.0	0.0	0.0	3,600.0
“Revised Board-approved” Budget	2,400.0	1,200.0	0.0	0.0	0.0	0.0	0.0	3,600.0
Carry Forward		(1,199.8)						
Available Budget		0.2						
Actual YTD	3,599.8	0.0						
Proj. yr-end spending	3,599.8	0.0						3,599.8
Variance	(1,199.8)	0.2						0.2

This project provides for the migration of investigative services users from the existing investigative services radio system to the new emergency services voice radio network. Due to operational needs and the ability to complete the project ahead of schedule, \$1.2M that was originally allocated to 2006 was used in 2005. The project was completed on budget in December 2005.

- Jetforms Replacement (\$1.2M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
“Previous Council-approved” budget	1,200.0	0.0	0.0	0.0	0.0	0.0	0.0	1,200.0
“Revised Board-approved” Budget	1,200.0	0.0	0.0	0.0	0.0	0.0	0.0	1,200.0
Carry Forward		1,200.0						
Available Budget		1,200.0						
Actual YTD	0.0	0.0						
Proj. yr-end spending	0.0	1,200.0						1,200.0
Variance	1,200.0	0.0						0.0

This project provides funding for the replacement of Jetforms – a system that is used by the Service to provide electronic forms. The system is outdated and no longer commercially available or supported by a vendor. The cost of replacing this system was estimated at \$1.2M, based on information provided by Adobe (the company that acquired Jetforms).

The project did not get started in 2005 as scheduled, as Information Technology Services (ITS) was investigating specialized software that suited the Service’s needs. A Request for Proposal was issued in April 2006. The Service has completed the process of assessing the responses to the RFP and has chosen a vendor. However, since all the bids were above the budgeted amount of \$1.2M, ITS staff are revisiting the functionality being proposed and the number of forms to be converted into the new system, in order to reduce the cost. At this point, it is projected that all funds allocated to this project will be spent before the end of 2006. The Board will be updated on the status/direction of this project in future reports.

- HRMS Additional Functionality (\$3.16M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
“Previous Council-approved” budget	500.0	1,415.0	200.0	545.0	500.0	0.0	0.0	3,160.0
“Revised Board-approved” Budget	500.0	1,415.0	200.0	545.0	500.0	0.0	0.0	3,160.0
Carry Forward		500.0	703.0	0.0	0.0			
Available Budget		1,915.0	903.0	545.0	500.0			
Actual YTD	0.0	247.8						
Proj. yr-end spending	0.0	1,212.0	903.0	545.0	500.0			3,160.0
Variance	500.0	703.0	0.0	0.0	0.0			0.0

This project is intended to improve operational efficiencies in the area of workforce management by implementing additional functionalities available in PeopleSoft (the Service’s Human Resources Management System).

In late 2004, Peoplesoft was purchased by Oracle. At that time, this project was put on hold until the Service could determine the ramifications of the Oracle acquisition. Oracle has indicated that current Tools and Platforms will be supported for the duration of the product support (at least until 2013 for the currently-released products). The current plan is to begin planning the PeopleSoft upgrade in August 2006. The contract for project management services has been awarded to Katalogic Inc., and the required hardware and PeopleSoft licenses will be acquired during 2006. The remaining 2006 funds of \$0.7M will be carried forward to 2007, and this project is expected to be completed on budget.

- TRMS additional functionality (\$2.67M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011- 2015	Total
“Previous Council-approved” budget	550.0	1,903.0	215.0	0.0	0.0	0.0	0.0	2,668.0
“Revised Board-approved” Budget	550.0	1,903.0	215.0	0.0	0.0	0.0	0.0	2,668.0
Carry Forward		299.8	1,161.2					
Available Budget		2,202.8	1,376.2					
Actual YTD	250.2	326.6						
Proj. yr-end spending	250.2	1,041.6	1,376.2					2,668.0
Variance	299.8	1,161.2	0.0					0.0

During 2005, funds were spent to stabilize the TRMS environment and resolve specific issues related to the initial implementation. The purpose of this project is to increase the functionality of, and upgrade, the Time Resource Management System (TRMS, the Service’s time and attendance system which runs on Workbrain). A vendor was selected (Workbrain Incorporated) on a sole-source basis to provide professional services for upgrading TRMS to the most current Workbrain version in order to ensure that TRMS remains current and supportable by the vendor. This upgrade will also reduce support costs and allows the Service to continue to take full advantage of the functionality in TRMS. The contract award to Workbrain for these services was approved by the Board at its July 2006 meeting, and City Legal will be finalizing the agreement.

Specific upgrade activities will begin in 2006. The Project Manager has been hired and the required hardware and Workbrain licensing will be purchased by the end of 2006. The remaining funding of \$1.2M will be carried forward to 2007. The available funding in 2007 will be utilized to complete the Workbrain upgrade and provide for TRMS support and user training.

- Smartzone Upgrade (\$1.2M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
“Previous Council-approved” budget	500.0	1,000.0	0.0	0.0	0.0	0.0	0.0	1,500.0
“Revised Board-approved” Budget	500.0	695.0	0.0	0.0	0.0	0.0	0.0	1,195.0
Carry Forward		(652.2)						
Available Budget		42.8						
Actual YTD	1,152.3	42.3						
Proj. yr-end spending	1,152.3	42.8						1,195.0
Variance	(652.2)	0.0						0.0

This project provided funding for the upgrade of the joint TPS/Toronto Fire Services (TFS)/Emergency Medical Services (EMS) SmartZone voice radio system to a new version (version “Z”), to ensure system dependability until the new Radio System Infrastructure can be implemented. This project addressed the risk of potential loss of back-up technical support from Motorola. The project was substantially completed in 2005, and came in \$0.3M below budget.

The Board has approved a transfer of \$0.3M from the Smartzone project to the Radio Replacement project in 2006 (BM#P193/06 refers).

- Centracom Upgrade (\$0.22M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
“Previous Council-approved” budget	400.0	400.0	0.0	0.0	0.0	0.0	0.0	800.0
“Revised Board-approved” Budget	222.0	0.0	0.0	0.0	0.0	0.0	0.0	222.0
Carry Forward		3.2						
Available Budget		3.2						
Actual YTD	218.8	3.0						
Proj. yr-end spending	218.8	3.2						222.0
Variance	3.2	0.0						0.0

This project provided funding for Centracom Elite Console upgrade of the operating system of the voice radio system consoles and associated servers (this system provides communication between Communications Centre dispatch personnel and personnel in the field). There was a slight delay in the project due to Fire/EMS acceptance of the console

upgrade from Motorola. The console component was installed in April 2006. The project was in large part completed in 2005, and came in \$0.6M below budget.

The Board has approved a transfer of \$0.6M from the Centracom project to the Radio Replacement project in 2006 (BM#P193/06 refers).

- Replacement of Call Centre Management Tools (\$0.89M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011- 2015	Total
“Previous Council-approved” budget	590.0	296.0	0.0	0.0	0.0	0.0	0.0	886.0
“Revised Board-approved” Budget	590.0	296.0	0.0	0.0	0.0	0.0	0.0	886.0
Carry Forward		99.6						
Available Budget		395.6						
Actual YTD	490.4	1.4						
Proj. yr-end spending	490.4	395.6						886.0
Variance	99.6	0.0						0.0

This project provides funding for the replacement of both hardware and software for the Emergency Enhanced 911 System (E-911) centre and the administrative function located at 40 College St. This will replace 4 ACD MAX Call Centre applications. The current plan is to enhance the current phone hardware, purchase new software and hardware for the system and provide training by the 3rd quarter of 2006, at which point this project will be complete. It is anticipated that this project will be completed on budget.

- In-Car Camera (\$11.0M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011- 2015	Total
“Previous Council-approved” budget	538.0	124.0	5,225.0	5,146.0	0.0	0.0	0.0	11,033.0
“Revised Board-approved” Budget	538.0	124.0	5,225.0	2,573.0	2,573.0	0.0	0.0	11,033.0
Carry Forward		149.8	100.0					
Available Budget		273.8	5,325.0	2,573.0	2,573.0			
Actual YTD	388.2	29.5						
Proj. yr-end spending	388.2	173.8	5,325.0	2,573.0	2,573.0			11,033.0
Variance	149.8	100.0						0.0

The pilot project was launched on November 1, 2005, in an attempt to increase officer/community safety based on a direction from the Toronto Police Services Board to evaluate the effectiveness and cost of in-car camera systems and technology. Twelve marked cars at 13 Division and six at Traffic Services were outfitted with the in-car systems.

Since that time, there have been a number of technical challenges impacting the reliability and performance of the equipment. All resources applied by both the vendor and TPS since the launch have been focused on responding to equipment failures and the Service has not been able to concentrate on the primary objectives of the pilot project which is to test, measure and evaluate the impact of using the in-car camera system.

As of the end of June 2006, there have been marked improvements with respect to stabilizing the equipment. The team is planning on issuing a Request for Proposal (RFP) in the 3rd quarter of 2006, to allow other vendors to participate in a competitive process for the in-car cameras system and technology. The monitoring and evaluation process of the pilot program will continue and the Service plans to report to the Board on the results of this project in March 2007. The 2006 budget includes \$100,000 for a Project Manager for the full implementation of the project. As this amount will not be spent, it will be carried forward to 2007. The rest of the available funding for the pilot project is expected to be utilized as planned.

- Automated Vehicle Location System Expansion (\$1.59M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
“Previous Council-approved” budget	385.0	395.0	405.0	405.0	0.0	0.0	0.0	1,590.0
“Revised Board-approved” Budget	385.0	395.0	405.0	405.0	0.0	0.0	0.0	1,590.0
Carry Forward		44.4	0.0	0.0				
Available Budget		439.4	405.0	405.0				
Actual YTD	340.6	72.1						
Proj. yr-end spending	340.6	439.4	405.0	405.0				1,590.0
Variance	44.4	0.0	0.0	0.0				0.0

This project provides for the second phase of the Automated Vehicle Location (AVL) System which encompasses the installation of 1,000 Global Positioning System (GPS) receivers and the associated software in police vehicles between 2005 and 2008. Staff are currently working on completing the preparation work and assembling the hardware and the infrastructure to outfit the cars. The project is on schedule, and the available funding in 2006 will be fully spent for the installation of the wireless modems and the associated Computer Aided Dispatch (CAD) interface by the 4th quarter of 2006. The total project is anticipated to be finished in 2008, on budget.

- Strong Authentication (\$1.56M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
“Previous Council-approved” budget	595.0	960.0	0.0	0.0	0.0	0.0	0.0	1,555.0
“Revised Board-approved” Budget	595.0	960.0	0.0	0.0	0.0	0.0	0.0	1,555.0
Carry Forward		(272.9)	0.0					
Available Budget		687.1	0.0					
Actual YTD	867.9	42.8						
Proj. yr-end spending	867.9	687.1	0.0					1,555.0
Variance	(272.9)	0.0	0.0					0.0

Strong Authentication provides the ability to identify an individual requesting access to applications and systems accurately and reliably. This system is coupled with individual digital certificates that provide secure communication over any network (including the Internet), providing the reliable identification of the user through Digital Signatures. The

plan is to purchase/develop the software and the servers before the end of 2006. This project is on budget and will be completed as planned by the end of 2006.

