



The following *draft* Minutes of the meeting of the Toronto Police Services Board held on March 22, 2007 are subject to adoption at its next regularly scheduled meeting.

The Toronto Police Services Board approved the Minutes of the meeting held on February 16, 2007 and the special meeting held on February 26, 2007 with the exception of Minute No. P20/07 pertaining to the review of a complaint about Toronto Police Service policy. Minute No. P20/07 was amended by the Board.

MINUTES OF THE PUBLIC MEETING of the Toronto Police Services Board held on **MARCH 22, 2007** at 1:30 PM in the Auditorium, 40 College Street, Toronto, Ontario.

PRESENT:

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

ABSENT:

Ms. Judi Cohen, Member

ALSO PRESENT:

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2007**

#P93. MOMENT OF SILENCE

The Board observed a moment of silence in memory of Police Constable Daniel Tessier of the Laval Police Force who was killed while on duty on March 02, 2007

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2007**

#P94. CONCLUSION OF TERM: THE HONOURABLE HUGH LOCKE, Q.C.

Chair Mukherjee noted that the term of appointment for The Honourable Hugh Locke, Q.C., would conclude on April 14, 2007 and, unless he is re-appointed by the Premier of Ontario, this would be the last meeting for Judge Locke.

The Board acknowledged the valuable contribution that Judge Locke has made during the past three years, particularly his legal and judicial knowledge. The Board extended its thanks and appreciation to Judge Locke for his work with the Board.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2007**

#P95. OUTSTANDING & PENDING REPORTS - PUBLIC

The Board was in receipt of the following report March 07, 2007 from Alok Mukherjee, Chair:

Subject: OUTSTANDING & PENDING REPORTS - PUBLIC

Recommendations:

It is recommended that:

- (1) the Board receive the attached list of pending and outstanding public reports; and
- (2) the Board provide direction with respect to the reports noted as outstanding.

Financial Implications:

There are no financial implications related to the approval of the foregoing recommendations.

Background:

At its meeting held on March 27, 2000 the Board agreed that the Chair would be responsible for providing the Board with a list of the public reports which had previously been requested but which had not been submitted and were, therefore, considered as “outstanding”. The Board further agreed that when outstanding reports were identified, the Chair would provide this list to the Board for review at each regularly scheduled meeting (Min. No. C70/00 refers).

I have attached a copy of the current list of all pending and outstanding public reports required from both the Chief of Police and representatives from various departments of the City of Toronto.

A review of this list indicates that there are outstanding reports; these reports are emphasized in bold ink in the attachment.

The Board received the foregoing and approved the following Motion:

THAT, as a result of a review of the outstanding reports, the Board delete the requirement for the following reports:

- Board Minute No. P190/05 – Collection of Information
- Board Minute No. P352/05 – RASAR Proposal
- Board Minute No. P382/06 – Status of \$650,000 – update provided in Minute No. P120/07.

A copy of the pending and outstanding list of reports is on file in the Board office.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2007**

**#P96. LEGAL FEES – TORONTO POLICE SERVICES BOARD: INQUEST
INTO THE DEATH OF OTTO VASS**

The Board was in receipt of the following report January 09, 2007 from Alok Mukherjee, Chair:

Subject: LEGAL FEES TORONTO - POLICE SERVICES BOARD - INQUEST INTO
THE DEATH OF OTTO VASS

Recommendation:

It is recommended that the Board approve payment of legal fees charged by Borden Ladner Gervais LLP, in the amount of \$95,665.86.

Financial Implications:

The funding required to cover the cost of these legal fees is available within the Board's 2006 operating budget.

Background/Purpose:

Attached is a statement of account from the legal firm of Borden Ladner Gervais LLP in the amount of \$95,665.86 for professional services rendered in connection with the above noted matter. The account is for the period ending December 19, 2006.

I recommend that the Board approve payment of this account from the Board's operating budget. This report corresponds with additional information provided on the in-camera agenda.

The Board approved the foregoing.



BORDEN
LADNER
GERVAIS

Toronto Police Services Board
40 College Street
Toronto, ON M5G 2J3

Borden Ladner Gervais LLP
Lawyers • Patent & Trade-Mark Agents
Scotia Plaza, 40 King Street West
Toronto, Ontario, Canada M5H 3Y4
tel.: (416) 367-6000 fax: (416) 367-6749
www.blgcanada.com

December 19, 2006
Invoice # 696201978
KAM/KAM

Re: City/Toronto (Police)-Otto Vass Inquest

File No: 017523/000205

REMITTANCE COPY

Fees	\$ 89,937.95
Disbursements	318.63
GST on Fees and Taxable Disbursements	5,409.28
Total this Invoice	<u>\$ 95,665.86</u>

PLEASE RETURN THIS COPY WITH YOUR PAYMENT
MAKE CHEQUES PAYABLE TO BORDEN LADNER GERVAIS LLP

Alternatively, payment may be wired to:

The Bank of Nova Scotia
44 King Street West
Toronto, Ontario
M5H 1H1

Bank #: 002
Bank Transit #: 80002
Swift Code: NOSCCATTTOR
General Canadian Fund Account#: 14221-11
U.S. Fund Account #: 51181-15

Please include our invoice number with your wiring instructions

PAYABLE ON RECEIPT
INTEREST AT THE RATE OF 4.5% PER ANNUM MAY BE CHARGED ON ACCOUNTS WHICH ARE OVERDUE
GST REGISTRATION # R869096974RT0001

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2007**

**#P97. LEGAL FEES – TORONTO POLICE SERVICES BOARD ATTS. NORMAN
GARDNER**

The Board was in receipt of the following report January 10, 2007 from Alok Mukherjee, Chair:

Subject: LEGAL FEES - TORONTO - POLICE SERVICES BOARD ATTS NORM
GARDNER

Recommendation:

It is recommended that the Board approve payment of legal fees charged by Torys LLP, in the amounts of \$8,148.85 and \$4,722.00.

Financial Implications:

The funding required to cover the cost of these legal fees is available within the Board's 2006 operating budget.

Background/Purpose:

Attached are statements of account from the legal firm of Torys LLP for professional services rendered in connection with the above-noted matter. The attached accounts are for the months ending October 31, 2006 and November 30, 2006, in the amounts of \$8,148.85 and \$4,722.00, respectively.

I have also appended a letter dated January 4, 2007, from Mr. Albert Cohen, City Solicitor, Legal Services, in which he recommends "*payment of these invoices as they are reasonable in my opinion and the services provided were necessary in defending this action.*"

I, therefore, recommend that the Board approve payment of this account from the Board's operating budget.

This report corresponds with additional information provided on the in-camera agenda.

The Board was also in receipt of a copy of correspondence dated February 23, 2007 from Ms. Trisha Jackson, Torys LLP, to Mr. Albert Cohen, City of Toronto – Legal Services Division, with regard to a replacement account for the period ending December 31, 2006 in the amount of \$254.40. A copy of Ms. Jackson's correspondence is appended to this Minute for information.

The Board approved the foregoing report from Chair Mukherjee and the additional replacement account in the amount of \$254.40.



Anna Kinastowski, B.A., LL.B.
City Solicitor
Legal Services
Metro Hall, 26th Fl., Stn. 1260
55 John Street
Toronto, ON M5V 3C6
Tel. 416-392-8047
Fax 416-397-5624

Reply To: Albert H. Cohen
Tel: 416-392-8041
Fax: 416-397-5624
E-Mail: acohen@toronto.ca

File No. 8404-A60-4879.06

January 4, 2007

Delivered by Regular Mail

Ms. Joanne Campbell
Executive Director
Toronto Police Services Board
40 College Street
Toronto, ON M5G 2J3

Dear Ms. Campbell:

Re: Toronto Police Services Board ats Norm Gardner

Enclosed please find two accounts for services from Torys LLP. with respect to the above referenced matter:

1. REF: 1135300/32032-2002 dated December 15, 2006 in the amount of \$8,148.85 for the period ending October 31, 2006;
2. REF: 1135795/32032-2002 dated December 20, 2006 in the amount of \$4,722.00 for the period ending November 30, 2006.

I recommend payment of these invoices as they are reasonable in my opinion and the services provided were necessary in defending this action.

Yours truly,


Albert H. Cohen
Director of Litigation

AHC:tt
Encl.



In Account With **TORYS LLP**
NEW YORK TORONTO

Suite 3000
79 Wellington St. W.
Box 270, TD Centre
Toronto, Ontario
M5K 1N2 Canada

TEL 416.865.0040
FAX 416.865.7380

www.torys.com

All accounts
are payable on receipt.

GST registration number
R119420685

December 15, 2006

Albert Cohen
Metro Hall, 25th Floor, Stn 1260
55 John Street
Toronto, Ontario
M5V 3C6

Re: Toronto Police Services Board ats. Norm Gardner

TO PROFESSIONAL SERVICES RENDERED, for the period ending October 31, 2006 as described on the attached Schedule.

Fee \$7,105.00

Disbursements Subject to GST

Binding Charges	\$1.26	
Copies	15.12	
Laser Printing	23.50	
On Line Research Charges - WestlaweC	15.76	
On-Line Research Cost - Quicklaw	<u>92.99</u>	148.63

Disbursements Not Subject to GST

Appeal (perfection of)	\$201.00	
Appeal Notices	<u>259.00</u>	460.00

GST 435.22

TOTAL \$8,148.85

TORYS LLP

Per: 

REF: 1135300/32032-2002

Please retain this copy

Interest at the rate of 4.50% per year, calculated on a daily basis,
will be charged on all amounts overdue one month or more.

In Account With **TORYS**
NEW YORK TORONTO

Suite 3000
79 Wellington St. W
Box 270, TD Centre
Toronto, Ontario
M5K 1N2 Canada

TEL 416.865.0040
FAX 416.865.7380

www.torys.com

All accounts
are payable on receipt.

GST registration number
R119420685

December 20, 2006

The Toronto Police Services Board
Metro Hall
25th Floor, Stn. 1260
55 John Street
Toronto, Ontario
M5V 3C6

Attention: Albert Cohen

Re: Toronto Police Services Board ats Norm Gardner

TO PROFESSIONAL SERVICES RENDERED, for the period ending November 30, 2006 as described on the attached Schedule.

Fee		\$4,070.00
<u>Disbursements Subject to GST</u>		
Copies	\$362.67	
Laser Printing	<u>22.05</u>	384.72
GST		<u>267.28</u>
TOTAL		<u>\$4,722.00</u>

TORYS LLP

Per: 

REF: 1135795/32032-2002

Please retain this copy

Interest at the rate of 4.50% per year, calculated on a daily basis,
will be charged on all accounts overdue one month or more.



Suite 3000
79 Wellington St. W.
Box 270, TD Centre
Toronto, Ontario
M5K 1N2 Canada

Patricia D.S. Jackson
Direct Tel. 416.865.7323
tjackson@torys.com

TEL 416.865.0090
FAX 416.865.7380

www.torvs.com

February 23, 2007

BY FAX AND MAIL

Mr. Albert Cohen
Metro Hall
25th Floor, Stn. 1260
55 John Street
Toronto, Ontario
M5V 3C6

Dear Mr. Cohen:

Re: Toronto Police Services Board ats Norm Gårdner

I am enclosing a replacement account for the period ending December 31, 2006. Your office kindly drew our attention to an error in the earlier account - which arose in connection with the fact that we adjusted the account downwards (but with arithmetic inaccuracy) in order that the Board not be fully charged for the time spent on this matter.

I trust you will find the enclosed revised account satisfactory.

Yours very truly,

Trisha Jackson

PDSJ/fc
Enclosure

In Account With **TORYS** LLP
NEW YORK TORONTO

Suite 3000
79 Wellington St. W
Box 270, TD Centre
Toronto, Ontario
M5K 1N2 Canada

TEL 416 865 0040
FAX 416 865 7380

www.torys.com

All accounts
are payable on receipt.

GST registration number
R119420685

Re-Issued Account for Invoice #1137700 Dated: Jan. 25/2007

February 22, 2007

The Toronto Police Services Board
Metro Hall, 25th Floor
Station 1260
55 John Street
Toronto, Ontario
M5V 3C6

Attention: Mr. Albert Cohen

Re: Toronto Police Services Board ats. Norm Gardner

TO PROFESSIONAL SERVICES RENDERED, for the period ending December 31, 2006 as described
on the attached Schedule.

Fee	\$240.00
GST	<u>14.40</u>
TOTAL	<u>\$254.40</u>

TORYS LLP

Per: 

REF: 1139243/32032-2002



Suite 3000
79 Wellington St. W.
Box 270, TD Centre
Toronto, Ontario
M5K 1N2 Canada

TEL 416.865.0040
FAX 416.865.7380

www.torys.com

All accounts
are payable on receipt.

Re-Issued Account for Invoice #1137700 Dated: Jan. 25/2007

February 22, 2007

The Toronto Police Services Board
Metro Hall, 25th Floor
Station 1260
55 John Street
Toronto, Ontario
M5V 3C6

Attention: Mr. Albert Cohen

Re: Toronto Police Services Board ats. Norm Gardner

TO PROFESSIONAL SERVICES RENDERED, for the period ending December 31, 2006 as described on the attached Schedule.

Fee	\$240.00
GST	<u>14.40</u>
TOTAL	<u>\$254.40</u>

TORYS LLP

Per: _____

REF: 1139243/32032-2002

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2007**

**#P98. REQUEST FOR A REPORT: PROPOSED BY-LAW PROHIBITING
PANHANDLING IN OFFICIALLY DESIGNATED TOURIST AREAS**

The Board was in receipt of correspondence dated February 07, 2007 from Case Ootes, Councillor, City of Toronto, containing a request for a report with regard to a proposed by-law prohibiting panhandling in officially designated tourist areas. A copy of Councillor Ootes' correspondence is appended to this Minute for information.

The following persons were in attendance and delivered deputations to the Board with regard to Councillor Ootes' request for a report:

- Councillor Case Ootes *
- Councillor Denzil Minnan-Wong
- Councillor Michael Thompson *
- Councillor John Parker *
- Councillor Norm Kelly

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

The Board was also in receipt of a written submission dated March 22, 2007 from Councillor Karen Stintz. A copy of Councillor Stintz's written submission is on file in the Board office.

The Board received the deputations and the written submissions and extended its appreciation to the deputants for their comments.



CASE OOTES

Councillor, Ward 29
Toronto-Danforth



February 7, 2007

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

Dear Alok,

I serve on the Economic Development Committee of Toronto City Council. On January 24, 2007 I requested that the appropriate staff report to the Economic Development Committee at its February 21, 2007 meeting on how the City of Toronto, working with the Toronto Police Service, can implement and enforce a by-law that would prohibit panhandling within the officially designated tourist areas of the city. City staff will likely report back to the Economic Development Committee at its April 12 meeting.

I would like to request that the Toronto Police Services Board ask Chief Bill Blair to prepare a report for the TPSB on this issue, outlining options to curb panhandling in tourist areas, while ensuring that appropriate supports and resources (i.e. shelter options, community services information) are passed on to those in need.

Thank you and I look forward to hearing from you.

Sincerely,


Councillor Case Ootes
Ward 29, Toronto-Danforth



Downtown Office:
City Hall, 100 Queen Street West
Suite 45, 2nd Floor
Toronto, Ontario M5H 2N2
Tel: (416) 392-4032
Fax: (416) 392-4123
e-mail: councillor_ootes@toronto.ca

Community Office:
East York Civic Centre
850 Coxwell Avenue
Toronto, Ontario M4C 5R1
Tel: (416) 778-CASE (778-2273)
Fax: (416) 397-4672

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2007**

#P99. 2006 HATE/BIAS CRIME STATISTICAL REPORT

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

Subject: 2006 HATE/BIAS CRIME STATISTICAL REPORT

Recommendations:

It is recommended that:

- 1) the Board receive the attached report for information; and
- 2) a copy of this report be forwarded to the Policy and Finance Committee for information.

Financial Implications:

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

Background:

The Hate Crime Unit of Intelligence Services has collected statistics and has been responsible to ensure full and thorough investigation of hate/bias crime offences since 1993. Attached is the 2006 Hate/Bias Crime Statistical Report.

Discussion:

At the time the 2005 Hate/Bias Crime Statistical Report was presented last year, the Board enquired about “the manner in which the Service determines the names of the victim groups, particularly, what criteria are used to differentiate a victim’s ethnicity from nationality or race”. The Board also enquired about “the definition of what constituted a hate crime”. The Unit advises that responses to these questions are included within the 2006 Hate/Bias Crime Statistical Report. Classification criteria are outlined in the Methodology of Categories section on page 5 and hate/bias crime definitions are provided in the Introduction section on page 3.

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

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

**Inspector Mario Di Tommaso
Detective Sergeant Steve Irwin
Sergeant Jim Hogan**

The Board received the presentation and approved the following Motions:

- 1. THAT the Board receive the foregoing report and forward copies to the City of Toronto – Executive Committee and the Ontario Association of Police Services Boards for information;**
- 2. THAT, in light of the increasing hate/bias crime activities, the Board send a copy of the report to the Ministry of the Attorney General with a recommendation that it establish a working group to monitor hate/bias crimes throughout the province; and**
- 3. THAT the Board approve the wide dissemination of the foregoing report and that the Chair and Chief develop a list of recipients.**

A copy of the complete 2006 Hate/Bias Crime Statistical Report is on file in the Board office.

EXECUTIVE SUMMARY

There was an increase in the number of hate/bias crimes reported in the City of Toronto in 2006. There were a total of 162 reported hate/bias crimes in 2006 compared to 132 in 2005. The 162 occurrences recorded in 2006 represent a 23% increase from 2005 but are also the fourth-lowest number recorded since the Hate Crime Unit began collecting these statistics in 1993. The average number of reported hate/bias occurrences over the past fourteen years is 211.

Although hate/bias crimes did increase 23% in 2006, arrests and charges more than kept pace with their rise. The number of arrests jumped 73%, from 26 in 2005 to 45 in 2006. Similarly, charges laid in hate/bias cases grew 78%, from 50 in 2005 to 89 in 2006.

Through meetings and consultations with affected community representatives in 2005, a need was identified to provide information in this Annual Report about salient characteristics of the population of Toronto. This feature was added last year and is again included in the 2006 Report. This information should assist in better understanding the overall hate/bias crime picture in relation to the proportions of the various racial, religious, ethnic and other sub-groups within Toronto.

Additionally, for the first time, the particular communities targeted in Multi-Bias (MU) offences are listed and the incidence of their victimization reported. It is felt that this too will help provide a fuller understanding of the hate/bias crime situation in Toronto.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2007**

**#P100. ADMINISTRATION OF THE TORONTO POLICE SERVICE
AUXILIARY PROGRAM**

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

Subject: ADMINISTRATION OF THE TORONTO POLICE SERVICE AUXILIARY
PROGRAM

Recommendations:

It is recommended that:

- (1) The Board designate authority to the Chief of Police with respect to the suspension of Auxiliary members as set out in this report.

Financial Implications:

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

Background/Purpose:

The Toronto Police Service Auxiliary Program (Auxiliary Program) is a vital component of the Service's community mobilization strategy. The Auxiliary Program utilizes the talents and abilities of the specially trained auxiliary police officers who have volunteered from Toronto's multicultural and diverse communities.

The Auxiliary Program assists the Toronto Police Service (the Service) in fulfilling its crime prevention obligations mandated under the Police Services Act, R.S.O., 1990, (PSA). Their visible presence in the community, and continued assistance and support of policing activities has been identified as an integral component of the 2006-2008 Service Priority: "Delivery of Service." One of the goals in the aforementioned Service priority includes, *"to increase the visible presence of the Police Service in the community, focusing on uniform members and volunteers including the Auxiliary."*

Volunteers have been an integral part of policing in Toronto since 1834, when the then Toronto Police Force had just one paid police officer. The remaining fourteen officers were appointed volunteers. From that time forward, volunteers served in a variety of informal supportive roles and became an invaluable resource for the growing Toronto Police Force.

On October 15, 1954, a tropical storm called Hurricane Hazel swept up the eastern seaboard of the United States dumping two hundred million tons of rain on the Toronto area, turning creeks into deadly rapids and sweeping away houses and roads. As police, firefighters and medical personnel tried to help those most in need, citizens scrambled to mount their own rescue efforts. The efforts were brave, but they were uncoordinated and ill prepared.

The aftermath of Hurricane Hazel clearly demonstrated that the Toronto area was not organized to cope with disasters of such magnitude. The authorities decided to take the necessary steps to remedy that situation and the end result was the formation of the Civil Defense Organization. This organization was patterned after the wartime air raid wardens and the Auxiliary Police was one of the units formed in 1956. Along with the merger of the thirteen municipal police forces to form the Metropolitan Toronto Police in 1957, the administration and oversight of the Auxiliary Police function was incorporated into the new structure. Eventually, the role of the Auxiliary Police was formally recognized through the PSA and related regulations.

Since 1957, the Auxiliary Program has demonstrated a tremendous sense of volunteerism and dedication to the greater community. This is best exemplified through the approximately seventy thousand hours annually of their time to assist the Service in areas that include community-policing initiatives, special events, parades, searches for missing persons and emergency call-outs. Their continued assistance, support and dedication of policing activities shall remain an integral component of the Service.

Discussion:

Mission Statement

The purpose of the Toronto Police Service Auxiliary Program is to provide an effective, efficient and economical support service through the deployment of trained, volunteer Auxiliary members to units and divisions across the Service.

Mandate

Accordingly, in addition to compliance with the Police Services Act of Ontario and Service Governance, the Auxiliary Program, under the direction of the Unit Commander, Community Mobilization Unit, is responsible for:

- Assisting in the delivery of crime prevention and community mobilization initiatives;
- Performing police duties in special circumstances as authorized by the Chief of Police, including emergencies where insufficient numbers of police officers are available;
- Promoting a positive image of the Service through the voluntary contributions of its members in the community and to the Service; and

- Providing support to the Service and supplementing the efforts of paid members of the Service at planned special events.

Governance of the Toronto Police Service Auxiliary Program

Auxiliary police officers are governed by the PSA, Sections 52(1), 52(2), 52(4), 52(5), 52(6); Policing Standards Guidelines, Board Policy TPSB AI-005; Service Governance; Standards of Conduct; and Service Procedure 14-20 entitled, “Auxiliary Members.”

Role of the Toronto Police Services Board

The role of the Toronto Police Services Board (the Board) insofar as Auxiliary members are concerned is dealt with through the PSA.

Under Section 52 of the PSA, the Board is authorized to appoint, suspend, or terminate auxiliary members, subject to the approval of the Solicitor General (Minister of Community Safety and Correctional Services).

1. Appointment

- In accordance with Section 52(1) of the PSA, the authority to appoint Auxiliary members resides with the Board, subject to the approval of the Minister of Community Safety and Correctional Services;
- Upon an Auxiliary member signing an offer of employment, the Service shall generate a Board appointment list to recommend their appointment to the Auxiliary Program; and
- The Service will provide the Board with a copy of the Auxiliary appointment list along with copies of the Oath of Office and Oath of Secrecy.

2. Suspension

- The authority to suspend an Auxiliary member resides with the Board. Section 52(2) of the PSA directs that if a Board suspends an Auxiliary member of a police force, it shall promptly give the Minister of Community Safety and Correctional Services written notice of the suspension; and
- Once the suspension of an Auxiliary member has been confirmed by the Chief of Police, the Service will provide a report in writing to the Board outlining the circumstances for the suspension.

3. Termination

- The authority to terminate the appointment of an Auxiliary member resides with the Board. Section 52(2) of the PSA, directs that if a Police Services Board terminates the appointment of an Auxiliary member of a police force, it shall promptly give the

Minister of Community Safety and Correctional Services written notice of the termination; and

- When a decision has been made by the Service to terminate an Auxiliary member, the Service will provide a report in writing to the Board detailing the reasons for termination.

Role of the Chief of Police

Administration

Under Section 52, specifically sub-sections 4 and 5 of the PSA, the Chief of Police may authorize an auxiliary member of the police force to perform police duties only in special circumstances, including an emergency, that the police officers of the police force are not sufficiently numerous to deal with. Further, and in accordance with Service Governance and subject to the direction of the Board, the Chief of Police is responsible for the general governance of all Auxiliary members.

The Chief of Police is responsible for administering the day-to-day operations of the Service, which includes the operations of the Auxiliary Program. The overall management and coordination of the Auxiliary Program is conducted through the Community Mobilization Unit, which is responsible for, but not limited to the following:

- Selection of Auxiliary recruits in cooperation with the Employment Unit;
- Issuance of Auxiliary recruit equipment in cooperation with the Stores Unit;
- Training of Auxiliary recruits in cooperation with the Training and Education Unit;
- Auxiliary Recruit Graduation Ceremony;
- Transfer requests of Auxiliary members to field units;
- Coordinate emergency call out events/details of Auxiliary and Auxo members;
- Weekly reports on activities of Auxiliary; and
- Auxiliary Awards and recognition program.

