



**The following *draft* Minutes of the meeting of the Toronto Police Services Board held on August 09, 2007 are subject to adoption at its next regularly scheduled meeting.**

**The Minutes of the meeting held on July 10, 2007 and the special meeting held on July 25, 2007, previously circulated in draft form, were approved by the Toronto Police Service Board at its meeting held on August 09, 2007.**

**MINUTES OF THE PUBLIC MEETING** of the Toronto Police Services Board held on **AUGUST 09, 2007** at 1:30 PM in Committee Room 2, Toronto City Hall, Toronto, Ontario.

**PRESENT:**

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

**ALSO PRESENT:**

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 09, 2007**

**#P267.           MOMENT OF SILENCE**

The Board observed a moment of silence in memory of Police Constable Robert Plunkett of the York Regional Police Service who died while on duty on August 02, 2007.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 09, 2007**

**#P268. TORONTO POLICE SERVICES BOARD ENVIRONMENTAL POLICY  
RESOLUTION AND HAND GUN BAN RESOLUTION – CANADIAN  
ASSOCIATION OF POLICE BOARDS (CAPB) 2007 CONFERENCE**

The Board was in receipt of the following report July 17, 2007 from Alok Mukherjee, Chair:

Subject: TORONTO POLICE SERVICES BOARD ENVIRONMENTAL POLICY  
RESOLUTION AND HAND GUN BAN RESOLUTION - CANADIAN  
ASSOCIATION OF POLICE SERVICES BOARDS (CAPB) 2007  
CONFERENCE

Recommendation:

It is recommended that:

- (1) the Board approve the attached Handgun Ban resolution;
- (2) the Board approve attached Environmental Policy resolution; and
- (3) authorize the Chair to present the resolutions at the CAPB 2007 Annual General Meeting.

Financial Implications:

There are no financial implications arising from this report.

Background/Purpose:

Contingent on Board approval, the proposed resolutions have been drafted with the intention of presenting them at the 2007 CAPB Annual General Meeting.

Discussion:

**Handgun Resolution**

Over the years, the Board has taken a strong and consistent position on the need for legislative and judicial measures to control handguns on our streets. In addition, the Board supports a sustained campaign to persuade the two levels of government regarding the need for immediate action. As such, at its meeting held on June 14, 2007, the Board authorized the Chair to communicate and advocate for the Board's positions regarding gun control to the appropriate levels of government (Min. No. P218/07 refers).

In keeping with the Board's position on a handgun ban, the intention of presenting the proposed Handgun Ban Resolution to CAPB is to draw national attention to the need for a unified position across Canada and to build support for a campaign against handguns.

### **Environmental Policy Resolution**

The Toronto Police Services Board recognizes environmental protection as an important aspect of the delivery of policing services and that police facilities operating on 24 hour a day, 7 days a week have an impact on the environment.

*Ad hoc* efforts by our police service to address environmental issues have proven insufficient. Thus, in an effort to implement a formal process, the Board approved an environmental policy at its meeting held on May 17, 2007, (Min. No. P186/07 refers).

The Environmental Policy Resolution provides an opportunity for the CAPB to raise national awareness of the need for environmental initiatives within municipal police services across the country and opens a dialogue on possible solutions.

### **Conclusion:**

Gun violence and the environment are concerns that are facing communities across Canada. The CAPB acts as a liaison between federal, provincial and municipal governmental authorities and the federal and provincial Attorney General and can advocate at a national level for change. Therefore, it is recommended that the Board approve the Handgun and Environmental Policy Resolutions and authorize me to present these resolutions at the CAPB 2007 Annual General Meeting.

**The Board approved the foregoing.**

**RESOLUTION #07-06**

**ENVIRONMENTAL POLICY**

*Submitted by the Toronto Police Services Board*

WHEREAS climate change and environmental sustainability are of significant public concern; and

WHEREAS police services operate 24 hours a day, 7 days a week, 365 days a year; and

WHEREAS considerable human, physical and financial resources are required to maintain police services and the use of these resources has a significant impact on the physical and natural environment; and

WHEREAS police services boards and police services have made efforts on an *ad hoc* basis to take into account the environmental impact of the use of these resources; and

WHEREAS police services boards, as public agencies representing the interest of their communities, should take whatever measures are possible to demonstrate their commitment and leadership with respect to environmentally responsible practices.

THEREFORE BE IT RESOLVED that the Canadian Association of Police Boards develops, and communicates to its members, a model environmental policy which includes as its objectives: cleaner air, conservation of water, better use of energy, and reduction, re-use or recycling of waste.

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## **RESOLUTION #07-07**

### **RESOLUTION IN SUPPORT OF A HANDGUN BAN**

*Submitted by the Toronto Police Services Board*

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WHEREAS, the issue of firearms being used in the commission of criminal acts in Canada is of paramount concern; and

WHEREAS, the use of guns by young people is of particular concern; and

WHEREAS, gang and gun violence continue to rise in major cities across Canada, with a growing number of gun-related homicides; and

WHEREAS, Statistics Canada reports that in 2004, 172 people in Canada were killed by firearms; and

WHEREAS, Statistics Canada reports that in 2004, 65% of firearm homicides involved handguns; and

WHEREAS, it is imperative that all partners in the criminal justice system continue to work together in a productive partnership to address the issue of gang and gun violence;

THEREFORE BE IT RESOLVED that the Canadian Association of Police Boards calls upon the federal and provincial governments to:

- take the necessary legislative action to ensure that those who possess and use guns illegally are subject to serious consequences;
- impose a complete ban on the use of handguns; and
- significantly increase enforcement measures and actively seek the cooperation of the US government to prevent international gun trafficking.

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**#P269. 2006 ANNUAL REPORT – TORONTO POLICE SERVICE**

The Board was in receipt of the following report June 21, 2007 from William Blair, Chief of Police:

Subject: ANNUAL REPORT: 2006 ANNUAL REPORT OF THE TORONTO POLICE  
SERVICE

Recommendation:

It is recommended that:

- (1) The Board receive the 2006 Annual Report and;
- (2) That a copy be forwarded to Toronto City Council through the Policy and Finance Committee

Financial Implications:

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

Background/Purpose:

Each year, the Toronto Police Service (Service) prepares an annual report on activities during the previous year. The report focuses on the individual and collective accomplishments of frontline members, sworn and civilian; it highlights innovation and achievement.

Discussion:

The report provides highlights relating to Service priorities, major Service initiatives and community events for the period of January 1 to December 31, 2006. The annual publication, which has a new format this year, will be available in limited, hard-copy quantities. The full report is also available on the Service internet site, <http://www.torontopolice.on.ca>.

In addition, a four-page snapshot of the Service's 2006 Annual Report was highlighted as a free-standing insert on June 27, 2007, through the circulation of the Toronto Star to City of Toronto subscribers, retailers and news boxes.

Conclusion:

The Service is comprised of men and women who are committed to improving the quality of life in our city. The annual report highlights accomplishments of the past year and illustrates ways in which the Service effectively moves towards the accomplishment of its goals.

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

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

**A copy of the 2006 Annual Report is on file in the Board office.**



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TORONTO POLICE SERVICES BOARD HELD ON AUGUST 09, 2007**

**#P270. 2006 ANNUAL REPORT – TORONTO POLICE SERVICE  
PERFORMANCE YEAR-END REPORT**

The Board was in receipt of the following report June 05, 2007 from William Blair, Chief of Police:

Subject: 2006 SERVICE PERFORMANCE YEAR END REPORT

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

Each year, as part of the strategic planning process, the Service prepares an annual report on the activities of the previous year. The first section of the report provides the results of the annual measurement of the Service Priorities, using the performance indicators set out in the Business Plan. The second section of the report provides information on the two additional areas required by Section 31 of Ontario Regulation 3/99 (Adequacy and Effectiveness of Police Services).

The Board has requested that the Service Performance Year End Report be provided in June of each year (Min. No. P95/07 refers).

Discussion:

In the 2006-2008 Business Plan, 6 priorities were stated, consisting of 23 individual goals; for each of these goals, a number of performance objectives/indicators were identified (Min. No. P64/06 refers). The priorities, the goals, the strategies being used to work toward the achievement of each goal, and the 2006 information relevant to each of the indicators are all presented in the 2006 Service Performance Year End Report.

Since 2006 was the first year of this Business Plan, the information provided for the performance indicators represents the baseline against which progress will be evaluated in the subsequent years of the Business Plan.

Conclusion:

At this time, the 2006 Service Performance Year End Report is provided for the Board's information, consistent with the requirements for an annual report in Section 31 of the Adequacy Standards Regulation (Ontario Regulation 3/99).

Deputy Chief Jane Dick, Executive Command, will be in attendance to answer any questions that may arise.

**The Board received the foregoing report. A copy of the complete report is on file in the Board office.**

## SUMMARY - 2006 SERVICE PERFORMANCE YEAR END REPORT

### PRIORITIES

Every three years, the Toronto Police Services Board and the Toronto Police Service decide where we will focus our resources and activities. This is done within our commitment to community safety, and within the context of responsibilities mandated by the *Police Services Act* and other legislation, and within the framework provided by the Service's own Vision, Mission Statement, and Values. Although we will continue to work in many areas, our Priorities represent those areas that we will give extra emphasis.

Our current Priorities were presented in the 2006-2008 Business Plan. These six Priorities were developed from consultation with the community, members of the Service, and members of the Board, and from an analysis of ongoing trends and anticipated challenges for delivering police services. The Priorities reaffirm the commitment of both the Board and the Service to community policing and to delivering services that do not discriminate, internally or externally, on the basis of race, sex, place of origin, sexual orientation, age, disability, or socio-economic status. Our Priorities are based on a commitment to accountability, transparency, and to our City's diverse communities. Our commitment is supported by providing equitable, non-biased policing services, and by building a Service that is representative of those we serve.

In each area of priority, there are certain goals we wish to achieve. Partnerships will play a vital role in accomplishing these goals, since many issues and problems cannot be addressed by the Police Service alone. The goals, along with the strategies we will use and the performance objectives/indicators that were set to measure our success, are presented under each Priority in the pages that follow. Also presented for each performance objective/indicator, under each goal, is the quantitative or qualitative information on the Service's activities during 2006, as is applicable to the indicator.

**Since 2006 was the first year of this Business Plan, the information provided for each of the performance objectives/indicators represents the baseline against which we will evaluate our progress in subsequent years.** It will be in the Year End Performance Reports for 2007 and 2008, therefore, that the Service will be able to indicate in the summary tables that follow which goals were achieved, which goals were partially achieved, and which goals, if any, were not achieved.

#### PRIORITY: COMMUNITY POLICING PARTNERSHIPS

Goal	Achieved	Partially Achieved	Not Achieved
Develop partnerships with youth, community, and/or government/public agencies/services/organisations to address problems in neighbourhoods with high levels of violent crime.			
Create partnerships with youth, community, and/or government/public services/agencies/organisations to assist in the development and implementation of initiatives to decrease involvement of youth in criminal activities, especially violent crime.			
Increase community awareness of and opportunities to provide input on neighbourhood policing issues/concerns and/or to participate in neighbourhood problem-solving.			

Goal	Achieved	Partially Achieved	Not Achieved
Develop partnerships with community and/or government agencies/services to address concerns related to the comfort or protection of witnesses, especially youth, in providing police with information on violent crime.			
Improve partnerships with the community media, the mainstream media, and the ethnic media to increase the amount of crime prevention information available to Toronto's neighbourhoods and diverse communities.			

#### **PRIORITY: SAFETY OF VULNERABLE GROUPS**

Goal	Achieved	Partially Achieved	Not Achieved
Increase enforcement activities and education initiatives to encourage reporting of child abuse, child pornography, and the sexual exploitation of children.			
Improve response to victims of domestic violence.			
Increase referrals for support and assistance for child witnesses of domestic violence.			
Improve response to adult victims of sexual assault.			
Focusing on violent crime, decrease and prevent victimisation of children and youth, particularly within schools and surrounding communities.			

#### **PRIORITY: COMMUNITY SAFETY & SECURITY**

Goal	Achieved	Partially Achieved	Not Achieved
Increase prevention and enforcement efforts to address violent crime, specifically homicides and firearms-related offences.			
Increase enforcement activities and education initiatives to encourage reporting of hate crime offences.			

#### **PRIORITY: TRAFFIC SAFETY**

Goal	Achieved	Partially Achieved	Not Achieved
Improve response to neighbourhood traffic concerns.			
Increase focus on pedestrian safety, especially seniors.			
Increase enforcement related to aggressive driving and speeding offences.			
Increase focus on cyclist safety and enforcement of cycling offences.			

#### **PRIORITY: DELIVERY OF SERVICE**

Goal	Achieved	Partially Achieved	Not Achieved
Ensure officers conduct daily duties and interactions with the public in a professional, non-biased, and ethical manner, with a focus on 'customer service'.			
Increase the visible presence of the Police Service in the community, focusing on uniformed officers and volunteers (including the Auxiliary).			
Enhance efforts to improve understanding of police role/responsibilities and services provided, as well as citizen rights and responsibilities, through increased information/education initiatives for areas such as domestic violence, general information to recent immigrants, traffic/driving, immigration status,			

Goal	Achieved	Partially Achieved	Not Achieved
etc., focusing on Toronto's ethnic and visible minority communities.			

#### **PRIORITY: HUMAN RESOURCES**

Goal	Achieved	Partially Achieved	Not Achieved
Ensure all Service members conduct daily duties and interactions with other Service members in a professional, non-biased, and respectful manner.			
Increase recruitment, hiring, promotion, and retention of those from identified groups (women, visible minority, aboriginal, disability, sexual orientation, speak more than one language).			
Ensure the organisation supports the role of front-line divisional officers as community leaders by providing increased training in problem identification, problem-solving, identifying community resources, building community partnerships, and community mobilisation, and by revising front-line officer performance evaluation to reflect activities in these areas.			
Revise the current one-time diversity training for Service members to reflect a continuous learning environment.			

### **ADDITIONAL ADEQUACY STANDARDS REPORTING REQUIREMENTS**

In addition to reporting on the Business Plan's performance objectives/indicators and results, Section 31 of Ontario Regulation 3/99 requires that the annual performance report include information on costs of police services and public complaints.

#### **Service Budget and Cost of Policing per Capita:**

The Service's Council-approved net operating budget was \$716.1 million in 2005 and \$752.4 million in 2006, an increase of 5.1% (Min. Nos. P91/06 and P115/07 refer). In both years, the final total Service favourable variance was \$6.1 million. Based on the net operating budgets and population estimates, the cost of policing per capita was about \$266 in 2005 and about \$276 in 2006.

#### **Complaints about Police Service:**

The total number of public complaints received decreased 14.7% between 2005 and 2006, from 775 complaints in 2005 to 661 in 2006. In both years, most of the complaints that were investigated involved allegations of conduct of a less serious nature: 80.4% in 2005 and 85.3% in 2006. With the increase in proportion of less serious conduct complaints investigated in 2006, there was a corresponding decrease in the proportion of serious conduct complaints investigated (15.1% in 2005, 12.4% in 2006). Complaints relating to policy or service formed the smallest proportion of investigated complaints in both years (4.4% in 2005, 2.4% in 2006).

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**#P271. 2009-2011 SERVICE PRIORITIES AND BUSINESS PLAN**

The Board was in receipt of the following report July 17, 2007 from Alok Mukherjee, Chair:

Subject: 2009 TO 2011 SERVICE PRIORITIES AND BUSINESS PLAN

Recommendation:

It is recommended:

THAT the Chief of Police report to the Board with a proposed, joint Board/Command process and timeline for the development of the 2009 to 2011 Service Priorities and Business Plan.; and

THAT the Chief of Police consult with the Chair in the preparation of this Board report.

Financial Implications:

There are no financial implications arising from this report.

Background/Purpose:

In accordance with the "Adequacy and Effectiveness of Police Services Regulation" to the Police Services Act, and in accordance with the policy of the Toronto Police Services Board, a business plan must be approved by the Board and published at least once every three years. A copy of the Toronto Police Services Board's policy is attached to this report.

The business plan shall address:

- (a) the objectives, core business and functions of the police service, including how it will provide adequate and effective police services,
- (b) quantitative and qualitative performance objectives and indicators;
- (c) information technology,
- (d) resource planning and
- (e) police facilities.

Discussion:

The current Business Plan and Service Priorities were approved by the Board for the period 2006 to 2008; consequently, a new plan and priority list must be approved by the Board no later than December 2008.

Typically, the Business Plan and Service Priorities are drafted by the Toronto Police Service which uses a well-established process involving the analysis of various data sources (including community surveys), the compilation of the Environmental Scan, and various internal and external consultations. Following review with the Command, the draft service priorities and business priorities are provided to the Board for approval. In the past, the Board has been invited to attend some of the consultation sessions and has occasionally, hosted consultations.

Given that we now have approximately one year before the service priorities and business plan must be finalized, there exists an opportunity for the Board to develop a greater understanding of the process the Service intends to use in the development of the priorities and business plan. It also presents an opportunity for the Board to have involvement throughout the process.

Conclusion:

I recommend that the Chief report to the Board with a proposed joint Board/Command process and timeline for the development of the 2009 to 2011 Service Priorities and Business Plan.

This process will allow the Board to have substantive input into the setting of priorities and the development of the business plan. It will also provide a mechanism to ensure that the community is consulted in a focussed, meaningful and inclusive manner and that Board Members along with the Chief and Command jointly host consultations.

**The Board approved the foregoing report.**

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**#P272. FINAL EVALUATION REPORT ON THE MINISTRY OF THE  
ATTORNEY GENERAL DISCLOSURE PILOT PROJECT**

The Board was in receipt of the following report July 06, 2007 from William Blair, Chief of Police:

Subject: FINAL EVALUATION REPORT ON THE MINISTRY OF THE ATTORNEY  
GENERAL DISCLOSURE PILOT PROJECT.

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

There are no financial implications relating to the recommendations contained within this report. It should be noted that the Service is planning to pursue full implementation of Phase I of the Ministry of the Attorney General (MAG) Disclosure Project, and will be including a request to fund this new initiative in the 2008 operating budget (currently, one-time funding of \$250,000 for the MAG Pilot is included in the 2007 operating budget). Funding for the full expansion to include Phases II through IV will also be included in the Toronto Police Service 2008 Operating Budget Request as a new initiative.

Background/Purpose:

At its meeting of January 25, 2007, the Board received a report from the Chief of Police pertaining to the 2007 operating budget submission for the Toronto Police Service. Included in this report was information on the ongoing Ministry of the Attorney General (MAG) Disclosure Pilot Project. The Board approved the following motion (Min. No. P26/07 refers):

*THAT the Chief of Police report to the Board on the final evaluation of the Ministry of the Attorney General (MAG) Disclosure Pilot no later than the August 2007 Board meeting.*

The purpose of this report is to provide the Board with the final evaluation report of the MAG Disclosure Pilot Project.