- Digital Video Asset Management II (\$5.67M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
“Previous Council-approved” budget	0.0	2,350.0	2,300.0	1,015.0	0.0	0.0	0.0	5,665.0
“Revised Board-approved” Budget	0.0	2,350.0	300.0	2,015.0	1,000.0	0.0	0.0	5,665.0
Carry Forward		0.0	1,750.0	0.0	0.0			
Available Budget		2,350.0	2,050.0	2,015.0	1,000.0			
Actual YTD	0.0	0.0						
Proj. yr-end spending	0.0	600.0	2,050.0	2,015.0	1,000.0			5,665.0
Variance	0.0	1,750.0	0.0	0.0	0.0			0.0

The vision of the Digital Video Asset Management (DVAM) system is to eventually eliminate the use of physical video evidence media within the organization. The Video Services Unit (VSU) conducted research and identified several computer technologies to move the organization in the direction of realizing this vision. The DVAM project will reduce the manual work involved in the acquisition, transportation, management, disclosure and purging of video evidence.

An Executive Steering Committee was formed to oversee overall management of the project. A Request for Proposal (RFP) was issued in April, 2006 for a Project Manager and Developer. The selection process for the Project Manager is complete with an anticipated hire date of September 2006. One of the first priorities for the Project Manager will be to review and confirm the cost estimate for the project and develop a detailed project plan. The team is currently working on the selection process for the Developer and the process is 50% complete. It is anticipated that \$0.6M of the 2006 available funding will be spent. The remaining funds of \$1.8M will be carried forward to 2007.

Replacements / Maintenance / Equipment Projects:

- Radio Replacement (\$35.53M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
“Previous Council-approved” budget	100.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0
“Revised Board-approved” Budget	100.0	8,430.0	4,000.0	2,000.0	0.0	9,600.0	11,400.0	35,530.0
Carry Forward		35.5	0.0	0.0	0.0	0.0	0.0	
Available Budget		8,465.5	4,000.0	2,000.0	0.0	9,600.0	11,400.0	
Actual YTD	64.5							
Proj. yr-end spending	64.5	8,465.5	4,000.0	2,000.0	0.0	9,600.0	11,400.0	35,530.0
Variance	35.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Current radios are obsolete and repair parts are unavailable. Furthermore, there is a joint TPS/Fire/Emergency Medical Services (EMS) project to replace the entire radio system infrastructure that is anticipated to start in 2009 and be completed in 2011. Radios must be replaced before that time, as the existing radios will not work with the new radio system infrastructure.

At its June 2006 meeting, the Board approved a Radio Replacement project to begin in 2006 and be completed by 2011 at a total amount of \$35.5M as part of the revised capital program submitted to the Board. The Board approved a transfer of \$6.8M from the 11 Division project, \$0.75M from the 14 Division project, \$0.3M from the Smartzone project and \$0.58M from the Centracom Project for a total of \$8.43M to fund the Radio Replacement Project in 2006 (BM#P193/06 refers).

At this point, the Service is in the process of identifying what type of radios and functionality are required for our operations. Once the functionality requirements have been confirmed, negotiations will begin with Motorola to purchase a portion of the radios in 2006.

- State of Good Repair (On-going)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
“Previous Council-approved” budget	9,130.0	1,600.0	1,700.0	1,800.0	1,900.0	1,900.0	9,000.0	27,030.0
“Revised Board-approved” Budget	9,130.0	1,600.0	1,700.0	1,800.0	1,900.0	1,900.0	9,000.0	27,030.0
Carry Forward		69.1	0.0	0.0	0.0	0.0	0.0	
Available Budget		1,669.1	1,700.0	1,800.0	1,900.0	1,900.0	9,000.0	
Actual YTD	9,060.9	764.9						
Proj. yr-end spending	9,060.9	1,669.1	1,700.0	1,800.0	1,900.0	1,900.0	9,000.0	27,030.0
Variance	69.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0

This project provides funds for the on-going maintenance and repair of Police-occupied facilities. The scope of the work includes flooring replacement, window coverings, painting, and Occupational Health & Safety requirements.

The current plan for 2006 funding is for the installation of a security system at the Communications Centre, the commencement of the TPS Headquarters renovation, lifeguard stations, Marine Unit renovations and other repairs, as required. This is an on-going project and all funds allocated for 2006 are projected to be spent as planned.

- Facility Security (\$3.67M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
“Previous Council-approved” budget	1,830.0	915.0	400.0	515.0	0.0	0.0	0.0	3,660.0
“Revised Board-approved” Budget	1,830.0	915.0	400.0	515.0	0.0	0.0	0.0	3,660.0
Carry Forward		343.8	0.0	0.0				
Available Budget		1,258.8	400.0	515.0				
Actual YTD	1,486.2	1,196.4						
Proj. yr-end spending	1,486.2	1,258.8	400.0	515.0				3,660.0
Variance	343.8	0.0	0.0	0.0				0.0

This project addresses site security for police facilities. The initial plan included the installation or upgrading of fences as well as the provision of security gates where required. The installation of fences has been put on hold pending the results of a Service-wide security assessment that is being completed to identify and address any risks to the security of our members, facilities and equipment. Any additional funding required as a result of this assessment will be included in the Service's 2007-2011 Capital Budget request.

- Boat Replacement (\$1.37M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
“Previous Council-approved” budget	1,368.0	0.0	0.0	0.0	0.0	0.0	0.0	1,368.0
“Revised Board-approved” Budget	1,368.0	0.0	0.0	0.0	0.0	0.0	0.0	1,368.0
Carry Forward		348.5						
Available Budget		348.5						
Actual YTD	1,019.5	292.6						
Proj. yr-end spending	1,019.5	292.6						1,312.1
Variance	348.5	55.9						55.9

The final replacement boat was received by the Marine unit in early January 2006. The lifecycle replacement of the Marine vessels is now complete and the remaining funds of \$0.06M in the project will no longer be needed.

- Furniture Lifecycle Replacement (\$3.0M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
“Previous Council-approved” budget	1,500.0	750.0	375.0	375.0	0.0	0.0	0.0	3,000.0
“Revised Board-approved” Budget	1,500.0	750.0	375.0	375.0	0.0	0.0	0.0	3,000.0
Carry Forward		(3.2)	0.0	0.0				
Available Budget		746.8	375.0	375.0				
Actual YTD	1,503.2	470.9						
Proj. yr-end spending	1,503.2	746.8	375.0	375.0				3,000.0
Variance	(3.2)	0.0	0.0	0.0				0.0

This project provides for the lifecycle replacement of furniture to better manage the furniture requirements at all Police Facilities, and to avoid Occupational Health & Safety issues by improving working conditions. Given the number of locations, this project commenced in 2004 and is expected to be completed in 2008. The 2006 available funding will be utilized to

replace chairs for Units at Headquarters as required. This project is on schedule and on budget.

- Advanced TASER Deployment (\$1.1M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
“Previous Council-approved” budget	0.0	1,100.0	0.0	0.0	0.0	0.0	0.0	1,100.0
“Revised Board-approved” Budget	0.0	1,100.0	0.0	0.0	0.0	0.0	0.0	1,100.0
Carry Forward		0.0						
Available Budget		1,100.0						
Actual YTD		0.0						
Proj. yr-end spending		1,100.0						1,100.0
Variance	0.0	0.0						0.0

The Advanced TASER is a battery-powered, handheld, less-lethal conducted energy weapon (CEW) specifically designed to subdue a violent subject within a distance of 21 feet. A pilot program is being conducted in order to provide the Board with a comprehensive report detailing the number of Advanced TASER Deployments, the nature of calls, circumstances of deployment, injuries/non-injuries to subjects/police and any other information requested.

The roll out of tasers for use by the front line supervisors in Divisions 31, 42, 52 and Toronto Anti Violence Intervention Strategy (TAVIS) officially commenced on March 30, 2006 and concluded on June 30, 2006. A report on the results of the pilot will be submitted to the Board in September, 2006. The pilot findings and the Board’s decision on tasers will determine if these funds will be fully spent. Pending a decision, the Service continues to assume that the funds will be spent as planned.

Other than debt expenditure projects:

- Lifecycle Replacements (\$79.4M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011- 2015	Total
“Previous Council-approved” budget	23,717.0	10,432.0	5,033.0	5,033.0	5,033.0	5,033.0	25,165.0	79,446.0
“Revised Board-approved” Budget	23,717.0	10,432.0	5,033.0	5,033.0	5,033.0	5,033.0	25,165.0	79,446.0
Carry Forward		1,603.3	138.4					
Available Budget		12,035.3						
Actual YTD	22,113.7	7,249.2	5,171.4					
Proj. yr-end spending	22,113.7	11,896.9	5,174.4	5,033.0	5,033.0	5,033.0	25,165.0	79,446.0
Variance	1,603.3	138.4						0.0

This project reflects the lifecycle replacement programs for the Service’s fleet and IT requirements funded from the Vehicle and Equipment Reserve. This project is on budget and on schedule and \$0.138M of the available funding will be carried forward to 2007.

Conclusion:

The Service is projecting a capital expenditure of \$40.5M (excluding land) in 2006 compared to \$43.4M in available funding. The remaining funding of \$2.9M will be carried forward to 2007. Any significant issues or concerns have been highlighted in the Key Highlights/Issues section at the beginning of this report.

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

The Board requested that, at a future meeting, the Service project managers, City representatives and any other stakeholders involved with the foregoing capital projects, provide an update on the status of those projects to the Board.

The Board expressed its concern about the on-going legal issue that has resulted in the Service's inability to move into the new Traffic Services and Garage Facility located at 9 Hanna Street. The Board further indicated its frustration at the length of time it has taken the City of Toronto to resolve the problems related to property interests involving the three parties.

The Board approved the following Motions:

- 1. THAT the foregoing report be received;**
- 2. THAT the Board request the Toronto City Manager to provide a report to the Board for its September 28, 2006 meeting on the current status of the negotiations with the three parties involved in this matter, the expected schedule of resolution, and the reasons why easements were not identified at the time the City of Toronto conducted a title search of the property at 9 Hanna Street;**
- 3. THAT the Board request the Chief of Police to meet with the Toronto City Manager as soon as possible to convey the Board's concerns with regard to the delay at 9 Hanna Street; and**
- 4. THAT the foregoing report not be forwarded to the Deputy City Manager and Chief Financial Manager and the City Policy and Finance Committee until the Board considers the report it has requested from the City Manager noted in Motion No. 2.**