Once fully trained, Auxiliary members are assigned to the Community Response Unit (CRU), within divisions and specialized units across the Service to aid in accomplishing local community mobilization strategies and crime prevention initiatives. The assigned unit, through the CRU Manager, is responsible for the day-to-day management which encompasses the coordination and deployment of Auxiliary members to local assignments and includes disciplinary action where appropriate.

Application/Recruitment Process

The Service endeavours to hire the finest people/applicants interested in becoming an Auxiliary member. Candidates must be well qualified, of good moral character and habits, enthusiastic, reside in the greater Toronto area, and interested and committed to volunteering a minimum of two hundred hours annually.

The Service is responsible for the recruitment, screening and hiring of Auxiliary members. All Auxiliary members will endeavour to assist the Service by promoting and encouraging suitable candidates from the community to join the Auxiliary Program.

Training

Once candidates are appointed and complete the Oath of Office and the Oath of Secrecy, they must then complete seventy hours of training before being assigned to a Service Unit.

As required by the PSA and the Adequacy Standards Regulation, Auxiliary members must re-qualify annually in Use of Force to the provincial standard. This includes empty hand, baton and handcuffing techniques, as well as review of the Use of Force model. Auxiliary members must also re-qualify in First Aid and CPR in keeping with the established practice of the Service. At the divisional level, CRU Managers and Auxiliary supervisors make arrangements for the Auxiliary members to receive “Frontline and Roll Call” training, applicable to auxiliary duties. In-service training is delivered on an ongoing basis in order to refresh and upgrade the knowledge and skills required to effectively perform auxiliary duties.

Instruction may be provided by any combination of staff members from the Training and Education Unit, qualified Auxiliary members or instructors from outside the Service, as well as divisional police officers. These delivery mechanisms are particularly advantageous to the Auxiliary members as they permit learning to be undertaken in small time periods.

Training is categorized into three delivery areas:

1. Global training: refers to standardized training for all members in areas such as ethics, diversity, community mobilization and crime prevention. This ensures that all members are trained to the same level. This is generally classroom training at C.O. Bick College or other training facilities.
2. Local training: refers to non-standardized training that is coordinated and delivered on a variety of non-critical issues at the unit level.
3. Decentralized training: refers to the Service program of standardized training (decentralized and roll call training) delivered by training sergeants at the unit level on a variety of critical and non-critical issues using video and written material.

Equipment

The Service is responsible for issuing all approved equipment for Auxiliary members. All articles of uniform and equipment necessary for the performance of duty shall be provided by and remain the property of the Board. The Service Procedure 15-16 entitled, “Uniform, Equipment, and Appearance Standards,” governs the issuance of uniform, equipment and appearance standards of Service members including Auxiliary members.

Promotions

In order to apply and be eligible for promotion, candidates must conform to the Core Values of the Service, as well as meet all eligibility requirements of the process. The Service is responsible for establishing and conducting a promotional process for the Auxiliary Program. Additionally, the Service shall provide guidance to ensure all candidates are treated in an equitable manner.

Resignation/Retirement

Auxiliary members voluntarily retiring or resigning from the Auxiliary Program are governed by Service Procedure 14-14 entitled, "Termination of Employment." The Auxiliary Program Co-ordinator – Community Mobilization Unit, upon being notified of a resignation or retirement of an Auxiliary member via a TPS 771 (Termination/Retirement) will ensure that the appropriate entries are made in Human Resource Management System. The Auxiliary Program Co-ordinator will forward the TPS 771 (Termination/Retirement) to Human Resources – Personnel Records for further processing. Further, the Service will prepare a monthly report in writing to the Board indicating the number of resignations and/or retirements.

Discipline

Members of the Auxiliary Program are expected to uphold the Mission Statement and Core Values of the Service. Additionally, Auxiliary members are expected to adhere to Service Standards of Governance and to be accountable for misconduct as defined by the Service's Standards of Conduct and Service Procedure 14-20 entitled, "Auxiliary Members."

Suspension

In accordance with the PSA, Section 52(2), the authority to suspend the appointment of an Auxiliary member resides with the Board. The Board must provide prompt written notice to the Minister of Community Safety and Correctional Services when a suspension from duty occurs.

Suspension of an Auxiliary member may be made for:

- A specific period of time as part of the resolution to an allegation of misconduct;
- An indefinite period pending completion of an investigation into misconduct; and
- An indefinite period pending termination of services.

Delegating Authority of Auxiliary Suspension to the Chief of Police

Although the Chief of Police is responsible for administering the day-to-day operations of the Service, delegating the powers of suspension of Auxiliary members to the Chief of Police by the Board, would help ensure that those functions are completed and recorded, in an expeditious manner and without unnecessary delay, thereby safeguarding the interests of the greater community and ensuring the integrity of the Service.

The Chief of Police will, as soon as practicable, notify the Board if he exercises the power delegated from the Board to suspend, so that the Board can then comply with its statutory obligation to promptly notify the Minister. Upon confirming a suspension of an Auxiliary member, the Chief of Police will submit a report in writing to the Board outlining the circumstances of the suspension.

The Board retains the right to direct the Chief of Police with respect to the manner in which the delegated authority is being exercised, and may always elect to revoke the aforementioned delegation to the Chief of Police in respect to some or all of the functions dealing with the suspension of Auxiliary members. A copy of the chart (flow) outlining the designation of authority is attached to the report as Appendix A.

Toronto Police Service Auxiliary Program Manual

In January 2005, the Unit Commander of the then Community Programs Unit, which included the Volunteer Resources Section and the Auxiliary Program, initiated a review of the program which included the development of a Toronto Police Service Auxiliary Manual (Auxiliary Manual) that would accomplish the following:

- Compile a one source document to incorporate all the directions of the Service Command since 1996;
- Uniformly standardize policies and procedures to reflect the current policies and procedures of the Service;
- Clearly define the role and responsibilities of the Auxiliary Executive;
- Identify administrative deficiencies that exist in the Auxiliary Program;
- Address the operational requirements of the Auxiliary Program from the perspective of unit/divisional commanders, CRU Managers and Auxiliary members;
- Address the need to include community mobilization principles into the Auxiliary Program to fulfil increased demand for crime prevention programs and activities; and
- Meet the changing needs of the Service's Auxiliary Program into the twenty-first century.

The review team developed a comprehensive questionnaire which sought input on key auxiliary issues such as: equipment, promotion, training and general duties, from Unit Commanders, CRU Managers and Auxiliary members of all ranks with various years of experience. The review team also sought clarification and guidance from internal units such as: Legal, Human Resources, Corporate Planning, and Professional Standards.

The Auxiliary Manual, used in conjunction with Legislative and Service Governance includes, but is not limited to the following:

- Promotional and discipline processes for Auxiliary members will now mirror current Service procedures;
- A clear concise mandate and Service Procedure (14-20), for the Auxiliary Program which supports the Mission Statement, Vision Statement and Core Values of the Service;
- Efficiencies have been created in the reporting structure for auxiliary senior officers;

- Term limitations and specific duties associated to the Auxiliary executive ranks (Staff Superintendent and Superintendent); and
- Appointments, terminations and training.

The introduction of the Auxiliary Manual is a watershed document in the history of the Service's Auxiliary Program which speaks to the new era of volunteerism, meeting the challenges of twenty-first century policing in our community. A copy of this document is appended to this report as Appendix B.

Conclusion:

Community partnerships, mobilization and delivery of service have been enhanced through the effective long term relationships that have co-existed between the Service, its Auxiliary Program and the community since 1957. These effective partnerships are acknowledged and celebrated as a valuable crime prevention tool within our neighbourhoods.

By ensuring an effective and efficient administrative and operational process for the Service's Auxiliary Program, the Service will remain well-positioned to ensure the ongoing safety and security of all community members utilizing committed and competent Auxiliary members.

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

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

**Inspector Nick Memme
Staff Sergeant Steve Clarke
Auxiliary Staff Superintendent Ben Lau**

The Board and Chief Blair extended their appreciation to all of the members of the Auxiliary Program for their incredible volunteer service and acknowledged the tremendous support that the Auxiliary Program provides to the Toronto Police Service.

Chair Mukherjee noted that the Auxiliary Program will celebrate its 50th anniversary this year.

The Board approved the following Motion:

THAT the Board receive the presentation and refer the report to the Chair and Chief to work with Board and Service staff to further clarify the administrative responsibilities related to the Auxiliary Program and report back to the Board.

A copy of the complete Toronto Police Service Auxiliary Manual is on file in the Board office.

DESIGNATION OF AUTHORITY

		Delegated Authority	Role of the Chief	Role of the Board
 Toronto Police Service Auxiliary Program	Application/Recruitment		X	
	Appointment			X
	Suspension		X*	X
	Termination			X**
	Training		X	
	Operational Procedures		X	
	Equipment		X	
	Complaints		X	
	Promotions			X
	Discipline		X	
Ministry Liaison		X	X***	

- X* - Presently, the authority to suspend an Auxiliary member resides with the Board. A request is being made to delegate powers of suspension to the Chief of Police.
- X** - Before an Auxiliary member's appointment is terminated, he or she shall be given reasonable information with respect to the reason(s) for the termination and an opportunity to a reply, orally or in writing as the Board may determine.
- X*** - The Board shall promptly give written notice to the Ministry of Community Safety and Correctional Services of any suspension or termination of an Auxiliary appointment.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2007**

**#P101. JOINT BOARD/SERVICE WORKING GROUP TO CONTINUE
NEGOTIATIONS WITH THE ONTARIO HUMAN RIGHTS
COMMISSION**

The Board was in receipt of the following report March 08, 2007 from Alok Mukherjee, Chair, and William Blair, Chief of Police:

Subject: JOINT BOARD/SERVICE WORKING GROUP TO CONTINUE
NEGOTIATIONS WITH THE ONTARIO HUMAN RIGHTS COMMISSION

Recommendation:

It is recommended that the Board approve the Human Rights Project Charter proposed in this report.

Financial Implications:

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

Background:

At its meeting on February 15, 2006, the Board agreed to establish a Joint Board-Service Working Group to continue negotiations with the Ontario Human Rights Commission (“OHRC”) on the issue of public interest remedies (Min. No. C70/06 refers).

Discussion:

A framework of relationship between the OHRC, TPSB and TPS (the attached “Human Rights Project Charter”) was developed as the result of several meetings with representatives from each of these three organizations. Participants included, among others, Chief Commissioner Barbara Hall, Chair Alok Mukherjee, Mr. Hamlin Grange and Chief William Blair.

Inherent in the Human Rights Project Charter is a recognition by the OHRC of the good work being undertaken by the TPSB and the TPS to promote human rights in all aspects of the Service. We are encouraged both by this recognition and by the willingness of the OHRC to sit with us as partners and provide their expertise with respect to challenging racism in organizations. It is proposed that a joint OHRC-TPSB-TPS group meet for three years with annual reviews to determine effectiveness. The proposed overall change objectives are consistent with the commitments made by the Chief at his inauguration as Chief. They are:

- the identification and elimination of any discrimination in employment policies of the Toronto Police Services Board and the practices of the Toronto Police Service contrary to the *Ontario Human Rights Code*; and
- the identification and elimination of any discrimination in the provision of policing services by the Toronto Police Service to the residents of the City of Toronto contrary to the *Ontario Human Rights Code*.

Conclusion:

The Chief is committed to endorsing the Human Rights Project Charter and providing the Service resources required to support the project. It is, therefore, recommended that the Board approve the Human Rights Project Charter and authorize the Chair to execute the agreement on their behalf.

The Board approved the following Motions:

- 1. THAT the Board approve the Human Rights Project Charter and authorize the Chair and the Chief to approve any minor modifications to the text; and**
- 2. THAT the Chair and Chief, in consultation with the Chief Commissioner of the Ontario Human Rights Commission, develop a communications plan to inform the community about the Charter.**

**Framework of relationship between
the Ontario Human Rights Commission (OHRC),
the Toronto Police Services Board (TPSB)
and the Toronto Police Service (TPS),**

Human Rights Project Charter

March 8, 2007

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I Project Charter Sign-off

The signatures below indicate acceptance of this project's charter and agreement to proceed with the implementation of the project.

Barbara Hall
Chief Commissioner
Ontario Human Rights Commission
PROJECT SPONSOR

Date

William Blair
Chief of Police, Toronto Police Service
PROJECT SPONSOR

Date

Alok Mukherjee
Chair, Toronto Police Services Board
PROJECT SPONSOR

Date

II Distribution List

OHRC	TPS	TPSB
Chief Commissioner Hall	Chief William Blair	Alok Mukherjee, Chair
Senior Management Committee	Senior Management Team	TPSB Members
OHRC Commissioners	Counsel & Ethics and Equity Advisor	
OHRC Staff Representatives	Manager – Diversity Management Unit	

1. Background

During the later part of 2005 and early 2006 the OHRC approached the TPS to include specific public interest remedies as part of the settlement of a number of human rights complaints against the TPS. Specific remedies were proposed covering five major areas of concern. In response, the TPS and TPSB indicated that organizational change initiatives aimed at protecting and promoting human rights and equity were already underway relating to these areas, and that the specific remedies being sought by the Commission were to some degree already being implemented.

To facilitate resolution of complaints a committee including representation of all three parties (OHRC, TPSB and the TPS) met during the spring and summer of 2006 to review change initiatives already underway at the TPS, and to discuss avenues to resolve complaints and fulfill the OHRC's broader public interest concerns.

It was proposed that a joint working group of the three parties be struck to both support the TPS's change initiatives and to satisfy the OHRC's need to ensure the process for change satisfies its public interest concerns. This Project Charter details the agreed upon relationship to be established between the three parties to fulfill these aims.

2. Project Objective

The Human Rights Project aims to provide time limited support to the TPSB and the TPS in its ongoing initiatives aimed at effective organizational change to eliminate discrimination in employment and delivery of services at the TPS. The Project will cease when the parties are satisfied that such support is no longer needed for the TPSB and TPS to fulfill its initiatives.

3. Project Approach

The work required to attain the objectives of the OHRC, TPSB and TPS is cast in this document as the "project". This project has wide-ranging benefits for the TPS and a large number of stakeholders. It also has complex inter-dependencies. There are also implications for day-to-day operations of the TPS such as pressure to meet operational demands and delivery of police services in Toronto. Consequently, a rigorous project management discipline is being adopted to mitigate risks and improve the probability of success of this project.

The TPSB and TPS are understood to be owners of their own change process. For purposes of this Project, their responsibility will be to inform the OHRC of their ongoing change initiatives consistent with the agreed upon target change objectives. An initial list of agreed upon target change objectives is identified in the Appendix to this Charter. Any revision of this list will be subject to the agreement of all parties. The OHRC's role will be to provide advice to the TPSB and TPS regarding their change initiatives, negotiate target change objectives, and along with the other parties to monitor and report on progress of this work. Nothing in this Project Charter is

intended to fetter the right of the OHRC to pursue public interest remedies as it deems necessary in resolving human rights complaints filed with the Commission.

The Project will be administered by a joint-working group of the three parties.

The joint working group from the three organizations (OHRC, TPSB and TPS) will meet on a regular basis. The joint-working group will maintain the following features/functions:

- a. Involvement from the OHRC includes representation from all three of its branches (i.e. Policy & Education, Mediation & Investigation and Legal)
- b. Meetings will be convened at least quarterly subject to change by agreement of the Committee.
- c. The meetings will be held regularly at the TPS headquarters, unless otherwise agreed.
- d. The TPS or TPSB will resource the meetings with staff responsible for generating an agenda, identifying a chair, and for keeping minutes.
- e. The TPSB and the TPS will identify a liaison person to facilitate ongoing communication.
- f. The TPSB and/or TPS will provide a formal update of change initiatives for each meeting.
- g. The OHRC will provide feedback and identify concerns related to the TPSB/TPS update and/or related to human rights complaints at the OHRC and human rights policy concerns.
- h. Working groups may be formed where needed to deliver larger work packages. Individuals may also be assigned specific tasks where needed.
- i. It is anticipated that the joint working group will meet for three years with a review of the relationship being conducted annually beginning with the first review to be completed by the end of July 2007.
- j. Annual reviews of the relationship will consider whether the relationship needs to continue based on assessments of progress made.
- k. Given that sensitive and/or personal matters are likely to be discussed, all matters are confidential unless agreed upon by all parties.

4. Major Project Deliverables

- The OHRC, TPSB and TPS will communicate their activities both within their organizations and to the general public. These communications will include:
 - a) Detailed minutes kept by the TPS will be distributed after each meeting to internal stakeholders.
 - b) An internal annual report will be developed jointly to review progress of the Project.
 - c) The parties will report on the progress of the Project to the general public annually.
- Specific project reports when identified by the joint-working group

5. Indicators of success

Indicator	How measured?	When?
Human rights issues and concerns at TPS are identified and response plans are detailed and implemented	<ul style="list-style-type: none"> • The Project identifies and reports on issues, responses, and evaluation • Specific measures to be identified 	Progressively over 3 years
<p>Specific human rights issues and concerns are addressed</p> <p>Including those identified in “target change objectives agreement” ” appended as Appendix A to this Charter</p>	<ul style="list-style-type: none"> • Specific measures to be determined 	To be determined by project
Human rights complaints processes are running effectively to address human rights concerns within the TPS	<ul style="list-style-type: none"> • Quantitative and qualitative measures of the effectiveness of the TPS internal and OHRC complaints processes indicate improvement • E.g. Complaints filed are dealt with in a timely and constructive fashion • E.g. Complaints filed indicate improvement in human rights environment • Specific measures to be determined 	Progressively over 3 years
Public confidence is developed in marginalized and alienated communities	<ul style="list-style-type: none"> • Public mood and perception assessments indicate improvements in mood and perception • Specific measures to be determined 	Progressively over 3 years

6. Assumptions & Challenges

The parties understand that there are challenges inherent in this Project. Some can be identified, others may become evident as the Project evolves. For example, large-scale change potentially creates resistance among some internal and external stakeholders. A perceived failure to respond to human rights concerns as a result of this Project will further frustrate communities and groups already alienated from the TPS. Trust in the parties may be reduced if the Project fails to show progress.

The Project assumes the following: the parties will remain committed to the stated objectives; the parties will provide sufficient resources to achieve the Project's goal; the parties also commit to providing timely responses and approvals when required.

7. Project Resources & Organizational Structure

a) Working Group members

- Project Sponsors: Chief Commissioner Barbara Hall
Chair Alok Mukherjee
Chief William Blair
- Project Chairs: one representative from each organization as assigned by the Project Sponsors
- Members: representatives from each organization as assigned

b) Working Group governance

- Two Chairs must be in attendance to have a quorum
- No alternates/acting members will be allowed (this is due to the need for speedy decision-making process and the sensitive nature of some issues).
- The Working Group will make decisions by consensus. If consensus cannot be achieved, the issue will be escalated to the sponsors from the respective organizations for final decision
- The Working Group will meet quarterly or as required.

Appendix A - TARGET CHANGE OBJECTIVES

Overall Change Objectives

- The identification and elimination of any discrimination in employment policies of the Toronto Police Services Board (“TPSB”) and the practices of the Toronto Police Service (“TPS”) contrary to the *Ontario Human Rights Code*.
- The identification and elimination of any discrimination in the provision of policing services by the TPS to the residents of the City of Toronto contrary to the *Ontario Human Rights Code*.

Target Objectives

A. Recruitment, Selection, Promotion

Objectives:

- Support the ongoing efforts to recruit and hire qualified individuals reflective of the diversity in the City of Toronto with a respect for human rights and due regard for the language skills, cultural competencies and community ties necessary to provide policing services equitably.
- Promote qualified individuals within the TPS with the goal of developing a TPS workforce that is reflective and representative, at all levels, of the diversity in the City of Toronto.

Change Initiatives to Include:

- Review of existing recruitment and hiring practices and programs.
- Evaluation of whether existing recruitment and hiring practices and programs are appropriate measures to meet the desired goal of recruiting individuals reflective of the diversity in the City of Toronto with a respect for human rights and due regard for the language skills, cultural competencies and community ties necessary to provide policing services equitably.
- Where necessary, the further development and implementation of recruiting and hiring initiatives which will meet the desired goal of recruiting individuals reflective of the diversity in the City of Toronto with a respect for human rights and due regard for the language skills, cultural competencies and community ties necessary to provide policing services equitably.

- Regular monitoring to assess whether recruiting and hiring initiatives are affecting the desired change/outcome. This monitoring will generally take the form of regular public reports to the TPSB by the Chief of Police. The OHRC will assess the effectiveness of this monitoring regime and make appropriate recommendations.
- Review of existing criteria, policies and practices with respect to promotion of individuals within the TPS.
- Evaluation of whether existing criteria, policies and practices with respect to promotion encourages, facilitates and provides barrier-free access to advancement within the TPS for all qualified individuals from diverse backgrounds while recognizing their race, ancestry, colour, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, marital status, same sex partnership status, family status and/or disability.
- Where necessary, the further development and implementation of initiatives that encourage, facilitate and provide barrier-free access to advancement for all qualified individuals without discrimination while recognizing their race, ancestry, colour, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, marital status, same sex partnership status, family status and/or disability from diverse backgrounds within the TPS.
- Regular monitoring to assess whether the promotional initiatives are affecting the desired change/outcome. This monitoring will generally take the form of regular public reports to the TPSB by the Chief of Police. The OHRC will assess the effectiveness of this monitoring regime and make appropriate recommendations.

B. Training

Objectives:

- TPS will provide diversity training and engage in on-going professional development of all members of the Service with the goal of providing members with the skills and knowledge to provide policing services in a manner which is anti-racist, non-discriminatory, professional, respectful, tolerant, inclusive and ethno culturally sensitive.
- Training members of the TPS, to understand what constitutes racially biased policing, racial profiling, racial discrimination and harassment, disability discrimination and harassment, or any other violation of the Ontario *Human Rights Code*.

Change Initiatives to Include:

- Review and evaluation of all current training programs, materials and curriculum, provided to both new recruits and to current members of the Service to determine whether issues of equity and diversity are being addressed sufficiently.
- Where necessary, further evaluation of these programs, materials and curriculum as to whether issues of equity and diversity are being sufficiently addressed.
- Development and implementation of training and learning programs for new recruits addressing issues of racially biased policing, racial profiling, racial discrimination and harassment, disability discrimination and harassment.
- Where necessary, further development and implementation of training and learning programs, to be provided on a regular and on-going basis, for current Service members addressing issues of racially biased policing, racial profiling, racial discrimination and harassment, disability discrimination and harassment.
- Regular monitoring of training programs to determine their effectiveness in meeting stated objectives. This monitoring will generally take the form of regular public reports to the TPSB by the Chief of Police. The OHRC will assess the effectiveness of this monitoring regime and make appropriate recommendations.

C. Accountability

Objectives:

- Specific accountability measures to ensure support for the change initiatives by all levels of management of the TPS.

Change Initiatives to Include:

- Identification by management personnel of individual goals and plans to meet the overall change objectives.
- Identification by management personnel of individual goals and plans to be met by members they supervise to meet overall change objectives.
- Development and implementation of specific, measurable and achievable performance indicators for all levels of management to measure support for, and compliance with, change initiatives.

D. Public Education

Objectives:

- To ensure that the public is aware of their rights and responsibilities when interacting with the TPS.

Change Initiatives to Include:

- Review of the TPS website to determine whether additional or further information should be posted on the site to ensure sufficient public awareness of individual rights and responsibilities.
- Consideration of the development and dissemination of a plain-language brochure containing information contained on the TPS website.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2007**

**#P102. CLOSED CIRCUIT TELEVISION (CCTV) – RESULTS OF PUBLIC
CONSULTATION**

The Board was in receipt of the following report February 28, 2007 from William Blair, Chief of Police:

Subject: CLOSED CIRCUIT TELEVISION PUBLIC CONSULTATION

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

There are no financial implications related to the content of this report.

Background/Purpose:

At its meeting of October 19th, 2006 the Board approved the following motions with respect to the Closed Circuit Television (CCTV) pilot project (Min. No. P335/06 refers):

- 1. THAT the Chair and Chief jointly prepare a document suitable for public consultation, including a draft policy;**
- 2. THAT the Board schedule a public consultation meeting with respect to this issue no later than February 2007.**

The following information is provided in response to that request. This report will provide an overview of the public consultation meetings and discuss key points raised for consideration in the development of Board policy for the CCTV pilot project.

Discussion:

Public consultation is an ongoing component of the CCTV pilot project. It is clear from research on CCTV programs around the world that community consultation before, during and after helps address issues and concerns that may exist, informs people of the intention and scope of the project, and promotes a high level of awareness of the CCTV cameras which can increase effectiveness of the project.