Discussion:

In May 2004, a comprehensive Administrative Review was conducted by the Service on the business processes that impact on the delivery of disclosure between our organization and the Public Prosecution Service of Canada (PPSC), formerly the Federal Department of Justice (DOJ). This review was conducted to address long standing systemic problems associated with the delivery of disclosure to the Crown.



The outcome of this study was significant to both our Service and the Ministry of the Attorney General; specifically the Office of the Crown Attorney. As a result of the administrative review, changes to the business systems that interact between our Service and the Office of the Crown Attorney were approved by Command, and tested with the PPSC during a six month pilot project that commenced on October 1, 2004.

Final approval on all of the recommendations that resulted from this pilot project was received from Command on October 6, 2005, leading to implementation Service-wide. On May 28, 2007, Mr. Morris Pistyner, Regional Director of the PPSC, Ontario Region wrote a letter to the Chief of Police commending the work of those involved in this project and expressing his continued support for the program.

#### MAG Disclosure:

The Ministry of the Attorney General is responsible for the prosecution of all criminal matters in the Province of Ontario; in the same manner that the federal PPSC prosecutes all Controlled Drug and Substances Act offences. The MAG had also been experiencing similar issues with delayed disclosure and other deficiencies that had plagued the PPSC for many years.

The MAG reported that in a majority of cases, disclosure was inconsistent in its presented format and often arrived too late for it to be of any value in the administration of justice. As there are far more offences prosecuted in the MAG than in the PPSC system, the potential existed for even greater negative impact on the administration of justice. After receiving recommendations from MAG Crown Attorneys who had witnessed the success of the federal disclosure project, officials from the MAG requested that a similar business system also be developed and incorporated.

On October 6, 2005, Command approved the following recommendation based on the success of the PPSC pilot project:

*That approval is obtained for further development of the new business system to include the Ministry of the Attorney General through a 6 month pilot project at one of the court locations in Toronto.*

Based on this recommendation a feasibility and impact study was conducted between the months of November 2005 to March 2006. The mandate given to those conducting this needs assessment included a study of all business systems that existed, both directly and indirectly between the MAG and the Toronto Police Service.

At the conclusion of the study a final report was presented to Command. Approval was granted to test the new business model through a six month pilot project at the Toronto East Court. This pilot was similar in nature to the pilot project that was created for the PPSC in 2004.

### Pilot Findings:

In the fall of 2006, preparations for the pilot project and training for all affected members of the Service occurred. The pilot project commenced on December 1, 2006, at the Toronto East Court and continues to operate at this location.

A revised business system has been in operation since October 2004 with the PPSC and since December 1, 2006 with the MAG at the Toronto East Court. This new system has resulted in significant improvements for the Crown, our Service and stakeholder organizations responsible for the administration of justice in Toronto.

This system was designed to provide information to the case managers that would allow for the effective and efficient prosecution of criminal charges. This was accomplished through the establishment of a real-time, universally accessible database that provides critical information on the status of case preparation, case status and additional requirements for disclosure. This is currently the only source of such information in real-time available to police officers.

This access to immediate, up-to-date information means case managers are able to:

- Expedite preparation of disclosure material to ensure deadlines are met;
- Prepare additional disclosure as may be required by the Crown; and
- Immediately cease case preparation as soon as cases are concluded due to a guilty plea, diversion, or withdrawal.

The following are the outcomes of the new process:

- Increased accountability, tracking and control of information. Formal records now exist of what information has been delivered to MAG and on what date;
- Timely delivery of disclosure to the Crown providing an opportunity for quicker resolutions;
- Reduction in the amount of time required by police officers for case preparation and related administration;
- Efficiencies created for stakeholder organizations reducing delays;
- Significantly less bureaucracy in the administration of justice; and
- More responsive business systems tailored specifically to meet the needs of end users.

Since the commencement of the pilot project at the Toronto East Court, disclosure for the majority of cases (72% as of March, 2007) is arriving in a standardized format and has been of immense value to the Crown in the prosecution of offences. The new business system features a mandatory checklist that helps ensure the delivery of disclosure to the Crown is accurate, consistent and timely.

Should problems occur, the new business model supported by advanced technology and the centralized project team assists in accurately determining the nature and source of the problem, ensuring that corrective measures can be taken in a timely fashion.

In addition, a new level of cooperation has developed between the Crown, the Judiciary, our Service and stakeholder organizations such as Health Canada and the Centre of Forensic Sciences. Since February 2005, Health Canada has benefitted by having over 9,200 drug exhibits identified and intervened; thereby alleviating the need for costly and time consuming analysis in cases that have already been resolved.

The Board approved funding for the implementation of this pilot in the 2007 Operating Budget Submission for the Toronto Police Service (Min. No. P26/07 refers). In April of 2007, Toronto City Council approved funding in the amount of \$250,000 for the purposes of conducting a one-year pilot project. The approved funds were sufficient to provide clerical support for this pilot however, additional funding of \$46,000 was provided by the Toronto Police Service (Special Operations Command) to facilitate the purchase of computers, telephone lines and other necessary office equipment. The total cost for the MAG Phase I pilot project is \$296,000.

The MAG (Phase I) was piloted in the Toronto East Court. Based on the results achieved by the pilot project, there is strong justification for Phase I to continue; as well as the post pilot project implementation of Phases II through IV at the Old City Hall, College Park, Toronto North, Toronto West, and 311 Jarvis Street court locations.

Continued participation in MAG Phase I will require 5 staff members at a cost of \$230,000 to be included in the 2008 operating budget (the 2007 operating budget includes \$250,000 as one-time funding only). The figure quoted also includes \$5,000 for office supplies.

The full implementation of all remaining phases of this program will require additional staff to be put in place at each participating court location. At the present time the exact cost of implementation is unknown as the individual needs of each court location will have to be determined. The cost of implementing all phases of this program (MAG I - IV) including salary costs and any additional equipment requirements will be included for consideration as part of the Service's 2008 budget request. Based upon the implementation/staffing model utilized in the pilot project at the Toronto East location, it is expected that future costs at each court location will be comparable to this amount. Some court locations may require variances in staffing due to local needs and case volume. The total cost for the implementation of all phases is estimated to be \$2.5 million.

On many occasions since 2005, this program has been formally recognized through letters of appreciation and recognition from the PPSC, Health Canada, Centre of Forensic Science and the Ontario Victim Witness Assistance Program. The members of our Service responsible for developing and administering the program have also been recognized by the Board, the Chief of Police, the Ontario Women in Law Enforcement and the Toronto Board of Trade with a number of different awards.

### Conclusion:

The ongoing systemic changes that have occurred since 2004 have increased the effectiveness, efficiency and economics of our disclosure process while at the same time enhancing the positive working relationship between the Toronto Police Service, the Office of the Crown Attorney and

other stakeholder organizations. The Toronto Police Service remains committed to working with community and government agencies through collaborative partnerships such as those found in this new process to ensure that the organizational goals of our Service are met and exceeded. The Toronto Police Service continues to play an important role in the administration of justice in Toronto.

Deputy Chief Tony Warr, Specialized Operations Command, will be in attendance to answer any questions from the Board.

**Detective Sergeant Quintin Johnstone, Court Services, and Mr. Morris Pistyner, Director of the Public Prosecution Service of Canada, Toronto, were in attendance and delivered a presentation to the Board about the Ministry's Disclosure Pilot Project.**

**The Board received the foregoing report.**

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**#P273. PROVINCIAL FUNDING FOR VICTIMS OF CRIME**

**Declaration of Potential Interest:** Mayor David Miller indicated that he may have an interest in this item as his spouse is counsel to the Public Inquiry into Compensation for Victims of Crime. Mayor Miller did not participate in the consideration of this matter.

The Board was in receipt of the following report July 17, 2007 from Alok Mukherjee, Chair:

Subject: PROVINCIAL FUNDING FOR VICTIMS OF CRIME

Recommendations:

It is recommended that the Board:

1. make a public statement urging the Attorney General to establish stable funding for the Victim Quick Response Program beyond the nine-month pilot project; and
2. urge the Ontario Association of Police Services Boards (OAPSB) to advocate for increased and sustained funding for victim services programs.

Financial Implications:

There are no financial implications associated with this report.

Background/Purpose:

On July 13, 2007, the provincial government announced funding of \$6 million for three new services for victims of violent crime as part of a Victim Quick Response Program. These services will be available locally in over 50 communities across Ontario starting July 16, 2007. In Toronto, the program will be delivered through the Victim Services Program, which will receive \$111,000 over a nine-month period for implementation. This funding will allow Victim Services to hire 2.25 additional staff to run the program.

The three new services are:

- 1) Emergency Expenses – for eligible victims, to secure premises for victim safety, provide crime scene clean-up and cover transportation and dependent care costs for a family member to identify a homicide victim or support a seriously injured victim of violent crime;

- 2) Funeral Expenses – to assist eligible families of homicide victims; and
- 3) Counselling – to provide short-term, early intervention counselling to help victims of serious crimes recover from their experience.

#### Discussion:

The new Victim Quick Response Program will be extremely valuable in assisting victims of violent crime. In recent years, we have seen a significant increase in demand for service to assist victims in the community. This valuable new program is both timely and necessary. Upon hearing about the new program, I sent a letter of appreciation to Attorney General Michael Bryant. This has been attached as Appendix A.

I am pleased that our Victim Services Program, whose members work tirelessly to help victims, will be receiving funding under this program.

However, it should be noted that the Victim Quick Response Program is being administered as a nine-month pilot project and there is no guarantee it will continue as a permanent initiative. While programs such as this one are critical, it is imperative that funding for victims of crime is provided on an ongoing basis. This issue is not confined to Toronto; communities across Ontario require this ongoing support.

#### Conclusion:

Therefore, it is recommended that the Board:

1. make a public statement urging the Attorney General to establish stable funding for the Victim Quick Response Program beyond the nine-month pilot project; and
2. urge the Ontario Association of Police Services Boards (OAPSB) to advocate for increased and sustained funding for victim services programs.

**The Board asked if a gap exists between the services that are available to victims of crime based upon the type of crime that is committed. Chief Blair advised that, based upon the provincial funding that has been allocated for three new services for victims of violent crime, victims of provincial offences, including traffic fatalities, would not be eligible for the financial services. He further advised that counselling services are available to all victims of crime regardless of the type of crime. The new funding will provide additional resources to victims of specific violent crimes.**

**The Board approved the foregoing report.**

## Appendix A

July 13, 2007

The Honourable Michael Bryant  
Ministry of the Attorney General  
McMurtry-Scott Building  
720 Bay Street, 11th Floor  
Toronto, ON  
M5G 2K1

Dear Minister Bryant,

**Re: \$6 Million in Funding for Three New Services for Victims of Violent Crime**

On behalf of the Toronto Police Services Board, I wish to express my sincere appreciation to you for the new Ontario government program announced today to provide three new services for victims of violent crime.

In recent years, we have seen a significant increase in demand for service to assist victims in the community. This valuable new program is both timely and necessary.

The Board is extremely proud of the Toronto Police Service's Victim Services program and its vital role in ensuring that we are responsive to community needs. We are extremely grateful that this new funding will allow the Victim Services program to provide even more support to those so deeply in need of assistance and comfort.

Sincerely,

Alok Mukherjee  
Chair  
Toronto Police Services Board

cc. William Blair, Chief of Police

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 09, 2007**

**#P274. SAVING LIVES IMPLEMENTATION GROUP (SLIG) – EDUCATION  
AND TRAINING SUB-COMMITTEE – REQUEST FOR RE-OPENING**

The Board was in receipt of the following report July 23, 2007 from Alok Mukherjee, Chair:

Subject: SAVING LIVES IMPLEMENTATION GROUP (SLIG) - EDUCATION AND  
TRAINING SUB-COMMITTEE - REQUEST FOR RE-OPENING

Recommendation:

It is recommended:

1. THAT the Board re-open Board Minute P21/07,
2. THAT the Board refer the amended recommendation of the Saving Lives Implementation Group's Education and Training Sub-Committee to the Chief for Police; and,
3. THAT the Chief of Police report on the feasibility of implementing the amended recommendation.

Financial Implications:

There are not financial implications arising from this report.

Background/Purpose:

At its meeting on January 25, 2007 the Board approved the recommendation by the SLIG sub-committee on Education and Training to establish a high-level Education and Training Group to carry out the mandate outlined in the sub-committee's report. The Board also amended the mandate of this proposed Education and Training Group.

Board Minute P21/07 refers and is appended.

Discussion:

Following discussions with Chief Blair and considering the fact that the Chief is currently reviewing and implementing most of the recommendations of the Auditor General with respect to training, I have concluded that, rather than approving the establishment of an Education and Training Group, it would be advisable to refer this recommendation to the Chief of Police for his review and his comments on the feasibility of setting up this Group. The Chief will review the recommendation for the formation of an Education and Training Group and the proposed mandate of that group in light of the many current initiatives underway to enhance and improve our training programs.



Conclusion:

I recommend that the Board re-open its decision to form the Education and Training Group and that the Chief of Police be asked to review and report back to the Board on the proposal in the context of the many current and proposed changes to training programs and their delivery at the Toronto Police Service.

**The Board approved the foregoing report.**

-- COPY --

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P21            SAVING LIVES IMPLEMENTATION GROUP (SLIG) – EDUCATION  
AND TRAINING SUB-COMMITTEE**

The Board was in receipt of the following report January 02, 2007 from Alok Mukherjee, Chair:

Subject:        SAVING LIVES IMPLEMENTATION GROUP (SLIG) – EDUCATION AND  
TRAINING SUB-COMMITTEE

Recommendation:

It is recommended that the Board approve the recommendation by the SLIG sub-committee on Education and Training to establish a high-level Education and Training Group with the mandate as described in the sub-committee's report.

Financial Implications:

There would be no financial implications as a result of the approval of the foregoing recommendation.

Background/Purpose:

At its meeting of April 7, 2005, in considering the 2004 Annual Report – Race Relations Programs, the Board approved the creation of the Saving Lives Implementation Group (SLIG) (Min. No. 115/05 refers). Among the Motions approved by the Board at this time, are as follows:

**5. THAT the Board affirm its commitment to implementing the recommendation of the “Saving Lives” report of June 2002 and that the Board establish a Saving Lives Implementation Working Group comprised of the following members:**

- **three representatives of the Board: Chair McConnell, Vice-Chair Mukherjee and Mr. Grange;**
- **three representatives of the Service: Chief Designate Blair, Superintendent Keith Forde and Superintendent Gary Ellis;**
- **three community representatives on issues of race: Ms. Zanana Akande, Mr. Julian Falconer and Ms. Kim Murray;**
- **three community representatives on issues of mental health: Ms. Nicki Casseres, Ms. Pat Capponi and Ms. Suzan Fraser; and**
- **Ms. Sandy Adelson, Senior Advisor, Policy & Communications, Toronto Police Services Board.**

**The Working Group meetings will be chaired, on a rotating basis, by Chief Designate Blair and Mr. Falconer.**

- 6. THAT the Working Group noted in Motion No. 5 include additional community representatives, as necessary, to ensure that it is reflective of all interested community organizations;**

SLIG met for the first time in May of 2005 and has been meeting regularly since this time. The membership of SLIG has also been expanded and some subject-matter experts have been engaged on an issue-specific basis.

Conclusion:

As part of its work, SLIG has created four sub-committees: Education and Training, Community Policing, Aboriginal Issues and Initiatives and Mobile Crisis Intervention Teams (MCITs). SLIG's workplan, which includes the membership of each sub-committee is attached as Appendix A. The shaded portions represent the areas of focus for SLIG at this time. The MCIT sub-committee has been very active and has met with community stakeholders as part of its work. The Aboriginal Issues sub-committee has met a number of times and will be presenting a report to SLIG in the near future. The Community Policing sub-committee has also made significant progress and a report with recommendations is forthcoming.

The Education and Training sub-committee has now completed its report, which includes a recommendation to establish a high-level Education and Training Group and the proposed mandate for this Group. This report has been approved by the membership of SLIG, as a whole and is attached as Appendix B. It is my recommendation that the Board approve the recommendation by the SLIG sub-committee on Education and Training to establish a high-level Education and Training Group with the mandate as described in the sub-committee's report.