REVISED BOARD-APPROVED CAPITAL BUDGET VARIANCE REPORT AS AT June 30, 2006

Project Name (\$000s)	Available to Spend in 2006	YTD Actual + Commitment as at June 30, 2006	2006 Projected Actual	Year-End Variance (Over)/ Under	Total Budget Project Cost
Facility Projects:					
43 Division	651.5	587.6	651.5	0.0	16,200.0
Traffic Services and Garage Facility	1,725.0	1,134.3	1,725.0	0.0	7,100.0
New Training Facility	4,098.3	3,494.7	4,700.0	(601.7)	66,000
23 Division	10,408.1	9,761.4	12,408.1	(2,000.0)	17,665.0
11 Division	200.0	0.0	0.0	200.0	21,371.0
14 Division	991.9	0.0	100.0	891.9	21,013.0
Police Command Centre	34.9	2.0	34.9	0.0	725.0
Information Technology Projects:					
Livescan Fingerprinting System	20.4	0.0	20.4	0.0	4,979.4
Police Integration System	1,596.8	44.1	1,096.8	500.0	5,250.0
Voice Logging Recording System	574.0	210.1	474.0	100.0	974.0
Lawfully Authorized Electronic Surveillance	2.6	0.0	0.0	2.6	1,850.0
Investigative Voice Radio System	0.2	0.0	0.0	0.2	3,600.0
Jetforms Replacement	1,200.0	0.0	1,200.0	0.0	1,200.0
HRMS additional functionality	1,915.0	247.8	1,212.0	703.0	3,160.0
TRMS additional functionality	2,202.8	326.6	1,041.6	1,161.2	2,668.0
Smartzone Upgrade	42.8	42.3	42.8	0.0	1,195.0
Centracom Upgrade	3.2	3.0	3.2	0.0	222.0
Replacement of Call Centre Management Tools	395.6	1.4	395.6	0.0	886.0
In – Car Camera	273.7	29.5	173.7	100.0	11,033.0
Automated Vehicle Location System Expansion	439.4	72.1	439.4	0.0	1,590.0
Strong Authentication	687.1	42.8	687.1	0.0	1,555.0
Digital Video Asset Management II	2,350.0	0.0	600.0	1,750.0	5,665.0
Replacements / Maintenance / Equipment Projects:					
Radio Replacement	8,465.6	0.0	8,465.6	0.0	35,530.0
State of Good Repair-Police	1,669.1	764.9	1,669.1	0.0	18,030.0

Project Name (\$000s)	Available to Spend in 2006	YTD Actual + Commitment as at June 30, 2006	2006 Projected Actual	Year-End Variance (Over)/ Under	Total Budget Project Cost
Facility Security	1,258.8	1,196.4	1,258.8	0.0	3,660.0
Boat Replacement	348.5	292.6	292.6	55.9	1,368.0
Furniture Lifecycle replacement	746.8	470.9	746.8	0.0	3,000.0
Advanced TASER Deployment	1,100.0	0.0	1,100.0	0.0	1,100.0
Total	43,402.1	18,724.50	40,539.0	2,863.1	258,589.4
Other-than-Debt Expenditures					
TOTAL other than debt expenditure	12,035.5	7,249.2	11,897.1	138.4	35,305.6
TOTAL including other than debt expenditure	55,437.6	25,973.7	52,436.1	3,001.5	293,895.0

2006 -2010 PREVIOUS COUNCIL-APPROVED CAPITAL BUDGET

Project Name	Plan to end of 2005	2005 Carry Over	2006-2010					2006-2010 Proj. Total Plan	2011-2015 Proj. Total Plan	Total Project
			2006	2007	2008	2009	2010			
Facility Projects										
43 Division (note 1)	14,700	0	0	0	0	0	0	0	0	14,700
23 Division (Kipling and Finch)	7,356	1,232	7,809	2,000	0	0	0	9,809	0	17,165
New Training Facility	7,200	1,650	2,100	14,720	12,780	14,100	0	43,700	0	50,900
11 Division (640 Lansdowne Ave.)	1,300	500	6,300	3,960	3,540	1,800	0	15,600	0	16,900
14 Division	750	740	1,000	2,500	5,680	6,617	153	18,950	0	19,700
Intelligence / Special Investigation Facility (beyond 2006)	0	0	0	500	2,000	2,500	500	8,500	11,500	20,000
Property & Evidence Management Storage (beyond 2006)	0	0	0	250	400	2,000	000	7,650	10,950	18,600
54 Division (beyond 2006)	0	0	0	0	400	2,600	292	8,292	7,508	15,800
41 Division (beyond 2006)	0	0	0	0	400	2,500	950	8,850	6,300	15,150
13 Division (beyond 2006)	0	0	0	0	0	0	400	4,400	11,400	15,800
32 Division (beyond 2006)	0	0	0	0	0	0	000	4,000	4,050	8,050
Long Term Facility Plan (beyond 2006)	0	0	0	0	0	0	0	0	25,000	25,000
Information Technology Projects										
Police Integration Systems	5,250	1,924	0	0	0	0	0	0	0	5,250
Voice Logging Recording System	673	0	301	0	0	0	0	301	0	974
Investigative Voice Radio System	2,400	0	1,200	0	0	0	0	1,200		3,600
SmartZone Upgrade	500	0	1,000	0	0	0	0	1,000	0	1,500
CentreCom Upgrade	400	0	400	0	0	0	0	400	0	800
Replacement of Call Centre Management Tools	590	0	296	0	0	0	0	296	0	886
Automated Vehicle Location System Expansion	385	0	395	405	405	0	0	1,205	0	1,590
Strong Authentication-Computer Security	595	0	960	0	0	0	0	960	0	1,555
Jetform Replacement	1,200	900	0	0	0	0	0	0	0	1,200
HRMS Additional Functionality	500	350	1,415	200	545	500	0	2,660	0	3,160
TRMS Additional Functionality	550	350	1,903	215	0	0	0	2,118	0	2,668
In – Car Camera	538	0	124	5,225	5,146	0	0	10,495	0	11,033

Project Name	Plan to end of 2005	2005 Carry Over	2006-2010					2006-2010 Proj. Total Plan	2011-2015 Proj. Total Plan	Total Project
			2006	2007	2008	2009	2010			
			Digital Video Asset Management II (New 2006)	0	0	2,350	2,300			
Mobile Personal Communication to Police Information System (beyond 2006)	0	0	0	0	0	262	,805	2,067	1,430	3,497
Radio Console Dispatch for Communication Centre (beyond 2006)	0	0	0	0	0	220	0	220	0	220
Replacements/Maintenance/Other Projects										
Facility Security	1,830	0	915	400	515	0	0	1,830		3,660
Furniture Lifecycle Replacement	1,500	0	750	375	375	0	0	1,500	0	3,000
State-of-Good-Repair – Police	9,130	0	1,600	1,700	1,800	1,900	,900	8,900	9,000	27,030
Advanced TASER Deployment (New 2006)	0	0	1,100	0.0	0.0	0.0	0.0	1,100	0	1,100
Total 2006 Capital Budget	57,347	7,646	31,918	34,750	35,001	34,999	5,000	171,668	87,138	316,153
Total – Other than debt expenditure (Draw from Reserve)	23,717	0	10,432	5,033	5,033	5,033	5,033	30,564	25,165	79,446

Note 1: Budget transfer of \$1.5M from Traffic Services (BM# P86/06 refers) for a revised total of \$16.2M

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 10, 2006**

**#P259. TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT:
2006 CAPITAL BUDGET VARIANCE AS AT JUNE 30, 2006**

The Board was in receipt of the following report July 17, 2006 from William Blair, Chief of Police:

Subject: 2006 CAPITAL BUDGET VARIANCE REPORT FOR THE TORONTO POLICE SERVICE - PARKING ENFORCEMENT AS AT JUNE 30, 2006

Recommendations:

It is recommended that:

Background:

The approved Parking Enforcement 2006-2010 Capital Program includes one project. This project provides for handheld parking ticket devices at a total cost of \$4.1M, of which \$0.9M was spent in 2005 and \$3.2M was carried forward to 2006.

Project Status:

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011- 2015	Total
Budget	4,100.0	0.0	0.0	0.0	0.0	0.0	0.0	4,100.0
Carry Forward		3,200.0	0.0	0.0				
Available Budget		3,200.0	0.0	0.0				
Actual YTD	900.0	1,257.1						
Proj. yr-end spending	900.0	3,200.0	0.0	0.0				4,100.0
Variance	3,200.0	0.0	0.0	0.0				0.0

A vendor was selected (Board Minute #P81/05 refers) and the contract was signed on December 21, 2005. The detailed design is finalized and all the hardware equipment has been received. Also, Information Technology Services (ITS) has reviewed the technology component that is being used, to ensure system compatibility. The field pilot program is scheduled to be implemented in July 2006 with a full system implementation date of September 2006. This project is on budget and it is expected that all funds will be utilized as planned.

Conclusion:

As at June 30, 2006 the Toronto Police Service's Parking Enforcement unit is projecting a zero variance, and full implementation is expected by September 2006.

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

The Board received the foregoing and agreed to forward copies to the Deputy City Manager and Chief Financial Officer and the City Policy and Finance Committee for information.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 10, 2006**

**#P260. MONTHLY REPORT: DEPLOYMENT OF ADVANCED TASERS TO
FRONT-LINE SUPERVISORS**

The Board was in receipt of the following report July 12, 2006 from William Blair, Chief of Police:

Subject: MONTHLY PROGRESS REPORT: DEPLOYMENT OF ADVANCED
TASERS TO FRONT-LINE SUPERVISORS

Recommendation:

It is recommended that: the Board receive the following progress report on the deployment of advanced Tasers to front-line supervisors.

Background:

At its meeting of April 24, 2006, the Board directed that once the roll-out of Tasers for use by front-line supervisors in No. 31, 42 and 52 Divisions has commenced, the Chief of Police provide the Board with monthly reports on the progress of the roll-out, including an update on training issues (Board Minute #P117/06).

The following information is provided in response to this request.

Officer Training:

The training for the advanced Tasers commenced on February 13, 2006, and was completed on March 29, 2006. Sixty-three (63) front-line supervisors, which includes six supervisors assigned to TAVIS, were trained by a certified instructor at the Charles O. Bick College and received a minimum of eight (8) hours of training, in accordance with the guidelines established by the Ministry of Community Safety and Correctional Safety (the Ministry).

No training issues were identified.

Roll-Out to Front-Line Supervisors:

The roll-out to front-line supervisors in No. 31, 42, 52 Divisions and the TAVIS Rapid Response Team officially commenced on March 30, 2006 and concluded on June 30, 2006. The final board report on the Taser roll-out will be submitted to the Board at its September meeting.

Incidents of Taser Deployment:

At the time of writing this report the Taser was deployed a cumulative total of 23 times since the roll-out began. Statistics collected for the period of May 31, 2006, to June 30, 2006, indicate the Taser has been deployed a further three times since the last report.

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

The Taser was deployed in demonstrated force presence nine (9) times for operational calls. Five of these subjects were mentally ill persons. Four of the subjects were in crisis.

Drive Stun Mode: The Taser, when deployed in the “drive stun” mode, may leave signature marks on the skin. When the Taser is deployed in the “dart mode” the subject is likely to receive minor skin punctures. As each of these injuries is anticipated with the deployment of the Taser, they are not included under the classification of “injury” for the purposes of this report.

The Taser was deployed in the drive stun mode seven (7) times for operational calls. All of these incidents were for subjects exhibiting assaultive behaviour. One incident involved a person in possession of a shotgun.

Full Deployment: Darts are fired at a subject.

The Taser was fully deployed seven (7) times for operational calls. Three (3) of the incidents involved subjects armed with a weapon capable of causing serious bodily harm or death to the involved officers. Three (3) of the incidents were for subjects exhibiting assaultive behaviour, and one (1) of the deployments successfully incapacitated a dangerous dog.

No unexpected injuries were sustained as a result of the deployments.

The following chart reflects the division in which the deployments took place for both the divisional and TAVIS Rapid Response Team supervisors.