To support the public consultation process a CCTV bulletin was produced (Appendix A refers) that provided an overview of the pilot project, a summary of the guidelines from both the Federal and Ontario Privacy Commissioners, methodology for the selection of the deployment areas, work done to date, next steps and frequently asked questions. The bulleting along with the schedule of meeting dates, times and locations (Appendix B refers) was posted on the Toronto Police Service internet site on January 29th, 2007. These documents were also posted on the Police Services Board internet site.

The schedule was distributed to the various media outlets through the Public Information unit. Media releases were prepared for each of the public meetings. Each release mentioned that a complete schedule was available on the Toronto Police Service internet site. Officers posted meeting notices in community centres, banks, grocery stores, skating rinks and various other public areas. In addition, subscribers to the Service's autodialer were sent notices of the meetings.

A survey comprised of eleven questions was developed to gauge community feedback on key areas such as fear of victimization, local crime issues, privacy concerns and perceived effectiveness of CCTV (Appendix C refers). This survey, along with the CCTV bulletin and the draft Police Services Board policy (see Appendix D refers) formed the consultation package handed out at the meetings.

The public consultation meetings commenced on January 30th and finished on February 20th, 2007. Nine meetings were held across the city, including a presentation to the Toronto Association of Business Improvement Areas (TABIA). The consultation packages were given to each person attending the meetings. Attendees were provided a PowerPoint presentation covering the research into CCTV, an overview of the pilot project, and next steps. A panel comprised of Chair Alok Mukherjee, Deputy Chief Kim Derry, Superintendent Jeff McGuire along with the local Unit Commander heard comments and answered questions from the audience who were encouraged to bring forward their thoughts on what should be included in the Board policy for CCTV. The surveys were collected at the end of each meeting and subsequently turned over to Corporate Planning for analysis.

Although the Service made considerable effort to promote the public consultation meetings, total attendance was 275 people for all 9 meetings. This is consistent with the experience of the Hamilton Police Service who in 2003 had a total of 259 people attend 12 meetings to discuss their CCTV project.

The public were generally supportive with several comments of concern regarding privacy, access to, or misuse of any recorded images from the CCTV cameras (Appendix E refers). The comments fall into the areas of measurements, privacy, cost, displacement and prior/more consultation. The following is a summary of each of these areas:

Measurements

This was the most common topic of discussion. There were several questions about who was going to measure the effectiveness of the pilot, what methodology was employed to select the pilot deployment areas and whether the final comprehensive analysis would be conducted by an independent source.

Divisional Crime Analysts prepared the original reports identifying possible deployment areas. The CCTV project team reviewed analytical processes utilized in the United Kingdom and requested that the same types of measurements be undertaken for the CCTV pilot. While the Service will perform its own analysis at the end of the pilot, it is evident from the public comments that an independent evaluation is required to provide an impartial assessment of the effectiveness of CCTV in both qualitative and quantitative terms.

Privacy

Concerns over recorded image retention, access, and the placement of the cameras in public places were expressed several times. While a few people were very much opposed to any camera use by police, others expressed a desire that appropriate policy be in place to ensure that the use of the camera images is solely for the purposes of identifying and prosecuting offenders.

There were no specific recommendations from the public with regard to a retention period for recorded images that are not viewed in relation to a reported incident of crime. Some people commented that 72 hours retention was too short a period, as a crime may not be reported for several days. The audiences were informed that the City of Toronto video surveillance policy includes a retention period of 30 – 60 days for recorded images that are not needed for investigative purposes and that the Service may adopt this practice for the pilot project.

Cost

Several people commented that the Service should look to identifying partners for cost sharing for both the pilot and any continued use of CCTV beyond the pilot end date. There were also a number of questions about future funding for CCTV, camera maintenance and other operational expenses. Some people expressed concern that funding for CCTV would come at the expense of other community based policing initiatives or government social programs.

This concern over the redirection of funding is linked to a repeated concern that the Service will use CCTV as a replacement for officers in the neighbourhoods and other community programs focused at the root causes of crime. The audiences were assured that the cameras are to support policing enforcement and community based strategies and not a replacement for them.

Displacement of Crime

A number of citizens expressed concern that crime would simply move from one street to the next, one neighbourhood to the other. Research from around the world does identify the potential for displacement of crime resulting from the deployment of the cameras; however the rate of displacement is generally low and controlled through ongoing police presence in both the deployment and surrounding areas. On the other end of the impact spectrum is diffusion of

benefits whereby the reduction of crime realized in the deployment area spreads to the surrounding areas.

Through ongoing analysis, the Service will monitor the deployment and surrounding areas for signs of crime displacement and/or diffusion of benefits. These potential impacts will be included in the final evaluation report.

Prior/more Consultation

While significant efforts were made to inform the public of the consultation meeting schedule, a number of citizens commented that the information was not widely available. The majority of the comments in this area concerned the need for another series of public consultation meetings at the completion of the pilot and before the Board makes a decision as to the future use of CCTV.

In review of the comments it is evident that, while the majority were supportive there were a number of citizens who expressed concerns as outlined above. The final Board policy and Service procedures should provide direction on retention, access to recorded images and specific criteria for the use of CCTV.

Survey Responses

The responses to the survey questions handed out at the consultation meetings were analysed by Corporate Planning. The following statements are a summary of the results:

- 131 Surveys were completed,
- 86% of the community members answered “yes” when asked “are you concerned that you or anyone else who lives with you might become a victim of crime”; 14% answered “no”,
- 56% of respondents felt that their neighbourhood was very unsafe or a bit unsafe, compared to 44% who felt that their neighbourhood was fairly safe or very safe,
- With relation to CCTV cameras helping to catch criminals, 62% believed they were effective, followed by 30% who felt they were very effective and 8% who felt they were not effective at all,
- With relation to CCTV cameras deterring criminals, 57% believed they were effective, compared to 23% who felt they were very effective and 20% who felt they were not effective at all,
- When asked about CCTV’s effectiveness in improving feelings of safety, 60% believed they were effective, followed by 29% who felt they were very effective and 11% who felt they were not effective at all,

- When asked if, in general, they thought that CCTV in public spaces was a good idea, 82% agreed or strongly agreed, as opposed to 18% who disagreed or strongly disagreed,
- When asked if CCTV cameras invaded people's privacy, just over one-quarter (27%) agreed or strongly agreed, while the remaining 73% disagreed or strongly disagreed,
- 84% of respondents agreed or strongly agreed with the statement "it would be okay to use CCTV cameras",
- 88% of respondents agreed or strongly agreed with the statement "people have a right to know whenever they are being watched by a camera",
- 71% of respondents agreed or strongly agreed with the statement "people are more likely to visit an area being watched by a camera",
- 81% of respondents agreed or strongly agreed that CCTV cameras would reduce crime issues in their neighbourhood, while 19% disagreed or strongly disagreed that it would.

These results indicate a generally positive view of the use of CCTV by the police, however fully one quarter of the citizens expressed concern over the privacy impact. Area revitalization is a potential benefit of the deployment of CCTV into a high crime area. As people perceive an increased feeling of safety, they may frequent shops and public spaces in areas that they may have previously avoided. This promotes greater community interaction and may provide an economic boost to local businesses.

The results from the community consultation surveys support a previous survey conducted by Corporate Planning through an independent company for the year-end environmental scan. These surveys were conducted during November and December 2006. A total of 1,206 randomly selected Toronto residents were surveyed by telephone. The results show that:

- 89% felt that CCTV cameras in public places were very or somewhat effective in helping to catch criminals,
- 80% felt that CCTV cameras in public places were very or somewhat effective in preventing crime,
- 85% felt that CCTV cameras in public places were very or somewhat effective in improving perception of public safety,
- 87% agreed with the statement "in general I think CCTV cameras in public places are a good idea",
- 61% disagreed with the statement "CCTV cameras invade people's privacy".

The cumulative picture drawn from public comments at the consultation meetings and the results of the two surveys is one of a supportive community. People are willing to support the police in the appropriate deployment of CCTV as an additional policing tool, provided proper public notice is made of the locations of the cameras and reasonable efforts are made to mitigate any privacy impacts. Some citizens feel unsafe in their neighbourhoods and look to the police to explore various strategies to reduce crime. People have a high expectation of the CCTV cameras in relation to their effectiveness in reducing crime and identifying offenders. In the end, people are generally willing to support the CCTV pilot project however they are also very clear that the cameras are not a replacement for the physical presence of police officers in their neighbourhoods or other community based policing strategies. Going forward, the project team will select a vendor to provide the camera systems and prepare for deployment to the identified areas by April 30th, 2007 (Appendix F refers).

Conclusion:

In conclusion, the public consultation meetings provided an opportunity to hear from communities across the city. The panel members heard the public's thoughts, feelings, comments and concerns regarding the Service's use of CCTV. There were statements of objection and support for the pilot, and a call for an independent evaluation of the project results. Going forward the Board will implement policy and from that the Service will put in place procedures to provide due governance to the CCTV pilot project. This combined framework will ensure the appropriate use of CCTV as an additional policing tool to deter crime and increase public safety.

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

Deputy Chief Kim Derry, Divisional Policing Command, and Superintendent Jeff MacGuire, No. 51 Division, were in attendance and responded to questions by the Board.

The Board received the foregoing report and noted that a decision regarding the Board policy governing the CCTV Pilot Project is contained in Minute No. P103/07.



APPENDIX A

Toronto Police Service Closed Circuit Television

Mission Statement

We are dedicated to delivering policing services, in partnership with our communities, to keep Toronto the best and safest place to be.

Policing in Ontario is governed by the Ontario Police Services Act, R.S.O. 1990 Chapter 15. That Act sets out the various duties and responsibilities of a Police Service and its officers. Principal among those duties are:

- Preventing Crimes
- Preserving the Peace
- Apprehending Criminals

These principal duties form the core mandate of the Toronto Police Service. It is in furtherance of this mandate that the Toronto Police Service proposes to utilize, in a proportional, accountable and balanced manner, overt closed circuit television (CCTV) in public spaces. It is our belief that when integrated into a comprehensive crime management strategy, CCTV can be a valuable tool in reducing crime and increasing public safety in our communities.

Project Overview

CCTV can be defined as an electronic monitoring system that makes use of video cameras, connected by means of a "closed" (non-broadcast) circuit to capture, collect, record and/or relay visual information about an event unfolding in a given area over time. CCTV is not a new concept. There are a number of public and private entities currently utilizing it as a means of ensuring the security of persons and property. People are exposed to CCTV in virtually every aspect of their daily lives from attending a bank to purchasing fuel, buying groceries, visiting a shopping mall, driving on a highway or while dropping in to their local coffee shop. Cameras are in all of these places to safeguard property and the people who work or visit those locations.

In February 2006, the Toronto Police Service commenced research into the use of CCTV in support of community safety. The Toronto Police Service has reviewed all aspects of CCTV technology, operations, impact, privacy concerns, best practices and governance. This process of consultation and review is ongoing. Critical among the vast documentation on CCTV are the guidelines issued by the office of the Ontario Information and Privacy Commissioner. The protection of rights enshrined in the Charter and other legislation relating to privacy matters is of paramount concern to the Toronto Police Service. Every possible consideration has been given to the protection of privacy in the development of our CCTV program.

Utilising the vast experiences with CCTV in other jurisdictions and the privacy guidelines, the Toronto Police Service propose to utilise CCTV under the following criteria:

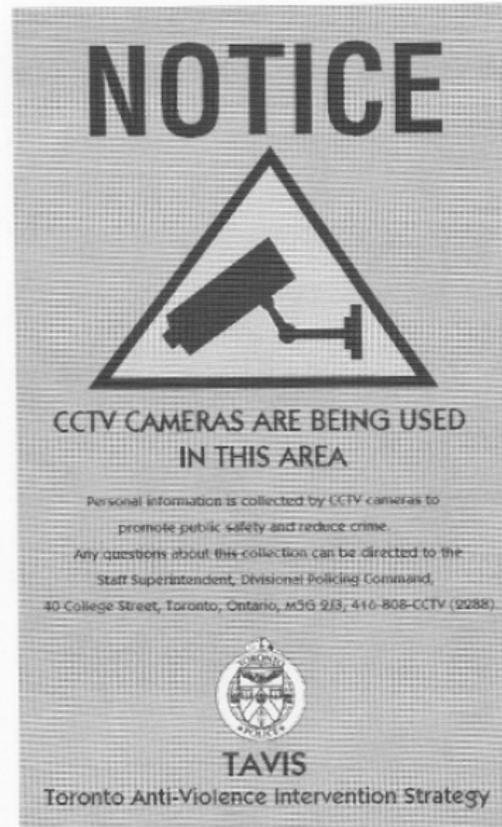
- Use of CCTV to be considered only after other measures of deterrence or detection have been considered or rejected as unworkable and that the benefits of use outweigh the encroachment on privacy,
- Use of each camera is justified by verifiable crime reports and significant safety concerns from the public,
- CCTV is deployed to observe public areas exclusively,
- Ongoing assessments of the impact on privacy are carried out and reported,
- Ongoing consultation with the community as to the necessity and acceptability of CCTV,
- Appropriate governance is in place for effective management,
- All records and stored video are under the control of the Toronto Police Service,
- Public notification before, during and after installation of CCTV occurs, and
- Clearly written signs are prominently displayed at the perimeter of the area under observation.

Through crime analysis and community consultation the Toronto Police Service will identify specific areas within our communities that are experiencing elevated levels of crime comparative to the surrounding neighbourhood and have not responded to other ongoing strategies. Comprehensive plans will be developed that will include ongoing community

consultation, public opinion surveys and analysis to assess the impact of CCTV, and a detailed strategy for the integration of CCTV into an overall crime reduction initiative. To be clear, CCTV will be used as an additional tool in support of policing, not as a replacement for officers on the street. These plans will be reviewed by senior management within the Toronto Police Service who will ensure that all criteria have been met for the effective use of CCTV to support ongoing policing efforts in the identified area.

Upon approval by senior police management, CCTV cameras will be deployed into the identified neighbourhood for a period of 6 months. The cameras will be affixed to an environmental housing marked with the word POLICE and the Toronto Police Service crest. These overt cameras are clearly visible to all members of the public and are programmed to view public spaces only. Public notice signs will be posted where CCTV cameras are deployed identifying that cameras are in that area and provide the public with contact points for further information.

Public Notice Sign to be Displayed



Public Space Camera



Recorded images will be viewed by police only in the event of a reported incident. Images recorded by the camera will be retained for a period of up to 31 days, and then recorded over unless viewed in relation to an incident. Images viewed in relation to a reported incident will be retained in accordance with City of Toronto By-Law 689-2000 (Records Retention Schedule). The Toronto Police Service has procedures in place governing continuity, control and auditing of access to video images. These measures ensure accountability and appropriate management of all aspects of the use of CCTV.

The cameras will be assessed for removal at the completion of the 6-month period and a series of measurements will be undertaken. Surveys will be disseminated in the identified neighbourhood to gauge impact on the community. The results of all measurements will be posted on the Toronto Police Service web site and reported to the community through post deployment public consultation meetings.

What work has been completed to date?

The Ontario Ministry of Community Safety and Correctional Services have agreed to provide funding in the amount of \$2 million to support the acquisition of re-deployable camera systems for the Toronto Police Service.

Members of the Toronto Police Service have met with City of Toronto Corporate Access and Privacy office and the Information and Privacy Commissioner of Ontario to seek their guidance in the development of best practices and procedures. Presentations have been made to the Toronto Police Services Board with recommendations for policy development.

At this point, the Toronto Police Services Board and the Toronto Police Service are prepared to enter the next phase, which is public consultation. The Toronto Police Service have identified specific areas in North York (31 Division), Scarborough (42 Division), Downtown Toronto (51 & 52 Divisions) and the Entertainment District that have met the criteria for CCTV deployment. Police leaders in those respective areas and others across the city will host public consultation meetings to discuss crime issues in the community and the proposal to utilise CCTV in support of ongoing crime reduction efforts.

What comes next?

- Completion of public consultation phase and recording of results,
- Request For Proposal process to identify a vendor to provide CCTV camera systems,
- Camera systems to be tested, purchased and prepared for deployment, and
- Proposed 6 month deployment term to commence on April 30th, 2007

ANSWERS TO YOUR QUESTIONS

- 1. *Why are the police putting cameras in my neighbourhood?***
Crime analysis has identified higher frequency of crime in your area that has not responded to other methods of crime reduction. Cameras are being installed to support ongoing measures to reduce crime and increase safety.
- 2. *How long will the cameras be in place?***
The cameras will be deployed for a period of 6 months after which they will be removed or reassessed.
- 3. *Will my privacy be protected?***
The cameras will observe open public spaces only. Programming will prevent the cameras from viewing private areas. Deployment of the cameras is governed by Police procedure, Criminal code, the Municipal Freedom of Information and Protection of Privacy Act, and compliant with the guidelines issued by the Information and Privacy Commissioner of Ontario.
- 4. *Who will have access to the recorded images?***
Only authorized Toronto Police Service members will have access to the recorded images. Access to the images will occur in response to a reported incident to determine if the video can assist in identifying the offender. Images depicting evidence of a crime may be used in a court of law for the prosecution of the offender.
- 5. *Who is responsible for the program?***
The program falls under the authority of the Deputy Chief of Divisional Policing Command.
- 6. *Where can I learn more about the program?***
Visit the Toronto Police Service web site www.torontopolice.on.ca or contact us through one of the methods listed in this document.

Topics for Discussion

The Toronto Police Service CCTV program will be conducted in compliance with the Criminal Code, guidelines issued by the office of the Information and Privacy Commissioner of Ontario and the Canadian Charter of Rights and Freedoms. The Toronto Police Service is aware that citizens may have questions regarding their privacy rights and what measures the police will undertake to protect them. Below are some concerns that have been posed.

1. *What procedures are in place to govern use of the CCTV program and safeguard against potential misuse?*
2. *Will CCTV negatively impact my fundamental right to freedom of association?*
3. *Will CCTV restrict rights to life, liberty and security of the person?*
4. *Will CCTV infringe upon my right to be secure against unreasonable search and seizure?*
5. *How will my expectation of privacy in a public place be safeguarded?*

For Information on Privacy

Information and Privacy Commissioner of Ontario
2 Bloor Street East
Suite 1400
Toronto, Ontario
M4W 1A8
Phone: 1-800-387-0073
TDD/TTY: 416-325-7539
www.ipc.on.ca

Office of the Privacy Commissioner of Canada
112 Kent Street
Place de Ville
Tower B, 3rd Floor
Ottawa, Ontario
K1A 1H3
Phone: 1-800-282-1376
TTY: 613-992-9190
www.privcom.gc.ca

How to Reach Us

By mail: Staff Superintendent
Divisional Policing Command
Closed Circuit Television
Toronto Police Service
40 College Street,
Toronto, Ontario M5G 2J3

Telephone: 416-808-CCTV (2288)

Email: cctv@torontopolice.on.ca

APPENDIX B



Toronto Police Service/Toronto Police Services Board CCTV in Public Spaces Public Consultation Schedule

Date	Division	Location
January 30, 2007	TABIA (Toronto Association of Business Improvement Areas)	Toronto City Hall 100 Queen Street West, 2nd floor Committee Room C 2 p.m. – 4 p.m.
February 1, 2007	11 & 14	West Toronto High School 330 Lansdowne Avenue 7 p.m. – 9 p.m.
February 5, 2007	12 & 31	York Civic Centre 2700 Eglinton Avenue West 7 p.m. – 9 p.m.
February 7, 2007	42	Scarborough Civic Centre 150 Borough Drive Council Chambers 7 p.m. – 9 p.m.
February 8, 2007	51 & 52 Yonge BIA	Delta Chelsea Hotel 33 Gerrard Street West Rossetti Room, 3 rd Floor 7 p.m. – 9 p.m.
February 13, 2007	22 & 23	Etobicoke Civic Centre 399 The West Mall Main Boardroom 7 p.m. – 9 p.m.
February 14, 2007	53 & 54	Marc Garneau Secondary School 135 Overlea Boulevard 7 p.m. – 9 p.m.
February 15, 2007	Entertainment District 14 & 52	Toronto City Hall 100 Queen Street West Council Chambers 7 p.m. – 9 p.m.
February 20, 2007	11 & 14	St Mary's Secondary School 66 Dufferin Park Avenue 7 p.m. – 9 p.m.

For further information, please contact TPS Public Information at 416-808-7100.



APPENDIX C

This questionnaire was designed to find out how you feel about the introduction of Closed Circuit Television (CCTV) cameras into public spaces in Toronto.

Your answers will be strictly confidential and your participation is appreciated.

SECTION I

1) Are you concerned about the possibility that you or anyone else who lives with you might become a victim of crime?

- Yes No

If yes, is this one of the following:

- Very Concern A Minor Concern Occasional Concern

2) What is your perception of safety in your neighbourhood at night?

- Very Unsafe A Bit Unsafe Fairly Safe Very Safe

3) In your opinion, what is the crime issue in your neighbourhood? (Please check only ONE answer)

- Break & enter/property theft Vandalism
 Assaults/fighting Drugs
 Prostitution Traffic/parking
 Gangs Sexual assault
 Youth Robbery
 Family violence Guns/Weapons
 Other (please specify) _____
 No serious policing problems in neighbourhood

4) Prior to this survey, were you aware of Closed Circuit Television (CCTV) cameras in your community?

Yes No

If yes, how did you become aware of CCTV cameras?

Media Police Service
 The Community Local Government
 Other (please specify _____)

5) Where have you seen or been aware of the existence of CCTV cameras?

a.) In convenience stores	<input type="checkbox"/> Yes	<input type="checkbox"/> No
b.) In a car park	<input type="checkbox"/> Yes	<input type="checkbox"/> No
c.) On a city street	<input type="checkbox"/> Yes	<input type="checkbox"/> No
d.) In a public building	<input type="checkbox"/> Yes	<input type="checkbox"/> No
e.) In the subway	<input type="checkbox"/> Yes	<input type="checkbox"/> No
f.) In a financial institution	<input type="checkbox"/> Yes	<input type="checkbox"/> No
g.) In a shopping mall	<input type="checkbox"/> Yes	<input type="checkbox"/> No

6) In your opinion, are CCTV cameras effective in:

a.) Helping to Catch Criminals?

Not Effective Effective Very Effective

b.) Deterring Criminals?

Not Effective Effective Very Effective

c.) Improving Feelings of Safety?

Not Effective Effective Very Effective

c.) People have a right to know whenever they are being watched by a camera
 Strongly Disagree Disagree Agree Strongly Agree

d.) People are more likely to visit an area being watched by a camera
 Strongly Disagree Disagree Agree Strongly Agree

10) Do you believe that CCTV cameras would reduce crime issues in your neighbourhood?

Strongly Disagree Disagree Agree Strongly Agree

11) In relation to CCTV cameras in public spaces, feel free to add any other comments?

Section II

It would assist us if you would please answer the following questions.

I am:

Male Female

I am:

Under 18 years of age 18 - 25 years of age
 26 - 45 years of age 46 - 65 years of age
 Over 65 years of age

For members of Community Police Liaison Committees or Business Improvement Areas:

Which policing division does your:

CPLC operate in? _____ Division

B.I.A. operates in? _____ Division

How long have you been a member of this group?

CPLC _____ Years _____ Months

B.I.A. _____ Years _____ Months

Thank You Very Much For Your Time and Assistance

APPENDIX D

TORONTO POLICE SERVICES BOARD

POLICY AND DIRECTIONS

TPSB POL - XXX Closed Circuit Television (CCTV)

New

Board Authority:

BOARD POLICY

The use of closed circuit television (CCTV) in the public domain has increased significantly over the past few years. CCTV can be a valuable tool as part of a comprehensive crime management plan to overtly observe public areas and detect and deter crime.

The use of CCTV provides a number of benefits for community safety. However, any program that includes the use of CCTV must also consider the privacy rights of individuals. The design and implementation of a CCTV program should minimize any intrusion on the privacy of individuals to that which is necessary to achieve its lawful objectives. In addition, it is important to recognize the need for members of involved communities to have meaningful and ongoing input into the use of CCTV in their neighbourhoods.

It is, therefore, the policy of the Toronto Police Services Board that the Chief of Police shall develop procedures governing the use of CCTV by the Toronto Police Service that:

- (1) include the rationale and objectives for the use of CCTV by the Service; and
- (2) take into account the need to include protective privacy measures in every aspect of the CCTV program's design and implementation.