**The Board reviewed the mandate of the recommended Training and Education Group as outlined on page 4 of Appendix B. Chief Blair expressed concern about the language in points (f) and (g) and indicated that the Training and Education Group would not have the authority to “decide on the use of uniform versus trained civilian instructors” (point “f”) or “determine the need for and feasibility of a ‘training of trainers’ program” (point “g”).**

**The Board inquired whether points (f) and (g) could be amended as follows:**

- (f)     *Examine* the use of uniform versus trained civilian instructors; and**
- (g)     *Review* the need for and feasibility of a “training the trainers” program.**

**Chief Blair concurred with the recommended amendments to (f) and (g).**

**The Board approved the foregoing report with the amendments to (f) and (g) as noted above.**

Appendix A

**SAVING LIVES IMPLEMENTATION GROUP (SLIG)  
Workplan**

Themes	Action	Responsibility	Completion Date
<b>Block 1: Education and Training</b>	<ol style="list-style-type: none"><li>1. Review conference recommendations</li><li>2. Gather and analyze information about the current state of education and training in terms of the conference recommendations</li><li>3. Prepare and present report to SLIG for discussion and proposals</li></ol>	<b>Subgroup 1</b>  Alok Mukherjee Keith Forde Hamlin Grange Julian Falconer Nicki Casseres Kim Murray (specific to Aboriginal issues)	<ol style="list-style-type: none"><li>1.</li><li>2.</li><li>3.</li></ol>
<b>Block 2: Community Policing</b>	<ol style="list-style-type: none"><li>1. Review conference recommendations</li><li>2. Gather and analyze information about the current approach to community policing in terms of the conference recommendations</li><li>3. Prepare and present report to SLIG for discussion and proposals</li></ol>	<b>Subgroup 2</b>  Pam McConnell Peter Sloly Pat Capponi Royland Moriah Tam Goossen Zanana Akande	<ol style="list-style-type: none"><li>1.</li><li>2.</li><li>3.</li></ol>

<p><b>Block 3:</b> <b>Communication and Awareness</b></p>	<ol style="list-style-type: none"> <li>1. Review conference recommendations</li> <li>2. Gather and analyze information about the current state of communication and awareness at TPSB and TPS in terms of the conference recommendations</li> <li>3. Prepare and present report to SLIG for discussion and proposals</li> </ol>	<p>Subgroup 3</p>	<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol>
<p><b>Block 4:</b> <b>Aboriginal Issues and Initiatives</b></p>	<ol style="list-style-type: none"> <li>1. Review recommendations printed in Draft Memo on Aboriginal Issues, submitted by Aboriginal Legal Services</li> <li>2. Gather information on TPS Aboriginal policing initiatives</li> <li>3. Consult with Aboriginal community organizations regarding needs and experiences vis-à-vis policing services</li> <li>4. Review and analyze information provided about the topic.</li> <li>5. Prepare and present report to SLIG for discussion and proposals</li> </ol>	<p>Subgroup 4</p> <p>Alok Mukherjee Gary Ellis Kim Murray Julian Falconer Suzan Fraser</p>	<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol>

<b>Block 5: Hiring, Promotion and Allocation</b>	<ol style="list-style-type: none"> <li>1. Review conference recommendations</li> <li>2. Review and analyze information provided about the topic.</li> <li>3. Prepare and present report to SLIG.</li> </ol>	Subgroup 5	<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol>
<b>Block 6: Accountability</b>	<ol style="list-style-type: none"> <li>1. Review conference recommendations</li> <li>2. Review and analyze information provided about the topic.</li> <li>3. Prepare and present report to SLIG.</li> </ol>	Subgroup 6	<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol>
<b>Block 7: Mobile Crisis Intervention Teams (MCITs)</b>		<b>Subgroup 7</b>  Gary Ellis Pat Capponi Nicki Casseres Suzan Fraser	<ol style="list-style-type: none"> <li>1. Mobile Crisis Team Sub-Committee established. Prepared recommendations that were presented at SLIG meeting of November 9, 2005.</li> <li>2. Memorandum of Understanding (MOU) signed with St. Joseph's that establishes MCIT in 11 and 14 Divisions, with input from SLIG (Min. No. 370/05 refers).</li> </ol>

			3. 51/52 Divisions and St. Michael's Hospital MCIT extended for additional two-year period with input from SLIG (Min. No. P83/06 refers).
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## Appendix B

To: Members, Saving Lives Implementation Committee

From: Education and Training Issues Sub-Committee

Date: September 5, 2006

Re.: Sub-Committee's Report

### **INTRODUCTION**

The Education and Training Issues Sub-Committee has met three times between June and August, on June 5, July 4 and August 2.

At its first meeting on June 5, members of the Sub-Committee engaged in a wide ranging conversation on education and training-related matters in order to decide on the scope of work and to identify resources. Sub-Committee members agreed that it would be useful to hear from a representative of C.O. Bick College about ways in which the College was addressing issues of concern to the Saving Lives Implementation Group, and from Jeff Griffiths, City of Toronto Auditor General, who is conducting an audit of the training provided by the College.

The Sub-Committee also had before it a document prepared by Deputy Chief Keith Forde providing information on how the College had dealt with recommendations from the conference, Saving Lives: Alternatives to the Use of Lethal Force by Police

Mr. Griffiths and Staff Sergeant Aldo Altomare of C. O. Bick College met with the Sub-Committee on July 4. Mr. Griffiths shared with the Sub-Committee information on the scope, expected outcomes and timeline of his audit. Staff Sgt. Altomare made a detailed presentation on the nature of and approach to training provided by the College as well as the various ways in which issues of diversity were being addressed. Both Mr. Griffiths and Staff Sgt. Altomare responded at length to questions by Sub-Committee members.

At its last meeting on August 2, the Sub-Committee discussed the extensive information that it had received and the recommendations that it wished to bring forward to the Toronto Police Services Board through the Saving Lives Implementation Group.



## **AN OVERVIEW**

Based on the written document provided by Deputy Chief Forde and the oral presentation made by Staff Sgt. Altomare, it is clear to the Sub-Committee that a good deal of work is going on at C. O. Bick College in the area of diversity. Deputy Chief Forde's document, which has been provided to SLIG members, indicates that in one form or another, the College has responded to all the training-related recommendations of the conference, *Saving Lives: Alternatives to the Use of Lethal Force by Police*. The presentation by Staff Sgt. Altomare reinforced that impression.

Training on topics broadly characterized as being related to "diversity" is provided under the rubric of Human Relations. This includes training on issues of human rights, race relations, gender, sexual orientation, etc. These issues are also dealt with in training on Ethics. Diversity issues are addressed in some of the other training events as well. An effort has been made by the College to ensure that all uniform members of the Service receive diversity training. Recently, civilian members of the Service have also been provided with diversity training, and there has been a mandatory training of senior officers on managing diversity.

At present, a different diversity issue is covered by the training module on the subject. In other words, anti-racism, for example, is not the subject of training every year. It is one of the areas of diversity training.

Overall, it is the Sub-Committee's conclusion that while there is a stand-alone, non-mandatory course on diversity issues, the focus of which changes from year to year, diversity is not the overarching principle informing all training. There is a hit-and-miss approach, whereby some courses may touch upon diversity issues, but not all.

In a broad sense, this may be called an "additive" approach to diversity training. In the Sub-Committee's view, what is needed instead is an "integrative" approach, which ensures that issues of diversity are embedded in, and inform, all training and education provided by the Service. That is how members of the Service can be enabled to develop knowledge, understanding and skills related to diversity as an integral element of the work they do.

The Sub-Committee is of the view that much of the discussion vis-à-vis training and education has tended to focus on whether or not specific topics were covered, the content and delivery methods were satisfactory, and any gaps needed to be filled. The Sub-Committee believes that we need to move away from this line of thinking and take a more comprehensive and holistic view of training and education in the Toronto Police Service that goes beyond these specific issues. For this reason, the Sub-Committee is not recommending either a review of the effectiveness of existing stand-alone training in diversity or the development of yet another course on some aspect of diversity.

In arguing for such a comprehensive and holistic approach, it should be made clear that the Sub-Committee is not suggesting that the need for particular areas of training and education be completely ignored. For example, it believes that training and educational needs related to issues affecting Toronto's Aboriginal community must be dealt with specifically.

In terms of the systematic approach being proposed, it became clear from the discussion with Auditor General Griffiths that there are a number of issues that require consideration. These include, for example:

- Given that most of diversity training falls under the category of “non-mandatory” training insofar as it is not part of the training required by Regulation or the Ministry, how is this training evaluated?
- How training is used in practice, and how are Service members held accountable for using their training?
- What role do Coach Officers play in reinforcing or undermining training?
- What is the relationship between public complaints and training, when it comes to the identification of training needs?
- More broadly, how is the impact of training and education on officer behaviour and performance evaluated?
- How well are community-based training and educational opportunities utilized by the Service as a way to learn from community expertise?

The Sub-Committee was also made aware that other groups, such as the Sexual Assault Audit Steering Committee, established to assist in the implementation of the Auditor General’s reports on the handling of sexual assault by the Toronto Police Service, were also paying attention to the extent, role and effectiveness of training.

It should be noted that so far in this report, reference has been made at some times to training alone and at other times to training and education. In doing so, the Sub-Committee wishes to make the point that while training is one form of education, the latter is broader in scope and can take several forms.

The comprehensive and holistic approach to training and education proposed by the Sub-Committee is based on the belief that the Toronto Police Service must become a “learning organization” which values a culture of continuous learning. By adopting such a vision of the organization, the Service will not view learning as constituted entirely of discrete training events at the College; encourage, and make available to its members, a wide variety of learning opportunities; and reward and recognize them for taking advantage of these opportunities.

In conclusion, the Sub-Committee’s recommendation is based on the following two principles:

1. There is a need to get away from an ad hoc, piecemeal and reactive approach to training and education.
2. It is necessary to adopt an integrative approach whereby issues of diversity, equity and inclusion are built into all training and education and not dealt with as discrete topics for occasional “non-mandatory” training events.

## **RECOMMENDATION**

It is recommended that a high level Training and Education Group be established with representation from the Board, the Command, the Executive Group, the College and the academic community in order to:

- a. Develop an overarching vision of training and education for TPS.
- b. Identify a consistent methodology for developing and delivering curriculum based on the best practices of adult learning/teaching approaches.
- c. Consider ways of using different approaches to training and learning, e.g. e-learning and team-based training versus in-class training at the College.
- d. Identify clear and specific outcomes from training and education.
- e. Identify curriculum development and trainer competencies.
- f. Decide on use of uniform versus trained civilian instructors.
- g. Determine the need for and feasibility of a “training of trainers” program.
- h. Consider ways of utilizing community resources for training and education, including educational events organized by community organizations as well as the expertise of community members.
- i. Identify ways for relating training to practice in the field through accountability mechanisms.
- j. Examine ways of providing for training and education of Command, the Executive Group and the Board.

Submitted by,

Members of  
The Sub-Committee on Training and Education  
Saving Lives Implementation Group

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 09, 2007**

**#P275.           BUDGET REVIEW PROCESS – CAPITAL AND OPERATING**

The Board was in receipt of the following report July 26, 2007 from Alok Mukherjee, Chair:

Subject:           BUDGET REVIEW PROCESS – CAPITAL AND OPERATING

Recommendation:

It is recommended:

1.       THAT the Board's Budget Sub-Committee (BSC) convene to consider the 2008-2012 capital program, 2007 budget cost containment and the 2008 operating budget,
2.       THAT the Budget Sub-Committee be chaired by me, that the Chair ensure that all members of the Board are informed of the meetings and that 2 members of the Board be present at the BSC in order to have quorum,
3.       THAT Councillor Shelley Carroll, in her capacity as the councillor assigned to the Toronto Police budgets, and City budget staff be invited to attend and observe BSC meetings; and,
4.       THAT the Board approve the budget review process and preliminary targets appended to this report.

Financial Implications:

There are no financial implications arising from the approval of this report.

Background/Purpose:

On behalf of the Board, I have advised the City Budget Chief Councillor Shelley Carroll that the Board will approve the capital program at its meeting on September 20, 2007 and the 2008 operating budget at its meeting on November 15, 2007. The proposed budgets will then be forwarded to the City's Budget Committee for consideration.

Historically, the Board has convened Budget Sub-Committee meetings in order to conduct reviews of the Toronto Police Service, Parking Enforcement Unit and Toronto Police Services Board budgets.

At its special public meeting on July 25, 2007 the Board also referred the issue of 2007 operating budget cost containment to the BSC.

This report sets out the framework for budget review.

Discussion:

The recommendations in this report provide a structure for the BSC, as well as a framework for the Board's consideration of the capital and operating budgets and the review of cost containment strategies and results for 2007. The proposed framework is appended to this report.

I have proposed that the BSC take a streamlined approach to budget review and focus its agenda on the preliminary targets and reduction scenarios outlined in the attachment to this report.

Conclusion:

I recommend that the Board approve the budget review process outlined in this report.

It is anticipated that the BSC will hold its first meeting on August 13, 2007 to review the proposed 2008-2012 capital program.

**In response to a question by the Board, Chief Blair advised that, by closely managing expenditures, the Service should be able to achieve a year-end savings in the 2007 operating budget in the amount of \$2.0M to \$3.0M. Most of the savings will be achieved in the following areas:**

- **travel and discretionary expenditures - reducing travel costs and attendance at courses and conferences;**
- **attrition – creating a gap between the time of separations and the replacement of those Service members; and**
- **court security - savings in the amount of approximately \$1.0 to \$1.5M will be achieved due to the delay in opening new provincial courts.**

**The Board was advised that the savings will be achieved without jeopardizing staffing or service levels across the Service.**

**Chief Blair also provided the Board with an update on the increasing cost of providing court security since the province downloaded the responsibility to municipalities in 1990. He further advised that the municipalities which do not have courts located within their jurisdictions do not incur these costs. The Board noted the disproportionate burden placed upon taxpayers in Toronto compared to other municipalities due to Toronto's responsibility for providing court security at the court facilities located in Toronto.**

**In 1990, the cost for providing security in the court facilities and costs related to prisoner transportation to and from the court facilities was under \$16.0M. It is estimated that the total cost in 2007 will be \$43.5M and \$47.0M in 2008.**

**The Board was also advised that in every province in Canada, with the exception of Ontario, the responsibility for court security falls to the province not the municipalities.**

**The Board approved the following Motions:**

- 1. THAT the foregoing report from the Chair be approved with the exception of point no. 3 under “process” in the attachment which will be amended to indicate that the proposed 2008 operating budget should be available for presentation and public comment at a special meeting to be held in late October rather than at the October 18, 2007 Board meeting;**
- 2. THAT the Chief be requested to give consideration to a court security plan that maintains safety and significantly reduces costs;**
- 3. THAT the Chair and the Chief be requested to meet with the Chief Justice of Ontario, the Attorney General and appropriate judges, to discuss the reduction of costs related to court security and that the Board’s Solicitor be included in that meeting; and**
- 4. THAT the Chair explore with the OAPSB and City Solicitor the constitutionality of the *Police Services Act* with regard to the provision of court security.**

## **PROPOSED TPSB 2007 AND 2008 OPERATING BUDGET REVIEW PROCESS**

### **Process**

1. 5 Budget Sub-Committee (BSC) meetings during September, 2007 to review operating budget, as follows:
  - 1 full day meeting to review 2007 cost containment strategies and results
  - 3 full day meetings to review 2008 budgets by command, Parking Enforcement, Board
  - 2 half-day meetings (or 1 full day meeting) to review and agree on the overall 2008 budget to be proposed to Board
2. Streamline the BSC process by replacing the unit by unit, line by line review with a broader, Command-based focus and consideration of the proposed 2008 budget in terms of the targets and reduction scenarios established by the Board.
3. Proposed 2008 operating budget to be available for presentation and public comment at the October 18, 2007 Board meeting
4. Final Board approval of the 2008 operating budget at the November 15, 2007 Board meeting, budget to be forwarded to City Budget Committee

### **Preliminary Targets and Reduction Scenarios**

1. Assess the impact of a 2008 operating budget which has been developed based on:
  - 4%, 3%, 2% 1% and 0% over the 2007 operating budget
2. Consider the impact of account specific reductions, for example:
  - conferences, courses ,seminars, discretionary travel
  - Moratorium on hosting in-house conferences for 2008 (except where extensive commitments were made prior to August 9, 2007) followed by a cycle whereby each conference is held once every 3 years effective 2009, with no more than 2 conference per year
  - premium pay
3. Assess the impact of a 1-year moratorium on new initiatives.

4. Consider referring the following to the Program Review process:

- Efficiencies in staffing at senior levels by enlarging span of control of supervisors and managers, both uniform and civilian, thus reducing levels of management and supervision.
- Efficiencies created through an integrated reception service for Headquarters using new communication technology;
- Review the process for determining the allocation of clerical support, Service-wide.
- Efficiencies in the cost of doing business by modernizing business processes, eliminating multiple reporting lines, implementing measures to increase per capita productivity through greater and more effective use of technology, introducing paperless office practices, requiring reuse and recycling of office supplies, and enforcing steps to reduce use of energy.

*August 31, 2007*



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 09, 2007**

**#P276. TORONTO POLICE SERVICE 2007 CAPITAL BUDGET VARIANCE  
REPORT AS AT JUNE 30, 2007**

The Board was in receipt of the following report July 24, 2007 from William Blair, Chief of Police:

Subject: 2007 CAPITAL BUDGET VARIANCE REPORT FOR THE TORONTO  
POLICE SERVICE AS AT JUNE 30, 2007

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

Capital projects are managed within a total approved project amount that can span over several years. Any unspent budget allocation in a particular year can be carried forward for one year. The available funding for 2007 is \$43 Million (M), comprised of \$32.95M in new debt funding and \$10.07M carried forward from 2006. The Service is projecting a total expenditure of \$38.9M in 2007, compared to \$43M in available funding (a 90.6% spending rate). This represents an under-expenditure of \$4M for 2007, of which \$1.8M will be carried forward to 2008. Several projects have funding that will not be spent in 2007 or cannot be carried forward due to the City's one-year carry forward rule. These are Jetforms - \$0.06M, 14 Division - \$0.99M and Human Resources Management System (HRMS) - \$1.2M.

Due to delays and assumption changes, funding requirements for 14 Division, 11 Division, Time Resource Management System (TRMS) and HRMS will be reviewed and requested, as necessary, as new funding in the 2008-2012 Capital Program.

Background:

Toronto City Council, at its meeting of March 7, 2007, approved the Toronto Police Service's (TPS) 2007-2011 Capital Budget at a net total expenditure of \$32.95M for 2007, with \$163.7M identified for the 5 years 2007-2011. Council's approval levels were less than what had been approved by the Board. As a result, at its March 22, 2007 meeting, the Board approved a revised capital program that meets the funding levels approved by Council (Min. No. P137/07 refers). The Service's 2007-2011 approved Capital Program averages \$32.75M over the five-year period.

## Discussion:

### *Summary of Capital Projects:*

Appendix 1 provides a status summary of the on-going projects from 2006 as well as those projects that are starting in 2007. Any significant issues or concerns have been highlighted below in the “Key Highlights/Issues” section of this report. Appendix 2 provides the 2007-2011 approved Capital Program, for information.

### *Key Highlights / Issues:*

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

- New Training Facility (Gross \$75.8M, net \$66.0M)

Due to the recent labour disruptions, the project is approximately seven weeks behind schedule. While the construction manager is attempting to make up the lost time, the impact of this on the project budget and schedule is being evaluated. At this time the project is still projected to be on budget.

The main issue for this project continues to be the uncertainty with respect to the Department of National Defence (DND) participation. The cost of the project will increase by an estimated \$10.3M if the Service is required to proceed without DND. The most recent correspondence from DND indicates that Treasury Board approval may not be obtained until late this year. The Board Chair and the Service’s Chief Administrative Officer are working with senior DND representatives to try to expedite this process.

Additional details on the status of this project are provided in the “Training Facility – Semi-Annual Project Status Report” which is scheduled to be provided to the Board’s August 2007 meeting.

- 14 Division (\$23.7M)

This project provides funding for construction of a new 14 Division facility. Finding a suitable property for this new facility has been a challenge. However, a surplus school site owned by the Toronto District School Board (TDSB), has been identified that meets the needs of the Service. The TDSB approved the sale of this property to the City in late June 2007. City Real Estate is working with the TDSB to finalize the agreement, and will then proceed to obtain Council approval for the purchase by year end 2007. The 2007-2011 Capital Program assumed that the land for this project would be acquired earlier this year. However, the acquisition was delayed and as a result no design work can be done in 2007. Therefore, it is highly unlikely that the carry forward amount of \$0.9M from 2006 will be spent in 2007, and funding will have to be re-requested in the 2008-2012 Capital Program. A project plan will be developed and submitted to the Board once the property purchase has been finalized.