Division	No. of Deployments
31	2
42	7
52	12
<i>Division Total</i>	<i>21</i>
TAVIS Rapid Response Team	
31	1
52	1
<i>TAVIS Rapid Response Team</i>	<i>2</i>

<i>Total</i>	
<i>Project Total</i>	<i>23</i>

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

The Board received the foregoing and requested that the report to be submitted in September 2006 on the results of the three month pilot project include the total number of deployments that occurred during the pilot project.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 10, 2006**

**#P261. QUARTERLY REPORT – STATUS OF THE TORONTO POLICE
SERVICES BOARD SPECIAL FUND: APRIL – JUNE 2006**

The Board was in receipt of the following report July 20, 2006 from Alok Mukherjee, Chair:

Subject: QUARTERLY REPORT: TORONTO POLICE SERVICES BOARD SPECIAL
FUND UNAUDITED STATEMENT: APRIL TO JUNE, 2006

Recommendation:

It is recommended that: the Board receive the report on the Toronto Police Services Board's Special Fund un-audited statement for their information.

Background:

Enclosed is the un-audited statement of receipts and disbursements with respect to the Toronto Police Services Board's Special Fund for the period 2006 April 01 to 2006 June 30.

As at 2006 June 30, the balance in the Special Fund was \$167,138. During the second quarter, the Special Fund recorded net receipts of \$58,799 and disbursements of \$248,069. There has been a net decrease of \$182,845 against the December 31, 2005 fund balance of \$349,983.

During the second quarter of 2006, deposits were made into the Special Fund bank account for January to March 15, 2006 auction proceeds. Auction proceeds as a result of the agreement made between the Property and Evidence Management Unit of the Service and Rite Auction Limited will continue to be made in 2006. As the Service met the \$510,000 gross proceeds threshold for 2005, the commission rate was reduced to 45% from 50%.

Funds expended include sponsorship to a number of organizations such as Youth at Risk, Youth and Families, Native Child and Family and the San Romanoway organization. The Special Fund continued to support Community Policing Liaison Committees and the Service United Way campaign. Community and Service civilian members were honoured at recognition ceremonies. Finally, the Special Fund sponsored the Toronto Police Services Board 50th Anniversary conference and gala dinner, held in May, 2006.

Board members are reminded of the following significant standing commitments which require monies from the Special Fund both within and beyond 2006.

- Pride Week Reception – cost shared with the Service
- Awards for Service Members, Civilian Citations
- Recognition of Long Service (civilian pins, 25 year watch event, tickets to retirement functions for senior officers)

- Recognition of Board Members who complete their appointments
- Shared funding for athletic competitions with the Toronto Police Amateur Athletic Association
- Board meeting catering requirements

The board received the foregoing.

THE TORONTO POLICE SERVICES BOARD SPECIAL FUND									
2006 SECOND QUARTER RESULTS WITH INITIAL PROJECTIONS									
PARTICULARS	2006							2005	COMMENTS
	INITIAL	ADJUSTED	JAN 01 TO MAR 31/06	APR 01 TO JUN 30/06	JUL 01 TO SEPT 30/06	OCT 01 TO DEC 31/06	JAN 01 TO DEC 31/06	ACTUAL	
	PROJ.	PROJ.					TOTALS		
<i>BALANCE FORWARD</i>	349,983	349,983	349,983	356,408	167,138	167,138	349,983	449,723	2006 projections are based on 2005 actual results. The adjusted projection is based on the results date as at the quarter.
<i>REVENUE</i>									
PROCEEDS FROM AUCTIONS	480,000	480,000	0	72,592	0	0	72,592	486,627	Includes auction proceeds deposited from January 1 to March 15.
LESS OVERHEAD COST	(240,000)	(240,000)	0	(33,194)	0	0	(33,194)	(246,677)	Due to gross revenue threshold set by
LESS RETURNED AUCTION PURCHASE	0	0	0	0	0	0	0	0	Rite Auctions being met, the commission rate has been reduced to 45%.
UNCLAIMED MONEY	30,000	100,000	24,575	15,302	0	0	39,877	31,863	Unclaimed monies relate to evidence
LESS RETURN OF UNCLAIMED MONEY	0	0	0	0	0	0	0	0	monies not claimed by rightful owners during claim period.
EVIDENCE AND HELD MONEY	0	0	0	0	0	0	0	0	
INTEREST	10,000	8,500	2,125	3,678	0	0	5,803	10,449	Interest income is based on the average monthly bank balance.
LESS ACTIVITY FEE	(250)	(280)	(70)	(33)	0	0	(103)	(224)	The activity fee includes bank service
LESS CHEQUE ORDER	(100)	(100)	0	0	0	0	0	0	charges and the activity fee allocation.
SEIZED LIQUOR CONTAINERS	350	11,000	2,760	454	0	0	3,214	341	
OTHER	0	0	0	0	0	0	0	0	
<i>TOTAL REVENUE</i>	280,00	359,120	29,391	58,799	0	0	88,189	282,379	

	0									
<i>BALANCE FORWARD BEFORE EXPENSES</i>	629,983	709,103	379,374	415,207	167,138	167,138	438,172	732,102	Rounding can impact the reported amounts from quarter to quarter and year to year.	
<i>DISBURSEMENTS</i>									Rounding differences are not significant.	
<i>SPONSORSHIP</i>										
<i>SERVICE</i>										
ONT. ASSO.OF POLICE SERVICES BOARD	5,500	5,500	5,500	0	0	0	5,500	5,500		
CPLC & COMMUNITY OUTREACH ASSISTANCE	24,000	24,000	0	27,000	0	0	27,000	24,491		
UNITED WAY	8,000	8,000	0	8,000	0	0	8,000	8,000	Relates to 2006 sponsorship	
CHIEF'S CEREMONIAL UNIT	0	0	0	0	0	0	0	0		
COPS FOR CANCER	0	0	0	0	0	0	0	0		
OTHER	150,000	150,000	0	(949)	0	0	(949)	171,952	Return of fitness equipment monies	
THE TORONTO POLICE SERVICES BOARD SPECIAL FUND										
2006 SECOND QUARTER RESULTS WITH INITIAL PROJECTIONS										
	2006							2005		
	INITIAL	ADJUSTED	JAN 01 TO MAR 31/06	APR 01 TO JUN 30/06	JUL 01 TO SEPT 30/06	OCT 01 TO DEC 31/06	JAN 01 TO DEC 31/06			
PARTICULARS	PROJ.	PROJ.					TOTALS	ACTUAL	COMMENTS	
<i>COMMUNITY</i>										
CARIBANA	0	0	0	0	0	0	0	0		
RACE RELATIONS	0	0	0	0	0	0	0	0		
YOUTH ADVISORY GROUP	0	2,000	0	2,000	0	0	2,000	0		
BLACK HISTORY MONTH	0	2,000	2,000	0	0	0	2,000	0		
VARIOUS ORGANIZATIONS	80,000	80,000	0	165,500	0	0	165,500	85,937	Includes Youth at Risk, Youth and families, Native child and family and San Romanoway sponsorship	
<i>RECOGNITION OF SERVICE MEMBERS</i>										
AWARDS	35,000	35,000	248	3,731	0	0	3,980	35,468	Service member award ceremonies occur several times during the year.	
CATERING	20,000	20,000	0	0	0	0	0	21,246		
<i>RECOGNITION OF CIVILIANS</i>										
AWARDS	10,000	16,000	4,000	10,705	0	0	14,705	8,768	Award and recognition ceremonies occur several times	
CATERING	2,500	2,500	0	4,266	0	0	4,266	2,473		

									during the year
RECOGNITION OF BOARD MEMBERS									
AWARDS	0	0	0	0	0	0	0	0	
CATERING	2,000	2,000	0	0	0	0	0	1,934	
CONFERENCES									
BOARD									
COMMUNITY POLICE LIAISON COMMITTEES	0	0	0	6,400	0	0	6,400	0	Relates to 9th annual CPLC conference
CANADIAN ASS'N OF POLICE SERVICES BOARDS	0	0	0	0	0	0	0	0	
OTHER	50,000	50,000	11,117	16,486	0	0	27,603	0	Liberty Grand expenses for PSB 50 th anniversary conference and banquet
DONATIONS									
IN MEMORIAM	500	500	100	0	0	0	100	200	
OTHER	500	500	0	100	0	0	100	200	
DINNER TICKETS (RETIREMENTS/OTHERS)	5,000	5,000	0	4,830	0	0	4,830	7,950	Includes Crime Stoppers & Black Business Professionals' Association Dinners
OTHER	8,000	8,000	0	0	0	0	0	8,000	The audit fee has now been reflected in the 2005 fund balance to reflect accurate accounting.
TOTAL DISBURSEMENTS	401,000	411,000	22,965	248,069	0	0	271,034	382,119	
SPECIAL FUND BALANCE	228,983	298,103	356,408	167,138	167,138	167,138	167,138	349,983	

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 10, 2006**

**#P262. SEMI-ANNUAL REPORT – PARKING ENFORCEMENT UNIT
ABSENTEEISM: JANUARY – JUNE 2006**

The Board was in receipt of the following report July 12, 2006 from William Blair, Chief of Police:

Subject: SEMI-ANNUAL REPORT: JANUARY – JUNE 2006: PARKING
ENFORCEMENT UNIT ABSENTEEISM

Recommendation:

It is recommended that:

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

Background:

The City of Toronto Policy and Finance Committee has requested semi-annual reports on Parking Enforcement Unit (Unit) absenteeism. This report consists of the information pertaining to the first half of the year 2006.

Effective January 1, 2003, the Unit implemented the attendance management program and has undertaken to closely monitor individual officer attendance. This program focuses on both monitoring members who have a higher absenteeism rate (excluding any chronic illness) and recognition for members with a perfect attendance record (Board Minute #P220/02 refers). Based on the attendance patterns in each quarter, letters were submitted to members who fall within the following criteria.

Criteria:

Where a member is absent due to illness three (3) or more times (separate incidents) the supervisor shall submit a letter, unless there are mitigating circumstances, in which case the supervisor shall provide a TPS 649 (Internal Correspondence) to the Unit Commander outlining the reason(s) for exclusion.

Where a member is absent due to illness two (2) or more times for a total of four (4) days or more, the supervisor will discuss the reason for the absences with the member. The supervisor will outline the provisions of the Attendance Management Program policy and submit a TPS 649 (Internal Correspondence) to the Unit Commander stating that the member has been reminded of the provisions.

Where a member is absent due to illness (one incident) for more than three (3) days, aside from the Service requirement to provide a doctor's note, the Attendance Management Program will not be triggered. The member need not be spoken to unless there are other factors to be taken into account.

The supervisors have been assigned the responsibility of ensuring that sick members comply with all Service requirements. The individual cases are reassessed when specified by the Service's Medical Advisory Service and the Unit takes the required steps to return the employee to work at the earliest opportunity, as their situation permits.

The Unit continues to monitor the sick days of individual officers by utilizing the following structured procedure on a micro level:

- (a) 3rd day sick – phone call to the member at residence;
- (b) 4th day sick – home visit; and
- (c) 4 or more days sick – doctor's note required.

This report is for the January to June 2006 period. The monthly absenteeism rates are provided in Appendix A, and the actual figures are reported in Appendix B. The average number of sick days per officer is also included in Appendix B as requested by the Board (Board Minute #P334/01 refers). In order to highlight absenteeism patterns, the reporting is grouped into four categories: Injured on Duty (IOD), Long Term Sick, Dependent Sick and Short Term Sick. IOD represents staff members who were injured while performing their duties. Long Term Sick represents staff that remained sick for two or more months, Dependent Sick represents time taken off due to illness of a dependent family member, and Short Term Sick represents all other sickness.