REPORTING: Annual

LEGISLATIVE REFERENCE

Act	Regulation	Section
<i>Police Services Act</i> R.S.O. 1990 as amended		
<i>Freedom of Information and Protection of Privacy Act</i> R.S.O 1990		
<i>Municipal Freedom of Information and Protection of Privacy Act</i> R.S.O 1990, Chapter M.56		

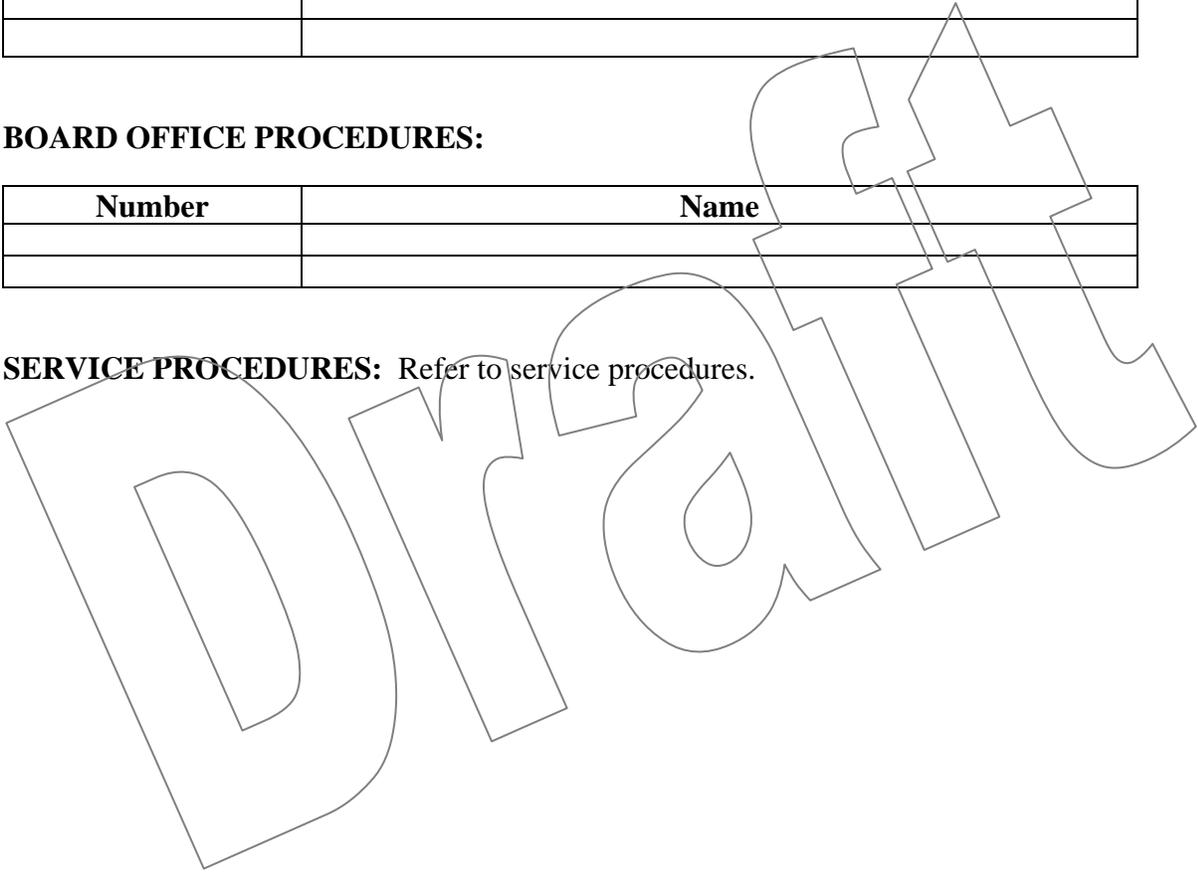
BOARD POLICIES:

Number	Name

BOARD OFFICE PROCEDURES:

Number	Name

SERVICE PROCEDURES: Refer to service procedures.



Appendix E

NOTES:

- 131 Surveys were completed during 9 community consultations, which were conducted between January 30 and February 20, 2007.
- Males accounted for about 60% of the surveys, females 40%.
- The majority of the respondents were in the age range 46-65 years (50%), followed by 26-45 year olds (26%), over 65 years (16%), 18-25 year olds (7%), and under 18 year olds (1%).
- The analysis of the survey questions is based on the valid percentage (that is, the percent of those who actually answered the question posed to them).

Q.1: Are you concerned that you or anyone else who lives with you might become a victim of crime?

- 86% of the community members who responded to the question answered ‘yes’ when asked ‘are you concerned that you or anyone else who lives with you might become a victim of crime’; 14% answered ‘no’.
- As shown in Figure 1, of those who answered ‘yes’, 43% said they were very concerned, 25% said they had a minor concern, and 32% said they had occasional concern.¹

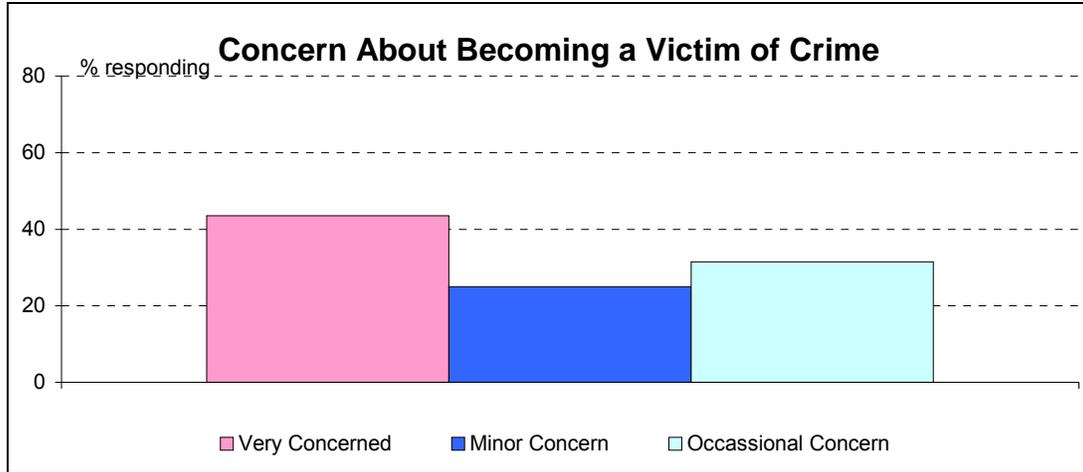


Figure 1

Q.2: What is your perception of safety in your neighbourhood at night?

- As shown in Figure 2, 56% of respondents felt that their neighbourhood was very unsafe or a bit unsafe, compared to 44% who felt that their neighbourhood was fairly safe or very safe.

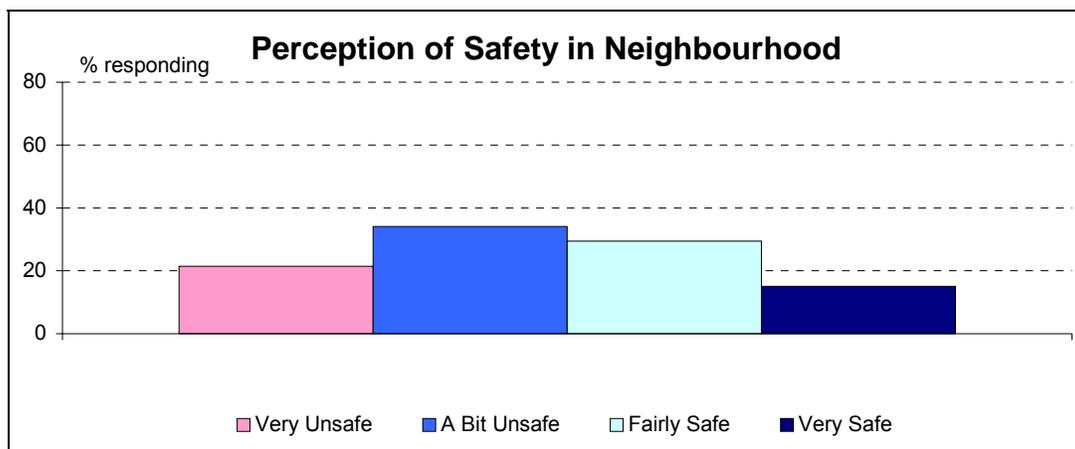


Figure 2

¹ In 11.5% of the surveys received, the answer ‘very concerned’ was rephrased as ‘alarming concern’. ‘Alarming concern’ was considered as being equal to ‘very concerned’ for this summary.

Q.3: In your opinion, what is the crime issue in your neighbourhood?

- As shown in Figure 3, when asked what the crime issue in their neighbourhood was, 22% of the respondents answered break and enter, followed by 15% who answered drugs, and 8% who said that there was no serious policing problems in the neighbourhood.²

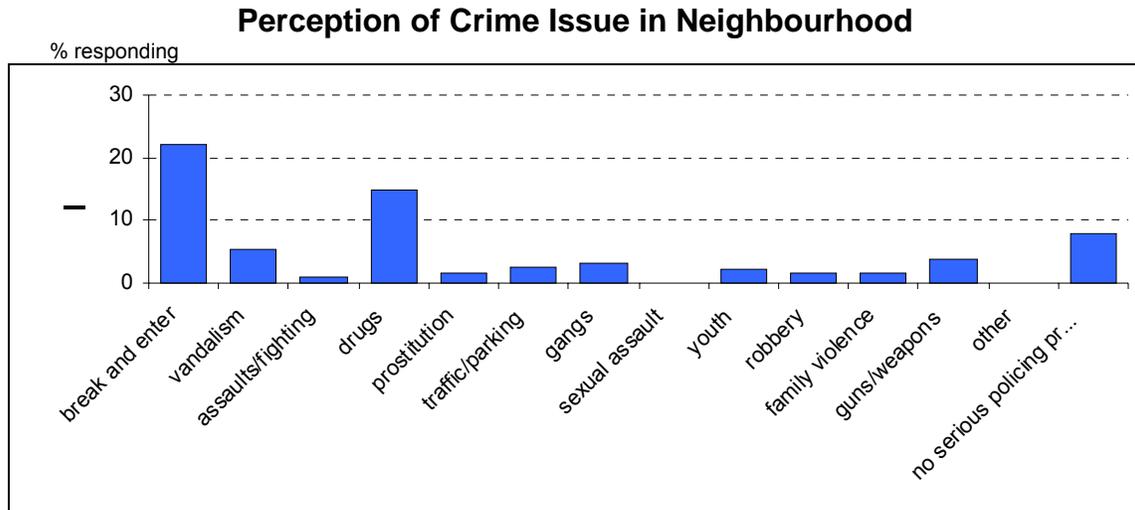


Figure 3

Q.4: Prior to this survey, were you aware of Closed Circuit Television (CCTV) cameras in your community?

- 72% of respondents said they were aware of CCTV in their community prior to this survey, compared to 28% who were not.
 - As seen in Figure 4, of those who were aware of CCTV, 40% became aware due to the media, followed by 24% who became aware through the Police Service, 16% who became aware through the community and 5% who became aware of CCTV through local government; 21% became aware of CCTV through other means, for example police liaison committees or business organizations.³

² This question did not allow multiple answers. Almost one-third (32.3%) of the respondents provided multiple answers and were not included in the results for this question.

³ This question allowed for multiple answers.

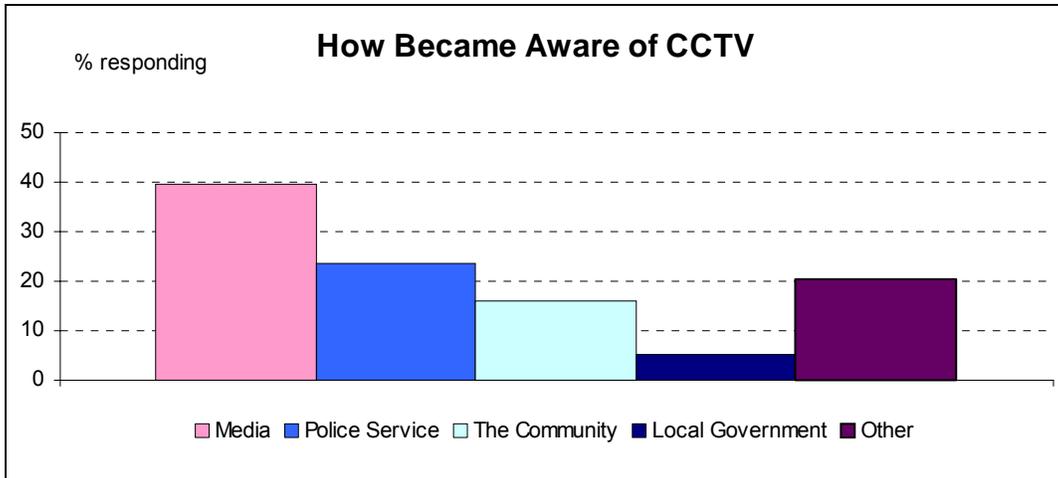


Figure 4

Q.5: Where have you seen or been aware of the existence of CCTV cameras?

- As shown in Figure 5, when asked about specific places they'd seen or been aware of the existence of CCTV cameras; the largest proportion (96%) said they were aware of CCTV cameras in financial institutions. Most (92%) of the respondents were also aware of CCTV in convenience stores, 87% in shopping malls, 85% in public buildings, 83% in the subway, 80% in a car park, and 67% on a city street.

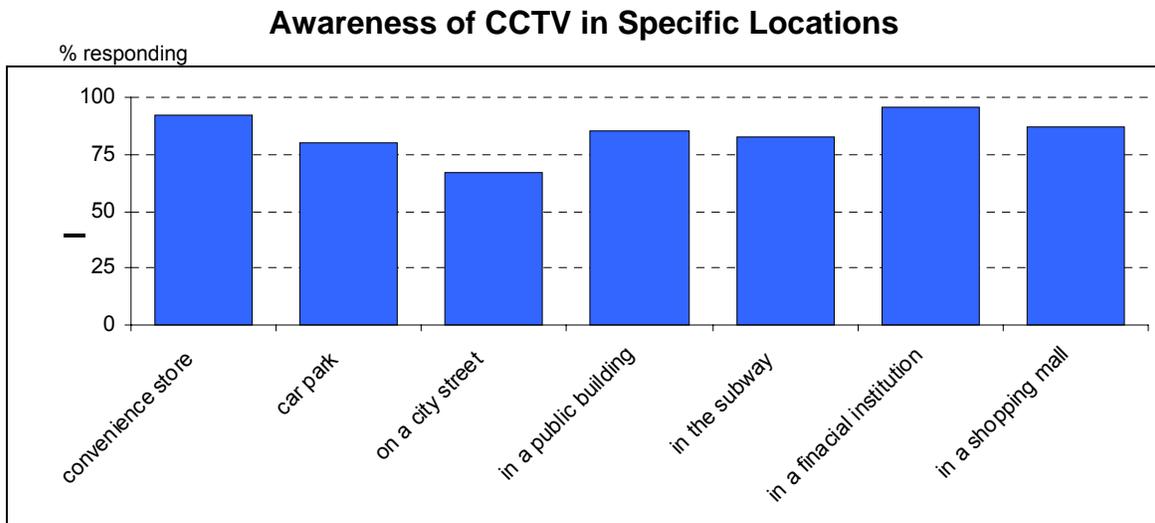


Figure 5

Q.6: In your opinion, are CCTV cameras effective in...?

- As shown in Figure 6, when asked to rate the effectiveness of CCTV with regards to specific issues, the largest proportion of respondents felt that CCTV cameras were effective in all of the areas queried.

- With relation to helping to catch criminals, 62% believed they were effective, followed by 30% who felt they were very effective and 8% who felt they were not effective at all.
- With relation to scaring off criminals, 57% believed they were effective, compared to 23% who felt they were very effective and 20% who felt they were not effective at all.
- When asked about CCTV's effectiveness in improving feelings of safety, 60% believed they were effective, followed by 29% who felt they were very effective and 11% who felt they were not effective at all.

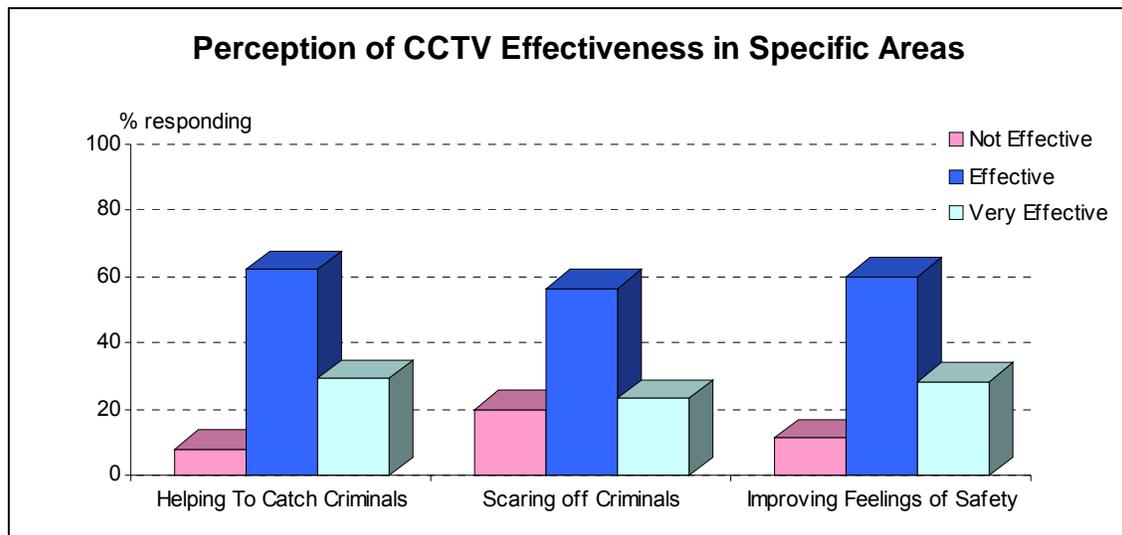


Figure 6

Q.7: How much do you agree or disagree with the following statements? ⁴

- As seen in Figure 7, the respondents were asked to provide their level of agreement or disagreement with relation to two statements.
 - When asked if, in general, they thought that CCTV in public spaces was a good idea, 82% agreed or strongly agreed, as opposed to 18% who disagreed or strongly disagreed.
 - When asked if CCTV cameras invaded people's privacy, just over one-quarter (27%) agreed or strongly agreed, while the remaining 73% disagreed or strongly disagreed.

⁴ 15 Surveys included a third statement: 87% agreed or strongly agreed with the statement that 'the more CCTV cameras in public spaces, the better', while 13% disagreed.

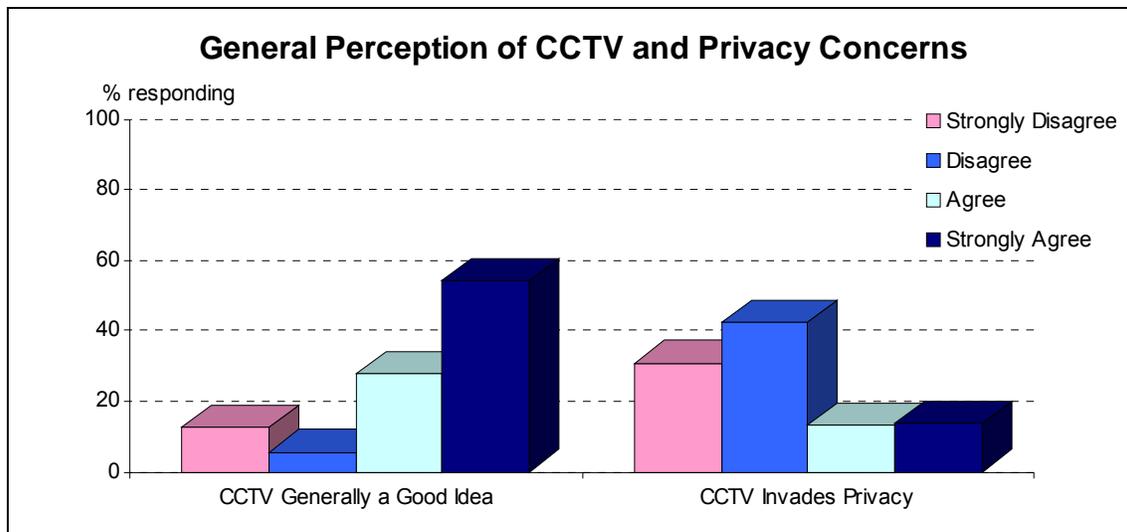


Figure 7

Q.8: CCTV cameras often record what is occurring. In your opinion, who do you think should be allowed to view the CCTV recordings?

- As shown in Figure 8, when asked about specific groups that should be allowed to view the CCTV recordings, police and the courts received the most support, while the general public and the media received the least support. Almost all of the respondents (98%) said 'yes' when asked if police should be allowed to view the CCTV recordings and 97% said 'yes' to the courts being allowed to view CCTV recordings. In each of the remaining areas, less than half of respondents said 'yes' when asked about viewing the CCTV recordings: 46% said 'yes' to the government, followed by local business owners (41%), private security firms (40%), local council (39%), media (32%), and the general public (20%).

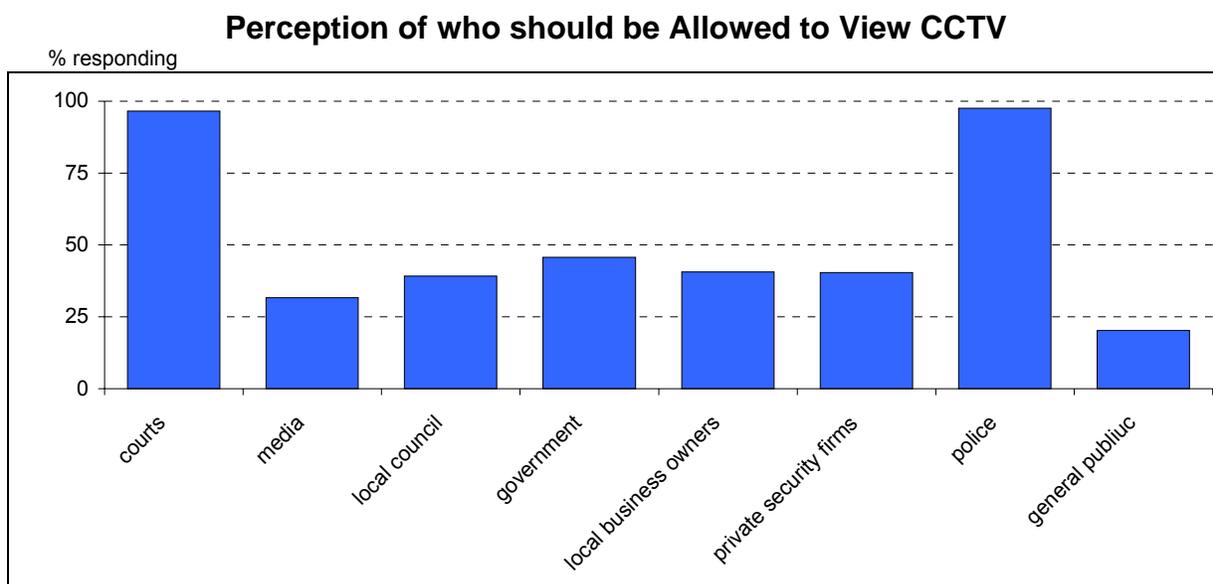


Figure 8

Q.9: Please read the following statements and indicate whether you agree or disagree with each statement?

- The respondents were asked to provide their level of agreement or disagreement with relation to four statements, as seen in Figure 9.
 - 82% of respondents agreed or strongly agreed with the statement ‘people who obey the law have nothing to fear from these cameras’.
 - 84% of respondents agreed or strongly agreed with the statement ‘it would be okay to use CCTV cameras’.
 - Almost nine in ten (88%) of respondents agreed or strongly agreed with the statement ‘people have a right to know whenever they are being watched by a camera’.
 - And, 71% of respondents agreed or strongly agreed with the statement ‘people are more likely to visit an area being watched by a camera’.

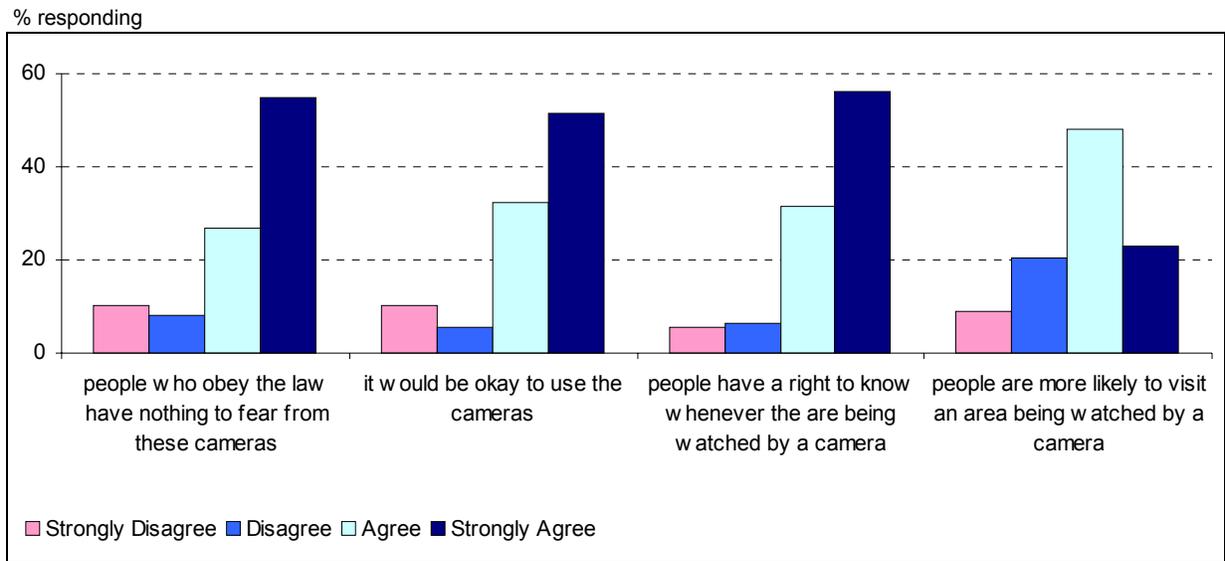


Figure 9

Q.10: Do you believe that CCTV cameras would reduce crime issues in your neighbourhood?