- 11 Division

The new 11 Division facility project is scheduled to start in 2008 as per the 2007-2011 Capital Program (i.e., no funding is included in 2007). However, similar to 14 Division a surplus school site owned by the TDSB has been identified that meets the needs of the Service. The TDSB approved the sale of this property to the City in late June 2007. City Real Estate is working with the TDSB to finalize the agreement, and will then proceed to obtain Council approval for the purchase by year end 2007. The Service will be adjusting its cash flow for this project in the 2008-2012 Capital Program based on the acquisition of the identified property and determination of the timing of construction for both this and 14 Division.

- In-Car Camera (\$8.7M)

There were a number of technical challenges identified during the original pilot that was launched on November 1, 2005 that affected the reliability and performance of the equipment for this project. One of the main reasons for the pilot part of this project was to ensure the performance and reliability of the system before a significant investment was made.

Given the on-going performance issues, equipment testing needed to be continued until a reliable, consistent in-car camera system that satisfied the Service's requirements was found. A second Request for Proposal (RFP) was therefore issued on October 20, 2006, to allow other vendors to participate in a competitive process for the in-car camera system and technology. The result of the second RFP process identified two vendors and a 90-day evaluation commenced in May 2007. A detailed report on the pilot project evaluation was submitted to the April 26, 2007 Board meeting (Min. No. P144/07 refers). The available funding of \$0.024M for the pilot project is expected to be utilized as planned. It is anticipated that from the 2007 available funding of \$1.1M for full implementation, \$0.96M will be spent to initiate the infrastructure build up, acquire consulting services for network and integration as well as purchase a limited number of in-car camera systems. The remaining funds will be carried forward to 2008.

It should also be noted that the Service is currently involved in a number of projects that have implications relating to digital storage, processes, networking and costs. A review of three projects (Digital Video Asset Management System (DVAMS), Closed-Circuit Television (CCTV) Cameras, and the In-Car Camera Project), will be undertaken to develop a comprehensive strategy for digital storage, networking and process requirements. It is anticipated that results of this review will be provided to the Board in 2008.

- HRMS Upgrades and Additional Functionality (\$3.16M)

The objective of this project is to improve operational efficiencies in the area of workforce management by implementing a technical upgrade and additional functionalities available in PeopleSoft (the Service's Human Resources Management System).

This project experienced some delays due to steps being taken to ensure the project deliverables and cost are effectively managed. As a result of these delays, \$0.02M was returned back to the City at the end of 2006 due to the City's one-year carry forward rule. The technical upgrade of the HRMS application was successfully completed in June 2007. The total project cost to date is \$0.68M. The summer months will involve post-upgrade support. From the \$1.4M available funding in 2007, \$0.2M has been spent for the upgrade. As a result of City's one-year carry forward rule, it is anticipated that up to \$1.2M from the 2007 available funding may be returned to the City.

The staff that would be working on this project are the same staff that are working on the TRMS upgrade project. The capacity of the staff to effectively work on both projects concurrently is very much limited, and therefore could hamper the ability to properly complete both projects. As a result of this and the additional funding requirement of \$0.98M for TRMS upgrade project (see below), an adjustment is being recommended to the Service's 2007-2011 Capital Program to reduce the funding estimate for the additional functionality component of HRMS project. A separate Board report will be submitted to the Board for the August 2007 meeting with full details of the fund transfer. In addition, the additional functionality portion of this project is currently under review by the project Steering Committee and the Command, and will be addressed as part of the 2008-2012 Capital budget process.

- TRMS Upgrades and Additional Functionality (\$2.67M)

This project provides for the upgrade of the TRMS that is required to ensure the system is properly supported in the future. The TRMS upgrade is currently in the final stages of planning. A project charter and work plan were presented to the Steering Committee on May 8, 2007. The work plan provides the design and development efforts required for the next phase of the upgrade. The remainder of 2007 will be spent performing the tasks associated with the technical upgrade of the TRMS application. This work will continue into the 2008.

The project team reviewed the revised work plan, with respect to resource and equipment requirements, to complete the upgrade. This review has concluded that \$0.98M in additional funding is required for project management, internal staff backfilling and equipment, to complete this project. It is anticipated that a separate report will be submitted to the Board for the August 2007 meeting with full details on the additional funds required for this project, including what project(s) in the current Capital Program will be reduced to accommodate the increased cost of this project.

It should be noted that the first quarter variance report identified that this project was going to return \$0.8M back to the City due to the City's one-year carry forward rule. Based on the detailed work plan that has been completed, it is anticipated that these funds will be fully spent in 2007.

- Digital Video Asset Management System (DVAMS) (\$5.67M)

The vision of the Digital Video Asset Management system (DVAMS) is to eventually eliminate the use of physical video evidence media within the organization.

A Steering Committee was formed to oversee the overall management of the project. A Project Manager was hired in September 2006, and a Developer was hired in November 2006. A core project team consisting of Information Technology Services and Video Services members has been established. As one of the critical initial project phase deliverables, the project charter was approved on November 14, 2006.

A DVAMS core solution RFP was issued in January 2007 and closed on March 8, 2007. The proposals received required review by City Legal, and as a result, the proposal evaluation team received the proposals later than anticipated. As a result of this delay and the need to obtain vendor approval from the Board, the project may risk losing any unspent 2006 funds due to the City's one-year carry forward rule. If lost, these funds would have to be re-requested in 2008-2012 Capital Program. However, the project team is taking steps to avoid losing this funding and as a result, it is still anticipated that the full amount will be spent in 2007. A Board report on the vendor selection and project update was submitted to the July 2007 meeting.

- Geocoding (\$0.46M)

Geocoding is the process of assigning geographic coordinates to records. Establishing location data with associated geocoordinates would allow for more efficient and effective analysis of crime and disorder in our communities.

From May to June 2007, the team will be defining the requirements and creating the project charter with the intention of issuing an RFP in August 2007. Bidder selection and contract negotiation are estimated to be finalized by December 2007. As a result, it is anticipated that none of the available 2007 funding will be spent, and therefore will be carried forward to 2008.

- Police Community Automated Notification System (PCANS) (\$0.93M)

PCANS provides additional support services to the Divisions with respect to public communication, such as authoring support, media translation, and language translation, while leaving specific communication with the public at the Divisional level.

It is anticipated that this project will spend \$0.1M of the available funding in 2007, for initial planning, RFP development and evaluation. Not entering into any significant commitments for this project in 2007 gives the Service the flexibility to allocate funds from this project to the New Training Facility, should a satisfactory conclusion with DND not be reached.

- Facility Security (\$3.66M)

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 had been put on hold pending the results of a Service-wide security assessment. The security assessment is now complete, and priority areas (e.g., Property Unit, Tower Sites, Marine Unit, Jane St.) that need to be addressed have been identified. Work on implementing the action required has commenced, and it is anticipated that available funding in this project will be fully spent by year end.

Conclusion:

The Service is projecting to spend \$38.9M (excluding reserve funding) in 2007, compared to \$43M in available funding (a 90.6% spending rate). Most projects are on budget and on schedule. However, the need for additional funds (\$.98M) for the TRMS capital project has been identified, and has been addressed in a separate report to the August 2007 Board Meeting. In addition, some projects have been delayed, resulting in a potential need to re-request approximately \$2.2M in the 2008-2012 Capital Program (due to the City's one-year carry forward rule).

The most significant area of concern continues to be the uncertainty with respect to the Department of National Defence (DND) participation in the New Training Facility. Should this participation not materialize, the cost of the project will increase by up to \$10.3M. This will create significant pressure on the Service's capital program, and could affect the timing and scope of other projects in the program.

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

**The Board received the foregoing report.**

## CAPITAL BUDGET VARIANCE REPORT AS AT June 30, 2007 (\$000s)

Project Name	Available to Spend in 2007	YTD Actual excluding Commitment as at June 30/07	2007 Projected Actual	Year-End Variance (Over) / Under	Total Budget Project Cost	Comments
<b>Facility Projects:</b>						
23 Division	2,043.9	1,489.2	2,043.9	0.0	17,665.0	Move was completed on May 7, 2007. Minor work is still being done.
Traffic Services and Garage Facility	250.0	215.4	250.0	0.0	7,100.0	Move was completed on April 2, 2007. Minor work is still being done.
New Training Facility	27,259.4	3,095.2	27,259.4	0.0	75,832.0	Please refer to the body of the report.
Intelligence/Special Investigation Facility	1,000.0	60.7	500.0	500.0	4,800.0	The 2007 portion of this project commenced in June. Funding will be spent for fire suppression and design work.
Property and Evidence Management (Feasibility Study)	258.0	156.5	258.0	0.0	258.0	The feasibility study is expected to be completed by end of July 2007.
14 Division	999.0	4.8	4.8	994.2	23,659.6	Please refer to the body of the report.
<b>Information Technology Projects:</b>						
Voice Logging Recording System	301.0	327.9	301.0	0.0	974.0	Project is on time and on budget; will be completed by the end of 2007.
Geocoding Engine	457.0	0.0	0.0	457.0	457.0	Please refer to the body of the report.

**CAPITAL BUDGET VARIANCE REPORT AS AT June 30, 2007 (\$000s)**

<b>Project Name</b>	<b>Available to Spend in 2007</b>	<b>YTD Actual excluding Commitment as at June 30/07</b>	<b>2007 Projected Actual</b>	<b>Year-End Variance (Over) / Under</b>	<b>Total Budget Project Cost</b>	<b>Comments</b>
CASC System	1,500.0	0.0	1,500.0	0.0	1,500.0	Project commenced in April and will be completed by the end of 2007.
Jetforms Replacement	550.0	15.9	493.6	56.4	1,250.0	This project will be completed by July 2007; currently projected to be slightly below budget.
HRMS Upgrades and Additional functionality	1,415.0	167.7	250.0	1,165.0	3,160.0	Please refer to the body of the report.
TRMS Upgrades and Additional functionality	1,903.0	420.0	2,023.0	-120.0	2,668.0	Please refer to the body of the report.
Police Community Automated Notification System	927.0	0.0	100.0	827.0	927.0	Please refer to the body of the report.
Replacement of Call Centre Management Tools	296.0	0.0	296.0	0.0	886.0	This project is on budget and on schedule and will be completed by the end of 2007.
In-Car Camera	1,124.0	19.0	980.0	144.0	8,662.0	Please refer to the body of the report.
Automated Vehicle Location System Expansion	754.3	57.5	754.3	0.0	1,590.0	This project is on budget and on schedule and will be completed by the end of 2008.
Strong Authentication	606.8	177.9	606.8	0.0	1,555.0	This project is on budget and on schedule and will be completed by the end of 2007.



## CAPITAL BUDGET VARIANCE REPORT AS AT June 30, 2007 (\$000s)

Project Name	Available to Spend in 2007	YTD Actual excluding Commitment as at June 30/07	2007 Projected Actual	Year-End Variance (Over) / Under	Total Budget Project Cost	Comments
Digital Video Asset Management II	2,098.4	196.0	2,098.4	0.0	5,665.0	Please refer to the body of the report.
<b>Replacements / Maintenance / Equipment Projects:</b>						
Radio Replacement	199.6	83.9	199.6	0	35,525.7	This project is on budget and on schedule.
State of Good Repair-Police	2,243.7	923.9	2,243.7	0.0	29,430.0	This project is on budget and on schedule.
Facility Security	560.9	2.2	560.9	0.0	3,660.0	Please refer to the body of the report.
Furniture Lifecycle replacement	1,000.5	163.6	1,000.5	0.0	3,000.0	This project is on budget and on schedule.
Advanced TASER Deployment	138.9	0.0	138.9	0.0	1,100.0	This project is on budget and on schedule.
<b>Total</b>	<b>47,886.4</b>	<b>7,577.3</b>	<b>43,862.8</b>	<b>4,023.6</b>	<b>231,324.3</b>	
<b>TOTAL other than debt expenditure</b>	<b>11,78.4</b>	<b>5,786.3</b>	<b>11,778.4</b>	<b>0.0</b>	<b>208,687.0</b>	
<b>TOTAL Land</b>	<b>14,692.0</b>	<b>0.0</b>	<b>9,730.0</b>	<b>4,962.0</b>	<b>20,192.0</b>	
<b>TOTAL including other than debt expenditure</b>	<b>59,664.8</b>	<b>13,363.6</b>	<b>55,641.2</b>	<b>4,023.6</b>	<b>440,011.3</b>	

## 2007-2011 Capital Program

Project Name	Plan to end of 2006	2006 Carry Over	2007-2011					2007-2011 Proj. Total Plan	2012-2016 Proj. Total Plan	Total Project
			2007	2008	2009	2010	2011			
Facility Projects										
23 Division (Kipling and Finch)	15,165	-454.6	2,500	0	0	0	0	2,500	0	17,665
New Training Facility (Replacement of C.O. Bick)	5,900	1,140.9	26,169	38,663	5,100	0	0	69,932	0	75,832
11 Division -Central Lock-up	0	0	0	555	7,112.5	10,528.8	6,101.9	24,298.2	0	24,298.2
14 Division-Central Lock-up	1,000	990.9	0	1,952	6,652	9,539	4,516.6	22,659.6	0	23,659.6
Traffic Services and Garage Facility (9 Hanna)	7,100	0	250	0	0	0	0	250	0	7,350.0
Intelligence / Special Investigation Facility	0	0	1,000	1,000	2,800	0	0	4,800	0	4,800
Property & Evidence Management	0	0	258	0	0	0	0	258	22,696	22,954
Long Term Facility Plan	0	0	0	0	0	0	0	0	105,186	105,186
Information Technology Projects										
Automated Vehicle Location System Expansion	780	349.3	405	405	00	0	0	810	0	1,590
HRMS Upgrades and Additional Functionality	1,915	1,415	0	745	500	0	0	1,245	0	3,160
TRMS Upgrades and Additional Functionality	2,453	1,903	0	215	0	0	0	215	0	2,668
In – Car Camera (cashflow change)	662	124	1,000	2,300	2,300	2,400	0	8,000	0	8,662
Digital Video Asset Management II	2,350	2,098.4	0	2,015	1,300	0	0	3,315	0	5,665
Jetforms Replacement	700	0	550	0	0	0	0	550		1,250
Geocoding Engine	0	0	457	0	0	0	0	457	0	457
Police Community Automated Notification System	0	0	927	0	0	0	0	927	0	927
CASC System Replacement	0	0	1,500	0	0	0	0	1,500	0	1,500
Data Warehouse Establishment	0	0	0	0	0	0	0	0	6,594	6,594
Record Management Systems Replacement	0	0	0	0	0	0	0	0	8,000	8,000
Electronic Document Management	0	0	0	0	0	0	0	0	500	500
Radio Console Dispatch for Communication Centre	0	0	0	0	0	0	0	0	220	220
Replacements/Maintenance/Other Projects										
Radio Replacement (cashflow change)	8,525.7	199.6	0	0	0	9,600	11,400	21,000	0	29,525.7
Facility Security	2,745	160.9	400	515	0	0	0	915	0	3,660
State-of-Good-Repair – Police	10,730	543.7	1,700	1,800	1,900	1,900	1,900	9,200	9,500	29,430

## 2007-2011 Capital Program

Project Name	Plan to end of 2006	2006 Carry Over	2007-2011					2007-2011 Proj. Total Plan	2012-2016 Proj. Total Plan	Total Project
			2007	2008	2009	2010	2011			
Furniture Lifecycle Replacement	2,250	250.5	750	0	0	0	0	750	0	3,000
<b>Total – Capital Budget Request</b>	<b>62,218.1</b>	<b>8,679.7</b>	<b>37,866</b>	<b>50,165</b>	<b>27,664.5</b>	<b>33,967.8</b>	<b>23,918.5</b>	<b>173,581.8</b>	<b>152,696</b>	<b>388,495.9</b>
<b>Other than debt - Funded from Reserve</b>										
Vehicle and Equipment Replacement	15,099	0	5,098	5,033	5,033	5,033	5,033	25,230	25,165	65,494
Workstation, laptop, printer – lifecycle	7,058	33.0	4,341	4,040	5,260	4,300	4,480	22,421	26,150	55,629
Servers – lifecycle	4,505	108.3	0	2,810	2,910	3,010	3,120	11,850	16,950	33,305
IT business resumption – lifecycle plan	6,663	1,185.5	260	0	0	1,590	1,640	3,490	8,920	19,073
Mobile Workstations	0	0	0	0	6,436	0	0	6,436	15,940	22,376
Network Equipment	0	0	0	0	0	0	0	0	4,610	4,610
Locker Replacement	0	0	550	550	550	550	0	2,200	0	2,200
Radio Replacement	0	0	0	4,000	2,000	0	0	6,000	0	6,000
<b>Total – Funded from Reserve</b>	<b>33,325</b>	<b>1,329.8</b>	<b>10,249</b>	<b>16,433</b>	<b>22,189</b>	<b>14,483</b>	<b>14,273</b>	<b>77,627</b>	<b>97,735</b>	<b>208,687</b>
<b>Land Cost</b>										
54 Division	1,708	1,708	0	0	0	0	0	0	0	1,708
14 Division	4,230	4,230	0	0	0	0	0	0	0	4,230
41 Division	3,254	3,254	0	0	0	0	0	0	0	3,254
11 Division	2,500	2,500	3,000	0	0	0	0	3,000	0	5,500
13 Division	0	0	0	0	0	0	0	0	5,500	5,500
<b>Total Land Cost</b>	<b>11,692</b>	<b>11,692</b>	<b>3,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,000</b>	<b>5,500</b>	<b>20,192</b>
<b>Summary</b>										
<b>Total Gross Request</b>	107,292.7	21,743.4	51,115	66,598	49,853.5	48,450.8	38,191.5	254,208.8	255,931	<b>617,432.59</b>
Less Draw from Reserve	-33,325	-1,329.8	-10,249	-16,433	-22,189	-14,483	-14,273	-77,627	-97,735	<b>-208,687.1</b>
Less Recovery from Dept of National Defence (DND)	0	0	-4,916	-2,458	-2,458	0	0	-9,832	0	<b>-9,832</b>
Less Land Cost	-11,692	-11,692	-3,000	0	0	0	0	-3,000	-5,500	<b>-20,192</b>
<b>Total Net Capital Budget Request</b>	<b>62,275.7</b>	<b>8,721.6</b>	<b>32,950</b>	<b>47,707</b>	<b>25,206.5</b>	<b>33,967.8</b>	<b>23,918.5</b>	<b>163,749.8</b>	<b>152,696</b>	<b>378,721.5</b>
<b>2008-2011 Average</b>								<b>32,700</b>		

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 09, 2007**

**#P277.           UPDATE ON THE TIME RESOURCE MANAGEMENT SYSTEM  
UPGRADE TO VERSION 5.0**

The Board was in receipt of the following report July 23, 2007 from William Blair, Chief of Police:

Subject:        UPDATE ON THE TIME RESOURCE MANAGEMENT SYSTEM UPGRADE  
                  TO VERSION 5.0

Recommendations:

It is recommended that:

- (1)    The Board approve increasing the total cost of the Time Resource Management System (TRMS) upgrade project by \$0.98 million (M) to be funded by a transfer of 2008 cash flow from the Human Resources Management System (HRMS) Upgrade and Additional Functionality project (\$0.745M) and the Intelligence/Special Investigations Services Facility Renovation project (\$0.235M);
- (2)    The Board approve extending the existing contract awarded to Katalagic Inc. (Katalagic) for project management services for the TRMS upgrade for an additional eleven (11) months for an additional cost of up to \$261,253 plus GST, for a total cost for project management services of \$486,253;
- (3)    The Board amend the existing contract awarded to Workbrain Incorporated (Workbrain) with additional funding in the amount of \$118,005, plus GST, for a total cost of \$1,966,136 to enable this company to provide professional services required for the upgrade of the TRMS; and
- (4)    The Board forward this report to the City's Budget Committee for approval.