The January to June 2006 absenteeism rate was 5.7% in comparison with the 2005 rate of 6.2%, which is 0.5 percentage points below the same period last year Appendix C refers. The Parking Enforcement Unit has set a goal of 4% for short-term absenteeism and the 2006 year to date totals report 3.2%, which is 0.8 percentage points below the set goal.

Other city departments and agencies have used different criteria for determining absenteeism and there are no specific guidelines for calculating the absenteeism rate. The year 2000 City Audit Report on the Parking Enforcement Unit recommended that:

“the City's Executive Director, Human Resources, report to the Administration Committee by September 30, 2000 on a framework for reporting absenteeism across the corporation, which should include the development of appropriate definitions and reporting guidelines, to enable a meaningful comparison of absenteeism among the various departments, agencies, boards and commissions;” (Recommendation # 17, City Audit Report 2000 - Parking Enforcement Unit)

To date, no specific guidelines have been provided, therefore comparison with other city departments absenteeism rates is not included in this report.

To ensure that productivity levels are not encumbered by those who are incapable of performing in the enforcement function due to long-term incapacity or illness, steps are currently underway to explore all options available for permanent reassignment within other areas of the Service.

It is recommended that the Board receive this information and that this report be forwarded to the City of Toronto Policy and Finance Committee for its information.

Deputy Chief A.J. (Tony) Warr, Specialized Operations Command will be present to answer any questions.

Superintendent Wes Ryan, Parking Enforcement Unit, was in attendance and responded to questions by the Board about the foregoing report.

The Board was advised that the rate of absenteeism in the Parking Enforcement Unit reached a high of 15% in 1998 and that the City of Toronto - Policy and Finance Committee requested that the Service develop a mechanism to reduce absenteeism and to provide semi-annual progress reports to the Committee.

Supt. Ryan advised that a number of initiatives were developed within the Parking Enforcement Unit to address the high rate of absenteeism. Supt. Ryan also emphasized the importance of recognizing good work performed by a member of the Unit and that an awards program was created which awards individual members for exceptional work performed. Through a combination initiatives, including better monitoring of absenteeism, and creating a system to award good performance, the level of staff morale has increased and the rate of absenteeism has decreased. The average rate of annual absenteeism between the years 2002 and 2005, inclusive, was between four and five percent.

Chief Blair advised the Board that he believes the previous problems with high rates of absenteeism in the Parking Enforcement Unit have been resolved and he is satisfied with the current level of absenteeism.

The Board received the foregoing and agreed to forward a copy to the City of Toronto – Policy and Finance Committee along with an inquiry on whether the Committee would like to continue to receive semi-annual reports in the future.

Appendix A

Parking Enforcement Unit Absenteeism January – June 2006 Absenteeism Rate and 2005 Comparison

TYPE	January 2006	February 2006	March 2006	April 2006	May 2006	June 2006	Average Jan. – June 2006	Average Jan. – June 2005
Injured on duty	0.8%	1.2%	1.3%	1.2%	1.4%	0.9%	1.1%	1.5%
Long term sick	0.4%	0.7%	0.9%	0.7%	0.8%	1.0%	0.8%	0.7%
Short term sick	3.0%	3.8%	3.6%	2.7%	3.4%	2.7%	3.2%	3.5%
Dependent sick	0.5%	1.0%	0.6%	0.5%	0.7%	0.4%	0.6%	0.5%
TOTAL	4.7%	6.7%	6.4%	5.1%	6.3%	4.9%	5.7%	6.2%

Source: TRMS, PINS.

Appendix B

Parking Enforcement Unit Absenteeism January – June 2006 Sick Shifts Summary Actual Figures

TYPE	January	February	March	April	May	June	Average/ Month	Average/ Person
Injured on duty hrs.	535	795	1,017	856	943	660	801	11.6
Injured on duty shifts	67	99	127	107	118	83	100	1.5
Average Persons/Day	2	4	4	4	4	3	3	NA
Long term sick Hrs.	269	452	661	533	574	692	530	7.7
Long term sick shifts	34	57	83	67	72	87	66	1.0
Average Persons/Day	1	2	3	2	2	3	2	NA
Short term sick hrs.	2,083	2,543	2,746	1,986	2,315	1,908	2,263	32.9
Short term sick shifts	260	318	343	248	289	239	283	4.1
Average Persons/Day	8	11	11	8	9	8	9	NA
Dep. Sick hrs.	377	637	436	342	506	284	430	6.3
Dep. Sick Shifts	47	80	54	43	63	35	54	0.8
Average Persons/Day	2	3	2	1	2	1	2	NA

Source: TRMS, PINS.

Parking is 7 Days 24 hrs. operation and shifts range from 10, 8 and 7 hrs.

An average/ shift is taken at 8 hours.

Appendix C

Parking Enforcement Unit Absenteeism 2002 – June 2006

	2002	2003	2004	2005	Jan. to June 2005	Jan. to June 2006
Total	5.6%	4.3%	4.4%	5.2%	6.2%	5.7%

Source: Parking Information System, PINS

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 10, 2006**

**#P263. SEMI-ANNUAL REPORT – LABOUR RELATIONS COUNSEL AND
LEGAL INDEMNIFICATION: JANUARY – JUNE 2006**

The Board was in receipt of the following report June 20, 2006 from William Blair, Chief of Police:

Subject: LABOUR RELATIONS COUNSEL AND LEGAL INDEMNIFICATION:
SEMI-ANNUAL REPORT JANUARY 1 – JUNE 30, 2006

Recommendation:

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

Background:

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 and the Manager, Labour Relations (Board Minute No. P5/01 refers).

During the period of January 1 to June 30, 2006, 6 accounts from Hicks, Morley, Hamilton, Stewart and Storie LLP for labour relations counsel totalling \$241,355.13 were received and approved for payment by the Director, Human Resources Management and the Manager, Labour Relations.

During the same period, 36 accounts relating to legal indemnification were paid totalling \$148,226.69, and five accounts totalling \$73,855.92 were denied. One account relating to a civil suit for \$2,469.99 and one account for an inquest for \$26,841.47 were also paid.

Therefore, during the period of January 1 to June 30, 2006, a total of \$418,893.28 was paid in settlement of the above accounts.

Mr. William Gibson, Director, Human Resources Management, will be in attendance to respond to any questions the Board may have in regard to this matter.

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 10, 2006**

**#P264. REQUEST FOR EXTENSION OF TIME TO SUBMIT REPORT:
DEVELOPMENT OF CRITERIA FOR THE RELEASE OF SERVICE
PROCEDURES**

The Board was in receipt of the following report July 11, 2006 from William Blair, Chief of Police:

Subject: REQUEST FOR EXTENSION: DEVELOPMENT OF CRITERIA FOR THE
RELEASE OF SERVICE PROCEDURES

Recommendation:

It is recommended that: the Board approve the request for a three month extension to submit the report on the development of criteria for the release of Service procedures.

Background:

At its May 18, 2006 meeting, the Toronto Police Services Board approved the following motions:

- “ 1. THAT, given that the Board attaches great importance to the public’s right to information, the Chief of Police develop criteria to determine which of the Service Procedures can, in whole or in part, be made public; and*
- 2. THAT the Chief report the criteria to the Board for its August 10, 2006 public meeting.”*
(Board Minute #C133/06 refers).

The Service is currently examining the issue of publicly releasing Service procedures, in whole or in part. As part of this examination, numerous internal and external stakeholders are being consulted and information has been requested for analysis purposes. Due to the complexity of this issue, the Service is requesting a three month extension. This extension would allow for the necessary consultations to continue to take place and all information requested to be received, gathered and examined appropriately.

Deputy Chief Jane Dick, Executive Command, will be in attendance to answer any questions concerning this report.

The Board approved the foregoing.

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TORONTO POLICE SERVICES BOARD HELD ON AUGUST 10, 2006**

**#P265. LETTER OF APPRECIATION – 2006 POLICE OFFICER OF THE YEAR
AWARDS**

The Board was in receipt of correspondence, dated June 29, 2006, from Steve Frattaroli, The Toronto Board of Trade, indicating his appreciation for the support provided by the Board at the 2006 Police Officers of the Year Awards. A copy of Mr. Frattaroli's correspondence is attached to this Minute for information.

The Board received the foregoing.



Thursday June 29, 2006



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

Dear Mr. Mukherjee,

On behalf of the Organizing Committee, I would like to thank the Toronto Police Services Board for its continued support and in particular, sponsorship of the 39th Annual Police Officer of the Year Awards. Your generous support helped to ensure that the evening was an overwhelming success. As you know, the event was well attended by police officers and their families, the media, government officials, and members of the corporate community.

The recipients of the 2005 Police Officers of the Year were D/Sgt Thomas Sharkey, PC Gordon Lusby, and PC Jeffrey MacDuff who ended a frightening gunpoint hostage situation outside of Union Station.

Once again, thank you for your support and I hope you will join us next year to celebrate the 40th Annual Police Officer of the Year Awards!

Best Regards,

Steve Frattaroli
Chair - Police Officer of the Year Awards

1 First Canadian Place, P.O. Box 60
Toronto, Ontario, Canada M5X 1C1
Telephone 416 366 6811
Facsimile 416 366 4906
www.bot.com

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TORONTO POLICE SERVICES BOARD HELD ON AUGUST 10, 2006**

**#P266. "BLUE LIGHT INITIATIVE" – INCREASING OFFICER AND PUBLIC
SAFETY THROUGH THE USE OF BLUE AND RED LIGHTS ON
POLICE VEHICLES**

The Board was in receipt of a copy of correspondence, dated June 28, 2006, from Emil Kolb, Chair, Peel Regional Police Services Board, to the Minister of Community Safety and Correctional Services, regarding the "Blue Light Initiative. A copy of the correspondence is attached to this Minute for information.

The Board received the foregoing.

currently restricts the use of blue lights on emergency vehicles, with red and white being used for police, fire and ambulance, and amber (and some blue) for snow plows.

It is our respectful submission that a combination of blue and red lights on roof-top light bars would clearly identify police vehicles as well as increasing their conspicuity. This in turn will increase police officer safety, reduce collisions, prevent injuries and save lives. We urge you to join us seeking legislation which will implement the standardized use of red and blue roof-top light bars on all police vehicles in Ontario.

A copy of the presentation considered by the Board is attached. If you have any questions regarding this matter, please do not hesitate to contact me.

Yours truly,



Emil V. Kolb,
Chair

EK:sp

- c. Chief M. Metcalf, Peel Regional Police
- Mr. B. Morelli, Chair, Ontario Association of Police Services Boards
- Mr. D. Moffatt, Chair, Durham Regional Police Services Board
- Mr. K. Musgrave, Chair, Halton Regional Police Services Board
- Mr. B. Morelli, Chair, Hamilton Police Services Board
- Mr. A. Chahbar, Chair, London Police Services Board
- Mr. L. Iggulden, Chair, Niagara Regional Police Services Board
- Mr. E. El Chantiry, Chair, Ottawa Police Services Board
- Mr. D. Petryna, Chair, Greater Sudbury Police Services Board
- Mr. A. Mukherjee, Chair, Toronto Police Services Board
- Mr. T. Galloway, Chair, Waterloo Regional Police Services Board
- Mayor E. Francis, Chair, Windsor Police Services Board
- Mr. D. Barrow, Chair, York Regional Police Services Board

Police Vehicle Conspicuity Enhancements

The Blue Light Initiative

Col. Ken Wright, Peel Regional Police April 08

Vision Statement

To increase police officer and public safety by reducing the number of police vehicle collisions in Ontario through the enhancement of police vehicle conspicuity.