- As shown in Figure 10, 81% of respondents agreed or strongly agreed that CCTV cameras would reduce crime issues in their neighbourhood, while 19% disagreed or strongly disagreed that it would.

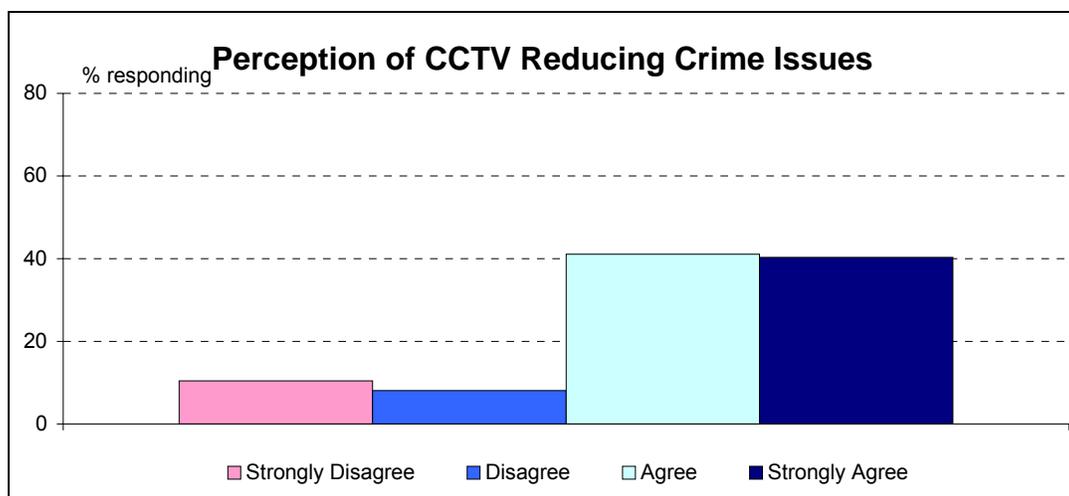


Figure 10

Q.11: In relation to CCTV cameras in public spaces, feel free to add any other comments.

- A number of comments with relation to CCTV were provided by the survey respondents. About 37% of the respondents provided additional comments with relation to CCTV. As shown in Table 1.1 and 1.2, a number of comments, positive, negative and neutral were provided by the respondents. Please note that the wording of comments has not been altered or edited.

Table 1.1
Comments with relation to support for CCTV cameras

CCTV exists in so many other places that installing them on public streets makes sense too; only adds to an already existing system which may help to catch a culprit.
Most people may have a sense of embarrassment due to CCTV. But having seen what people do at the Eaton Centre, it would not be any more embarrassing than there.
Our BIA wanted to install our own cameras. The pilot project has done a good job defining responses on privacy, technology, etc.
I believe this is a good tool, but I believe a long term solution would be to solve crimes, involve police, government, and the agency.

As long as the quality of operation on the cameras being installed are good, then of course it would reduce crime rate. But the areas of installation of cameras should be selective in areas of potential crime and should be cautious as to not interfere with public rights and privacy.

I would like to have cameras used in Parkdale along Queen St. between Dufferin and Roncesvalles. We no longer have foot patrols or a community watch which was helpful in curtailing illegal drug activities. It would go a long way to improve street activity and hopefully new business into the area and make it a more pleasant street to visit.

Place camera where the bad criminals usually hang out, example laneways at the backs of business buildings.

We need them sooner than later, especially in the west end of the City, Keele & Eglinton, Westin & Eglinton.

I feel no threat with CCTV. I hope it works and is adopted throughout Metro.

CCTV is a very cost effective way to watch large areas. It is also good evidence in court. Memories may fade, but recorded pictures do not. Witnesses may be intimidated, not recordings.

As long as CCTV is used fairly, I think it is a necessary tool.

Great idea but we need more officers on the street - out of their cars - interacting with the public.

Install CCTV in our streets of Scarborough.

CCTV works with community, neighbourhood watch on some streets.

I think cameras should also be used in high risk accident areas and social housing units where crime is high.

Go for it!

As a victim of many crimes, I feel that this is an amazing plan.

CCTV is an excellent idea.

Fully support anything that helps reduce crime. Even if it saves one life it is well worth the effort.

Strongly support the police with this project.

I support so long as there are protections against abuse and non-criminal civil proceedings.

What's taking so long?

If stats re: crime decrease, increased safety backs it up, cameras should have permanent funding as another TPS crime fighting tool.

I live in the Entertainment District. Any additional tool for the police to use should be approved. The police are currently out manned and out gunned in this area.

While CCTV cameras won't eliminate the guns, gangs, weapons, and assaults in the Entertainment District, it is one more tool for the police to use to help restore some healthy balance to what has become absolutely an unacceptable level of crime and disorder in a neighbourhood that when the clubs aren't open is safe! I support and our community supports CCTV.

Will improve public safety.

I work for a bank, cameras are there when I go get money. I request them to be there. Not far from City Hall and Eaton Centre - there are many cameras. I suspect crime still happens but it is better with them. I am in favour of the cameras.

Anything to make areas feel safer and a better place to live. This is a great project.

Living at Bloor & Lansdowne, I would be extremely happy for CCTV cameras to be put in as a pilot project because of the major drug problems (between Lansdowne & Dufferin on Bloor, also include the lanes).

The 72 hour retention - not long enough. If someone has been victimized, they may not come forward in the 72 hours and evidence that could help would be gone. Keep the images at least a week.

Table 1.2

Neutral and Negative Comments with relation to CCTV cameras

What benchmark would measure the effectiveness of CCTV cameras
Police do not have the resources to physically monitor the public realm
This is a dangerous initiative which should be refused.
I am very concerned about privacy issues with respect to this initiative. It represents a blatant infringement on the public's privacy rights and freedoms. I believe other methods and strategies are more effective in reducing crime (eg. youth management initiatives, reducing poverty, better addiction recovery plans).
Should have capacity for local division to monitor cameras if call received for crime in progress or suspicious activity.
I hope no public person would be allowed to watch the video unless there is an issue of crime related.
I need to see effort in the way of those policing our communities, that they are trying all in their power to solve these problems. I salute the effort and hopefully it helps.
Would not want a reduction in foot patrol in these areas.
Some proof first they resolve crime.

Experience with CCTV cameras in other countries (ex. Britain) shows they are expensive and largely ineffective unless your goal is to move crime without deterring it or to give citizens the illusion of safety without increasing safety.

Provincial legislation required at to use and mis-use.

We have a speeding problem and nothing is done about it.

Concern that the focus is on public space/public cameras - there is a need to consider public notification re private cameras.

As a citizen I expect to be presumed innocent by the state and their police agencies. Why should I trust the police and the state if they don't trust me?

Mixed feelings - indecisive at the moment. Effective advertisement through the correct community individuals.

This is Pandora's Box.

I do not think they are effective. People will simply deal elsewhere, B&Es will continue; will every home be CCTV-rigged? Money could be better spent; anti-racism training, more money into the domestic violence/sexual assault training - please read Jane Doe's recommendations

\$2 million isn't a lot. Footage no-one watches except in crime scene situations doesn't appear intrusive. The potential of cameras is frightening - but this was not at issue as it shouldn't.

Appendix F

CCTV Project Timeline

- March 31st, 2007 Testing & preparation of cameras
- April 30th, 2007 Deployment to targeted areas
- October 30th, 2007 End of 6 month deployment
6 month analytical snapshot
Cameras may be re-deployed to other areas
- April 30th, 2008 Final 6 month snapshot
- July 16th, 2008 Report to Ministry on results of pilot

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2007**

**#P103. BOARD POLICY – CLOSED CIRCUIT TELEVISION (CCTV) PILOT
PROJECT**

The Board was in receipt of the following report March 09, 2007 from Alok Mukherjee, Chair:

Subject: BOARD POLICY - CLOSED CIRCUIT TELEVISION (CCTV) PILOT
PROJECT

Recommendation:

It is recommended that the Board approve the attached policy entitled “Closed Circuit Television (CCTV) Pilot Project.”

Financial Implications:

There are no financial implications related to the content of this report.

Background/Purpose:

At its meeting of October 19, 2006 the Board approved the following Motions, among others, with respect to the Closed Circuit Television (CCTV) pilot project (Min. No. P335/06 refers):

- 2. THAT the Chair and Chief jointly prepare a document suitable for public consultation, including a draft policy;**
- 3. THAT the Board schedule a public consultation meeting with respect to this issue no later than February 2007.**

The Chief has provided a Board report, that details the results of the public consultations as well as some of the issues and concerns raised.

Conclusion:

It is, therefore, recommended that the Board approve the attached policy, “Closed Circuit Television (CCTV) Pilot Project”.

cont...d

The Board approved the foregoing report and the following Motion:

THAT the policy be amended by inserting the words “and human” in point no 2, so that it now reads as follows:

- (2) Contain appropriate measures to ensure that individuals’ privacy and human rights are safeguarded.**

A copy of the policy approved by the Board, as amended, is attached to this Minute for information.

TORONTO POLICE SERVICES BOARD

POLICY AND DIRECTIONS

TPSB POL - XXX Closed Circuit Television (CCTV) Pilot Project

New

Board Authority:

BOARD POLICY

The use of closed circuit television (CCTV) in the public domain has increased significantly over recent years. CCTV can be a valuable tool as part of a comprehensive crime management plan to overtly observe public areas and detect and deter crime.

The use of CCTV provides a number of potential benefits for community safety. However, any program that includes the use of CCTV must also consider the privacy rights of individuals. In addition, it is important to recognize the need for members of involved communities to have meaningful and ongoing input into the use of CCTV in their neighbourhoods.

The Toronto Police Service will be conducting a pilot project for the use of CCTV from April 30, 2007 until April 30, 2008.

It is, therefore, the policy of the Toronto Police Services Board that the Chief of Police shall develop procedures governing the use of CCTV by the Toronto Police Service during this pilot project that:

- (1) Include the rationale and objectives for the use of CCTV by the Service.
- (2) Contain appropriate measures to ensure that individuals' privacy and human rights are safeguarded.
- (3) Recognize the importance of ongoing public consultation in the design, implementation and evaluation of the project through the use of a variety of mechanisms to gather feedback from the community.
- (4) Ensure that all records and stored video related to the CCTV project are under the control of the Service.
- (5) Establish a reasonable retention period for recorded images, having regard to investigative requirements as well as privacy concerns.
- (6) Ensure that sufficient public notification is given before, during and after installation of any CCTV camera.
- (7) Provide for an independent evaluation of the pilot project.

It is further the policy of the Toronto Police Services Board that the Chief of Police shall not implement a continuation of the pilot project or a permanent CCTV program for the Toronto Police Service until such time as the Board has received the results of the independent evaluation of the pilot project and has approved the continued use of CCTV by the Toronto Police Service.

REPORTING: Annual

LEGISLATIVE REFERENCE

Act	Regulation	Section
<i>Police Services Act</i> R.S.O. 1990 as amended		
<i>Freedom of Information and Protection of Privacy Act</i> R.S.O 1990		
<i>Municipal Freedom of Information and Protection of Privacy Act</i> R.S.O 1990, Chapter M.56		

BOARD POLICIES:

Number	Name

BOARD OFFICE PROCEDURES:

Number	Name

SERVICE PROCEDURES: Refer to service procedures.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2007**

**#P104. SAVING LIVES IMPLEMENTATION GROUP (SLIG) – ABORIGINAL
ISSUES SUB-COMMITTEE**

The Board was in receipt of the following report March 09, 2007 from Alok Mukherjee, Chair:

Subject: SAVING LIVES IMPLEMENTATION GROUP (SLIG) – ABORIGINAL
ISSUES SUB-COMMITTEE

Recommendations:

It is recommended that the Board:

- (1) receive the recommendations made by the SLIG Aboriginal Issues sub-committee for the Board to:
 - (a) establish a policy in relation to Aboriginal policing;
 - (b) in partnership with the Aboriginal community, hire a consultant to assess the policing needs of the Aboriginal community in Toronto
- (2) refer the above-noted recommendations to the Chair to report back to the Board in June 2007 on a process for implementation.

Background:

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.

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).

The Aboriginal Issues sub-committee has now completed its report, which includes recommendations for the Board to (1) establish a policy in relation to Aboriginal policing; and (2) in partnership with the Aboriginal community, hire a consultant to assess the policing needs of the Aboriginal community in Toronto. This report has been approved by the membership of SLIG, as a whole and is attached as Appendix A.

It is, therefore, my recommendation that the Board receive these recommendations as made by the SLIG Aboriginal Issues sub-committee and refer them to me to report back to the Board in June 2007 on a process for implementation.

The Board approved the foregoing.

Appendix A

To: Aboriginal Sub-Committee members, Saving Lives Implementation Committee

From: Kimberly Murray

Date: November 20, 2006

Re.: Sub-Committee's report

INTRODUCTION

The Aboriginal Issues Sub-Committee met on June 9, August 15, and Nov 1, 2006.

At its first meeting, the sub-committee discussed the need to conduct a scan of the Toronto Police Service to determine what policies, procedures, documents, or studies were in existence in relation to Aboriginal policing in the City of Toronto. It was decided that the sub-committee would receive the results of the scan by way of presentation from a representative of the Service.

At the second meeting, Superintendent Darren Smith of the Community Mobilization Unit attended and presented information on the Aboriginal Peacekeeping Unit. In particular, he presented a video of the Unit's opening ceremony of April 1993, extracts of Minutes from Board meetings in 1992 and 1993 establishing the Aboriginal Peacekeeping Unit, and the Peacekeeping Unit's proposed Mission Statement and Mandate when established.

Following this meeting, Dr. Mukherjee undertook to review what documents might be in existence at the Board level, and Kimberly Murray undertook to ask members of TASSA (Toronto Aboriginal Social Service Association) if any documents existed in the Aboriginal community regarding the community's relationship with the Toronto Police Service.

The Committee met for a third time on November 1, 2006.

Upon reviewing the documentation it was determined as follows:

- a. A "Native Liaison Unit" was formed in and around 1990 by three officers of Aboriginal ancestry in the Chief's Community Liaison Unit
- b. In September 1992, the Toronto Police Services Board received a request from the Chief of Police that the Unit be renamed 'Aboriginal Peacekeeping Unit' and that the Unit be officially recognized on the Service's organizational chart.
- c. The official launch of the Aboriginal Peacekeeping Unit took place on Tuesday April 27, 1993. The mandate of the Unit has remained unchanged since its inception. However, its location and staffing component have changed in the past 16 years.
- d. The Toronto Police Services Board has not developed any policy in relation to Aboriginal policing outside the creation of the Aboriginal Peacekeeping Unit in 1992/1993.

The Sub-committee recommends the following:

1. That the Toronto Police Services Board establish a policy in relation to Aboriginal policing.
2. That the Toronto Police Services Board, in partnership with the Aboriginal community, hire a consultant to assess the policing needs of the Aboriginal community in Toronto. The assessment would review and identify the following;
 - a) Demographics of the Aboriginal community in Toronto;
 - b) History of the Aboriginal Peacekeeping Unit;
 - c) Policing expectations of the Aboriginal community;
 - d) Policing practices and knowledge in relation to the Aboriginal community;
 - e) Comparative Response-identify Aboriginal policing in other jurisdictions;
 - f) Training and Education; and
 - g) Toronto Police Service's response to Aboriginal alternative justice programs.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2007**

**#P105. RULES REVIEW: REPEAL OF RULES AND APPROVAL OF BOARD
POLICIES**

The Board was in receipt of the following report February 19, 2007 from Alok Mukherjee, Chair:

Subject: RULES REVIEW: REPEAL OF RULES AND APPROVAL OF BOARD
POLICIES

Recommendation:

It is recommended that the Board:

- (1) Repeal all Service rules appended to this report as Appendix A; and
- (2) Approve the Board policies appended to this report as Appendix B.

Financial Implications:

There are no financial implications arising from this report.

Background/Purpose:

Over the last five years, the Board, in consultation with the Toronto Police Service, has conducted a review of all the Board Rules with the objective of streamline the regulatory environment within the Service. The review resulted in recommendations being made to repeal the Rules and replace them, where required, with Board policies and Service Procedures.

The review entailed Board staff to identify those Rules that fall most appropriately within the Board's purview. The *Police Services Act* provides that a board shall "establish policies for the effective management of the police force" (s. 31(c)). It was decided that, where it was required for a Rule to be re-written in the form of Board policy, these would be forwarded to the Board for approval (Min. No. P183/02 refers). The new Board policies are attached as appendix B and where appropriate, amendments to wording or contents of a Rule are highlighted in grey. In addition, Board staff reviewed current Board policies, identified those that required updating and proposed new Board policies that reflect the guiding principles of the Board.

At its November 28, 2006 meeting, a report was submitted to the Board with appendices of the current Rules and the Board policies that resulted from the Rules review. The report sought the Board's approval to repeal the current Rules and approve the draft Board policies. However, the

Board was advised at that meeting that the Chief, who had been given prior opportunity to review the draft policies, had recently submitted his comments to the Chair. The Board referred the report back to the Chair to be revised as may be necessary, in light of the comments provided by the Chief (Min. No. P357/06 refers).

Chief's Comments

The Chief commented on a number of policies. The following is a paraphrase of the Chief's comments and the Chair's response. The Chief's comments are bulleted and the Chair's responses are italicized.

- Absence of Chief of Police/Deputy Chief/Chief Administrative Officer
 - Authority to appoint Acting Deputies/CAO for absences over 25 days be given to the Chief
 - *Concurred with Chief's comments and policy was amended to reflect this.*
- Chief Administrative Officer/ Chief of Police/Deputy Chiefs of Police
 - Board policy should not be required for position requirements. If a policy is preferred, it should reflect position requirements as contained in individual job contracts.
 - *Disagreed with Chief's comments; policy was not amended.*
- Civilian Promotions and Appointments
 - Based on an existing Memorandum of Understanding Station Duty Operator vacancies are exempt from posting if transfers requests are on file
 - *policy amended*
 - Licensed mechanics positions should be posted internally and externally
 - *policy amended*
 - Currently positions equivalent to second in command (assistant manager) are not submitted to the Board for approval – Board approval may restrict hiring process
 - *language of policy amended to clarify intent - content remains the same*
- Delegation of Appointments
 - Clarification sought as to which positions for appointment can be delegated to the Chair and Vice Chair
 - *policy and language used amended to clarify intent of the policy*
- Litigation
 - *Freedom of Information and Protection of Privacy Act* concerns involving the release of “personal information” by members who are required to provide City Legal with relevant information to assist with litigation involving the Board/Service
 - *policy not amended – issues can be dealt with in procedures*
- Rank Structure
 - Eligibility for reclassification is 12 months
 - *policy amended*

- Re-employment of Former Service Members
 - Rehiring of former members should not require formal Board approval
 - *policy not amended*

- Process for Requests for Legislative Change
 - Should not require Board approval - policy restricts the Chief
 - *policy not amended*

- Uniform Working Attire and Equipment
 - Changes to the working attire is an operational issue for which Board approval is not required
 - Policy mirrors existing uniform Adequacy policy
 - Board approval would hinder timely changes
 - *policy amended with the exception of Board approval requirement*
policy will be cross-referenced with Adequacy policy

A more detailed explanation of the Chief's comments is attached to this report for your information.

Therefore, I am recommending that the Board repeal the Rules attached to this report as Appendix A and the Board approve the policies attached to this report as Appendix B.

The Board approved the following Motions:

1. **THAT the Board amend the Re-Employment of Former Service Members policy to read as follows:**

Re-Employment of Former Service Members as Consultants or on Contract

- **Uniform and civilian members who have resigned from the Service may be eligible for temporary re-employment as a consultant or on contract**
 - **The Chief of Police shall develop procedures governing the re-hiring of former Service members**
 - **The re-hiring of a former Service member as a consultant or on contract requires Board approval**
2. **THAT the Board approve the policies, with the exception of the policies identified in a list submitted by the Chief; and**
 3. **THAT, following consultation with the Chief regarding the policies in the list, the Chair bring back the revised policies for Board approval.**

cont...d

Amendment:

Motion No. 2 was amended by the Board at its meeting on April 26, 2007 by indicating that all the Board policies were approved with the exception of those identified below which were included in a list provided by the Chief of Police following the March 22, 2007 meeting:

Civilian Promotions and Appointments

Civilian Members

Re-Employment of Former Service Members as Consultants or on Contract

Uniform Promotions and Appointments

Uniform, Working Attire and Equipment

Delegation of Appointments

Process for Requests for Legislative Change

Release of Statistics



INTERNAL CORRESPONDENCE

TPS 649 1998/011

TO: Dr. Alok Mukherjee FROM: Chief William Blair
Chair Chief of Police
Police Services Board DATE: 2006/10/31
YYYY/MM/DD

RE: Rules Review - Review of Draft Board Policies

As requested in your correspondence dated August 24, 2006, to Mr. Paul McKenna, then Manager of Corporate Planning, the draft Board Policies (Policies) have been reviewed.

Of the twenty-one (21) draft Policies reviewed, I have the following comments, concerns or suggestions regarding the following twelve (12) Policies:

Absence of Chief of Police, Deputy Chiefs and Chief Administrative Officer

Item #4 states that for absences of a deputy chief or the chief administrative officer for periods over twenty-five (25) days, the Board shall appoint an acting deputy chief or chief administrative officer.

As the acting period is so long, the likelihood of such acting assignments is very unlikely. Since any courses/training attended by members in these positions is less than twenty-five (25) days, the only conceivable time this situation may occur is due to illness or such other unforeseen occasion.

Having said that, as in the case of absences less than twenty-five (25) days, I believe it should be the Chief of Police who appoints the member acting. I suggest that the Chief is best positioned to determine who the most appropriate "actor" will be given the operational requirements that attach to such a decision.

In addition to operational requirements, when selecting the appropriate member for any acting assignment, due consideration is given to succession planning. As well, if the acting period is lengthy, it may be appropriate to divide it between two "actors".

It is for these reasons that for absences over twenty-five (25) days, I suggest that the authority to appoint the acting deputy chief or chief administrative officer be given to the Chief of Police.

Chief Administrative Officer/Chief of Police/Deputy Chiefs of Police

Although there are current Rules governing these areas, since the requirements of these positions are already included in the job contracts, it is suggested that a Board Policy is not required. However, if Board Policies are preferred, I recommend that they reflect the position requirements contained in the individual job contracts.

Civilian Promotions and Appointments

Item #4 – The Employment Unit has confirmed that all civilian vacancies at Class 5 and above must be posted. The only exception is for Station Duty Operators C5 (40) for which a Memorandum of Understanding was struck with the Association to allow for a transfer process. The only time a Station Duty position is posted is if there are no transfer requests.

Licensed mechanics have always been advertised internally and externally and the Service would like to continue doing so.

Item #5(b) – Although positions at the unit commander level have always been submitted to the Board on an individual basis, positions equivalent to second-in-command are not submitted. Other positions have also been submitted at the discretion of the Director of Human Resources (now changed to the Staff Superintendent, Staff Planning & Community Mobilization).

Given the timeframes for securing a place on the Board agenda, requiring Board approval for these positions would most likely result in inevitable constraints for the hiring unit.

Item #5(c) – The reporting line should be corrected to Staff Superintendent, Staff Planning & Community Mobilization.

Item #6 – Clarification is sought regarding Items #5 and #6. Regarding Item #6, does this mean that positions identified in Item #5 no longer need to be presented at the Board meeting and that this authority has been delegated to the Chair and Vice-Chair? (Same clarification sought regarding the "Delegation of Appointments" Board Policy below.)

Currently, the Employment Unit provides on-going appointment lists for Board signature regarding all promotions, new hires, transfers and re-classifications. Is the annual report a once a year summary of promotions only?