Financial Implications:

Following the completion of the planning phase, it has been determined that an additional \$0.98M is required to complete the upgrade. It must be noted that \$261,253 required for extending the contract of Katalagic is included in the additional \$0.98M. This additional funding will be achieved by transferring funds within the 2007-2011 capital program. The overall debt funding requirement for 2008 remains unchanged.

A chart outlining the requests and related costs for this project and comparing them to what was reported to the Board at its meeting on July 10, 2006, and what is now required is detailed in the attached chart (see Appendix "A").

#### Background/Purpose:

At its meeting on July 10, 2006, the Board was informed that a total of \$2.668M in funding for the TRMS upgrade had been approved through the 2006-2010 capital program (Min. No. P210/06 refers). Subsequently, the Board approved engaging the services of Workbrain Incorporated on a sole source basis to provide professional services required to upgrade the TRMS system at a maximum cost of \$1.810M, which includes applicable taxes. This amount formed part of the overall approved funding for this project. Katalogic Inc. (Katalogic) was selected through the Request for Proposal (RFP) process and was contracted to provide project management services for the upgrade, as well as project management expertise, not available in house, specific to both the TRMS and HRMS upgrades.

#### Discussion:

As stated, \$2.668M in funding for the TRMS upgrade was approved as part of the Service's 2006-2010 capital program. However, due to the City's carry-over rule, \$53,000 was returned to the City at the end of 2006. As a result, there is \$2.615M remaining for the TRMS upgrade. Actual spending and anticipated expenses (projected to the end of August 2007) amount to \$0.99M, leaving \$1.62M in available funding for the upgrade.

The original business case, submitted in 2005, was based upon a high level review of the requirements for an upgrade. The Service recently completed six (6) months of detailed planning, which has produced a comprehensive picture of the upgrade requirements and their associated costs. This planning was completed in May 2007, at which time a detailed project plan was presented to the TRMS/HRMS Steering Committee for review and approval. A comparison with the original business case reveals that several aspects are in need of revision.

The role of the TRMS/HRMS Steering Committee is to provide project team support, including overall governance of the project, and is the final point of escalation for any major issues that arise during the project. The committee consists of the following members:

- Keith Forde - Deputy Chief, Human Resources Command;
- Tony Veneziano – Chief Administrative Officer, Administrative Command;
- A/Director, Human Resources Management;
- Kristine Kijewski – Director, Corporate Services;
- Cel Giannotta – Director, Information Technology Services;
- Angelo Cristofaro – Director, Finance & Administration;
- Richard Gauthier – Staff Superintendent, Detective Services;
- Wayne Peden – Superintendent, 55 Division; and
- Barbara McLean – A/Manager, Enterprise Resource Management Systems.

The current plan for the upgrade is based upon a thorough review of Service business processes, solutions to application fixes, and project objectives outlined by the Steering Committee. The revised plan includes a significant number of required tasks, which were not anticipated in the original submission, the requirement of a new mix of equipment and internal and external resources, and the rollout of biometric Court Kiosks. This detailed planning has identified the complexity of this project, along with the need for an additional \$0.98M.

The following paragraphs describe changes to the original business case that have created the need for the additional funding.

### *Project Objectives*

Planning for the TRMS upgrade was directed by the following overall project goals, which have been approved by the TRMS/HRMS Steering Committee:

- Address production issues;
- Reduce customizations within the application;
- Achieve a sustainable support model;
- Ensure knowledge transfer to Service personnel;
- Improve overall system stability; and
- Implement biometric court kiosks.

The mechanisms needed to achieve these objectives have increased the scope of the upgrade beyond that which was originally anticipated, and necessitated costs for new items, as well as a reallocation of funding for original items.

### Resource Changes:

Originally, this project included funding for three full-time members and Workbrain playing a greater role in the upgrade. Under the proposed plan, an additional four full-time resources are required, one of which would be a new position that will be needed after the project is completed and will be included in Information Technology Services' 2008 operating budget request. This represents a significant change from the original business case. However, this approach is consistent with best practices for knowledge transfer and assigns more work to internal resources, by providing Service members with greater exposure to the internal working of the application. The additional costs will be \$434,113 above the initial projections. This funding is required for one additional internal full-time position, a temporary backfill, as well as contracted backfills for the other two positions.

Additionally, the need for a project support resource from Katalogic to co-facilitate detailed strategy and design discussions with Workbrain consultants and Service personnel, which was approved by the Board in January 2007 at an estimated cost of \$102,952 (Min. No. P5/07 refers), was not foreseen by the authors of the original business case. The Service has paid an amount of \$59,850 for these unanticipated services.

#### Additional Equipment:

Due to space restrictions at Headquarters, the project team will be located at the old 23 Division facility. As well, additional equipment is needed for project team members. This equipment adds \$122,896 to the overall budget, and was unforeseen at the time of the original business case. While the monies were originally estimated for Workbrain software, detailed analysis of the necessary infrastructure for the upgrade has identified the need for additional Weblogic licenses, training software, and server administration software at an additional cost of \$60,292. Hardware, software, and other equipment purchases required by this project have been ordered for the implementation phase of this upgrade. A significant portion of this equipment will be reassigned to other operations within the Service upon completion of this project, and the total cost of the project will be appropriately adjusted at that time.

#### Biometric Court Kiosks:

Originally, the Court Kiosk component was not included in the scope of this project, nor was any of the funding directed to this initiative. Court Kiosks had initially been an element of the Police Integration Systems project. However, the current TRMS version could not support the Kiosk, and technical issues delayed the Kiosk implementation. While hardware had been purchased, funding for other related expenditures, such as professional services, was returned to the City at the end of 2006 because of the one year carry forward rule. The addition of the Court Kiosk implementation to the scope of the TRMS upgrade has added an estimated \$145,940 to the overall budget (\$95,940 for professional services and \$50,000 to backfill an existing position). None of these costs were anticipated in the original business case, nor were they reported to the Board in July 2006.

#### Workbrain Professional Services and Workbrain Required Training:

As previously indicated, the Board approved engaging the services of Workbrain on a sole source basis to provide professional services required to upgrade the TRMS system at a maximum cost of \$1.810M, which includes applicable taxes. The new plan has increased the costs for Workbrain consultants by \$118,005. A majority of this funding (\$95,940) is related to the biometric Court Kiosk initiative described in the above paragraph, with the remaining allocated to the training of Service members specific to the application. The larger than anticipated project team also necessitates additional costs for training the extra project team members on the skills required for the new version and their future responsibilities.

It should also be noted that Workbrain Incorporated has been acquired by Infor. The Service is working with City Legal to determine if any re-assignment of the contract with Workbrain needs to occur.

#### Project Management Services:

At its meeting on July 10, 2006, the Board was informed that the duration for the upgrade had been estimated at fourteen months, and was anticipated to begin in August 2006 (Min. No. P210/06 refers). However, there were delays that can be attributed to both Workbrain and the

Service. The Service spent time examining alternatives to upgrading the TRMS system. This due diligence meant that key Workbrain resources involved in the initial TRMS implementation were re-assigned to projects with other organizations. As well, initial planning discussions eventually culminated in a disagreement over several key issues that were eventually escalated to Workbrain and Service executives, and a new project governance model imposed. While Workbrain reimbursed the Service for project management expenses during this period, the delays experienced toward the latter part of 2006 have caused the postponement of the end date for this project and the prolongation beyond the current arrangement with Katalogic for project management services.

The complexity and scope of the TRMS upgrade project necessitate the role of an external project manager. This role is critical to the success of this project and to ensure achievement of project objectives, as well as to manage deliverables outside of the scope assigned to Workbrain employees. Since the Service does not currently possess this resource internally, the costs associated with this expertise will have to be funded by the project.

The Service has made a significant investment in Katalogic by way of their involvement to date in the planning of this project. Therefore, the Service would benefit from Katalogic's continued participation, realizing its investment through the elimination of costs and delays inherent in the procurement and security clearance processes, as well as the learning curve associated with such a complex project. Additionally, Katalogic personnel have established relationships with key stakeholders within the Service, including the Service's Project Management Office, as well as with Workbrain employees assigned to this project. Engaging project management services for the remainder of this project will add up to \$261,253 to the original cost estimate of \$225,000 for these services. This would result in a total cost of \$486,253 for project management services for this upgrade.

It should be noted that Katalogic also provided project management services for the upgrade of the HRMS from version 8.0 to version 8.9. This upgrade was successfully completed in June 2007, two weeks ahead of schedule. The project is now in the post-live support stage. The cost of project management services to date for this upgrade is \$227,102, and the costs of additional technical and functional services are \$82,425 and \$27,454 respectively. A report on the HRMS upgrade will be provided to the Board for its September 2007 meeting.

#### Reallocation of Initial Projections:

Planning for the upgrade has revealed that initial projections for some items require adjustment. Specifically, \$50,400 for TRMS user training and \$19,780 in hardware funding have been allocated to other necessary elements within the upgrade plan.

This reallocation, combined with identified new items and corresponding costs, necessitate the need for \$0.98M in additional funding.



### *Risks Associated With Not Completing the Upgrade:*

TRMS is an enterprise-wide mission critical system. This application collects and processes time and attendance information, is a repository of accrual bank data (such as, sick, lieu and vacation banks), provides various reports to assist unit commanders, as well as other Service members, and is used for paid duty administration and the deployment of Service members. The Service currently uses version 3.5.4J of the TRMS application. This version is two releases behind the latest Workbrain product. The biggest risk in not completing the upgrade is that eventually Workbrain will discontinue its support altogether, and this could be a major liability for the Service.

Furthermore, the Service is dependent upon the vendor when changes to Collective Agreements and policies impact the TRMS application. Much of the programming associated with these changes must be contracted to Workbrain consultants. The proposed upgrade plan is designed to facilitate knowledge transfer and achieve supportability so that Service personnel will be in a better position to program ad hoc changes to the TRMS code. Without upgrading, the Service would continue to be largely dependent upon Workbrain, which would mean an on-going need to budget for programming services.

### Conclusion:

Service members involved in the initial planning for the TRMS upgrade relied upon a high level assessment of upgrade requirements when initial figures were submitted for approval. Detailed planning guided by specific project objectives was completed in May 2007. This detailed planning has revealed the complexity of this upgrade, and identified the need for additional funding for new resources and equipment, as well as extended project management services.

In order to accommodate the increased cost of the TRMS project, 2008 funding estimates for the additional functionality component of the HRMS capital project, and the Intelligence/Special Investigations Services Facility Renovation project have been reduced accordingly, such that the 2008 debt funding level is unchanged. These cash flow estimates will be revisited as part of the 2008-2012 capital budget process. However, the requirement for this report to go to the City's Budget Committee and Council for approval of the funding transfers to accommodate the additional costs will subsequently delay the continuation of this project.

An important goal of the upgrade project is the attainment of a defined support model where in-house personnel can perform updates to system configuration. These skills will enable faster reaction to business rule changes with less dependence upon vendor involvement. The current project plan is designed to achieve this important objective. It is anticipated that the Service will benefit from less customized programming code, better utilization of version 5.0 functionality, and an overall improvement in performance and stability of the TRMS application. As well, upgrading to version 5.0 is necessary before the implementation of any enhanced system functionality that can lead to improved Service efficiencies in the future.

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

**Staff Sergeant Barbara McLean, Acting Manager, Enterprise Resource Management Systems, and Mr. Tony Veneziano, Chief Administrative Officer, were in attendance and responded to questions about this report.**

**The Board deferred further consideration of this report to the August 13, 2007 meeting of the Budget Subcommittee and agreed to schedule, if necessary, a special Board meeting prior to Labour Day to make a decision regarding the recommendations contained in the report.**

**TRMS UPGRADE CAPITAL BUDGET SUMMARY INFORMATION**

<b>Item</b>	<b>Original Budget (Reported in July 2006)</b>	<b>Discovery and Design Actuals &amp; Projections to August 2007</b>	<b>Build and Configure Proposed Plan as at June 2007</b>	<b>Revised Budget (Total Discovery and Design and Build and Configure Phases)</b>	<b>Variance (Original vs. Revised Budget)</b>
<b>Workbrain</b>	\$1,848,130.84	\$720,676.00	\$1,245,460.00	\$1,966,136.00	<b>-\$118,005.16</b>
<b>Project Management Services (Katalogic)</b>	\$225,000.00	\$166,253.00	\$320,000.00	\$486,253.00	<b>-\$261,253.00</b>
<b>Project Support (Katalogic)</b>	\$0.00	\$59,850.00	\$0.00	\$59,850.00	<b>-\$59,850.00</b>
<b>Hardware</b>	\$175,000.00	\$0.00	\$155,220.00	\$155,220.00	\$19,780.00
<b>Software</b>	\$93,457.94	\$0.00	\$153,750.00	\$153,750.00	<b>-\$60,292.06</b>
<b>Project Room Needs</b>	\$0.00	\$0.00	\$122,896.91	\$122,896.91	<b>-\$122,896.91</b>
<b>TRMS User Training</b>	\$162,400.00	\$0.00	\$112,000.00	\$112,000.00	\$50,400.00
<b>Internal Backfill</b>	\$164,000.00	\$45,113.00	\$553,000.00	\$598,113.00	<b>-\$434,113.00</b>
<b>Total Current Project Variance</b>	<b>\$2,667,988.78</b>	<b>\$991,892</b>	<b>\$2,662,326.91</b>	<b>\$3,654,218.91</b>	<b>-\$986,230.13</b>

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 09, 2007**

**#P278. SEMI-ANNUAL REPORT: NEW TRAINING FACILITY: JANUARY TO  
JUNE 2007**

The Board was in receipt of the following report July 19, 2007 from William Blair, Chief of Police:

Subject: TRAINING FACILITY – SEMI-ANNUAL PROJECT STATUS REPORT

Recommendation:

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

Financial Implications:

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

Background/Purpose:

The New Training Facility is a capital project in the 2007-2011 Capital Program, budgeted in the amount of \$75.8M gross, and \$66.0M net of the anticipated Department of National Defence (DND) contribution.

At its meeting of July 10, 2006 (Min. No. P209/06 refers), the Toronto Police Service Board (Board) requested that it be provided with semi-annual status updates on the new training facility project with respect to necessary approvals, schedule and cost estimates. This report provides the Board with a status update for the period January 1, 2007 to June 30, 2007. The previous status report was provided in January 2007 (Min. No. P208/07 refers).

Discussion:

The Board, at its meeting of January 11, 2006 (Min. No. P7/06 refers) awarded the provision of Construction Management Services for the new Training Facility to Eastern Construction Company Limited (ECCL). This award allows ECCL to manage the construction of the project and provide input into the project design and specification development.

Subsequently, the Board at its meeting of July 10, 2006 (Min. No. P207/06 refers) awarded the provision of Construction Services for the new Training Facility to ECCL. This second award authorizes ECCL to award the various contracts to the recommended sub-contractors and pay for the services provided. Since the award of these two contracts, ECCL has been actively engaged in the construction of the new Training Facility for the Toronto Police Service (Service).

A status update on key components of the project is provided below.

*Tenders and Bids:*

- At the request of TPS, ECCL has finalized the pre-construction cost estimate for the construction portion of the project. The estimate identified the various sub-sections of the project and funding estimates were assigned to each sub-section.
- ECCL with TPS Facilities Management, City Facilities & Real Estate (F&RE) and TPS Purchasing Support Services' assistance has prepared the various tender document packages for issuance to the pre-qualified sub-contractors. The tender packages were structured in such a manner to take advantage of the various skill sets available in the marketplace. Activities of a similar nature were combined to increase the scope-of-work for the various sub-contractors and take advantage of economies of scale.
- The various submitted tender packages have been opened jointly by ECCL, TPS Facilities Management and City F&RE. The tenders for the most part were under the budget estimate. All the major sub-contracts have been awarded and currently the construction component of the project is approximately \$3.0M under the pre-construction budget estimate. However, the project is still in the early stages of construction and therefore will be subject to change orders. This combined with budget pressures in the non-construction components of the project could therefore impact the overall cost of the project.
- As part of the tender closing process, ECCL was able to clarify any issues with the low bidders before the contract award, and negotiate any post tender issues into the contract, therefore reducing potential future "extras."
- ECCL has executed the contracts with the various sub-contractors thereby assuming the role of "Constructor" and the associated liabilities.

*Construction Activities and Schedule:*

- Construction of the new training facility started on February 19, 2007, with a substantial completion date of November 6, 2008. As of June 30, 2007, the site services were 75% complete, excavations were 95% complete, and foundations were 75% complete (100% for the College building). ECCL is currently positioning the formwork to pour the ground floor of the main building.
- Labour disruptions in June by both the Operating Engineers and General Labour Union (Local 506) disrupted the progress of the project and have resulted in a delay claim from ECCL. However, the labour disruptions are now behind us and the project has regained its earlier momentum and is progressing well. ECCL has requested a seven-week time extension. The Service is considering this request in consultation with Shore Tilbe Irwin Architects and City F&RE. However, all efforts are being made to make up the lost time, and the impact of this delay on the project schedule and budget is currently being evaluated.

- Since the start of construction ECCL has used the provisions of the agreements to negotiate the costs associated with “extras” that have been identified. This has resulted in a number of cost avoidances related to excavation work, concrete crushing, etc. The “extras” to date have been less than \$400,000.00, funded from contingency.
- The LEED Silver certification process is underway. The project team with input from the LEED Consultant determined that a target of 36 points will be used as a benchmark. The LEED Silver required point range is 33-38 points.