Col. Ken Wright, Peel Regional Police April 08

Goal of the Blue Light Initiative

All police vehicles in Ontario display a combination of red and blue emergency lights.

Col. Ken Wright, Peel Regional Police April 08

Service Vehicle Collision Reduction

GOAL FOR ALL STAFF


- Investigation/Review of collisions
- Driver training
- Proposed facility
- Simulation
- Vehicle Users Committee
- Light Bar Committee



Col. Ken Wright, Post Regional Police April 08

Police Driving Facts


- 10 times more than average,
- 20 times more at night,
- 1000 times more likely to be stopped at the side of the road.



Col. Ken Wright, Post Regional Police April 08

General Collision Facts

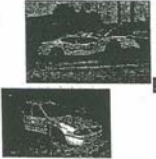
- Night time accounts for four times more fatalities due to such issues as:
 - Visibility
 - Impaired driving



Col. Ken Wright, Post Regional Police April 08

Police Collision Injuries


- Police cruiser is an office.
- Police officer is 49% more likely to be injured in a collision than at the hands of an assailant.



Col. Ken Wright, Peel Regional Police April 08

Police Collision Deaths

- Now more police officers are killed in collisions.
- 15 of 23 police officer deaths in Ontario since 1994.




Col. Ken Wright, Peel Regional Police April 08

Police Vehicle "conspicuity"

Recently examined in depth by experts;

- Visual science and optics
- Human factors
- Road safety
- Vehicle/light bar manufacturers
- Police



Col. Ken Wright, Peel Regional Police April 08


Police Vehicle "conspicuity"

- Blue Ribbon Panel Committee
- I.A.C.P. Law Enforcement Stops and Safety Sub-committee
- Florida Highway Patrol Report
- Arizona D.P.S. Highway Safety Presentation
- Texas D.O.T. Fleet Safety Research

©L. Ken Wright, Ford Regional Police April 06

Florida Highway Patrol

"One of the most basic human responses we learned about was sensitivity to colour. At night, sensitivity to blue is greater than sensitivity to red, while in daylight, sensitivity to red is greater than blue...it is recommended that we stay with a red-blue scheme."



©L. Ken Wright, Ford Regional Police April 06

When The Blues Keep You Awake, Harvard University

- People exposed to blue light at night immediately increased their alertness and performance on tests.



©L. Ken Wright, Ford Regional Police April 06

Police Vehicle Identification

- Vehicle conspicuity is a significant factor in vehicle identification on the roadside.
- Police vehicles must be clearly identified and recognized by the public through;
 - Markings
 - Lighting

Col. Ken Wright, Peel Regional Police April 08

Physical Conspicuity

Factors affecting physical conspicuity and visibility are similar;

- Visual size of object
- Contrast with background
- Glare

Conspicuous is obvious to the eye or mind, attracting attention.

Col. Ken Wright, Peel Regional Police April 08

Light Colours/Flash Patterns

- Light colour is a powerful determiner of visual conspicuity.
- Red for daytime, blue at night.
- Colour and flash patterns/rates have significant implications on what another motorist identifies.

Col. Ken Wright, Peel Regional Police April 08

What are with saying now?

- Message we are now sending is incomplete: "Look at me."




Col. Ken Wright, Ford Regional Police April 08

What should we be saying?


LOOK AT ME ...

- I'm stopped.
- I'm a hazard.
- Here's where I am, move aside.



Col. Ken Wright, Ford Regional Police April 08

Observe+Recognize=React



Col. Ken Wright, Ford Regional Police April 08

Cognitive Conspicuity

Act or process of knowing, including both awareness and judgement.
 Whether a target will be detected or not is not solely determined by how physically conspicuous or visible it is, but whether the observer expects to see it, and then knows what to do.

Col. Ken Wright, Peel Regional Police April 16

Vehicle Recognition

- The average driver expects that every vehicle is moving.
- Police vehicle needs to be perceived as soon as possible leaving enough time/distance for reaction.
- Off-duty police officers are not average.

Col. Ken Wright, Peel Regional Police April 16

Blue Light

Scientific research: blue light scatters more readily


Col. Ken Wright, Peel Regional Police April 16

Light for Winter Maintenance

- Amber light best overall.
- Daytime and night-time brightness.
- People associate amber light with service and maintenance vehicles.
- No scientific reason for assigning blue to winter maintenance.

Col. Stan Wright, Peel Regional Police April 04

Canada / United States / Others



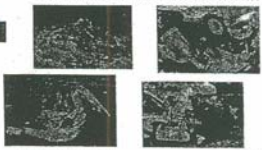
- Police: Red and blue
- Fire/EMS: Red and white (different message)
- Snow clearing: Primarily amber, some amber/blue
- Only Ontario restricts blue

Maximum conspicuity of ALL vehicles

Col. Stan Wright, Peel Regional Police April 04

OFFICER SAFETY


O.P.P. officers killed in road side collisions since 1999



Col. Stan Wright, Peel Regional Police April 04

Peel Regional Police Fleet


- 360 cruisers
- 16,000,000 + kms
- 219 collisions in 2005



Col. Ken Wright, Peel Regional Police April 06

Peel Regional Police Collisions


- Rear-ended on traffic stops 18 times
- Day / night
- 100's in Ontario
- Can be reduced



Col. Ken Wright, Peel Regional Police April 06

Collision costs

- Lost hours, WSIB, Civil Liability
- Property damage (radio, MDU etc.)



Col. Ken Wright, Peel Regional Police April 06

Police Officer Safety

SIGNIFICANT RISK

- 24 hours per day – 365 days a year
- Grievous personal injury or death to anyone




Col. Ken Wright, Peel Regional Police April 06

Visual clutter

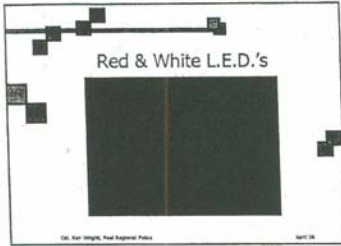
- Ontario ribbon of red and white
- Blue lights will identify the police
- See for yourself

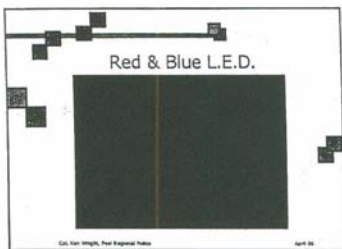
Col. Ken Wright, Peel Regional Police April 06

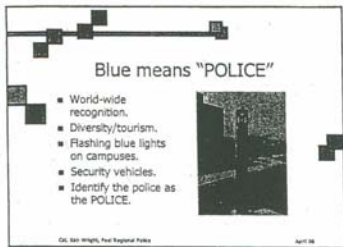
Streethawk



Col. Ken Wright, Peel Regional Police April 06








Winter Maintenance in Peel Region

- Only activate blue to comply with HTA.
- Amber and blue on separate switches.
- Majority of vehicles are contracted.
- Adopt any safer practice.



Det. Ken Wright, Peel Regional Police April 06

Step one: Blue lights

Other steps:

- Programming of roof lights.
- Police training.
- Public education.



Det. Ken Wright, Peel Regional Police April 06

Conclusion

- Police officers are exposed to significant risk
- Blue and red police emergency lights will;
 - ENHANCE the conspicuity of police vehicles in Ontario,
 - ENSURE that police vehicles in Ontario conform with standards of recognition,
 - INCREASE police officer safety,
 - REDUCE collisions, prevent injuries, save lives.

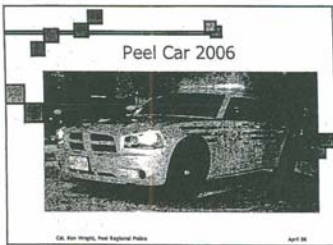


Det. Ken Wright, Peel Regional Police April 06



Off. Ben Wright, Peel Regional Police

April 26



Peel Car 2006

Off. Ben Wright, Peel Regional Police

April 26

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 10, 2006**

#P267. STANDARDIZATION OF CRIMINAL RECORDS CHECKS

The Board was in receipt of a copy of correspondence, dated July 13, 2006, from Doug Moffatt, Chair, Durham Regional Police Services Board, to the Minister of Community Safety and Correctional Services, and the Minister of Justice and Attorney General of Canada, with regard to a recommendation for the standardization of criminal records checks. A copy of the correspondence is attached to this Minute for information.

The Board approved the following Motion:

THAT the Board receive the foregoing correspondence and send letters to the Minister of Community Safety and Correctional Services and the Minister of Justice and Attorney General of Canada indicating its support of the recommendation by the Durham Regional Police Services Board for standardization of criminal records checks throughout Canada.

As a result a motion was passed seeking the standardization of Criminal Record Checks across Ontario and Canada. Accordingly, we ask for your support and leadership in achieving such standardization.

Yours truly



Doug Moffatt
Chair

Cc: Mr. Ian Wilms, President, Canadian Association of Police Boards
Chief Terry McLaren, President, Ontario Association of Chiefs of Police
Mr. B. Morelli, President, Ontario Association of Police Services Board
Chief Jack Ewatski, President, Canadian Association of Chiefs of Police
Mr. K. Musgrave, Chair, Halton Regional Police Services Board
Mr. A. Chahbar, Chair, London Police Services Board
Mr. B. Morelli, Chair, Hamilton Police Services Board
Mr. L. Iggulden, Chair, Niagara Regional Police Services Board
Mr. E. El Chantry, Chair, Ottawa Police Services Board
Mr. Emil Kolb, Chair, Peel Regional Police Services Board
Mr. D. Petryna, Chair, Greater Sudbury Police Services Board
Mr. A. Mukherjee, Chair, Toronto Police Services Board
Mr. T. Galloway, Chair, Waterloo Regional Police Services Board
Mayor E. Francis, Chair, Windsor Police Services Board
Mr. D. Barrow, Chair, York Regional Police Services Board

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
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**#P268. RESPONSE TO THE BOARD'S EARLIER RECOMMENDATION
PERTAINING TO THE USE OF \$650,000 HELD BY THE TORONTO
POLICE SERVICE – PROPERTY UNIT**

The Board was in receipt of correspondence, dated June 07, 2006, from Michael Bryant, Attorney General, containing a response to the Board's earlier recommendation regarding the use of \$650,000 currently held by the Toronto Police Service – Property Unit. A copy of the correspondence is attached to this Minute for information.

The Board received the foregoing and requested that the Chair contact the Attorney General to follow-up on this issue.

March 01, 2006
The Honourable Michael Bryant

The foregoing recommendation is forwarded to you for consideration. It would be appreciated if you would keep me informed at your convenience of any decisions that may occur as the result of the Board's recommendation.

Yours truly,



Alok Mukherjee
Chair

reference: Minute No. C47/06

Attorney General over the past several years, be formally turned over to the Toronto Police Services Board for use in accordance with section 132(2) of the *Police Services Act* governing the proceeds received from the sale of property.

cont...d

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 10, 2006**

**#P269. RESPONSE TO THE BOARD'S EARLIER RECOMMENDATION
PERTAINING TO THE SCADDING COURT COMMUNITY CENTRE'S
COMMUNITY EDUCATION AND ACCESS TO POLICE COMPLAINTS
DEMONSTRATION PROJECT**

The Board was in receipt of correspondence, dated June 29, 2006, from Michael Bryant, Attorney General, containing a response to the Board's earlier recommendation regarding the Scadding Court Community Centre's Community Education and Access to Police Complaints Demonstration Project. A copy of the correspondence is attached to this Minute for information.