Delegation of Appointments

With respect to Items #1 and #3, the same clarification is sought as in Items #5 and #6 of the Policy entitled "Civilian Promotions and Appointments" above. That is, is Item #3 an exception to Item #1?

As well, the same concern is expressed as in Item #5(b) of the Policy entitled "Civilian Promotions and Appointments". Although positions at the unit commander level have always been submitted to the Board on an individual basis, positions equivalent to second-in-command are not submitted. Other positions have also been submitted at the discretion of the Director of Human Resources (now changed to the Staff Superintendent, Staff Planning & Community Mobilization).

Given the timeframes for securing a place on the Board agenda, requiring Board approval for these positions would most likely result in inevitable constraints for the hiring unit.

Litigation

Although the draft Policy re-iterates the content of Rule 4.4.2, the Service has some *Freedom of Information and Protection of Privacy Act* concerns as it involves the release of "personal information". The Director of Legal Services has contacted City Legal for discussion and resolution.

Rank Structure

Due to changes to the Working Agreement, there is a minor amendment required to Item #4 of the draft Policy. "Fifteen months" should be changed to "twelve months".

Re-Employment/Retention of Former Service Members

This draft Board Policy stipulates Board approval for the re-hiring of all former members. It is critical to define what constitutes "Board approval" (e.g. Board report, full Board, the Chair or designate, the Chair and the Vice Chair etc.). As well, this approval should be consistent with the other related draft Board Policies such as "Uniform Promotions and Appointment", "Civilian Promotions and Appointments" and "Delegation of Appointments".

Currently, members of the Employment Unit have confirmed that Manager positions and above, as well as sergeant/detective and above, go before the Board for approval in their in-camera session on a formal Board report. Other positions, including police constable positions, go through the Chain of Command and to the Board on "appointment lists" for approval. These lists require approval through the Chain of Command and the approval by an appointed Board members. These lists do not go to a formal Board meeting and do not require a Board report.

On occasion, at the discretion of the Director of Human Resources (now at the discretion of the Staff Superintendent of Staff Planning & Community Mobilization), positions lower than a Manager position may go before the Board on a formal Board report for approval.

Former members re-hired as consultants, or on a contractual basis, do not require formal Board approval on a Board report as long as they have been separated from the Service for a minimum of one year (Board Minute #P150/04 refers). Although Board approval is not required, these members are presented on "appointment lists". Notwithstanding the foregoing, formal Board approval, requested through a Board report, is still required where a former member has not completed the one-year period criteria.

Due to timing issues, requiring Board approval through a formal Board report at Board meetings for all re-hires would negatively impact the Service's ability to re-hire effectively and would not reflect the current process.

It is recommended that the current process continue.

Process for Requests for Legislative Change

The Service reviewed this draft Policy in 2004 and there were some concerns that are still relevant today. Although the draft Policy reflects Rule 5.7.6 currently governing this area, the Service is recommending a change to the current practice. That is, requesting a legislative change should not require Board approval.

In 2004, Legal Counsel gave the opinion that this policy was too restrictive for the following reasons:

- The Chief is well positioned to know what legislation is necessary to assist

- The public expects that their Chief will speak out on issues of crime and public safety;
- The Chief is regularly consulted by politicians at all levels with respect to his opinions on issues affecting policing; and
- The CACP and the OACP regularly lobby for changes to legislation to improve the justice system and policing in general. Individual Chiefs should have the same opportunity to make their views known.

Uniform Promotions

To clarify, because the promotional process, rather than operational Procedures, is approved by the Board, the word "procedure" in Item #3 should be replaced with "process".

Uniforms, Working Attire and Equipment

As you know, in June 2001, a Working Group, chaired by Ms. Joanne Campbell, Executive Director of the Board Office, was created. This Working Group consisted of members from the Board Office, City Legal, Corporate Services (then Executive Support), and Corporate Planning. The focus of this Working Group was to review the current set of Board Rules and their value in the governance framework of the Service.

In April 2003, as the Working Group reviewed the Rules addressing uniform and appearance standards, it was agreed that the content was operational in nature and that Board Policy TPSB AI-010, mirroring the Board Policy suggested in the Adequacy Guidelines, provided adequate Board control regarding this issue.

As well, Adequacy Standards Guidelines detail strict Provincial requirements regarding police uniforms. Police services throughout the Province must comply with these guidelines. In October 2003, Board Policy TPSB AI-010 was reviewed with no amendments.

This current draft Policy under review replaces Board Policy TPSB A1-010. In my opinion, Items #1, #2, #3 and #6 of this new draft Policy should be deleted as they infringe on operational issues.

Item #6 requires "...Board approval for any changes to the prescribed working attire including uniforms". In addition to being an operational issue, this requirement would hinder the implementation of timely changes.

The importance of having proper processes in place in this area is well recognized. The uniform not only impacts on the image of the Service, but on officer and community safety. For this reason, there is a Clothing and Equipment Committee, chaired by the Deputy Chief of Divisional Policing Command, responsible for reviewing any proposed changes to the uniform. This joint management/Association Committee includes members from Occupational Health & Safety, Purchasing, Fleet and Materials Management. Other members are requested to attend specific meetings for their expertise as required. Once an Item has been approved by this Committee, it goes before Command for authorization.

As well, Service Procedure 15-16 includes detailed listings of approved Items of clothing and equipment, direction regarding care and control of issued Items, court dress, summer dress and instructions as to the process to propose a change to the current dress standards.

The Service has a timely process in place with the proper safeguards to ensure that the Service image and that safety are not compromised. I believe that Items #1, #2, #3 and #6 of the draft Policy should be deleted as there is adequate Board direction contained in the remainder of the Policy to govern this area.

Please feel free to contact Staff Sergeant Paul Miller, A/Manager of Corporate Planning directly for clarification or further discussion regarding this input.



William Blair
Chief of Police

Attachments

cc: Deputy Chief Jane Dick, Executive Command
Director, Kristina Kijewski, Corporate Services
Staff Sergeant Paul Miller, A/Manager, Corporate Planning

APPENDIX A**RULES REVIEW
RULES TO BE DELETED**

Rule Category	Rules	Topic
1.1.0	1.1.1 to 1.1.21	Definitions
2.1.0	2.1.1 to 2.1.5	Boundaries, Organization and Establishment
2.2.0	2.2.1 to 2.2.11	Rank Structure
2.3.0	2.3.1 to 2.3.3	Civilian Members
3.1.0	3.1.1 to 3.1.6	General Responsibilities (Service)
3.2.0	3.2.1 to 3.2.2	Chief of Police
3.3.0	3.3.1	Deputy Chief of Police
3.4.0	3.4.1	Chief Administrative Officer
3.5.0	3.5.1 to 3.5.15	Unit Commanders
3.6.0	3.6.1 to 3.6.14	Staff Sergeants and Detective Sergeants (General)
3.7.0	3.7.1 to 3.7.7	Staff Sergeants
3.8.0	3.8.1 to 3.8.5	Detective Sergeants
3.9.0	3.9.1 to 3.9.6	Sergeants and Detectives (General)
3.10.0	3.10.1 to 3.10.7	Sergeants
3.11.0	3.11.1	Detectives
3.12.0	3.12.1 to 3.12.7	Constables
3.13.0	3.13.1 to 3.13.3	Civilians - Permanent Employees
3.14.0	3.14.1 to 3.14.2	Civilians-Temporary, Co-Operative Education, Summer Help
3.15.0	3.15.1 to 3.15.18	Civilians Employed in a Uniformed Function
3.16.0	3.16.1 to 3.16.10	School Crossing Guards
3.17.0	3.17.1 to 3.17.30	Auxiliary Police
4.1.0	4.1.1 to 4.1.15	Awards
4.2.0	4.2.0 to 4.2.9	Conduct
4.3.0	4.3.0 to 4.3.9	Confidential Information
4.4.0	4.4.1 to 4.4.2	Litigation
4.5.0	4.5.0 to 4.5.8	Subscriptions, Solicitations, Discounts etc.
4.6.0	4.6.1 to 4.6.5	Firearms
4.7.0	4.7.1 to 4.7.6	Use of Force
4.8.0	4.8.1 to 4.8.4	Suspended Members
4.9.0	4.9.1 to 4.9.2	Retirements and Resignations
4.10.0	4.10.1 to 4.10.2	Respect and Courtesy
4.11.0	4.11.1 to 4.11.19	Uniform, Equipment and Personal Appearance
4.12.0	4.12.1 to 4.12.2	Court Attendance
4.13.0	4.13.1 to 4.13.11	Computerized Information Systems
4.14.0	4.14.1 to 4.14.10	Communication System
4.15.0	4.15.1 to 4.14.4	Memorandum Books
4.16.0	4.16.1 to 4.16.4	Leaving the Toronto Area on Police Business
4.17.0	4.17.1	Persons Requiring Medical Attention
4.18.0	4.18.1 to 4.18.6	Saluting
5.1.0	5.1.0 to 5.1.12	Police Buildings
5.2.0	5.2.1 to 5.2.2	Expenses

APPENDIX A**RULES REVIEW
RULES TO BE DELETED**

5.3.0	5.3.1 to 5.3.6	Orders, Instructions and Other Publications
5.4.0	5.4.1 to 5.4.7	Records and Reports
5.5.0	5.5.0 to 5.5.16	Operation of Vehicles
5.6.0	5.6.1	First Aid Training
5.7.0	5.7.1 to 5.7.12	Correspondence, Files and Internal Mail
5.8.0	5.8.1 to 5.8.5	Telephones
5.9.0	5.9.1 to 5.9.6	Emergencies
6.1.0	6.1.1 to 6.1.7	Secondary Activity
6.2.0	6.2.1 to 6.2.2	Pregnancy
6.3.0	6.3.1 to 6.3.6	Leaves of Absence
6.4.0	6.4.0 to 6.4. 4	Residence Rule
6.5.0	6.5.0 to 6.5.10	Sickness or Injury
6.6.0	6.6.0 to 6.6.10	Special Pay Duties
6.7.0	6.7.1 to 6.7.2	Police Promotions
6.8.0.	6.8.1.to 6.8.3	Civilian Promotions
6.9.0	6.9.1 to 6.9.4	Transfers and Secondments – Police Officer
6.10.0	6.10.1 to 6.10.2	Transfers and Secondments-Civilians
6.11.0	6.11.1	Family Status Change
6.12.0	6.12.1 to 6.12.5	Courses, Conferences, Seminars, Workshops
6.13.0	6.13.1 to 6.13.3	Escorts
6.14.0	6.14.1	Public Relations
7.1.0	7.1.1 to 7.1.2	General

BOARD POLICIES TO BE APPROVED**APPENDIX B**

Absence of Chief
Chief Administrative Officer
Chief of Police
Civil Proceedings,
Civilian Members
Civilian Promotions & Appointments
Conduct
Conflict of Interest
Copyright or Trademark
Delegation of Appointments
Deputy Chiefs of Police
Donations
Litigation
Rank Structure
Re-Employment of Former Service Members
Release of Statistics
Requests for Legislative Change
Secondary Activities (review name and #)
Uniform Promotions & Appointments
Uniform, Working Attire and Equipment
Use of Force

TORONTO POLICE SERVICES BOARD

POLICY AND DIRECTIONS

TPSB POL-XXX

Absence of Chief of Police, Deputy Chiefs and Chief Administrative Officer

<input checked="" type="checkbox"/>	New
<input type="checkbox"/>	Amended
<input type="checkbox"/>	Reviewed – No Amendments

Board Authority: BM ###-yyyy.mm.dd

Board Authority:

BOARD POLICY

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

1. The Chief of Police shall, when not available to provide supervision/direction, appoint a Deputy Chief of Police or the Chief Administrative Officer to assume the duties of the Chief of Police.
2. When a Deputy Chief of Police or the Chief Administrative Officer is temporarily absent for any reason, the Chief of Police shall appoint an acting Deputy Chief of Police or acting Chief Administrative Officer to assume the duties of the Deputy Chief of Police or Chief Administrative Officer respectively.

REPORTING:

LEGISLATIVE REFERENCE

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

SERVICE PROCEDURES: Refer to Service Procedures Index.

TORONTO POLICE SERVICES BOARD

POLICY AND DIRECTIONS

TPSB POL-XXX

Chief Administrative Officer

<input checked="" type="checkbox"/>	New
<input type="checkbox"/>	Amended
<input type="checkbox"/>	Reviewed – No Amendments

Board Authority:

Board Authority:

BOARD POLICY

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

1. The Chief Administrative Officer shall be responsible for the efficient, effective and economical operation of his/her command and perform such other duties as may be assigned to them by the Chief of Police.
2. The Chief Administrative Officer shall regularly inform the Chief of Police of significant issues that may compromise the integrity of the Service or that may affect the operations of the Service.
3. The Chief Administrative Officer shall assist the Chief of Police in the development of the Service's goals and objectives based on the mission statement and service delivery priorities. In addition, the Chief Administrative Officer shall ensure that Unit Commanders under his/her command develop strategies to achieve the Service's goals and objectives along with measurements for the success of those strategies.
4. The Chief Administrative Officer shall ensure that day-to-day management decisions are consistent with the Service's mission statement, goals, objectives, strategies, Core Values, as well as Board policies and shall ensure that the Service's vision is clearly communicated throughout his/her command area with an emphasis on maintaining public trust and the principles of community policing.
5. The Chief Administrative Officer in charge of support commands shall ensure that Unit Commanders in charge of command support units, evaluate, on an ongoing basis, the functions performed by police officers in these units to determine the feasibility of redeploying officers to field duties.
6. The Chief Administrative Officer shall evaluate Unit Commanders under his/her command on a regular basis and shall define responsibilities and create accountability guidelines for Unit Commanders.

REPORTING:

LEGISLATIVE REFERENCE

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

SERVICE PROCEDURES: Refer to Service Procedures Index.

TORONTO POLICE SERVICES BOARD

POLICY AND DIRECTIONS

TPSB POL-XXX

Chief of Police

<input checked="" type="checkbox"/>	New
<input type="checkbox"/>	Amended
<input type="checkbox"/>	Reviewed – No Amendments

Board Authority: BM ###-yyyy.mm.dd

Board Authority:

BOARD POLICY

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

1. Report to the Board as set out in the *Police Services Act*.
2. Be accountable to the Board for the effective management of human and financial resources.
3. Assume the responsibility for providing overall leadership to the Service by clearly communicating the Service’s vision through the implementation of the Board’s business plan.
4. Work with the Board on the development of an effective management team for the current and on-going needs of the organization by identifying and nurturing talent.
5. Encourage within the Service openness to new ideas and innovative thinking and a spirit of cooperation, support and teamwork among all members of the Service, uniform and civilian.
6. Manage issues arising in the course of enforcing the law and preventing crime.
7. Establish and balance policing priorities with fiscal priorities to meet the essential policing needs of the community.
8. Develop priorities and objectives in consultation with the Board.
9. Ensure that recruitment and outreach programs are in place to meet the ongoing staffing needs of the Service. These programs should ensure that the Service attracts, develops and retains qualified members that reflect the ethnocultural nature of the City at all levels of the organization.

REPORTING:

LEGISLATIVE REFERENCE

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

SERVICE PROCEDURES: Refer to Service Procedures Index.

TORONTO POLICE SERVICES BOARD

POLICY AND DIRECTIONS

TPSB POL-XXX

Civil Proceedings for Injured Workers

<input checked="" type="checkbox"/>	New
<input type="checkbox"/>	Amended
<input type="checkbox"/>	Reviewed – No Amendments

Board Authority: BM ###-yyyy.mm.dd

Board Authority:

BOARD POLICY

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

1. When members are injured while on duty and elect to take personal proceedings against a third party instead of accepting benefits under the *Workplace Safety and Insurance Act*, such members shall promptly inform the Board in writing of their intention to take such action and complete the necessary documents.

REPORTING:

LEGISLATIVE REFERENCE

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

SERVICE PROCEDURES: Refer to Service Procedures Index.

TORONTO POLICE SERVICES BOARD

POLICY AND DIRECTIONS

TPSB POL - XXX

Civilian Members

<input checked="" type="checkbox"/>	New
<input type="checkbox"/>	Amended
<input type="checkbox"/>	Reviewed – No Amendments

Board Authority:

Board Authority: BM-####/yy

BOARD POLICY

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

1. Civilian members shall be divided into the following four classifications:
 - a. Permanent employees
 - b. Temporary employees
 - c. Co-operative education program employees
 - d. Summer help employees.

2. All candidates for appointment to permanent and temporary civilian classifications, except cadets and cadets-in-training, shall:
 - a. Take an Affirmation/Oath of Secrecy;
 - b. Meet any other requirements established by Human Resources Command.

3. For positions that, in the opinion of the medical advisor of Occupation Health and Safety, impose significant physical or psychological demands, candidates may be required to undergo a medical examination by or under the supervision of the medical advisor. The purpose of the assessment is to certify that a candidate is fit to perform the duties required. An examination shall not be conducted until after an offer of employment has been extended to the candidate.

REPORTING:

LEGISLATIVE REFERENCE: N/A

Act	Regulation	Section
Police Services Act		Section 31(1)(c)

BOARD POLICIES:

Number	Name
POL	

BOARD OFFICE PROCEDURES: N/A

SERVICE PROCEDURES: Refer to Service Procedures Index.

TORONTO POLICE SERVICES BOARD

POLICY AND DIRECTIONS

TPSB POL - XXX

Civilian Promotions and Appointments

<input checked="" type="checkbox"/>	New	Board Authority:	P49/01, P301/02, C146/01
<input type="checkbox"/>	Amended	Board Authority:	BM-####/yy
<input type="checkbox"/>	Reviewed – No Amendments		

BOARD POLICY

The Board is responsible for the appointment, promotion and reclassification of members, including auxiliary members of the Service. Promotional practices shall promote and facilitate greater participation in, and greater access to, employment and promotion by members of diverse groups at all levels of the Service.

1. The Chief shall ensure that job descriptions for all civilian classifications are developed and maintained. Job descriptions shall reflect legitimate requirements and standards of the job and shall be evaluated on a continual basis to ensure that the requirements are *bona fide* and updated as appropriate.
2. The creation of new positions or new job descriptions must be approved by the Board.
3. Vacancies in the establishment for civilian positions of Class 5 and above in the Unit “A” bargaining unit, Unit “B” bargaining unit, Unit “C” bargaining unit and newly created positions in the establishment in any of the civilian bargaining units shall be advertised in a job call throughout the Service.
 - a. Notices and advertisements for all vacant positions shall not contain unnecessary or discriminatory barriers that would screen out potential employees for reasons unrelated to qualifications, merit, or occupational requirements.
4. All appointments or promotions to a senior officer rank and excluded positions shall be submitted to the Board for approval on an individual basis.
5. Authority to appoint civilian members of the Service, excluding senior officer ranks and excluded positions, shall be delegated to the Chair and Vice Chair of the Board.

REPORTING:

- Annual report to the Board listing members of the Service that have been promoted

LEGISLATIVE REFERENCE: N/A

Act	Regulation	Section
Police Services Act		Section 31(1)(c)

BOARD POLICIES:

Number	Name
POL	Delegation of Appointments Race and Ethnocultural Equity Policy

BOARD OFFICE PROCEDURES: N/A

SERVICE PROCEDURES: Refer to Service Procedures Index.

TORONTO POLICE SERVICES BOARD

POLICY AND DIRECTIONS

TPSB POL-XXX

Conduct

<input checked="" type="checkbox"/>	New
<input type="checkbox"/>	Amended
<input type="checkbox"/>	Reviewed – No Amendments

Board Authority: BM ###-yyyy.mm.dd

Board Authority:

BOARD POLICY

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

1. Establish procedures to ensure the professional conduct of members at all times and, further, to ensure that members shall not discriminate, or attempt to persuade others to discriminate, against any person because of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, record of offences, age, marital status, family status, handicap or the receipt of public assistance;
2. Establish procedures to ensure that members shall not act in a disorderly manner or in any manner likely to bring discredit on the reputation of the Service; and
3. Ensure there is a process in place to discipline members who violate the foregoing procedures and ensure that these discipline procedures are consistently and appropriately applied to all members.

REPORTING:

LEGISLATIVE REFERENCE

Act	Regulation	Section
Police Services Act R.S.O. 1990 as amended		31(1)(c)
Ontario Human Rights Code R.S.O. 1990 as amended		1, 7(2)

SERVICE PROCEDURES: Refer to Service Procedures Index.

TORONTO POLICE SERVICES BOARD

POLICY AND DIRECTIONS

TPSB POL-XXX

Conflict of Interest

<input checked="" type="checkbox"/>	New
<input type="checkbox"/>	Amended
<input type="checkbox"/>	Reviewed – No Amendments

Board Authority: BM ###-yyyy.mm.dd

Board Authority:

BOARD POLICY

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

1. Establish policies and procedures related to the disclosure by members upon becoming involved in situations or investigations where there are actual, apparent or potential conflicts of interest, either personally or through association with family members or upon becoming aware of a conflict of interest involving another member.

REPORTING:

LEGISLATIVE REFERENCE

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

SERVICE PROCEDURES: Refer to Service Procedures Index.

TORONTO POLICE SERVICES BOARD

POLICY AND DIRECTIONS

TPSB POL-XXX

Copyright or Trademark

<input checked="" type="checkbox"/>	New
<input type="checkbox"/>	Amended
<input type="checkbox"/>	Reviewed – No Amendments

Board Authority: BM ###-yyyy.mm.dd

Board Authority:

BOARD POLICY

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

1. Any right, title and interest in any idea, invention of material conceived or developed by members, either within or arising out of the scope of their employment with the Service, shall become the property of the Board, regardless of whether such right, title or interest can be protected by copyright, trademark or otherwise by law;
2. All computer software programs developed by members arising out of the scope of their employment or duties, or purchased by the Service, are the property of the Board and shall be used for official Service business only. Such programs shall not be removed from a police building, except with the permission of the Unit Commander; and
3. Members shall not breach copyright laws pertaining to applicable software programs to which copyright applies or may apply.

REPORTING:

LEGISLATIVE REFERENCE

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

SERVICE PROCEDURES: Refer to Service Procedures Index.

TORONTO POLICE SERVICES BOARD

POLICY AND DIRECTIONS

TPSB POL - XXX Delegation of Appointments

<input checked="" type="checkbox"/>	New	Board Authority:	33/99, 22/99, 583/94, 20/91
<input type="checkbox"/>	Amended	Board Authority:	
<input type="checkbox"/>	Reviewed – No Amendments		

BOARD POLICY

The Board is responsible for the appointment, promotion and reclassification of members, including auxiliary members, of the municipal police service. The Board is also authorized to appoint special constables as set out in sections 53 (1)(6) of the *Police Services Act*. Candidates for appointment as a police officer shall meet the conditions as prescribed by sections 43(1) and 45 of the *Police Services Act*, and any other conditions as established by the Board from time to time.

Delegation

1. Authority to appoint members of the Service, excluding uniform and civilian senior officer ranks and excluded positions, shall be delegated to the Chair and Vice Chair of the Board.
 - a. Uniform senior officer ranks are defined as:
 - Inspector
 - Staff Inspector
 - Superintendent
 - Staff Superintendent
 - b. Civilian senior officer ranks are defined as:
 - Members as set out in Schedule “A” of the Civilian Senior Officers Collective Agreement
 - c. Civilian members known as Excluded Personnel, namely, Police Services Board staff including Labour Relations staff and Manager, Employee and Family Assistance Program Manager, and the Chief Administrative Officer - Policing are excluded positions rather than senior officer positions.

REPORTING:

LEGISLATIVE REFERENCE

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

BOARD POLICIES:

Number	Name

BOARD OFFICE PROCEDURES:

Number	Name

SERVICE PROCEDURES: Refer to service procedures.

TORONTO POLICE SERVICES BOARD

POLICY AND DIRECTIONS

TPSB POL-XXX

Deputy Chiefs of Police

<input checked="" type="checkbox"/>	New
<input type="checkbox"/>	Amended
<input type="checkbox"/>	Reviewed – No Amendments

Board Authority:

Board Authority:

BOARD POLICY

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

1. Deputy Chiefs of Police shall be responsible for the efficient, effective and economical operation of their respective area of command and perform such other duties as may be assigned to them by the Chief of Police.
2. Deputy Chiefs of Police shall regularly inform the Chief of Police of significant issues that may compromise the integrity of the Service or that may affect the operations of the Service.
3. Deputy Chiefs of Police shall assist the Chief of Police in the development of the Service's goals and objectives based on the mission statement and service delivery priorities. In addition, Deputy Chiefs shall ensure that Unit Commanders under their command develop strategies to achieve the Service's goals and objectives along with measurements for the success of those strategies.
4. Deputy Chiefs of Police shall ensure that day-to-day management decisions are consistent with the Service's mission statement, Core Values, the Board's business plan, as well as Board policies and shall ensure that the Service's vision is clearly communicated throughout their command area with an emphasis on maintaining public trust and the principles of community policing.
5. Deputy Chiefs of Police shall ensure that diversity is maintained as a priority in the recruitment, promotion, appointment and development of Service members.
6. Deputy Chiefs of Police in charge of support commands shall ensure that their Unit Commanders evaluate, on an ongoing basis, the functions performed by police officers in their area to determine the feasibility of redeploying officers to field duties.
7. Deputy Chiefs of Police in charge of field commands shall ensure that their Unit Commanders monitor the deployment of their personnel, on a regular basis, to ensure adequate and effective delivery of service.
8. Deputy Chiefs of Police shall evaluate the Unit Commanders under their command on a regular basis and shall define responsibilities and create accountability guidelines at all levels of the Service.