#### *Non-Construction Components:*

- As with any new facility project, there are non-construction components to the project (e.g., furniture, workstations, equipment, security, etc.). At the time of budget development, the amount required for these items was estimated. A classroom model was established at C.O. Bick College for testing purposes and the cost estimate was primarily developed from that model. The estimate also assumed the use of the existing office furniture where possible. Now that a detailed design is available, Service staff are currently evaluating the plans for these components to determine any revisions to the original plan and related cost implications.

#### *Monitoring and Control:*

- Weekly scheduled Site Project Meetings are being held to discuss and resolve issues. These meetings are attended by ECCL, Shore Tilbe Irwin Architects, TPS Facilities Management, DND, City F&RE and other consultants and sub-contractors as required.
- Internal monthly meetings are held between Facilities Management, Budgeting & Control and Financial Management, to discuss any questions or concerns that have arisen during the period, so that any corrective action required can be taken.
- ECCL provides a Monthly Progress Report. The report includes a copy of the project schedule, a budget summary, activities completed/ongoing during the month, the activities planned for the next month and site photographs. A copy of this report is also provided to the Board office, for distribution to the Board members.

#### *Matters of Note:*

- The Daily Bread Food Bank neighbours the new Training Facility to the north. During the Site Plan approval process an issue arose with respect to rerouting the Food Bank sanitary line across the TPS Training Facility site. Discussions between the City of Toronto and the Daily Bread Food Bank have been ongoing. A Memorandum of Understanding (MOU) was executed between the parties to address site services and fencing. These requirements are estimated to cost approximately \$400,000.00, and will be spent on new site services (water, storm & sewage lines and connections) and right-of-way access through the Training Facility site. This expenditure which was not anticipated will be funded from project contingency. This work is still ongoing at this time.

- The City of Toronto has still not issued a full Building Permit. It was understood that the permit would be issued following the execution of the MOU with the Daily Bread Food Bank. Shore Tilbe Irwin Architects are pursuing this issue with the City of Toronto Buildings Department. However, the City has issued partial permits for Site Services, Excavation, Foundation and Structural Steel erection. Additionally, the City has still not clarified its off-site requirement such as the various requested turning lanes. The lack of a full building permit is not affecting the progress of the construction at this time.
- The Department of National Defence (DND) situation remains uncertain. DND is attending some of the site meetings. However, they have not yet received formal approval from Treasury Board.
- Shore Tilbe Irwin Architects has submitted a claim for extra services. This issue is being addressed by TPS Facilities Management and Purchasing Support Services. Some funding was allocated to cover extra work (e.g., LEED requirements). However, the amount of the claim exceeds the funding allocation, and discussions on this matter are therefore continuing.

#### Conclusion:

The rate of progress on the new Training Facility Project is satisfactory. While construction is currently being projected by ECCL to be completed seven weeks behind schedule, every attempt is being made to make up for the lost time that resulted from the labour disputes. At the present time the project is anticipated to be completed on budget.

All issues that arise are being dealt with promptly during the weekly scheduled site project meetings. Those few issues that are lagging are not hampering the progress of the project. The Board will be apprised if any significant issues arise before the next status report.

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

**The Board referred consideration of the foregoing report to the August 13, 2007 meeting of the Budget Subcommittee.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 09, 2007**

**#P279. SPECIAL CONSTABLES – TORONTO TRANSIT COMMISSION -  
APPOINTMENTS**

The Board was in receipt of the following report June 25, 2007 from William Blair, Chief of Police:

Subject: APPOINTMENT OF SPECIAL CONSTABLES FOR THE TORONTO  
TRANSIT COMMISSION

Recommendation:

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

Financial Implications:

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

Background/Purpose:

Under Section 53 of the Police Services Act of Ontario (the Act); the Board is authorized to appoint and re-appoint special constables, subject to the approval of the Minister of Community Safety and Correctional Services (the Minister). Pursuant to this authority, the Board entered into an agreement with the Toronto Transit Commission (TTC) for the administration of special constables (Min. No. P39/96 refers).

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

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

ASHRAF, Arthur  
ASKIN, Sinem  
AXMITH, David Maxwell Hunter  
BEAUDRY, Ghislain Martin  
BENNETT, James Michael  
EHLERS, Nicole Helga

FUNDUK, Aleksandar  
MINTER, Chad Everett  
NATALIZIO, Yvette  
WALKER, Raymond Bruce  
YAN, Gregory Albert



### Discussion:

The TTC 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 TTC property situated within the boundaries of the City of Toronto.

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

The TTC has advised that these individuals satisfy all the criteria as set out in the agreement between the Board and the TTC for appointment as a special constable.

### Conclusion:

The Toronto Police Service and the TTC work together in partnership to identify individuals for the position of special constable who will contribute positively to the safety and well-being of patrons using the transit system. The individuals currently before the Board for consideration have satisfied the criteria contained in the agreement between the Board and the TTC.

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

**The Board approved the foregoing report.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 09, 2007**

**#P280. NEW JOB DESCRIPTION – RESEARCHER, SEX CRIMES UNIT**

The Board was in receipt of the following report July 05, 2007 from William Blair, Chief of Police:

Subject: NEW JOB DESCRIPTION -- RESEARCHER, SEX CRIMES UNIT

Recommendation:

It is recommended that the Board approve the attached new job description and job classification for the position of Researcher, Sex Crimes Unit (A07082.3).

Financial Implications:

Funding for this new position was approved in the 2007 Budget. Any further funding for annualized costs will be included within the 2008 and future operating budget requests.

Background/Purpose:

In 2001, the Provincial Government realized the need to expand the Toronto Police Service's Child Exploitation Section of the Sex Crimes Unit. To facilitate this, provincial funding was approved for the pilot project "Assisting and Preventing Child Victims of Sexual Abuse through Focused Investigation of Child Pornography Cases". Along with this initiative came the need for a civilian research support position and an increase in the number of uniform personnel assigned to the Sex Crimes Unit. A civilian member on loan from No. 53 Division has been performing this function since March 17, 2003. When provincial funding ended in 2005, the need for this position continued to exist.

Discussion:

During the 2007 Budget process, the Sex Crimes Unit requested that this function be formalized as an established position. The Board, on April 26, 2007, approved funding for this position and the increase in establishment for the Sex Crimes Unit (Min. No. P174/2007 refers).

The Researcher position assists officers in investigations of child exploitation and sex crimes offences through the research, collection, interpretation and evaluation of information/data from various sources and electronic media, including the Internet and websites containing child abuse images and pornography. The position is also responsible for maintaining the databases related to child exploitation ensuring accuracy, compliance and integrity of the information.

Compensation and Benefits has developed the attached job description and evaluated this position as a Class A07 (35 hour) job within the Unit "A" Collective Agreement which carries a salary range of \$49,634 to \$55,404 per annum (2007 rates).

Conclusion:

It is hereby recommended that the Board approve the attached new job description for the position of Researcher, Sex Crimes Unit (A07082.3). Upon the Board's approval, the Toronto Police Association will be notified accordingly as required by the Collective Agreement, and this position will be staffed in accordance with the established procedure.

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

**Chief Blair reiterated the importance of continuing the researcher position even though the funding provided by the province ended in 2005.**

**Although the Board had approved the establishment of the position during the 2007 operating budget process, the Board inquired whether or not the Service could delay filling the position given that the City of Toronto had requested the Service to implement cost-containment measures.**

**Chief Blair recommended that the job description be approved but gave his undertaking that he would not fill the position until the Board completes further discussions regarding the position.**

**The Board approved the foregoing report and referred it to the August 13, 2007 meeting of the Budget Subcommittee for further discussion.**



## TORONTO POLICE SERVICE

### JOB DESCRIPTION

**Date Approved:**

**Board Minute No.:**

**Total Points:** 396.5 (D/T)

**Pay Class:** A07

**JOB TITLE:** Researcher, Sex Crimes Unit

**JOB NO.:** A07082.3

**BRANCH:** Specialized Operations Command,  
Detective Services

**SUPERSEDES:** New

**UNIT:** Sex Crimes Unit

**HOURS OF WORK:** 35 **SHIFTS:** 1

**SECTION:** Child Exploitation

**NO. OF INCUMBENTS IN THIS JOB:** 1

**REPORTS TO:** Detective Sergeant

**DATE PREPARED:** 2007.06.22

**SUMMARY OF FUNCTION:**

Researches, collects, interprets and evaluates information/data from various sources and electronic media to assist in investigations including child exploitation and sex crimes offences.

**DIRECTION EXERCISED:**

None.

**MACHINES & EQUIPMENT USED:**

Standard TPS office/workstation equipment and associated software, and any electronic equipment as may be required.

**DUTIES AND RESPONSIBILITIES:**

1. Researches, collects, interprets and evaluates information from various sources, shared programs/systems, previous cases and professional contacts, etc. in order to create a typology of offenders/suspects involved in crimes, including sex crimes and child pornography, to complete background information on suspects and to anticipate future trends and challenges.
2. Prepares statistical and strategic interpretations and reports in relation to investigations; interprets and prepares timely standard and custom reports for the unit and/or for presentations.
3. Conducts comprehensive research and compilation of information to assist in various investigations, including sex crimes, child abuse and child pornography, through the:
  - investigation of websites to determine if they contain child abuse images and pornography, to determine the origin of the website and when necessary, to notify the appropriate police agency
  - analysis of child abuse images and pornography on the Internet and various websites

*mc#138009*

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



## TORONTO POLICE SERVICE

### JOB DESCRIPTION

**Date Approved:**

**Board Minute No.:**

**Total Points:** 396.5 (D/T)

**Pay Class:** A07

**JOB TITLE:** Researcher, Sex Crimes Unit

**JOB NO.:** A07082.3

**BRANCH:** Specialized Operations Command,  
Detective Services

**SUPERSEDES:** New

**UNIT:** Sex Crimes Unit

**HOURS OF WORK:** 35      **SHIFTS:** 1

**SECTION:** Child Exploitation

**NO. OF INCUMBENTS IN THIS JOB:** 1

**REPORTS TO:** Detective Sergeant

**DATE PREPARED:** 2007.06.22

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

- compilation of information and use of various techniques to develop statistical and linkage charts and to identify trends, relationships, patterns and associations between suspects, witnesses and events
  - usage of open source intelligence information
4. Ensures compliance and integrity of the Child Exploitation Tracking System (CETS) by monitoring and coordinating the preparation and submission of information for CETS; meets regularly with outside agencies and project team members to discuss and implement upgrades to CETS; trains other law enforcement agencies on the use of CETS; maintains unit analysis database and tools.
  5. Participates in and assists officers in background analysis of various electronic media including those containing child abuse images and pornography to determine the identification and/or location of the victims.
  6. Responds to inquiries and makes presentations on Internet safety, child pornography websites, chat rooms and other related inquiries.
  7. Coordinates information/data on suspects for special projects.
  8. Performs all other duties, functions and assignments inherent to the position.

mc#138009

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 09, 2007**

**#P281. NEW JOB DESCRIPTION – EXECUTIVE ASSISTANT, LEGAL SERVICES**

The Board was in receipt of the following report July 05, 2007 from William Blair, Chief of Police:

Subject: NEW JOB DESCRIPTION -- EXECUTIVE ASSISTANT, LEGAL SERVICES

Recommendation:

It is recommended that the Board approve the attached new job description and classification for the position of Executive Assistant, Legal Services (Z22010).

Financial Implications:

Funding for this position has been provided for within the Service's 2007 operating budget process and incorporated into the Legal Services budget effective May 1, 2007, as approved by the Board (Min. No. P174/07 refers). Funding for any further annualized costs will be included within the 2008 and future operating budget requests.

Background/Purpose:

Legal Services was initially created in 1989 and, until the mid to late 1990s, operated largely on an *ad hoc* basis. While there were some standing commitments, such as Professional Standards Review Committee and Special Investigations Unit liaison officer, the work predominantly involved answering questions from the field and occasionally providing legal interpretation concerning amendments in the law which affected policing. Written legal opinions were provided, but with less frequency than the current practice, and any form of advocacy or courtroom litigation was non-existent.

Since the late 1990s, the role of Legal Services has changed substantially. Despite the minimal staffing to support the operation of the Unit, the Director now manages, among others, the following responsibilities:

- Regular attendance at court to present oral and written submissions.
- Providing legal advice to the Chief of Police, Command Officers and members of the Service in relation to all aspects of criminal, civil and corporate law.
- Overseeing the management of more than 482 active civil actions and more than 100 new civil actions annually, which are commenced against the Board, the Chief and/or Service members.

- Gathering and releasing information in response to subpoenas, summonses, orders, other court processes, and requests for information under the Regulations to the *Police Services Act*, contentious Freedom of Information requests and requests concerning young persons who have been dealt with under the *Youth Criminal Justice Act*.
- Drafting, negotiating and executing agreements, protocols and memoranda that legally or morally bind the Chief of Police and other members of the Service.
- Providing lectures and other methods of training to members of the Service with respect to developments in the law that will impact police practices.
- Identifying problem areas and providing advice on managing the risk of civil and criminal liability, particularly in respect of issues requiring immediate action or investigation by Professional Standards.
- Reviewing complaint investigation files and briefs from Professional Standards and divisions and assisting Prosecution Services with complex matters before the tribunal, occasionally taking carriage of the prosecution.
- Advocating for the interests of the Chief of Police, Command Officers and members of the Service at all levels of court and government.
- Advancing the legal interests of the larger policing community by acting in a consultative capacity and providing legal advice on matters of municipal, provincial and/or federal importance and interest, through the OACP and CACP.
- Ensuring that professional obligations are met to maintain membership in the Law Society of Upper Canada.

On June 15, 2006, the Board approved the promotion and reclassification of Staff Inspector George Cowley to the position of civilian Director of Legal Services (Min. No. C154 refers). Mr. Cowley currently manages the most complex, diverse and voluminous legal work of any municipal police service in Canada. To date, the Director has carried out these responsibilities with the same number of permanent staff as the Unit had ten years ago.

#### Discussion:

Given the volume and complexity of work conducted by Legal Services, it is essential that its Director be provided with executive support to facilitate the effective operation of the Unit and to ensure that the Director's professional responsibilities are met. In addition, this Director position more than meets the necessary and previously agreed upon criteria surrounding eligibility requirements for an Executive Assistant level of administrative support.

To this end, Compensation and Benefits has since formalized a job description for the Executive Assistant position and the Joint Board/Senior Officers' Job Evaluation Committee has evaluated the position within the Service's job evaluation plan at a class Z22 job level within the Civilian Senior Officer Salary scales. This carries a current salary range of \$53,213 to \$61,600 per annum effective January 1, 2007.

Conclusion:

It is hereby recommended that the Board approve the attached new job description for the position of Executive Assistant, Legal Services (Z22010). Subject to Board approval, this position will be staffed in accordance with the established procedure.

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

**The Board was advised that no one is performing the role of Executive Assistant, Legal Services, at this time.**

**Although the Board had approved the establishment of the position during the 2007 operating budget process, the Board inquired whether or not the Service could delay filling the position given that the City of Toronto had requested the Service to implement cost-containment measures.**

**Chief Blair recommended that the job description be approved but gave his undertaking that he would not fill the position until the Board completes any further discussions regarding the position.**

**The Board approved the foregoing report and referred it to the August 13, 2007 meeting of the Budget Subcommittee for further discussion.**





## TORONTO POLICE SERVICE

### JOB DESCRIPTION

**Date Approved:**

**Board Minute No.:**

**Total Points:** 327

**Pay Class** Z22

**JOB TITLE:** Executive Assistant

**JOB NO.:** Z22010

**BRANCH:** Executive Support Command

**SUPERSEDES:** New

**UNIT:** Legal Services

**HOURS OF WORK:** 35 **SHIFTS:** 1

**SECTION:**

**NO. OF INCUMBENTS IN THIS JOB:** 1

**REPORTS TO:** Director, Legal Services

**DATE PREPARED:** 10 May 2007

**SUMMARY OF FUNCTION:**

Provides secretarial and administrative support for the Director, Legal Services, Executive Support Command.

**DIRECTION EXERCISED:**

Provides administrative guidance and direction with respect to procedures and other unit administrative details etc.

**MACHINES & EQUIPMENT USED:**

Micro-computer/word processor with associated software and any other related office equipment as may be required.

**DUTIES AND RESPONSIBILITIES:**

1. Provides efficient executive administrative services to the Director to assist him/her in meeting his/her responsibilities.
2. Monitors and prioritizes incoming correspondence.
3. Drafts routine correspondence on behalf of the Director.
4. Types and transcribes correspondence, reports, legal memoranda, court submissions and other documents from written or dictated materials, etc.
5. Prepares agendas, arranges and attends meetings, takes minutes and distributes relevant materials.
6. Prepares Board reports, as requested, and follows up on any necessary action required by the Board or the Chief.
7. Maintains a continual knowledge of issues of the day or critical events, identifies emerging issues and communicates with the Director concerning same.

*dg:#138235*

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



## TORONTO POLICE SERVICE

### JOB DESCRIPTION

**Date Approved:**

**Board Minute No.:**

**Total Points:** 327

**Pay Class** Z22

**JOB TITLE:** Executive Assistant

**JOB NO.:** Z22010

**BRANCH:** Executive Support Command

**SUPERSEDES:** New

**UNIT:** Legal Services

**HOURS OF WORK:** 35 **SHIFTS:** 1

**SECTION:**

**NO. OF INCUMBENTS IN THIS JOB:** 1

**REPORTS TO:** Director, Legal Services

**DATE PREPARED:** 10 May 2007

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

8. Maintains effective time management by controlling the access of people who wish to see or speak with the Director and answers inquiries, where possible; screens and prioritizes incoming calls and provides assistance and/or redirects to the appropriate unit for action.
9. Obtains relevant information, through inquiry or preliminary research, to provide to the Director when a legal opinion has been requested.
10. Works closely with other Legal Services administrative staff to coordinate efforts of the other lawyers.
11. Maintains an aide memoire system for filing deadlines, appointments, court appearances, due dates for legal opinions, etc., and uses same to maintain timely communication with clients.
12. Coordinates travel arrangements and prepares expense statements.
13. Ensures professional membership dues and other obligations are held in good account.
14. Responsible for maintaining good working relationships and communications with clients, other members of the Service, the judiciary, all levels of government and the community.
15. Coordinates and prioritizes projects and assignments, ensuring deadlines are met.
16. Performs other duties and tasks inherent to the position, as assigned by the Director.