The Board received the foregoing.

We appreciate the participation and contributions of both the Toronto Police Services Board and of the Seadding Court Community Centre in the LeSage consultation. We look forward to the continued participation of your organizations in the future.

Once again, thank you for writing.

Yours truly,

A handwritten signature in black ink, appearing to read "Michael Bryant", with a horizontal line underneath it.

Michael Bryant
Attorney General

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 10, 2006**

**#P270. RESPONSE TO THE BOARD'S EARLIER RECOMMENDATION FOR
AN AMENDMENT TO THE PROVINCIAL OFFENCES ACT TO
PROVIDE AN ADDITIONAL FORM OF SERVICE FOR PARKING
INFRACTION NOTICES**

The Board was in receipt of correspondence, dated June 30, 2006, from Michael Bryant, Attorney General, containing a response to the Board's earlier recommendation pertaining to an amendment to the *Provincial Offences Act* to provide an additional form of service for parking infraction notices. A copy of the correspondence is attached to this Minute for information.

The Board received the foregoing.

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

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



Our Reference #: M06-03676

JUN 30 2006
Mr. Alok Mukherjee
Chair
Toronto Police Services Board
40 College Street
Toronto, ON
M5G 2J3



Dear Mr. Mukherjee:

Thank you for your letter dated May 12, 2006, regarding the recommendations of the Toronto Police Services Board for an amendment to the *Provincial Offences Act* to provide for service of Parking Infraction Notices by mail.

As you may be aware, the ministry is currently finalizing plans for a streamlining review of the *Provincial Offences Act* and related procedures. This review is intended to be a collaborative process to address proposals brought forward by municipal partners and other stakeholders. As noted in my previous correspondence to Ms. Pam McConnell, we will take the recommendations of the Toronto Police Services Board into consideration in this review. We will be in touch once we reach the consultation stage of the review.

Thank you for writing.

Yours truly,

A handwritten signature in black ink, appearing to read 'Michael Bryant', written over a horizontal line.

Michael Bryant
Attorney General

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 10, 2006**

#P271. RESPONSE TO BOARD'S "DON'T ASK, DON'T TELL" POLICY

The Board was in receipt of the following correspondence:

- July 18, 2006 from Suzanne Quirouet, Ministerial Enquiries Division, Citizenship and Immigration Canada; and
- July 04, 2006 from Stockwell Day, Minister of Public Safety and Emergency Preparedness.

Copies of the abovenoted correspondence are attached to this Minute for information.

The Board noted that the correspondence from the Minister of Public Safety and Emergency Preparedness addressed the existence of a procedure that authorizes the Canadian Border Services Agency (CBSA) to delay the removal of a witness for the purposes of testimony at court. Furthermore, it is confirmed that police services may approach the CBSA in order to activate this procedure on a case-by-case basis.

The Board received the foregoing and requested the Chair to send another letter to the Minister of Public Safety and Emergency Preparedness (with a copy to the Minister of Citizenship and Immigration Canada) indicating that the Board's policy directs the Chief of Police to develop procedures to ensure that victims and witnesses of crime shall not be asked their immigration status unless there are *bona fide* reasons to do so. Furthermore, this correspondence shall seek a response from the Minister(s) as to whether or not this policy conduces to placing police officers in violation of the *Immigration Act*.



Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada

OTTAWA
K1A 1L1

JUL 18 2006

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




Dear Alok Mukherjee:

I am replying to your letter of June 14, 2006, addressed to the Honourable Monte Solberg, Minister of Citizenship and Immigration, concerning the "Don't Ask - Don't Tell" policy with respect to non-documented immigrants.

As this issue falls within the responsibilities of the Honourable Stockwell Day, Minister of Public Safety, I have forwarded your correspondence to his office for consideration.

Yours sincerely,

for 
Suzanne Quirouet
Chief, Tracking Unit
Ministerial Enquiries Division

cc: The Honourable Stockwell Day, P.C., M.P.

Canada

Minister of Public Safety
and Emergency Preparedness



Ministre de la Sécurité publique
et de la Protection civile

JUL 04 2006

Ottawa, Canada K1A 0P8

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

Dear Alok Mukherjee:

The office of my colleague, the Honourable Monte Solberg, Minister of Citizenship and Immigration, has forwarded to me your correspondence of March 13, 2006, concerning the outcome of the Toronto Police Services Board's February 15, 2006 meeting about the feasibility of implementing a "Don't Ask, Don't Tell" policy within the Toronto Police Services with respect to non-documented immigrants. I apologize for the delay in responding.

I have read with interest the background and recommendations that you provided to me as part of your correspondence. In response, I would like to take this opportunity to offer the following information.

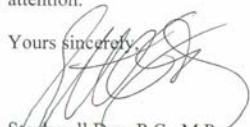
It is the responsibility of the Canada Border Services Agency (CBSA) to enforce the *Immigration and Refugee Protection Act* (IRPA), including the investigation and removal of any foreign national who is inadmissible to Canada.

The CBSA values its strong relationship with local police agencies, including the Toronto Police Services. The efforts of the Toronto Police Services have greatly assisted the CBSA in its enforcement of the IRPA.

Should a police body want to delay the removal of a witness for testimony at a court, there is a procedure in place for the CBSA to do so. The police body would need to approach the CBSA, the situation would be evaluated, and a decision rendered.

I appreciate having had your thoughts on this important issue brought to my attention.

Yours sincerely,


Stockwell Day, P.C., M.P.
Minister of Public Safety

Canada



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 10, 2006**

#P272. CORRESPONDENCE

The Board was in receipt of a summary of the public correspondence received in the Board office between April 01, 2006 and June 06, 2006. A copy of the summary is on file in the Board office.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 10, 2006**

**#P273. AUDIT OF THE REVIEW OF THE INVESTIGATION OF SEXUAL
ASSAULTS – VIOLENT CRIME LINKAGE ANALYSIS SYSTEM
(VICLAS)**

The Board was in receipt of the following report August 04, 2006 from Alok Mukherjee, Chair:

Subject: AUDIT OF THE REVIEW OF THE INVESTIGATIONS OF SEXUAL
ASSAULT – VIOLENT CRIME LINKAGE ANALYSIS SYSTEM (VICLAS)

Recommendation:

It is recommended that the Board:

- (1) refer the attached letter from Mr. Jeffrey Griffiths, Auditor General, City of Toronto, regarding recommendations related to ViCLAS to the Chief of Police and request a report on this issue; and
- (2) refer the letter from Mr. Griffiths to the Sexual Assault Audit Steering Committee for information.

Background:

The Board, at its meeting of February 10, 2005, received from the Auditor General a follow-up report on the October 1999 Report Entitled: “Review of the Investigation of Sexual Assaults – Toronto Police Service” (Min. No. P34/05 refers.)

At this time, the Board approved a number of motions, including the adoption of all 25 recommendations contained in the Auditor General’s report. The Board also approved the establishment of a Sexual Assault Audit Steering Committee to provide expertise with respect to the implementation of the recommendations.

The Board is in receipt of correspondence, attached, from Mr. Jeffrey Griffiths, Auditor General, City of Toronto, regarding recommendations related to the Violent Crime Linkage Analysis System (ViCLAS) included in the Review of the Investigation of Sexual Assaults - Toronto Police Service and the Auditor General’s follow-up report. In this letter, Mr. Griffiths highlights the emphasis placed on technology, and, in particular, on ViCLAS in his reports and includes an article from *The Globe and Mail*, reiterating the importance of ViCLAS.

Therefore, I recommend that the attached letter from Mr. Griffiths be referred to the Chief, with a request that he report back to the Board on the status of all recommendations related to ViCLAS.

In addition, I recommend that this letter be referred to the Sexual Assault Audit Steering Committee for information.

The Board approved the foregoing.



Jeffrey Griffiths, C.A., C.F.E.
Auditor General

Auditor General's Office
9th Floor, Metro Hall
55 John Street
Toronto ON M5V 3C6

Tel: 416 392-8461
Fax: 416 392-3754

April 27, 2006

To: Alok Mukherjee
Chair, Police Services Board

Pam McConnell
Vice-Chair, Police Services Board

From: Jeff Griffiths
Auditor General



Handwritten signature and date: 05/01/06

Re: Audit of the Review of Investigation of the Sexual Assaults – Toronto Police Service

You may recall that one of the issues of concern expressed by certain women's groups in relation to my initial report on the Review of the Investigation of Sexual Assaults – Toronto Police Service and my follow-up report, was the emphasis placed in the report on the technology and in particular, the number of recommendations related to ViCLAS.

You may also recall that my presentation relating to the follow-up report very clearly indicated my views on ViCLAS, which was contrary to the views of the women's group.

For your information, a recent article in the Globe and Mail reiterated the importance of ViCLAS. The quote from the Globe and Mail is as follows:

“Deploying a computer server in a locked cage, Ontario's ViCLAS databank got a big boost from the 1997 Campbell Inquiry, which examined how two major police forces – Toronto and Niagara Region – failed to share critical information in the hunt for schoolgirl killer Paul Bernardo, who also turned out to be the Scarborough rapist.

Since then, the names of every person who is accused – not necessarily convicted – of a violent crime in the province must be fed into ViCLAS, via a 156-item questionnaire that has steadily built a database of close to 100,000 entries. When a police agency inquires about a crime, it takes about 90 seconds to search that huge databank for possible links and respond.

The great strength of ViCLAS is that it crosses the boundaries that often divide police forces.”

I realize you are in the midst of addressing my recommendations. I suggest that you give due consideration to the recommendations related to ViCLAS.

Please call me if you wish to discuss.



lgd
c: Chief William Blair, Toronto Police Service

Murder, mayhem — another day at the office

Ontario's
ne-analysis
nk tank cracks
ghost of cases

BY APPELBY, ORLINA, ONT.

From the preliminary hearing for accused killer Daniel Selyener begins in Newmarket on a motorcycle last August of 23-year-old Alicia Ross, the popular, outgoing, well-liked employee to have van-ished without trace from her comfortable Markham home last week. When a 31-year-old man, a few weeks later against Ms. Ross, was charged, the experts who staff one of world's most advanced criminal think tanks opined that her case was probably familiar to them.

It was "abduction by someone known, and not a stranger," Regional Police Inspector Tom Sique said at the time, citing the "input given to his detectives. Some BSS specialists won't disagree before the courts. What will say is that they're proud of it track record as behind-the-scenes sleuths, probing the motives of criminal behaviour and filing the information gaps that in, they had conviction police on We had some very good success," says Detective Chief Superintendent Ken Smith, who said he headed the OPP's Investigative Support Bureau, of which the member BSS is not part. This is an area where we've been to break down the barriers between different police services, and not reporting systems and differences."

Van Allen plays down his role, preferring to stress the value of having the BSS's computer functioning as an integrated unit. A case in point, he says, was the 1998 murder of a young child, done in Lake Erie and then moved to a terrible accident had occurred. With no witnesses and little forensic evidence, it was a tough investigation. Local detectives were, nonetheless, surprised, and after re-examining the homicide report, they were convinced that a "we evaluate every word" — (Det. Sgt. Van Allen was even more so.)