REPORTING:

LEGISLATIVE REFERENCE

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

SERVICE PROCEDURES: Refer to Service Procedures Index.

TORONTO POLICE SERVICES BOARD

POLICY AND DIRECTIONS

TPSB POL-XXX

Donations

<input checked="" type="checkbox"/>	New
<input type="checkbox"/>	Amended
<input type="checkbox"/>	Reviewed – No Amendments

Board Authority: BM ###-332/94

Board Authority: 440/97, 113/98, 27/01

BOARD POLICY

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

1. Members shall not solicit or accept donations from any person, including any organization or corporation, for the benefit of the Service, without the consent of the Board in accordance with the established procedure:
 - a. acceptance of donations valued at one thousand five hundred dollars (\$1,500) or less, require the approval of the Unit Commander
 - b. acceptance of donations valued at more than one thousand five hundred dollars (\$1,500) require the approval of the Board
 - c. If the donation is equipment, vehicle, furniture, computer etc., the appropriate unit must be contacted to ensure the product meets Service specifications prior to accepting the donation.
2. The Chief of Police provide an annual report to the Board on community donations.

REPORTING: Annual

LEGISLATIVE REFERENCE

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

SERVICE PROCEDURES: Refer to Service Procedures Index.

TORONTO POLICE SERVICES BOARD

POLICY AND DIRECTIONS

TPSB POL-XXX

Litigation

<input checked="" type="checkbox"/>	New
<input type="checkbox"/>	Amended
<input type="checkbox"/>	Reviewed – No Amendments

Board Authority: BM ###-yyyy.mm.dd

Board Authority:

BOARD POLICY

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

1. Develop procedures establishing the process to be followed when legal documents are served upon a member in proceedings arising out of action taken in the course of duty;
2. Develop procedures establishing the process for determining when members shall be permitted to be interviewed concerning a matter investigated or encountered by the member which may become the subject of a civil action; and
3. Ensure that members supply to counsel acting on behalf of the Board or members of the Service all necessary information to assist in conducting civil litigation involving the Board or a member of the Service.

REPORTING:

LEGISLATIVE REFERENCE

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

SERVICE PROCEDURES: Refer to Service Procedures Index.

TORONTO POLICE SERVICES BOARD

POLICY AND DIRECTIONS

TPSB POL - XXX

Rank Structure

<input checked="" type="checkbox"/>	New
<input type="checkbox"/>	Amended
<input type="checkbox"/>	Reviewed – No Amendments

Board Authority:

Board Authority: BM-####/yy

BOARD POLICY

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

Pursuant to Regulation 929, RRO 1990, the Toronto Police Service will have all or any of the following police ranks, in the following order, but no other:

- Chief of Police;
- Deputy Chief of Police;
- Staff Superintendent;
- Superintendent
- Staff Inspector
- Inspector
- Staff Sergeant and Detective Sergeant
- sergeant and detective
- Constable

Board approval is required for any alterations to the rank structure.

Staff sergeants may be reclassified to the rank of detective sergeant and sergeants may be reclassified to the rank of detective, and vice versa, as deemed necessary by the Chief of Police. Such reclassifications shall be published on Routine Orders.

2. Police constables promoted to the rank of sergeant or detective shall be on probation for a period of one year from the date of their promotion. During such probationary period, duties shall be performed in uniform unless otherwise directed in writing by the Chief of Police. During the probationary period, sergeants or detectives may be reclassified to the rank of constable (first class) on the recommendation of the Chief of Police, as approved by the Board. Sergeants or Detectives, who have satisfactorily completed their probationary period, shall be confirmed in the rank on the recommendation of the Chief of Police, and as approved by the Board in accordance with the established process.

3. The rank of constable shall have the following gradations in descending seniority:

- first class constable

- second class constable
- third class constable
- fourth class constable.

4. Second, third and fourth class constables are eligible for reclassification to the next highest constable classification after serving twelve months in their classification. Upon the recommendation of a constable’s Unit Commander, recommendation for reclassification shall be made by the Chief of Police to the Board in accordance with the process established by the Board.
5. Cadets-in-training who stand in the top 25% of their recruit class and pass all examinations without rewrite during the probationary training program shall be granted two months service towards reclassification from fourth class to third class constable
6. Cadets-in-training are required to successfully complete the applicable training program conducted at the Ontario Police College and C.O. Bick College. Inability to successfully complete such a program will be considered by the Board as sufficient reason for dispensing with the services of a cadet-in-training. Nothing herein shall be construed as restricting or limiting the powers of the Board in dispensing with the services of a cadet-in-training.

REPORTING:

LEGISLATIVE REFERENCE: N/A

BOARD POLICIES:

Number	Name
POL	

BOARD OFFICE PROCEDURES: N/A

SERVICE PROCEDURES:

Refer to Service Procedures Index.

TORONTO POLICE SERVICES BOARD

POLICY AND DIRECTIONS

TPSB POL-XXX

Re-Employment of Former Service Members

<input checked="" type="checkbox"/>	New
<input type="checkbox"/>	Amended
<input type="checkbox"/>	Reviewed – No Amendments

Board Authority: Min. No. 262/99

Board Authority: Min. No. 301/02, 150/04

BOARD POLICY

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

1. Uniform and civilian members who have resigned from the Service may be eligible for permanent or temporary re-employment.
2. The Chief of Police shall develop procedures governing the re-hiring of former Service members.
3. The re-hiring of any former Service member requires Board approval.

REPORTING: Annual

LEGISLATIVE REFERENCE

Act	Regulation	Section
Police Services Act		31(1)(c)

SERVICE PROCEDURES: Refer to Service Procedures Index.

TORONTO POLICE SERVICES BOARD

POLICY AND DIRECTIONS

TPSB POL-XXX

Release of Statistics

<input checked="" type="checkbox"/>	New
<input type="checkbox"/>	Amended
<input type="checkbox"/>	Reviewed – No Amendments

Board Authority: BM ###-yyyy.mm.dd

Board Authority:

BOARD POLICY

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

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

REPORTING:

LEGISLATIVE REFERENCE

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

SERVICE PROCEDURES: Refer to Service Procedures Index.

TORONTO POLICE SERVICES BOARD

POLICY AND DIRECTIONS

TPSB POL-XXX

Process for Requests for Legislative Change

<input checked="" type="checkbox"/>	New
<input type="checkbox"/>	Amended
<input type="checkbox"/>	Reviewed – No Amendments

Board Authority: BM ###-yyyy.mm.dd

Board Authority:

BOARD POLICY

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

1. Any requests or recommendations for additions to, amendments of, or any other changes to any federal, provincial and municipal legislation shall only be made by the Board and not by any individual member of the Service.

REPORTING:

LEGISLATIVE REFERENCE

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

SERVICE PROCEDURES: Refer to Service Procedures Index.

TORONTO POLICE SERVICES BOARD

POLICY AND DIRECTIONS

TPSB POL - XXX

Secondary Activities

<input checked="" type="checkbox"/>	New
<input type="checkbox"/>	Amended
<input type="checkbox"/>	Reviewed – No Amendments

Board Authority:

Board Authority:

BOARD POLICY

The Chief of Police shall report to the Board annually on decisions and disclosures with respect to secondary activities.

REPORTING: Annual report provided to the Board.

LEGISLATIVE REFERENCE

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

BOARD POLICIES:

Number	Name
TPSB POL	

BOARD OFFICE PROCEDURES: N/A

SERVICE PROCEDURES: Refer to Service Procedures Index.

TORONTO POLICE SERVICES BOARD

POLICY AND DIRECTIONS

TPSB POL - XXX Uniform Promotions and Appointments

X	New	Board Authority:	P444/00, P49/01, P301/02, C146/01
	Amended	Board Authority:	BM-####/yy
	Reviewed – No Amendments		

BOARD POLICY

The Board is responsible for the promotion and appointment of members of the Service. Candidates for appointment as police officer shall meet the conditions as prescribed in sections 43(1) and 45 of the *Police Services Act* and any other conditions as approved by the Board from time to time.

Delegation

1. Police officers shall only be appointed by the Board. This responsibility may be delegated to the Chair and Vice Chair.

Promotions

2. The process of promoting all members of the Service shall be approved by the Board. All amendments to the promotional process shall be approved by the Board.
3. The Board, taking into account the recommendations of the Chief of Police, has the authority to approve promotions of police officers up to and including the rank of Staff Superintendent, in accordance with the process established by the Board.
4. The Chief of Police shall provide an annual report to the Board listing members of the Service that have been promoted.

REPORTING: • Annual

LEGISLATIVE REFERENCE: N/A

Act	Regulation	Section
Police Services Act		31(1)(c)

BOARD POLICIES:

Number	Name
POL XXX	Delegation of Appointments

BOARD OFFICE PROCEDURES: N/A

SERVICE PROCEDURES: Refer to Service Procedures Index.

TORONTO POLICE SERVICES BOARD

POLICY AND DIRECTIONS

TPSB - XXX Uniforms, Working Attire and Equipment

<input type="checkbox"/>	New	Board Authority:	BM 198/01
<input type="checkbox"/>	Amended	Board Authority:	
<input checked="" type="checkbox"/>	Reviewed – No Amendments		October 2003

BOARD POLICY

It is the policy of the Toronto Police Services Board with respect to police uniforms that the Chief of Police shall develop procedures on the provision and use of standardized uniforms by the Service's uniformed police officers and civilian members.

Care and Control

All articles of uniform and equipment necessary for the performance of duty shall be provided by and remain the property of the Board.

It is the policy of the Toronto Police Services Board that the Chief of Police shall develop procedures for the management, care, control and storage of uniforms, clothing, property and equipment.

Working Attire and Dress

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

1. Establish a working attire that is professional and business-like for all Service members requiring uniforms, including volunteers;
2. Determine the uniform of the day and standardized dress codes. The dress code will accommodate individuals and/or groups of individuals as may be required by the *Ontario Human Rights Code* or any other legal requirement; and
3. Seek the approval of the Board for any significant changes to the prescribed working attire including uniforms.

REPORTING:

LEGISLATIVE REFERENCE

Act	Regulation	Section
Police Services Act R.S.O. 1990 as amended	O. Reg. 3/99	31(1)(c) s. 35

BOARD POLICIES:

Number	Name
POL XXX	Adequacy Standards - A10 Police Uniforms

SERVICE PROCEDURES

Refer to Service Procedure Index.

TORONTO POLICE SERVICES BOARD

POLICY AND DIRECTIONS

TPSB POL-XXX

Use of Force and Reporting of Use of Force

<input checked="" type="checkbox"/>	New
<input type="checkbox"/>	Amended
<input type="checkbox"/>	Reviewed – No Amendments

Board Authority: BM ###-yyyy.mm.dd

Board Authority:

BOARD POLICY

USE OF FORCE

The Toronto Police Services Board places the highest value on the protection of life and the safety of its officers and the public.

Therefore, in accordance with the *Criminal Code* and the *Police Services Act*, it is the policy of the Board that:

1. The Chief of Police shall ensure that force options used by Service members meet all requirements and standards established by the Ministry of Community Safety and Correctional Services; and
2. The Chief of Police shall ensure training every 12 months for members required to use force on other persons and for those authorized to carry force option weapons.

REPORTING USE OF FORCE

Incidents of use of force are defined as occurring when members who, when in the performance of their duty:

- (a) use physical force on another person that results in an injury requiring medical attention;
- (b) draw a handgun in the presence of a member of the public;
- (c) discharge a firearm; and
- (d) use any weapon, other than a firearm, on another person.

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

1. The Chief of Police shall report to the Board, on an annual basis, all incidents of use of force.
2. Establish procedures and a reporting structure consistent with the requirements of the *Equipment and Use of Force Regulation 926*;

3. The Chief of Police shall immediately cause an investigation and file a report to the Board where a member, by the discharge of a firearm or the use of any weapon in the performance of his or her duty, kills or injures another person.
4. The Chief of Police shall provide a copy of the Service's annual Use of Force report to the Board for review and ensure availability of the report to the public.

REPORTING: Annual

LEGISLATIVE REFERENCE

Act	Regulation	Section
Police Services Act		31(1)(c)

SERVICE PROCEDURES

Refer to Service Procedures Index.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2007**

#P106. BOARD BY-LAW NO. 156 – AMENDING FINANCIAL BY-LAW NO. 147

The Board was in receipt of the following report February 28, 2007 from Albert Cohen, City of Toronto – Legal Services Division:

Subject: BOARD FINANCIAL BY-LAW NO. 147

Recommendation:

It is recommended that the Board enact the by-law attached as Appendix “A” to this report to amend the Board’s Financial By-law No. 147

Background:

At its meeting held on January 25, 2006, the Board approved a number of amendments to Board By-law No. 147 and authorized the City Solicitor to prepare a by-law incorporating the approved amendments and submit it to the Board’s meeting in March 2007 (Minute No. P9/07 refers).

Discussion:

Staff members of the City Legal Division have reviewed the Board’s approved amendments and have drafted the amending by-law, attached as Appendix “A” to this report, in accordance with the Board’s direction.

The Board approved the foregoing.

Appendix "A"

TORONTO POLICE SERVICES BOARD

BY-LAW No. 156

To amend the Toronto Police Services Board Financial By-law, By-law No. 147

WHEREAS the Toronto Police Services Board previously enacted By-law No. 147 "To confer certain authorities and responsibilities with respect to the appropriation and commitment of funds by and the payment of accounts of the Toronto Police Services Board, and other related matters" (the "By-law");

WHEREAS the Board previously enacted By-laws No. 148 and 153 to amend the By-law to clarify some matters respecting the authority to make Awards and enter into Commitments, as those terms are defined in the By-law; and

WHEREAS at its meeting held on January 25, 2007, the Board adopted a report recommending further amendments to the By-law, as reflected in Board Minute No. P9/07, and requested that a by-law incorporating those amendments be submitted to the Board meeting to be held in March 2007;

The Toronto Police Services Board HEREBY ENACTS as follows:

1. Section 1 of the By-law is amended by replacing the definition of "Appropriation" with the following:

"Appropriation" means the Board's annual net operating budget;

2. Section 1 of the By-law is amended by adding thereto the following in alphabetical order within the section:

"Consolidated Procurement" means procurement of Goods or Services undertaken by the City in which the Board participates but where the City will make the Award on behalf of both itself and the Board;

3. The definition of "Pre-qualified Supplier" contained in section 1 of the By-law is amended by deleting the word "Proponent" and replacing the word "Solicitations" with the word "Calls".

4. Subsection 3(1) of the By-law is amended by deleting the words “Appropriations and” from the subsection.
5. Subsection 8(3) of the By-law is deleted and subsection 8(4) is renumbered as subsection 8(3).
6. Subsection 11(2) of the By-law is amended by replacing clauses (a) through (c) with the following:
 - (a) the Goods and Services are only available from one source or one supplier by reason of:
 - (i) a statutory or market based monopoly;
 - (ii) scarcity of supply in the market;
 - (iii) existence of exclusive rights (patent, copyright or licence);
 - (iv) need for compatibility with Goods and Services previously acquired and there are no reasonable alternatives, substitutes or accommodations;
 - (v) need to avoid violating warranties and guarantees where service is required;
 - (b) an attempt to purchase the required Goods and Services has been made in good faith using a competitive method and has failed to identify a successful vendor;
 - (c) the Goods and Services are required as a result of an emergency, which would not reasonably permit the use of other methods of Solicitation required under this By-law;
 - (d) the required Goods and Services are to be supplied by a particular vendor having special knowledge, skills, expertise or experience which cannot be provided by any other vendor;
 - (e) a fluctuating market for the Goods and Services exists and use of such other methods of Solicitation required by this By-law would adversely affect the interests of the TPS given rising market prices; or
 - (f) the nature of the Goods or Services is such that it would not be in the public interest to solicit competitive bids, as in the case of security or confidential matters.

7. Subsection 11(4) of the By-law is replaced with the following:

The Chief of Police shall report annually to the Board:

- (a) on any Solicitations for Policing Goods or Services with a value greater than \$10,000.00 made pursuant to subsection 11(2) in the preceding year; and
- (b) on any non-competitive Solicitations for Goods or Services with a value greater than \$10,000.00 undertaken by the City Purchasing Agent on behalf of the Board or with the Board's participation, pursuant to section 12 or otherwise, in the preceding year.

8. Clauses 17(2)(b) and 17(5)(a) of the By-law are both amended by:

- (a) deleting the words "subject to the authority to reallocate set out in subsection 8(3)";
- (b) replacing the words "an Appropriation for the purpose of the Award and Commitment has" with the words "funds for the purpose of the Award and Commitment have"; and
- (c) replacing the word "Appropriation" in the last line of both the clauses with the word "available funds".

9. Clause 17(5)(d) of the By-law is replaced with the following:

- (d) the written approval of the Chair has been obtained, without the necessity for further approval by the Board.

10. The By-law is amended by adding the following as subsection 17(5a) of the By-law:

The Chief of Police shall report annually to the Board on any expenditures over \$500,000.00 made pursuant to subsection 17(5) in the previous year.

11. Subsection 17(8) of the By-law is amended by replacing the words "Award and Commitment" with the words "Award and/or Commitment, as the case may be,"

12. Clauses 17(8)(a) and (b) of the By-law are replaced with the following:

- (a) through Consolidated Procurement; or
- (b) from a Vendor of Record,

and the Chief of Police shall report to the Board on any Commitment made pursuant to clause 17(8)(a) at its next available meeting following such action.

13. Clauses 24(2)(a) and (b) of the By-law are both amended by replacing the word “Appropriation” with the word “operating”.
14. This by-law shall come into force on the date of its enactment.

ENACTED AND PASSED this 22nd day of March, 2007

Alok Mukherjee, Chair

Approved:

**March 22, 2007 Meeting
Min. No. P106/07**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2007**

#P107. EXTENSION OF ON-LINE AUCTIONEERING SERVICES CONTRACT

The Board was in receipt of the following report January 09, 2007 from William Blair, Chief of Police:

Subject: EXTENSION OF ON-LINE AUCTIONEERING SERVICES CONTRACT

Recommendation:

It is recommended that the Board approve extending the existing on-line auctioneering services contract for a period of two years, from August 1, 2007, up to and including July 31, 2009.

Financial Implications:

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

Background/Purpose:

At its meeting of July 29, 2004, the Board awarded the quotation for on-line auctioneering services to Rite Auctions, a Division of 1083078 Ontario Inc. for a period of three (3) years effective August 1, 2004 until July 31, 2007 with the Board's option to extend for an additional two (2) twelve-month periods (Min. No. P228/04 refers). The Board also authorized the Chair to execute a contract, including the terms and conditions on behalf of the Board, subject to approval by the City Solicitor as to form.

This report is to advise the Board of the results of the on-line auction as of October 31, 2006, and to request an extension of the contract for a period of two years.

Discussion:

As previously indicated, the current contract contains a condition whereby it may be extended for an additional two (2) twelve-month periods at the sole discretion of the Board. Should the Board choose to exercise this option and extend the contract, all terms and conditions contained within the contract, including a commission rate of forty percent (40%) of the sale price of each item sold, shall remain unchanged.

Pursuant to the bid submitted by Rite Auctions in response to the Request for Quotation, a sliding scale commission rate based on projected accumulative gross product sales was included in the awarded contract as follows:

\$0 - \$519,000.00 = 50%

\$519,000.00 - \$750,000.00 = 45%

\$751,000.00 - \$1,000,000.00 = 40%

The threshold of \$751,000.00 in gross product sales was achieved in mid-October of 2006. This figure represents the gross product sales which occurred from the inception of the awarded contract until mid-October of 2006. Once this threshold was met, the commission rate applied to the sales price of all items sold was reduced to forty percent (40%).

A further reduction to the commission rate is not feasible. The commission fees charged to Rite Auctions by ebay have increased three hundred percent (300%) since the launch of the auction web-site, and the listing fees charged by ebay have increased two hundred percent (200%). Further reductions to the commission rate would render a continuation of the contract cost-prohibitive for the vendor.

Historical Revenue:

The following is a comparison of the revenue generated at the auctions held over the previous nine years:

HISTORICAL REVENUE

Year	# of Auctions Held	Number of Items/Lots	Gross Revenue	Net Revenue	Average Price Point per Item/Lot	Increase in Revenue Over Previous Year per Item/Lot
1998	6	2398	\$172,665.25	\$129,621.59	\$54.05	Not Applicable
1999	12	4508	\$342,816.00	\$263,968.33	\$58.55	+8.32%
2000	10	2737	\$191,648.50	\$147,569.33	\$53.91	-7.93%
2001	11	5103	\$208,014.00	\$160,170.77	\$31.39	-41.77%
2002	6	2643	\$93,925.00	\$74,598.29	\$28.22	-10.1%
January 27 to May 15, 2003	On-Line Pilot Project	1783	\$130,511.39	\$106,112.19	\$59.51	+110.88%
May 16, 2003 to October 31, 2004	Nil	N/A	N/A	N/A	N/A	N/A
November 1, 2004 to October 31, 2005	On-Line	4000	\$454,123.66	\$226,889.30	\$56.72	-4.69%
November 1, 2005 to October 31, 2006	On-Line	3869	\$308,385.76	\$166,882.99	\$43.13	-23.96%

The recent decrease to the average price point per item/lot is attributable in part to the quality and type of product that has been provided by the Toronto Police Service to Rite Auctions. The quantity, quality, and type of product designated for auction purposes remains dynamic in nature and cannot be fully quantified or guaranteed. Product availability is dependant upon the type of items seized by members of TPS or surrendered by community members, judicial direction at the conclusion of court proceedings, quality, and suitability for sale. For example, the TPS does not permit the sale of used clothing, alcohol, or firearm related items. During the period of May 16, 2003 to October 31, 2004, no auctions were conducted on behalf of TPS. This resulted in a substantial stockpiling of items. This period bridged the time span between the assessment of the on-line auction pilot project results, and the awarding of the on-line contract to Rite Auctions. At the inception of the on-line auction process, a significant number of popular items were available for sale from the stockpiled products such as power tools, electronic equipment, and expensive jewellery. The availability of such products has diminished as time has progressed.

Consumer Information:

A total of 117,513 bids have been registered since the launch of the on-line auction, up to and including, October 31, 2006. Although seventy percent (70%) of the winning bids originated from the Greater Toronto Area, winning bids were registered from as far away as Germany, Denmark, and Israel.

Historically, approximately two hundred members of the community would attend the public auctions facilitated in a brick and mortar setting.

Advantages:

As is evident by the geographical diversity of the winning bids that have been registered, conducting the auctions on-line increases the accessibility to the process to a much broader spectrum of the community, not just within the immediate boundaries of the City of Toronto.

Through the on-line process, bidders and buyers are afforded the opportunity to provide immediate on-line feedback which allows the process to be transparent, thereby instilling a high level of public confidence.

On-line auctioning occurs 24 hours a day – 7 days a week as opposed to public forum auctions which traditionally have been conducted once every five weeks and augmented with inventory from other sources. This expedited processing procedure reduces inventory levels and the stockpiling effect, which occurs when items are held internally until one week before a scheduled public auction. A continuous turnover of inventory results in the reduction of TPS storage and management costs, and the double handling of property. The renewal of the on-line auctioneering contract for a period of two years, from August 1, 2007, up to and including July 31, 2009, will ensure that existing storage constraints currently experienced by the Property and Evidence Management Unit will not be further exacerbated.

Inspections and Audits:

On an annual basis, personnel from the Property and Evidence Management Unit conduct an on-site inspection and audit of Rite Auctions. The audits have not uncovered any contractual violations that would raise concerns regarding the extension of the contract. The Service is satisfied with the existing arrangement and with the level of service being provided by Rite Auctions. In fact, the quality of the customer service provided by Rite Auctions has been exceptional. The client satisfaction rating on the auction web-site has never dropped below ninety-eight percent (98%) since the launch of the web-site on November 1, 2004. Staff at Toronto City Legal have been consulted regarding the preparation of this report and concur with the content.

Conclusion:

In summary, the extension of the existing on-line auctioneering services contract will ensure a seamless and fluid continuation of effective inventory management, reduce existing storage constraints, maintain exceptional levels of client satisfaction, and ensure compliance with the Police Services Act of Ontario.