*dg:138235*

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 09, 2007**

**#P282. REQUEST FOR FUNDS: CANADIAN ASSOCIATION OF POLICE  
BOARDS (CAPB) 2008 CONFERENCE – SPEAKER’S FEES AND  
HONOURARIA**

The Board was in receipt of the following report July 24, 2007 from Alok Mukherjee, Chair:

Subject: CANADIAN ASSOCIATION OF POLICE BOARDS (CAPB) 2008  
CONFERENCE – SPEAKERS’ FEES AND HONOURARIA

Recommendation:

It is recommended:

1. THAT the Board approve the allocation of an amount from the Special Fund, not to exceed \$20,000.00 (exclusive of GST) to cover the costs of speakers’ fees and honouraria at the 2008 CAPB Annual Conference,
2. THAT the Board request that the CAPB Board of Directors approve the recommendation that Mr. Glen Murray participate as keynote speaker; and,
3. THAT the Board authorize me to enter into a contract with Mr. Murray in order to acquire his services as keynote speaker.

Financial Implications:

This report requests the allocation of an amount not to exceed \$20,000.00 (exclusive of GST) from the Special Fund to cover the costs of speakers’ fees and honouraria at the 2008 CAPB conference. In early 2008, the Board can expect to receive a further report from me outlining additional expenditures that will be required to host the conference. The balance of the Special Fund at June 30, 2007 was \$718,729.00.

Background/Purpose:

The Board has agreed to host the 2008 CAPB Conference in Toronto. The Conference will be held from August 14 – 17, 2008 at the Toronto Hilton. As host board, it is our responsibility, to:

- Propose, for the consideration of the CAPB, the conference theme
- Propose, for the consideration of the CAPB, panels and speakers
- Provide a roster of volunteers
- Organize transportation for delegates
- Organize a golf tournament
- Organize a host reception and dinner
- Organize a companion program

Discussion:

The CAPB Board of Directors has approved the conference theme, "Civilian Governance and Social Responsibility: Safety, Community and Sustainability".

In light of this theme, I have identified Mr. Glen Murray as the proposed keynote speaker. Mr. Murray is considered Canada's leading expert on municipal affairs, city development and creating healthy dynamic communities. He has engaged many groups, governments and associations to think about quality of place as the cornerstone for communities large and small. I have appended Mr. Murray's profile for your consideration. Mr. Murray's rate for not-for-profit organizations is \$8,000.00, exclusive of GST.

Conclusion:

I have requested that, in addition to the costs of Mr. Murray's fees, the Board allocate a further \$12,000.00 to cover the costs of additional, yet to be identified, speakers and the costs of providing honouraria to panellists at the conference's plenary and breakout sessions.

**The Board noted that Navigator, referred to in Mr. Murray's attached profile, is a lobby firm.**

**The Board approved the foregoing report with an amendment indicating that Chair Mukherjee will ask Mr. Murray if he has anything to declare with regard to his work at Navigator.**

## **Glen Murray**

**- January 2007 -**

As an urban strategist and consultant Glen Murray is best known for his vision to build culturally dynamic urban centres. He inspires Canadians to look at cities as the economic engines of the country that must be built on a foundation of culture and diversity. He understands from practical and extensive experience in municipal government that Canadian cities must fund and maintain their “pipes, potholes and police”. However he firmly believes it is essential for community leaders to make room in their planning and budgeting to advance the arts, culture, heritage, environment and ecology of a community.

He leads a team of professional consultants under the AuthenticityCity group, an urban policy practice of Navigator. They have years of experience in municipal government and governance; cultural and land use planning; communications and media relations, which they apply to help leaders create urban wealth.

As the former Mayor of Winnipeg, his vision is anchored in practical and very successful experience on the council floor; working with business and union leaders; and working in partnership with other levels of government. It led him to create a fiscally conservative municipal government that still had the vision to support exciting developments for Winnipeg. In that time Winnipeg realized a new downtown Millennium Library; a new downtown arena and entertainment complex (The MTS Centre); the landmark two-span bridge Esplanade Louis Riel and a special fund for public art.

His civic experience led him to realize Canadian cities, with their multi-billion dollar infrastructure deficits, needed a new financial arrangement. His vision for a New Deal for Cities started with the formation of the C5 - a coalition of mayors from five Canadian cities. It was during that time that he became the first Chair of the Big City Mayors Caucus 2002. His New Deal concepts were first tested with the electorate in Winnipeg in the fall of 2003. That campaign drew international attention, offers to speak across the country and an invitation by Prime Minister Paul Martin to run in the 2004 federal election.

Glen Murray was a Distinguished Visitor at Massey College in the fall of 2004. He is the Chair of the Canadian National Roundtable on the Environment and the Economy, where his extensive experience in municipal government is helping to shape policy on how cities need to develop environmental policies and respond to climate change.

His work can be seen at [www.nav/authenticity.com](http://www.nav/authenticity.com)

His coordinates are: [gmurray@navltd.com](mailto:gmurray@navltd.com)

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 09, 2007**

**#P283. REQUEST FOR FUNDS: YOUTH IN POLICING SUMMER  
EMPLOYMENT PROGRAM LUNCHEON**

The Board was in receipt of the following report July 12, 2007 from Alok Mukherjee, Chair:

Subject: REQUEST FOR FUNDS - YOUTH IN POLICING SUMMER EMPLOYMENT  
PROGRAM LUNCHEON

Recommendations:

It is recommended that:

- (1) The Board approve an expenditure from the Board's Special Fund of an amount not to exceed \$700.00, for expenses to be incurred for a Youth in Policing luncheon scheduled for Thurs, August, 23, 2007.
- (2) The Board give standing authority to the Chair to provide monies from the Special Fund to contribute to the cost of a luncheon event for Youth in Policing students in an amount not to exceed \$700.00 annually

Financial Implications:

If the Board approves the recommendations contained in this report, the Board's Special Fund will be reduced in an amount not to exceed \$700.00, annually.

Background:

For the second year in a row, as part of the government's strategy to address the growing needs of Toronto's youth community, the Toronto Police Services Board and the Toronto Police Service in collaboration with the Ministry of Children and Youth Services are facilitating a summer youth program. This year, a total of 100 students have been selected for the program and have been placed within most Toronto Police Service units.

On Thurs, August 23, 2007, the Board will be hosting a mid-summer training session luncheon for the youth in support of this very important initiative. The amount not to exceed \$700.00 is requested from the Special Fund to facilitate our hosting of this event. It is expected that approximately 120 participants will attend, including 100 youth, Service members and any interested Board members.

It is, therefore, recommended that the Board approve the expenditure from the Board's Special Fund of an amount not to exceed \$700.00 and that the Board grant standing authority to the Chair to provide monies from the Special Fund in an amount not to exceed \$700.00 annually, for the hosting of the Youth in Policing luncheon.

**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 09, 2007**

**#P284. QUARTERLY REPORT: TORONTO POLICE SERVICES BOARD  
SPECIAL FUND UNAUDITED STATEMENT: APRIL TO JUNE 2007**

The Board was in receipt of the following report July 23, 2007 from Alok Mukherjee, Chair:

Subject: QUARTERLY REPORT: TORONTO POLICE SERVICES BOARD SPECIAL  
FUND UNAUDITED STATEMENT: APRIL - JUNE 2007

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/Purpose:

Enclosed is the un-audited statement of receipts and disbursements with respect to the Toronto Police Services Board's Special Fund for the period 2007 April 01 to 2007 June 30.

As at 2007 June 30, the balance in the Special Fund was \$718,729. During the second quarter, the Special Fund recorded receipts of \$90,107 and disbursements of \$281,726. There has been a net decrease of \$190,389 against the December 31, 2006 fund balance of \$909,118.

Auction proceeds have been estimated for the second quarter as the actual deposits have not yet been made. The proceeds totals will be adjusted in the third quarter report to actual deposited amounts. The Property and Evidence Management Unit of the Service and Rite Auction Limited continue their partnership in 2007. A 40% commission rate continues to apply to all auction proceeds earned.

Funds expended include Board approved contributions to the Victim Services Program, Community Police Liaison Committees, TPAAA and the United Way. For the second quarter of 2007, the Board approved its allocation for \$30,000 to Literature for Life and \$27,960 to Nathaniel Dett Chorale. Fitness equipment was purchased from Dotmar Athletics. The Board continues to provide funding to support the hosting of Community Police Consultative and Ontario Association of Police Services Boards annual conferences. The Board continues to support the recognition of both Service and Community members.

Board members are reminded of the following significant standing commitments which require monies from the Special Fund both within and beyond 2007:

- Futures Program – the Board approved the allocation of \$100,000 in each of 2005, 2006, 2007, 2008 and 2009.



- 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

**The Board approved the foregoing.**

THE TORONTO POLICE SERVICES BOARD SPECIAL FUND									
2007 SECOND QUARTER RESULTS WITH INITIAL PROJECTIONS									
	2007							2006	
	INITIAL	ADJUSTED	JAN 01 TO	APR 01 TO	JUL 01 TO	OCT 01 TO	JAN 01 TO		
PARTICULARS	PROJ.	PROJ.	MAR 31/07	JUN 30/07	SEPT 30/07	DEC 31/07	TOTALS	ACTUAL	COMMENTS
BALANCE FORWARD	909,118	909,118	909,118	910,348	718,729	718,729	909,118	349,983	2007 projections are based on 2006 actual results. The adjusted projection is based on the results to date as at the quarter.
REVENUE									
PROCEEDS FROM AUCTIONS	300,000	250,000	63,418	60,075	0	0	123,493	285,438	Auction proceeds for the second quarter were estimated as no deposits have been made as of yet.
LESS OVERHEAD COST	(120,000)	(100,000)	(40,506)	(19,469)	0	0	(59,974)	(126,866)	The overhead cost is calculated as 40% of the proceeds based on the Rite Auctions agreement.
LESS RETURNED AUCTION PURCHASE	0	0	0	0	0	0	0	0	
UNCLAIMED MONEY	50,000	100,000	8,457	41,340	0	0	49,797	745,036	PEMU continues to clear out unclaimed cash to the Special Fund if rightful owners are not located.
LESS RETURN OF UNCLAIMED MONEY	0	0	0	(823)	0	0	(823)	0	
INTEREST	12,500	23,000	2,536	9,032	0	0	11,568	12,739	Interest income is based on the average monthly bank balance. The activity fee
LESS ACTIVITY FEE	(280)	(240)	(13)	(49)	0	0	(62)	(219)	includes bank service charges and the activity fee allocation.
LESS CHEQUE ORDER	(100)	(100)	0	0	0	0	0	0	
SEIZED LIQUOR CONTAINERS	3,500	540	273	0	0	0	273	3,447	
OTHER	0	0	0	0	0	0	0	0	
TOTAL REVENUE	245,620	273,200	34,165	90,107	0	0	124,272	919,575	
BALANCE FORWARD BEFORE EXPENSES	1,154,738	1,182,318	943,283	1,000,455	718,729	718,729	1,033,390	1,269,558	Rounding can impact the reported amounts from quarter to quarter and year to year. Rounding differences are not significant.
DISBURSEMENTS									
POLICE COMMUNITY INITIATIVES									
SERVICE									
CPLC & COMM. OUTREACH ASSIST	29,000	28,000	0	28,000	0	0	28,000	22,427	Police Community initiative payments are made at various times during the year based on Police Services Board approval.
UNITED WAY	8,000	4,000	0	4,000	0	0	4,000	8,000	
OTHER	47,000	78,600	27,000	12,300			39,300	15,800	
COMMUNITY									
RACE RELATIONS	0	7,000	0	3,512	0	0	3,512	0	
VICTIM SERVICES PROGRAM	0	100,000	0	100,000	0	0	100,000	5,000	
BLACK HISTORY MONTH	2,000	3,500	3,500		0	0	3,500	2,000	
VARIOUS ORGANIZATIONS	50,000	50,000	0	6,700	0	0	6,700	12,731	
TPAAA ASSISTANCE	400	30,000	400	14,400	0	0	14,800	5,400	
FITNESS FACILITIES	0	25,000		12,245			12,245		Dotmar Athletics
FUTURES PROGRAM - YOUTH PROGRAMS	100,000	130,000	0	61,460	0	0	61,460	180,000	Includes Literature for Life, Nathaniel Dett Chorale
RECOGNITION OF SERVICE MEMBERS									
AWARDS	35,000	35,000	0	6,583	0	0	6,583	32,627	Award and recognition ceremonies for Police Officers
CATERING	20,000	20,000	0	360	0	0	360	16,167	Civilians, Crossing Guards, and Auxiliary Members.
RECOGNITION OF COMMUNITY MEMBERS									
AWARDS	16,000	16,000	0	6,198	0	0	6,198	16,082	Award and recognition ceremonies for Community
CATERING	7,000	7,000	0	5,783	0	0	5,783	7,328	Members/Citizens.
RECOGNITION OF BOARD MEMBERS									
AWARDS	52	100	52	0	0	0	52	0	
CATERING	2,000	3,200	1,632	0	0	0	1,632	0	
CONFERENCES									
BOARD									
COMM. POLICE LIAISON COMMITTEES	7,000	7,000	0	7,040	0	0	7,040	6,400	
ONT. ASSO. OF POLICE SERVICES BOARD	5,500	5,500	0	5,500	0	0	5,500	5,500	
CDN ASSO. OF POLICE SERVICES BRDS	0	0	0	0	0	0	0	0	
OTHER	0	0	0	0	0	0	0	12,496	
DONATIONS									
IN MEMORIAM	500	1,000	200	400	0	0	600	100	
OTHER	500	100	0	0	0	0	0	100	
DINNER TICKETS	5,000	5,000	150	1,000	0	0	1,150	5,390	Dinner tickets includes retirements as approved on BM 414/95
AUDIT FEE	8,000	8,000	0	6,245	0	0	6,245	6,892	The audit fee is based on a contracted amount which expires after the 2007 year end.
TOTAL DISBURSEMENTS	342,952	564,000	32,935	281,726	0	0	314,661	360,440	
SPECIAL FUND BALANCE	811,786	618,318	910,348	718,729	718,729	718,729	718,729	909,118	

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 09, 2007**

**#P285.         RESPONSE TO BOARD'S CONCERNS ABOUT GUN VIOLENCE**

The Board was in receipt of the following correspondence in response to the Board concerns about gun violence in the City of Toronto:

- June 29, 2007 from Michael Bryant, Attorney General; and
- July 05, 2007 from Monte Kwinter, Minister of Community Safety and Correctional Services.

Copies of the correspondence are appended to this Minute for information.

**The Board received the foregoing correspondence.**

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

**Procureur général**  
Édifice McMurtry-Scott  
720, rue Bay  
11<sup>e</sup> étage  
Toronto ON M5G 2K1  
Tél. : 416 326-4000  
Télec. : 416 326-4016



Our Reference #: M07-03682

JUN 29 2007

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 25, 2007, regarding gun violence in Ontario.

This government has pushed for several important changes to the *Criminal Code* that will make our communities safer. Ontario led the fight last fall for mandatory minimum sentences and we are pleased that the federal government put forward Bill C-10 which, if passed, would toughen sentences for serious gun offences.

A ban on handguns is the responsibility of the federal government. As Attorney General for Ontario, I have asked the federal government to fulfill its responsibilities and act on this crucial issue. Events have demonstrated that even the most well-intentioned handgun owners can be unwitting targets for gangs and organized crime. These legally possessed handgun collections have become a major weapons source in the illegal arms race amongst gangs in Ontario. For example, more than 40 registered handguns were stolen from a collector and, within a matter of days, two of those handguns were reported seized by Toronto Police in a high-risk takedown. It is obvious that safe storage of handguns is not enough. It is important that we learn from recent events and take action to protect our communities. The time for a handgun ban could not be more apparent.

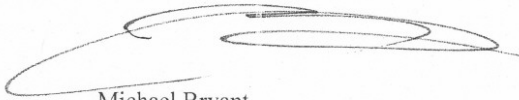
Ontario also continues to advocate for the registration of all firearms, including long guns. It is estimated that there are close to two million long guns registered to licensed owners in Ontario. The Ontario government believes that the registration of all firearms, including long guns, serves as an incentive to firearms owners to remain within the law when transferring their firearms.

.../2

If long guns are no longer tracked through registration, the effect is to reduce the accountability for the whereabouts of these weapons. This reduction in accountability will in itself have the effect of increasing the potential movement of these firearms into other persons' hands, thereby increasing the risk of them ultimately getting into the hands of criminals. Ontario is on the side of law enforcement officials who use the federal long-gun registry. The registry is an important public safety tool and this government supports the police in wanting to maintain and preserve it. It helps police track firearms and keep illegal guns off our streets, and it is one more way to help choke the illegal gun trade. Ontario continues to oppose the federal government's plans to weaken the long-gun registry.

Thank you again for taking the time to write.

Yours truly,

A handwritten signature in dark ink, consisting of several loops and a long horizontal stroke at the end.

Michael Bryant  
Attorney General

c: The Honourable Monte Kwinter  
Minister of Community Safety and Correctional Services

The Honourable Robert Douglas Nicholson  
Minister of Justice and Attorney General of Canada

The Honourable Stockwell Day  
Minister of Public Safety

Ministry of Community Safety  
and Correctional Services

Office of the Minister

25 Grosvenor Street  
18<sup>th</sup> Floor  
Toronto ON M7A 1Y6  
Tel: 416-325-0408  
Fax: 416-325-6067

Ministère de la Sécurité communautaire  
et des Services correctionnels

Bureau du ministre

25, rue Grosvenor  
18<sup>e</sup> étage  
Toronto ON M7A 1Y6  
Tél.: 416-325-0408  
Téléc.: 416-325-6067



CU07-02069

**JUL 05 2007**

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

**DATE RECEIVED**

**JUL 10 2007**

**TORONTO  
POLICE SERVICES BOARD**

Dear Dr. Mukherjee:

Thank you for your open letter, also addressed to my colleague the Honourable Michael Bryant, Attorney General, and the Honourable Stockwell Day, Minister of Public Safety Canada, and the Honourable Rob Nicholson, Minister of Justice and Attorney General of Canada, regarding gun violence in Toronto in light of the tragic shooting of a 15-year old student. I am pleased to respond and apologize for the delay.

Please be assured that I am deeply concerned about senseless gun violence, which cuts down lives. The McGuinty government is committed to doing its part to stop gun crimes and make our communities safer. We have invested more in the fight against guns and gangs than any other previous government in Ontario. This includes:

- \$68 million towards anti-guns and gangs initiatives to give police and prosecutors the tools and resources they need
- \$30 million for community-led programs to target at-risk youth in the Greater Toronto Area
- \$3 million for the Down With Guns community program.