That statement began with the words, "It was a beautiful day" — a phrase way to show the day on which their children perished, the detective sergeant thought. What also caught his attention was how Mr. Dewald called the youngsters "my children" only after they had died; they were "his kids" everywhere else in his statement, reflecting his perception that they were an obstacle in his plans for a "fresh life with a new girlfriend." It was extremely suspicious that Dewald had killed both of his chil-



Detective Sergeant Jim Van Allen of the criminal profiling unit looks over crime scene photographs last November. It's all fascinating, he says.

Investigating areas, making child molestations and what he terms "strange crimes" comprise much of his other work. "It's all fascinating," he says of his daily work, "but I don't want to be called in when investigators are having a problem with a case, and there's different things each time." He lists some common denominators: more than 80 per cent of Canadian homicide victims know their killer, most violent crimes are intra-racial — white on white, black on black — and involve people from the same socioeconomic and age group, an offender's ability to control his target and use a weapon offensively is an indicator of how he intended to be at a crime scene, the killer almost always takes some evidence away and leaves some behind.

But like his colleagues, Det. Sgt. Van Allen plays down his role, preferring to stress the value of having the BSS's computer functioning as an integrated unit. A case in point, he says, was the 1998 murder of a young child, done in Lake Erie and then moved to a terrible accident had occurred. With no witnesses and little forensic evidence, it was a tough investigation. Local detectives were, nonetheless, surprised, and after re-examining the homicide report, they were convinced that a "we evaluate every word" — (Det. Sgt. Van Allen was even more so.)

That statement began with the words, "It was a beautiful day" — a phrase way to show the day on which their children perished, the detective sergeant thought. What also caught his attention was how Mr. Dewald called the youngsters "my children" only after they had died; they were "his kids" everywhere else in his statement, reflecting his perception that they were an obstacle in his plans for a "fresh life with a new girlfriend." It was extremely suspicious that Dewald had killed both of his chil-

dren," Det. Sgt. Van Allen said, but how to prove it? A top was forwarded, prepared by the professor, Tom Martin, who had approached police with letters about Mr. Dewald and was persuaded to help. Michiganians were contacted in Mr. Martin's home, in the hope that during one of Mr. Dewald's visits he would cookies. And after a couple of weeks of searching he did, responding to a statement carefully crafted by Peter Collins, the BSS's forensic psychologist. "The more I think about it, the more I'm sure," Det. Sgt. Van Allen says, "that he was involved in the case."

Psychological profilers tell you who to find, I tell you where to go look for them. Det. Sgt. Bond Moore, who runs the highly cerebral geographic profiling unit of the behavioural science unit. More often than not, the 40-plus cases landing on his desk each year start with a murder or a sexual assault, which often the case, further help in available down the corridor at the Sex Offender Registry, the only such provincial database. (The rest of the country is served by a national registry run by the RCMP.) Which was almost certainly the case with Toronto resident John Chadman, who escaped justice for 15 years after his wife Jane, was found dead in a ditch in 1990, after apparently falling from her home and being kicked on the head. When the case was reopened in 2001, Mr. Chadman agreed to a polygraph test and failed — abysmally. Then he, too, confessed, admitting he had bludgeoned his wife with a pipe. The, too, in serving a life sentence. Murder and mayhem is no less familiar to Det. Sgt. Bond Moore, who runs the highly cerebral geographic profiling unit of the BSS, largely the handful of famed ex-Overseas police officer Kim Romano. One of just 10 such experts worldwide, Det. Sgt. Moore explains his mission: "Psychological profilers tell you who to find, I tell you where to go look for them."

the Staff Sergeant Terry Nicholls, who oversees it. He cites a recent case in which it pinpointed the assailant of a teenage jogger, north of Orillia.

But don't ask him who that assailant was. Unlike common U.S. practice, the BSS's case philosophy is to retain the sex offender's confidence by withholding his identity from almost everybody except police. "The public has absolutely no access to this data," he says. "We protect offenders' privacy and they know that — as long as they stay compliant. Put him up on a billboard and you drive him away."

If he does flee and commits another offence, the larger oversight at the BSS, jointly staffed by members of seven Ontario police forces, is poised to kick in the Violent Crime Linkage Analysis System, administered nationally by the RCMP and part of a global network that links violent crimes and non-parental abductions occurring in different jurisdictions. Deploying a computer server in a linked cage, Ontario's VICLAS database got a big boost from the 1997 Campbell inquiry, which examined how two major police forces — Toronto and Niagara Region — failed to share critical information in the hunt for teenage killer Paul Bernardo, who also turned out to be the Scarborough rapist.

Since then, the names of every person who is accused — not necessarily convicted — of a violent crime in the province must be fed into VICLAS, via a 156-item questionnaire that has recently built a database of close to 100,000 entries. When a police agency inquires about a crime, it takes about 90 seconds to search that huge database for possible links and reports. The great strength of VICLAS is that it crosses the boundaries that often divide police forces. But unlike the Sex Offender Registry and CPIC — the police computer system that links criminal records — the VICLAS information is not necessarily shared with everybody involved because doing so could compromise the principle of "hindsight evidence" — facts known only to the perpetrator of a crime. The BSS's seven-member threat-assessment unit, by contrast, involves gauging the risk of a crime that might occur — recidivism among sex offenders, threatening correspondence, concern about a possible bomb explosion or domestic violence, who is account for close to half the 400-500 cases examined each year. In the past, a cop had to make a judgment call. These days, a wide range of factors are assessed — criminal records, previous threats, drug and alcohol abuse — and the threat-assessment unit plays a big role in bail hearings. The system's not perfect, a former member of the threat assessment unit says. "The disturbing part about it is that it is still not done on an even basis. It is very much up to the individual officers to decide if it's needed." But overall, he lauds the BSS. "Our discipline here complements another, the real benefit the OPP has is that we're all under one roof. There's not a day that goes by where one of us gets a case and it's not shared with the other units."

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 10, 2006**

**#P274. REQUEST FOR FUNDS – JAMAICA AND THE JAMAICAN CANADIAN
ASSOCIATION’S 44TH INDEPENDENCE ANNIVERSARY GALA
CELEBRATION**

The Board was in receipt of the following report August 08, 2006 from Alok Mukherjee, Chair:

Subject: JAMAICA AND THE JAMAICAN CANADIAN ASSOCIATION’S 44TH
INDEPENDENCE ANNIVERSARY GALA CELEBRATION

Recommendation:

It is recommended that:

- (1) the Board approve the purchase, from the Special Fund, of one table of tickets for the Jamaica and the Jamaican Canadian Association (JCA)’s 44th Independence Anniversary Gala Celebration, at a cost of \$560.00 and;
- (2) tickets be provided to interested Board members and that any remaining tickets be provided to interested students participating in the Youth in Policing Initiative.

Background:

Jamaica and the Jamaican Canadian Association are celebrating the 44th Independence Anniversary at a Gala Celebration. The Gala Celebration will be held at the JCA Centre at 995 Arrow Road on August 19, 2006.

The keynote speaker will be Ms. Beverley Anderson-Manley, Former First Lady of Jamaica, and a political scientist, writer and broadcaster. The celebration will also feature entertainment and an awards presentation.

I recommend that the Board approve the purchase, from the Special Fund, of one table of tickets for the Jamaica and the Jamaican Canadian Association (JCA)’s 44th Independence Anniversary Gala Celebration, at a cost of \$560.00. I further recommend that tickets be provided to interested Board members and that any remaining tickets be provided to interested students participating in the Youth in Policing Initiative.

The Board approved the foregoing.

JAMAICA &



THE JAMAICAN
CANADIAN ASSOCIATION

celebrate their
44th Independence Anniversary

at a

Gala Celebration

August 19th, 2006

JCA Centre, 995 Arrow Road



Keynote Speaker
Ms. Beverley Anderson-Manley
Former First Lady of Jamaica
Political Scientist, Writer, Broadcaster

Entertainment: Jay Douglas & The All-Star Band

- Reception: 6:30 pm
- Event begins at 7:30 p.m.
- Awards Presentation 9:30 pm

Tickets and info
JCA office (416) 746-5772
Tickets: \$70.00

*JCA/Jamaica:
One Love!*

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 10, 2006**

**#P275. RESPONSE TO RECOMMENDATIONS FROM THE TIME RESOURCE
MANAGEMENT SYSTEM UPGRADE TO VERSION 5.0**

The Board was in receipt of the following report August 03, 2006 from William Blair, Chief of Police:

Subject: RESPONSE TO RECOMMENDATIONS FROM TIME RESOURCE
MANAGEMENT SYSTEM UPGRADE TO VERSION 5.0 BOARD REPORT

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

Background:

At its meeting on July 10, 2006, the Board received the *Time Resource Management System Upgrade to Version 5.0* report (Board Minute #P210/06 refers).

The following recommendations were contained in that report:

1. The Board approve engaging Workbrain Incorporated on a sole source basis to provide professional services required to upgrade the Time Resource Management System (TRMS) at a maximum cost of \$1.810 million (M) which includes applicable taxes;
2. The Board authorize the Chair to execute the agreement and related documentation with Workbrain, pending approval as to form by the City Solicitor; and
3. The Chief, or his designate, notify the City Chief Financial Officer and Treasurer of the specific recommendations contained herein, pursuant to the requirements of Section 65 of the Ontario Municipal Board Act and Board Minute No. #P84/03.

The Board approved the foregoing recommendations and requested that the Chief of Police explore and report back to the Board as to whether the contract with Workbrain can require that five years of support is provided for the new version of TRMS and whether Workbrain is willing to provide a discount in excess of the 10% which they have already offered.

Discussions have taken place with Workrbrain Inc. and the following are the responses to the two questions raised by the Board.

Requirement for five years of support

Workbrain contractually commits to supporting each version of its product until the second successive major version is generally released. Therefore, Workbrain will continue to support version 5.0 until the second major release which will be version 7.0.

It is difficult for Workbrain to commit to specific dates for ongoing software support. This is common with almost all software vendors. There are a number of factors for this, however, the main factor being that a significant shift in technology may mandate that a vendor release a new version. For example, in the late nineties, with the advent of web technologies, many vendors shifted their software development away from older standards such as client-server technologies to web technologies and eventually discontinued support for their older client-server technologies.

Historically, Workbrain releases a new major version every eighteen to twenty-four months. Workbrain does understand the concern of the Service and in light of this, Workbrain will commit to providing four years of support or until the second major release or which ever is greater.

Discount in excess of 10%

Workbrain's standard hourly rates are \$200 per hour and \$165 per hour. Based on Workbrain's Partner discount for the Service, the hourly rates that the Service will be charged for the TRMS upgrade are \$180 and \$146.50 per hour (dependent on type of services being provided). These discounted hourly rates fall below the software industry standards and Workbrain is unable to provide a further discount. They have committed to providing the upgrade services based on a time and materials basis up to a maximum capped amount, to ensure that the project is completed within the budgetary limits.

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

Deputy Chief Forde, Human Resources Command, will be available at the meeting to answer any questions the Board may have.

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 10, 2006**

#P276. IN-CAMERA MEETING – AUGUST 10, 2006

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

The following members attended the in-camera meeting:

Chair Alok Mukherjee
Vice-Chair Pam McConnell
The Honourable Hugh Locke, Q.C.
Ms. Judi Cohen
Mr. Hamlin Grange

Absent: Mayor David Miller
Councillor John Filion

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 10, 2006**

#P277. ADJOURNMENT

Alok Mukherjee
Chair