Included in the \$68-million investment is a \$12-million package of initiatives announced on June 6, 2007, to target guns and gangs, organized crime, illegal drugs and other criminal activities across the province. Also included is the additional funding to renew the Toronto Anti-Violence Intervention Strategy (TAVIS). As you know, last year, our government took measures to curb violence in Toronto by providing \$7 million for TAVIS and the Closed Circuit Television initiatives. On June 10, 2007, I was pleased to share the stage with you and announce that the McGuinty government is providing an additional \$5 million to renew TAVIS and create an additional intelligence-led rapid response team to focus on reducing violent incidents and increasing community safety in Toronto's entertainment district.

Dr. Alok Mukherjee  
Page two

We are also continuing to fund the previous government's Community Policing Partnerships program as well as our Safer Communities – 1,000 Officers Partnership program in perpetuity. This means that we are investing more than \$68 million for over 2,000 additional officers each year.

The ministry is pleased that the Toronto Police Service has taken advantage of both of these programs allowing for a total of 501 additional officers to augment the strength of the service. The ministry welcomes the opportunity to continue working with municipalities, such as Toronto, through these grant programs, which enhance enforcement capacity and address serious crime concerns.

As you know, the federal government has sole jurisdiction over criminal law, including the regulation of firearms. We are urging the federal government to keep the federal gun registry, as we believe it makes our streets safer. The McGuinty government has called on the federal government to amend the *Criminal Code* of Canada to impose reverse onus bail for all gun crimes, implement a handgun ban and set more severe penalties for breach of bail conditions. We are also committed to working with the governments of Canada and the United States and relevant law enforcement agencies to address concerns surrounding border security and gun smuggling.

Please be assured that we will continue our efforts to keep Ontario communities safe. Our multi-faceted approach involving prevention, intervention, enforcement and evaluation ensures an integrated delivery of crime prevention programs.

Again, thank you for writing.

Sincerely,

A handwritten signature in black ink, appearing to read 'Monte Kwinter', with a stylized, cursive script.

Monte Kwinter  
Minister

c: The Honourable Stockwell Day  
Minister of Public Safety Canada

The Honourable Robert Nicholson  
Minister of Justice and Attorney General of Canada

The Honourable Michael Bryant  
Attorney General

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 09, 2007**

**#P286.        RESPONSE TO BOARD'S CONCERNS ABOUT THE DELAY IN  
IMPLEMENTING VICLAS ELECTRONIC SUBMISSIONS**

The Board was in receipt of the following correspondence in response to the Board's concerns about the delay in implementing ViCLAS electronic submissions:

- July 04, 2007 from Monte Kwinter, Minister of Community Safety and Correctional Services; and
- July 06, 2007 from Kate Lines, Detective Chief Superintendent Commander, Ontario Provincial Police.

**Copies of the correspondence are appended to this Minute for information.**

**The Board received the foregoing.**



Ministry of Community Safety  
and Correctional Services

Office of the Minister

25 Grosvenor Street  
18<sup>th</sup> Floor  
Toronto ON M7A 1Y6  
Tel: 416-325-0408  
Fax: 416-325-6067

Ministère de la Sécurité communautaire  
et des Services correctionnels

Bureau du ministre

25, rue Grosvenor  
18<sup>e</sup> étage  
Toronto ON M7A 1Y6  
Tél.: 416-325-0408  
Télec.: 416-325-6067



CU07-01860

JUL 04 2007

DATE RECEIVED

JUL 10 2007

TORONTO  
POLICE SERVICES BOARD

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

Dear Dr. Mukherjee:

Thank you for your letter, forwarded by the Honourable Michael Bryant, Attorney General, regarding a recommendation contained in Chief Bill Blair's report to the Toronto Police Services Board about the Violent Crime Linkage Analysis System (ViCLAS) electronic booklet. I am pleased to respond and apologize for the delay.

I appreciate being made aware of your concerns about the Provincial ViCLAS Centre. The centre was opened on December 2, 1996, in response to one of the recommendations in the Campbell Report resulting from the Bernardo homicides. It was created to assist in solving crimes expeditiously by linking undetected serial crimes that cross jurisdictional boundaries. I am pleased to report that ViCLAS has been most successful in its mandate.

As you are aware, as Minister of Community Safety and Correctional Services, I must not become directly involved in operational policing matters, attempt to influence a police investigation or take any action that could be perceived as jeopardizing the integrity of the justice system. The day-to-day operations of the Ontario Provincial Police (OPP), including the activities of the ViCLAS Centre, are the responsibility of OPP Commissioner Julian Fantino or his designated representative. Accordingly, I have forwarded a copy of your correspondence to Commissioner Fantino so that he or a member of his staff may respond to your concerns.

Please be assured that your concerns will be addressed by the OPP in a timely manner.

Again, thank you for writing.

Sincerely,

Monte Kwinter  
Minister

c: The Honourable Michael Bryant  
Attorney General

OPP Commissioner Julian Fantino

Ontario  
Provincial  
Police

Police  
provinciale  
de l'Ontario



**Investigation Support Bureau  
Bureau du soutien aux enquêtes**

777 Memorial Ave.  
Orillia ON L3V 7V3

777, avenue Memorial  
Orillia ON L3V 7V3

Tel: (705) 329-6530

Fax: (705) 329-6318

File Reference:

700-00

July 6, 2007

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



Dear Mr. Mukherjee:

The Honourable Monte Kwinter, Minister of Community Safety and Correctional Services, has asked the Ontario Provincial Police (OPP) to respond to your letter pertaining to a recommendation contained in a report prepared by Mr. William Blair, Chief of Police of the Toronto Police Service, relating to Provincial Violent Crime Linkage Analysis System (ViCLAS) Centre electronic submissions. As Commander of the OPP Investigation Support Bureau, which includes responsibilities for overseeing the Provincial ViCLAS Centre, I am pleased to respond on behalf of Minister Kwinter and OPP Commissioner Julian Fantino.

I very much appreciate being made aware of this matter. Since January 2006, the ViCLAS Centre has been in partnership with the Toronto Police Service Sex Crimes Unit and Homicide Unit conducting a trial project in relation to electronic submissions of the ViCLAS booklet, known as PureEdge. The Royal Canadian Mounted Police (RCMP) is the lead agency of ViCLAS, and the RCMP National Policy Centre developed the electronic version of the ViCLAS data booklet in order to expedite entries into the ViCLAS database.

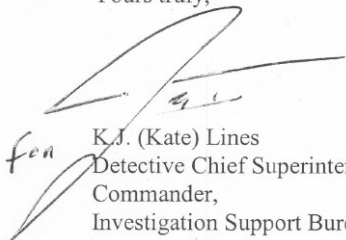
During the testing period, PureEdge experienced a number of technical issues, which caused considerable backlog for the Centre. As a result, in March 2007, the ViCLAS Centre agreed that the Toronto Police Service host Units would revert to paper submissions. Please be aware that resource and training requirements have not been a factor in the delay, but rather issues encountered with the electronic submissions. In June of this year, the RCMP released an updated format of PureEdge, which is now being tested to determine suitability for use within Ontario.

Mr. Alok Mukherjee  
Page two

The ViCLAS Centre receives approximately 12,000 cases annually, and strives to improve submission completion and reporting requirements. Please be assured that the Toronto Police Service has been working with Detective Staff Sergeant K.A. (Karen) Meyer, Manager of the Provincial ViCLAS Centre, to ensure concerns raised by the Toronto Police Service are promptly resolved.

I appreciate the opportunity to address this matter.

Yours truly,



K.J. (Kate) Lines  
Detective Chief Superintendent  
Commander,  
Investigation Support Bureau

/jtm

c: The Honourable Monte Kwinter,  
Minister of Community Safety and Correctional Services

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 09, 2007**

**#P287. CAPB – DIRECTOR FOR ONTARIO FOR THE 2007/2008 TERM**

The Board was in receipt of the attached correspondence dated July 11, 2007 from Jennifer Lanzon, Executive Director, Canadian Association of Police Boards, advising that Dr. Alok Mukherjee, Chair of the Toronto Police Services Board, has been selected by the CAPB Nominating Committee to serve as a Director for Ontario for the 2007/2008 term.

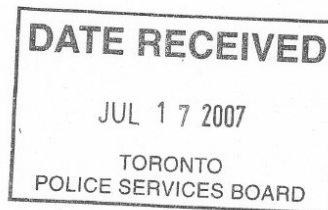
**The Board received the foregoing correspondence.**



Canadian Association of Police Boards  
Association canadienne des commissions de police

11 July 2007

Dr. Alok Mukherjee  
Chair  
Toronto Police Services Board  
40 College Street, 7<sup>th</sup> Floor  
Toronto, ON M5G 2J3



Dear Dr. Mukherjee:

I am writing to advise you that the CAPB Nominating Committee held a meeting on June 27, 2007 to consider the names put forward for the 2007/2008 term on the Canadian Association of Police Boards. We are pleased to confirm that your name was selected by the Nominating Committee to serve as a Director for Ontario for the 2007/2008 term. The full slate of candidates will be confirmed at the Annual General Meeting in Calgary on Sunday, August 19, 2007.

I look forward to meeting you in Calgary in August and working together over the coming year and if I can be of any assistance, please do not hesitate to contact me.

Sincerely,



Jennifer Lanzon  
Executive Director

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 09, 2007**

**#P288.           CORRESPONDENCE**

The Board was in receipt of a summary of the public correspondence received in the Board office between January 02, 2007 and March 09, 2007. A copy of the summary is on file in the Board office.

**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 09, 2007**

**#P289. REQUEST FOR FUNDS: JAMAICAN CANADIAN ASSOCIATION'S  
45TH INDEPENDENCE ANNIVERSARY OF JAMAICA GALA  
RECEPTION AND DINNER**

The Board was in receipt of the following report July 30, 2007 from Alok Mukherjee, Chair:

Subject: REQUEST FOR FUNDS: JAMAICAN CANADIAN ASSOCIATION'S 45<sup>TH</sup>  
INDEPENDENCE ANNIVERSARY OF JAMAICA GALA RECEPTION AND  
DINNER

Recommendation:

It is recommended that

- (1) the Board approve the purchase, from the Special Fund, of one table of tickets for the Jamaican Canadian Association's 45<sup>th</sup> Independence Anniversary of Jamaica Gala Reception and Dinner, in an amount not to exceed \$800.00 and;
- (2) tickets be provided to interested Board members with any remaining tickets being made available to interested participants in the Youth In Policing Initiative.

Financial Implications:

If the Board approves recommendation number one, the Board's Special Fund will be reduced by the amount of \$800.00

Background/Purpose:

The Jamaican Canadian Association (JCA) plans to celebrate the 45<sup>th</sup> Independence Anniversary of Jamaica at a Gala Celebration at the JCA Centre, 995 Arrow Road, Toronto, on August 11, 2007.

The keynote speaker will be The Honourable Dr. Barbara Gloudon, a renowned journalist and playwright from Jamaica. The celebration will also feature entertainment and an awards presentation.

Conclusion:

I recommend that the Board approve the purchase, from the Special Fund, of one table of tickets for the Jamaican Canadian Association's 45<sup>th</sup> Independence Anniversary of Jamaica Gala Reception and Dinner, in an amount not to exceed \$800.00. I further recommend that tickets be provided to interested Board members with any remaining tickets being made available to interested participants in the Youth In Policing Initiative.

**The Board approved the foregoing report.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 09, 2007**

**#P290. SUPPLEMENTARY LEGAL SERVICES FOR EMPLOYMENT AND LABOUR  
LAW**

The Board was in receipt of Minute No. P251/07 from the July 10, 2007 meeting containing recommendations pertaining to a contract for supplementary legal services for employment labour law. On July 10, 2007, the Board referred the recommendations to an in-camera meeting in order to receive legal advice on a course of action given that there was one bidder in the RFP process.

Following receipt of the legal advice at its in-camera meeting today, the Board agreed to reconsider the original recommendations during the public portion of the meeting (Min. No. C181/07 refers).

The Board considered Minute No. P251/07 containing a report dated June 04, 2007 from Ms. Maria Ciani, Acting Director of Human Resources Management. A copy of the Minute is attached for information.

**The Board approved the following Motions:**

- 1. THAT the Board approve the selection of the law firm Hicks Morley Hamilton Stewart & Storie LLP, to provide supplementary legal services in the area of employment and labour law issues to the Toronto Police Services Board for a period of five years beginning on October 01, 2007 and ending on September 30, 2012;**
- 2. THAT the hourly rates for the five years be fixed at the rates Hicks Morley proposed for the year 2009; and**
- 3. THAT, subject to Hicks Morley agreeing to Motions No. 1 and 2, the Board authorize the Chair to execute an agreement between the Board and the law firm of Hicks Morley Hamilton Stewart & Storie, LLP, subject to approval by the City Solicitor as to form.**



--- COPY ---

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2007**

**#P251            SUPPLEMENTARY LEGAL SERVICES FOR EMPLOYMENT AND  
LABOUR LAW**

The Board was in receipt of the following report June 04, 2007 from Maria Ciani, Acting Director, Human Resources Management:

Subject:        SUPPLEMENTARY LEGAL SERVICES FOR EMPLOYMENT AND  
LABOUR LAW

Recommendations:

It is recommended that:

- (1) The Board approve the selection of the law firm Hicks, Morley, Hamilton, Stewart & Storie LLP to provide supplementary legal services in the area of employment and labour law issues to the Toronto Police Services Board; and
- (2) The Board authorize the Chair to execute an agreement between the Board and the law firm of Hicks, Morley, Hamilton, Stewart & Storie LLP, for the period October 1, 2007 to September 30, 2012, subject to approval by the City Solicitor as to form.

Financial Implications:

Any financial implication relating to this recommendation has been included in the Toronto Police Service's Board 2007 operating budget. The fee schedule for Hicks, Morley, Hamilton, Stewart & Stories LLP is attached as Appendix "A".

Background/Purpose:

At its meeting on February 16, 2007, the Board approved the initiation of a Request for Proposal for Supplementary Legal Services for Employment and Labour Law process for the period of October 1, 2007 to September 30, 2012. At that time, the Board also approved a recommendation to waive its policy "Fees for External Legal Counsel" with respect to amounts that will be billed by the supplementary legal service contract holder (Board Min. P70/07 refers). A copy of the costs grid as set out in the Board's policy is located on Appendix "A" for information.

The purpose of this report is to advise the Board on the bids received and to recommend a successful bidder.

### Discussion:

A Request for Proposal was issued on March 9, 2007 (Request No. 1084120-07). The Board received two (2) proposals, one from Stringer, Brisbin, Humphrey Management Lawyers and one from the current provider, Hicks, Morley, Hamilton, Stewart & Storie LLP. Accordingly, a selection committee consisting of Dr. Alok Mukherjee, Chair, Police Services Board; Mr. William Gibson, Director, Human Resources Management; Ms. Maria Ciani, Manager, Labour Relations; and Mr. Albert Cohen, Solicitor, Toronto Legal Services Department, interviewed representatives from these firms on May 24, 2007. After careful deliberation, it was determined that the firm of Hicks, Morley, Hamilton, Stewart & Storie LLP is the most qualified due to their comprehensive experience in police services board employment and labour law practice.

It must be noted that Mr. Charles E. Humphrey of Stringer, Brisbin, Humphrey Management Lawyers faxed a letter to Mrs. Maria Ciani on May 24, 2007 to advise that “Given the current discussions regarding the current needs of the Board, particularly as they relate to collective bargaining, we have concluded we are not in a position at this time to meet the Board’s needs. In our view it would be very difficult for any counsel not already familiar with the Board, and the Service, to provide the quality and depth of support the Board will require during collective bargaining. For these reasons, we wish to withdraw our proposal to provide legal services to the Board at this time.”

### Conclusion:

Since 1976, Hicks, Morley, Hamilton, Stewart & Storie LLP has consistently provided high quality, timely and innovative legal services in all aspects of labour and employment law. In addition, this firm also provides specialized expertise in the areas of pension, benefits, compensation, workers’ safety and insurance, occupational health and safety, job action, human rights and other issues which are specific and unique to the Toronto Police Service.

Ms. Maria Ciani, Acting Director, Human Resources Management, will be in attendance to answer any questions that the Board may have regarding this report.

**Ms. Maria Ciani, Acting Director, Human Resources Management, was in attendance and responded to question about this report.**

**The Board expressed its concern about the length of time that Hicks Morley Hamilton Stewart & Storie has been providing legal services to the Board and noted that other law firms may have been reluctant to submit a bid in the RFP process.**

**The Board also expressed concern at the proposed increase to hourly rates over the five year term of the contract contained in the Hicks Morley submission. The Board noted that the proposed increased rates would be considerably higher than the rates contained in the Board’s cost grid under its policy governing Fees for External Legal Counsel.**

**The Board asked Mr. Albert Cohen, City of Toronto – Legal Services Division, for advice on a course of action given that Hicks Morley was the sole bidder in this RFP process.**

**The Board agreed to defer consideration of the foregoing report to its August 09, 2007 in-camera meeting and requested that Mr. Cohen provide the Board with options with regard to a new RFP process.**

APPENDIX “A”

**Professional Fees (before applicable GST)  
Hicks, Morley, Hamilton, Stewart & Storie LLP**

	<b>Effective Date</b>				
<b>Lawyer *</b>	<b>Oct. 1, 2007</b>	<b>Oct. 1, 2008</b>	<b>Oct. 1, 2009</b>	<b>Oct. 1, 2010</b>	<b>Oct. 1, 2011</b>
Senior Partner (over 15 years)	\$375	\$385	\$400	\$415	\$430
Partners (7-15 years)	\$280-\$365	\$290-\$375	\$300-\$390	\$310-\$405	\$320-\$420
Senior Associates	\$195-\$270	\$200-\$280	\$205-\$290	\$210-\$300	\$215-\$310
Junior Associate	\$170-\$185	\$175-\$190	\$180-\$195	\$185-\$200	\$190-\$205
Students	\$125	\$130	\$135	\$140	\$145

\*To be supplied on approval of new contract.

**Board Policy – Fees for External Legal Counsel  
Costs Grid**

Law Clerks	Up to \$60.00 per hour
Student-at-law	Up to \$80.00 per hour
Lawyer (less than 10 years)	Up to \$225.00 per hour
Lawyer (10 or more but less than 20 years)	Up to \$300.00 per hour
Lawyer (20 years and over)	Up to \$350.00 per hour

(Reference: Min. No. P323/05)

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 09, 2007**

**#P291. IN-CAMERA MEETING – AUGUST 09, 2007**

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

The following members attended the in-camera meeting:

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 09, 2007**

**#P292.       ADJOURNMENT**

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Alok Mukherjee  
Chair