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

Ms. Kristina Kijewski, Director of Corporate Services, and Ms. Brenda Radix, Acting Unit Commander, Property and Evidence Management Unit, were in attendance and responded to questions about this report.

The Board expressed concern about the commission rate included in the contract with Rite Auctions. Ms. Radix advised the Board that the rates charged by Rite Auctions are consistent with the rates charged within the on-line auctioneering services industry.

The Board approved the foregoing and, in light of the concerns expressed, requested that, in the two years of the renewed contract with Rite Auctions, the Service explore whether there are better alternatives to the present arrangement.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2007**

**#P108. VENDOR OF RECORD FOR DESKTOP EQUIPMENT AND
PROFESSIONAL SERVICES**

The Board was in receipt of the following report February 27, 2007 from William Blair, Chief of Police:

Subject: VENDOR OF RECORD FOR DESKTOP EQUIPMENT AND PROFESSIONAL
SERVICES

Recommendations:

It is recommended that:

1. the Board approve NexInnovations Inc. as the vendor of record for the supply and delivery of desktop computer equipment, printers, peripherals, and the software, maintenance and related professional services for such equipment, for a three year period beginning upon execution of an agreement in this regard; and
2. the Board authorize the Chair to execute all required agreements and related documents on behalf of the Board, subject to approval by the City Solicitor as to form.

Financial Implications:

This report authorizes NexInnovations Inc. as the vendor to supply the Toronto Police Service (TPS) with desktop equipment and related professional services that may be required during the term of the agreement.

Based on the approval of the TPS' long term lifecycle strategy (Min. No. P253/06 refers) and the agreement period for this vendor of record relationship, it is expected that an estimated \$12,564,000 will be spent over the three (3) year term of the agreement (Min. No. P387/06 refers). Funding has been allocated for these purchases in the TPS' Capital budget, to be funded through the Vehicle and Equipment Reserve, which is in turn funded through operating budget contributions.

Background/Purpose:

At its meeting on November 28, 2006, the Board received a report on the status of the vendor of record process the TPS had undertaken to establish a vendor of record agreement for the supply and delivery of desktop computer equipment, printers, peripherals and the software, maintenance and related professional services for such equipment, for a three year term (Min. No. P374/06 refers). The report described how the TPS partnered with the City on two Request for Quotations (RFQ) which were issued on June 20, 2006 and August 25, 2006 respectively, and advised that neither of the RFQ's resulted in a compliant vendor for the TPS.

The TPS advised the Board that due to the inability to obtain a vendor of record through the City process, that it had issued its own Request for Proposal (RFP) to establish a vendor of record agreement.

Discussion:

On November 15, 2006, an RFP (#1078032-06) was issued by the Service's Purchasing Support Services unit to establish a vendor of record for the supply of desktop equipment, maintenance and professional services for a three year period. The criteria for the vendor selection was included in the RFP. The evaluation criteria was as follows:

- Compliance with Requirements and Objectives of the Lifecycle Projects – 30%
- Cost – 60% (40% professional services and 20% hardware/software)
- Vendor Performance – 10%

A bidders' meeting was held on November 27, 2006. A question deadline was set for December 1, 2006. Prior to the closing date of the RFP, the evaluation process and evaluation scoring guidelines were finalized.

The RFP was to close December 12, 2006. However, a request for an extension was granted, and the final submission date was set at December 18, 2006. Two proposals were received; one from Compugen Inc. and one from NexInnovations Inc. Purchasing Support Services reviewed the proposals for submission compliance and then released the two proposals to the evaluation team. The evaluation team was comprised of technical staff from Customer Service and the manager of the Project Management Office from Information Technology Services (ITS). Both proposals met the mandatory requirements and an evaluation was performed against the pre-determined evaluation criteria. A full cost analysis was performed on the pricing provided in the responses for hardware/software costs, maintenance services and professional services. Costs were also reviewed with manufacturers' pricing published on the Internet, to ensure competitiveness.

Based on the evaluation, NexInnovations Inc. achieved the highest score and provided the lowest cost for both professional services and hardware/software.

To ensure that the TPS continues to receive competitive pricing, the RFP advised respondents that the TPS reserves the right to verify pricing of equipment and services throughout the term of the agreement. The TPS also required the recommended company to propose a suitable process that will ensure reductions in pricing, and that such decreases in prices be immediately passed on to the TPS. NexInnovations Inc. process includes:

- formal monthly price catalogues and immediate adhoc quotations using live manufacturer pricing;
- proactive road map (manufacturers' equipment lifespan) sessions, trade-in and trade-up programs, including: decommissioning services; residual value; and acquisition of equipment within their lifecycle; and
- technology reviews and pricing comparisons against similar manufacturers.

During the term of the vendor of record agreement, as TPS standard hardware models move through their manufacturing lifecycle, the TPS will realize a graduated reduction in costs based on competitive manufacturer pricing and the introduction of new products into the market. NexInnovations' approach to price reduction is acceptable to TPS as it provides proactive and scheduled reviews.

Conclusion:

This report requests approval for the selection of NexInnovations Inc. as the TPS' vendor of record to supply computer equipment, which includes: workstations, laptops, printers, software and other peripheral devices, as well as maintenance and professional services, for a three year time period beginning upon execution of an agreement in this regard.

The three year term for the vendor of record agreement avoids the need to conduct a formal RFP process annually and reduces administration and time required in this regard. Processes will be incorporated into the agreement to ensure the TPS continually receives competitive pricing during the term of the vendor of record.

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

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2007**

**#P109. REQUEST FOR FUNDS: URBAN ALLIANCE ON RACE RELATIONS –
2007 AWARDS RECEPTION AND DINNER**

The Board was in receipt of the following report March 05, 2007 from Alok Mukherjee, Chair:

Subject: REQUEST FOR FUNDS: URBAN ALLIANCE ON RACE RELATIONS -
2007 AWARDS RECEPTION & DINNER

Recommendations:

It is recommended that

- (1) the Board approve the purchase, from the Special Fund, of tickets for two tables for the 2007 Urban Alliance on Race Relation's 2007 Awards Reception & Dinner, in an amount not to exceed \$2,000.00 and;
- (2) tickets be provided to interested Board members and that the remaining tickets be provided to the Chief of Police for distribution to members of the Chief's Youth Advisory Committee

Financial Implications:

If the Board approves recommendation number one, the Board's Special Fund will be reduced by the amount of \$2,000.00.

Background:

The Urban Alliance on Race Relations (UARR) is a non-profit charitable organization, that works with the community, public and private sectors to promote awareness and provide educational programs which are important in addressing racism in our society.

On April 19, 2007, the UARR will host its 2007 Awards Reception & Dinner. The event will be held at the Bright Pearl Restaurant, 346 Spadina Avenue.

Invited guests include The Honourable R. Roy McMurtry and the Master of Ceremonies will be Dwight Drummond, City TV.

I recommend that the Board approve the purchase, from the Special Fund, of tickets for two tables for the 2007 Awards Reception & Dinner, in an amount not to exceed \$2,000.00. I further recommend that tickets be provided to interested Board members and that the remaining tickets be provided to the Chief of Police for distribution to members of the Chief's Youth Advisory Committee.

The Board approved the foregoing and noted that, with regard to recommendation no. 2, any remaining tickets should also be offered to members of the Saving Lives Implementation Group, the Sexual Assault Steering Committee and the Chief's Advisory Community Consultative Committees in addition to the Chief's Youth Advisory Committee.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2007**

#P110. VICTIM SERVICES PROGRAM – FINANCIAL STATUS 2007

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

Subject: VICTIM SERVICES PROGRAM – FINANCIAL STATUS 2007

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.

Background:

At its meeting January 27, 2007, the Board requested that the Chief of Police provide the Board with a report on the current financial status of the Victim Services Program of Toronto (VSPT), (Min. No. P46/07 refers). Established in 1990, the VSPT is a private not for profit corporation with a volunteer Board of Directors. Its primary mandate is to assist Toronto police officers with victims of crime and other traumatic incidents. The VSPT has been incorporated with charitable non-profit status since December 1996. The VSPT operates 24 hours a day, 365 days a year and is provided support through the Toronto Police Service's Community Mobilization Unit.

Discussion:

Charitable Status

The VSPT maintains its charitable status with Revenue Canada. The program continues to actively solicit monetary contributions from individuals and corporations for much needed financial resources to support the program.

Personnel

The VSPT operates with 15 full-time staff including an Executive Director, Manager, 10 full-time Crisis Counsellors supported by over 120 volunteers, and 1 full-time Volunteer Co-ordinator to manage the Victim Crisis Response Program. Additionally, the Domestic Violence Emergency Response System (DVERS) and the Support Link Program, under the auspices of VSPT, are managed and operated by 2 full-time program co-ordinators. It should be noted that the VSPT could not maintain the current level of service to the police and the community

without the tremendous support received from 5 student placements and the dedicated volunteers who unselfishly donate their time to benefit others.

The volunteer program concentrates on recruiting persons who represent the diversity within Toronto. Currently, Victim Services staff and volunteers are able to provide support to victims in over 35 different languages.

Victim Response Rates (Statistics)

Since 2001, the VSPT has been responding to a significant increase in demand for intervention and assistance with victims of crime. Not only has the demand increased in numbers, but also the nature of the crimes and the victims' circumstances have become increasingly more complex, requiring more specialized and longer-term interventions. In 2001, the total number of client contacts was 12,360 compared to 28,720 client contacts in 2006. The most significant increases between 2001 and 2006 were seen in some of the most complex victim situations, such as; homicides, sudden deaths and motor vehicle fatalities. Crisis response services for victims by the end of 2006 was 14,360 cases. Domestic Violence Emergency Response System (DVERS) was used in 2,022 cases and the Support Link Program was utilized by victims in 2,026 cases.

Victim Crisis Response Program

The Victim Crisis Response Program is the only program in Toronto specifically designed to provide immediate on-site crisis and trauma services for victims of crime, 24 hours per day, 365 days per year. A total of 10 Crisis Counsellors and over 120 extensively trained community volunteers provide crisis intervention, assessment, counseling, support, referrals, linkages and advocacy services to over 16,000 victims annually. Approximately 98% of all referrals to this program are generated by members of the TPS. Other referral sources include hospitals, shelters, community service agencies, self-referrals, and on occasion the Ontario Provincial Police.

The Victim Crisis Response Program hosts a police-dedicated phone line to ensure direct and prompt access to service for victims. Once a request for service has been received, the Crisis Team comprised of 2 people, will depart to the victim's location. On location with the victim(s), the Crisis Team provides trauma/crisis counseling and emotional support. In addition, an assessment of the victim's immediate needs is conducted. The availability of this service enables front-line officers to clear the scene quickly and return to their primary responsibility of answering calls for service. A further assessment of short and long-term needs is completed during the follow-up process. The follow-up process begins as soon as the initial contact has ended. Follow-up service responsibilities include: a re-assessment; counseling; advocacy; locating/linking/coordinating services; and providing practical assistance, such as assistance in making funeral arrangements, contacting out-of-town relatives, finding shelter, etc. The existence of the Victim Crisis Response Program is consistent with the Toronto Police Service Priority of 'Community Safety and Satisfaction' in that victims receive assistance and referrals as needed.

Domestic Emergency Response System (DVERS)

The program's mandate is to ensure the safety of individuals and their families who are at serious risk of bodily harm by an ex-partner. Victims are provided with an ADT personal alarm system, which is connected to their home telephone. The alarm is maintained on the victim's person at all times. Once activated, ADT automatically calls 9-1-1, where the victim's address is 'flagged' as a high-priority and police officers are dispatched immediately. As a support service to this program the following referral sources are available the Victim Crisis Response Program, the Toronto Police Service, women's shelters and a wide range of community based service providers and self-referrals.

Once a referral is made, the DVERS Program Co-ordinator conducts an eligibility assessment. After a victim is deemed eligible, the Co-ordinator assists the victim in their home to develop a comprehensive safety plan. Safety planning includes not only the victim's own safety, but the safety of the victim's children, other family members, friends, colleagues, etc. The Co-ordinator also provides ongoing case management services to approximately 250 clients each year. Case management includes assessments, counseling, monitoring, advocacy, referrals and co-ordination of services.

Support Link

The Support Link Program is very similar to the DVERS Program in terms of mandate and program operations. The main difference is that victims are not necessarily victims of domestic violence. The program provides 9-1-1 linked cell phones to victims who are at serious risk of bodily harm by a neighbour, a relative (son, brother, cousin, in-law, etc.), a colleague, a former friend or acquaintance. The Support Link Program Co-ordinator conducts eligibility assessments develops a comprehensive safety plan with victims, and provides ongoing case management services to approximately 250 victims per year.

Financing

The Ministry of the Attorney General and the City of Toronto Community Services Grant Program continue to provide funding to the Victim Services Program of Toronto. Considerable "in kind" support for the program is provided by the Toronto Police Service. VSPT's resources are being seriously strained due to the fact that, in its 17 years of existence, they have been operating without an increase to their base funding.

Fundraising/Donations

The VSPT receives charitable donations from various sources including donations from both private citizens and police members.

The VSPT does not currently have a dedicated full time fundraiser, however, efforts are being made to retain a qualified individual to fulfil that role for 2007. During its current fiscal year (April 1, 2006 to March 31, 2007), the VSPT has raised \$127,800 in fundraising efforts to date. This includes \$30,700 from the Chief's Dinner held in November 2006. The VSPT is hoping

that the Chief's Dinner will be an annual fundraising event in support of the program. The total amount of donations varies from year to year, therefore, income from donations cannot be relied upon to bridge the gap of the yearly short fall to sustain the program.

The VSPT projected operating budget for 2007 is appended to this report as Appendix A.

Conclusion:

The VSPT provides an invaluable contribution, not only to the Toronto Police Service, but the citizens of Toronto. The VSPT fulfills the statutory obligation under the Police Services Act on behalf of the TPS to provide support to victims. This partnership also provides significant benefits, as front-line officers and investigators are able to focus solely on all aspects of the very complex investigations which are undertaken in today's society. The VSPT is the only agency in Toronto providing immediate assistance for victims, its continued sustainability is of paramount importance.

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

Mr. Brad Jones, Chairperson, and Ms. Bonnie Levine, Executive Director, Victim Services Program of Toronto, were in attendance and made a deputation to the Board.

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

THAT the Board approve an expenditure in the amount of \$100,000 from the Special Fund as a one-time donation to the Victim Services Program of Toronto.

Appendix A

	Victim Services	DVERS	Support Link	TOTAL
Income				
Ministry Attorney General City of Toronto Funding TPS Board (Vol. Recognition)	497,031	0	40,000	537,031
Total Income	614,031	50,000	40,000	704,031
Expense				
Employment Costs				
Total Salaries	559,664	43,182	46,557	649,403
Total Benefits	77,682	5,340	6,349	89,371
Total Employment Costs	637,346	48,522	52,906	738,774
Other Expenses				
Accounting Services	4,205	325	325	4,855
Administration Cost	1,561	75	75	1,711
Audit Fee	3,468	266	266	4,000
Board Expenses	1,700	0	0	1,700
Books and Directories	3,012	500	500	4,012
Dues and Memberships	500	0	0	103
Liability Insurance	6,500	500	500	7,500
Office Supplies & General	1,735	150	150	2,035
Payroll Fees	1,050	85	85	1,220
Program Expenses	812	62	62	936
Publicity	3,577	275	275	4,127
Total Service Charges	247	0	0	247
Staff Training	258	0	0	258
Telecommunications	1,769	137	137	2,043
Volunteer Expenses	7,163	0	0	7,163
Total Other Expenses	37,556	2,375	2,375	41,909
Total Expense	674,902	50,897	55,281	780,683
Net Income	-60,871	-897	-15,281	-76,652

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2007**

**#P111. RESULTS OF SIX-MONTH PILOT PROJECT – DETER IDENTIFY SEX
TRADE CONSUMERS (D.I.S.C.) PROGRAM: JUNE 01, 2006 TO
DECEMBER 15, 2006**

The Board was in receipt of the following report January 12, 2007 from William Blair, Chief of Police:

Subject: RESULTS OF SIX-MONTH PILOT PROJECT – DETER IDENTIFY SEX
TRADE CONSUMERS (D.I.S.C.) PROGRAM. JUNE 1 – DECEMBER 15,
2006.

Recommendation:

It is recommended that: the Board receive this report.

Financial Implications:

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

Background/Purpose:

At its meeting of August 11, 2005, the Board approved a six-month pilot project to evaluate the Deter Identify Sex Trade Consumers (D.I.S.C.) Program. (Min. Nos. P399/04, P164/05 and P266/05 refer.)

This report will provide the Board with an assessment of the information collected and entered into the program during the period of June 1st, 2006 to December 15th, 2006.

Discussion:

The D.I.S.C. program was first developed in 1998 by members of the Vancouver Police Service to capture information about sex trade workers/consumers and to share information with police services across Canada and the United States through the internet. This software has the potential of being an efficient tool in the policing of the sex-trade industry and in identifying at-risk youth. It continues to expand and is now used by over thirty police agencies in the western provinces, Ontario and the United States. In this province, the Thunder Bay Police Service and Peel Regional Police have implemented the system. Interest has recently been expressed by police services in Montreal, Hamilton, Halifax, York Region, Ottawa and Niagara Falls.

To date, the information database has played a significant role in the investigation of major crimes including eight homicides and numerous sexual assaults. It has also been instrumental in identifying vulnerable youth in need of intervention and support.

The pilot project was launched in May of 2006 in 11, 14, 51 and 52 Divisions where the sex-trade industry at the street level is prevalent. This time of year afforded the best opportunity to start collecting the data pertinent to the project.

It was anticipated that most of the information entered on the D.I.S.C. database by this Service would be derived from 'Person Investigated' (TPS 208) cards submitted by officers who came in contact with sex-trade workers during regular patrols. To ensure that the information obtained was accurate and reliable, all frontline officers of the four divisions involved were instructed during the initial stages of the pilot project as to what was required when submitting prostitution related contact cards. Furthermore, in the vast majority of cases, checks with other Service databases confirmed the information as recorded by the officers.

'Person Investigated' contact cards were also generated by members of the Sex Crimes Unit, Special Victims Section, who were assigned to patrol the 'track' area at peak times. The 'track' area is bounded by Jarvis Street, Church Street, Gerrard Street and Carlton Street.

After a review and screening of all contact cards accumulated during the project, a total of 572 sex-trade workers were added to the D.I.S.C. database. These represent one contact only with each individual investigated. Due to limited resources, multiple contacts with a large number of sex-trade workers were not added to the data.

The process of entering the data also required checking the names on D.I.S.C. The tracking capability of the system became evident; the movements of at least five sex-trade workers were traced from Vancouver to Toronto by way of D.I.S.C. data entered by police agencies linked to the system in the western provinces.

An important function of the program is to identify and track sex-trade recruiters and parties who live off the avails of prostitution (pimps). A total of 59 entries fitting this category were added to the D.I.S.C. database. This information was retrieved from various Service databases and was entered on the system for the benefit of other linked agencies.

Another core function of D.I.S.C. is to identify and track consumers (johns). The names of 65 consumers, identified through contact cards (208's) submitted during the pilot project, were reviewed and added to the database.

The program also features a special interest category that has the ability to alert other law enforcement agencies linked to it about suspicious circumstances involving prostitution. (Indecent acts, erratic behaviour by customers, or any information a police officer feels might be important to an ongoing or future investigation involving the sex trade or exploitation of youth). This 'bulletin board' type category affords the opportunity to enter information received through the 'Bad Date Line'. This initiative provides the opportunity for sex-trade workers to share information with the police in an anonymous capacity. They can report a "bad date" that may

have included a sexual or physical assault or strange behaviour on the part of the “john” that caused them concern. Fourteen such reports that include descriptions of suspects and/or vehicles were added to D.I.S.C.

The table below is a summary of the number of entries added to the D.I.S.C. system for each category.

Category of Data	Entries	
Sex-trade workers	572	At-risk Youth
Sex-trade recruiters (pimps)	59	
Consumers/customers (johns)	65	A key facet of this program is that the
Bad Date Line entries	14	database information can alert police
Total number of entries added to D.I.S.C.	700	officers about at-risk youth at an early stage, thereby providing increased protection for vulnerable youth. During the

pilot project, 22 sex-trade workers under the age of twenty were identified through the ‘Person Investigated’ (208’s) contact cards from the field. Of these, eight sex-trade workers were under eighteen.

In an effort to continue and develop meaningful relationships with social agencies that are directly involved with at-risk youth and sex-trade workers, a significant amount of time was dedicated to community outreach throughout the duration of the pilot project. A total of 34 at-risk youths, currently involved in street prostitution, were identified through referrals from several agencies. Their names were added to the D.I.S.C. database.

In total, 56 names of at-risk youth based on age only (under 20), are now on D.I.S.C. Files have been opened for most of these individuals for investigative and/or referral purposes.

The information sharing between participating jurisdictions at the local level is very limited at the present time. As indicated earlier, the Peel Regional Police Service is the only other law enforcement agency in the Greater Toronto Area that is linked to the program. It is recognized that the system would be more efficient if other local police jurisdictions were to join the program. For example, in the Lower Mainland of British Columbia where eight police jurisdictions are linked by D.I.S.C., 1200 queries on average per month are conducted on the system.

Conclusion:

The D.I.S.C. software program has the potential of being an efficient tool in the policing of the sex-trade industry. At the present time, its effectiveness at the local level is limited due to the shortage of other law enforcement agencies participating in the program. Its effectiveness will improve as other Greater Toronto Area police services become involved. In the meantime, the program does provide the ability to gather intelligence related exclusively to the sex-trade industry; a complex issue.

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

A/Staff Inspector Mike Hamel, Sex Crimes Unit, was in attendance and responded to questions by the Board about this report.

The Board was advised that the implementation of the D.I.S.C. program will be expanded to include five divisions within the Service.

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2007**

**#P112. VICTIMS OF CRIME AND WITNESSES TO CRIME WITHOUT LEGAL
STATUS**

The Board was in receipt of the following report February 15, 2007 from William Blair, Chief of Police:

Subject: VICTIMS OF CRIME AND WITNESSES TO CRIME WITHOUT LEGAL
STATUS

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.

Background:

At its February 15, 2006 meeting, the Board received a report from Chair Alok Mukherjee which recommended that *“the Board adopt a policy directing that the Chief of Police develop procedures to ensure that victims and witnesses of crime shall not be asked their immigration status, unless there are bona fide reasons to do so.”* At that time, the Board approved the following motion:

“THAT the Chief of Police provide a report to the Board in February 2007 on the steps that he has taken to implement the policy, and that the Board conduct a review of the policy at that time” (Min. No. P34/06 refers.)

At its meeting on May 18, 2006, the Board approved the Board Policy entitled ‘Victims and Witnesses Without Legal Status’ which states:

“It is the policy of the Toronto Police Services Board that the Chief of Police shall:

1. Develop procedures to ensure that victims and witnesses of crime shall not be asked their immigration status, unless there are bona fide reasons to do so.
2. Establish mechanisms to encourage victims and witnesses of crime to come forward without fear of exposing their status” (Min. No. P140/06 refers.)

Purpose:

For the Board's information, this report outlines the steps the Service has taken to implement the "Victims and Witnesses Without Legal Status" Board Policy.

Discussion:

The Toronto Police Service believes that police services should be available to all members of the community. Therefore, in implementing the above mentioned Board Policy, the Service undertook a great deal of research and consultation in an attempt to develop Service Governance that effectively balanced equal access to police services with the duties of a police officer as well as legal issues raised during this process. Research revealed contrary views on this topic with even legal opinion divided on police responsibilities as it relates to matters touching on the *Immigration and Refugee Protection Act* and duties under the *Police Services Act*.

This research involved extensive consultation with Legal Services, Detective Services, the Canada Border Services Agency (CBSA) and the Ministry of the Attorney General through the Victim Protection Unit.

Supporting documents from other stakeholders and groups advocating this Board Policy and that resulting from previous Board meetings have been examined along with other legal opinions.

Internet research was also conducted on the policies and procedures of other North American police services pertaining to this issue. Of those American police services that had related policies, it is unclear to date as to the effectiveness or any problems associated with the policies.

When examining any American policies dealing with this subject it should be pointed out that their law enforcement process differs from the Canadian perspective in that there is a clear distinction between Federal and local responsibilities especially as it relates to Immigration issues.

Various Ontario police services were canvassed to determine what policies, if any, they had in place addressing this issue. None of these services responded that they had policies addressing victims of crime and witnesses to crime without legal status. The following were canvassed:

- Barrie Police Service
- Brantford Police Service
- Durham Regional Police Service
- Greater Sudbury Police Service
- Guelph Police Service
- Halifax Regional Police
- Halton Regional Police Service
- Hamilton Police Service
- London Police Service
- Midland Police Service
- Niagara Regional Police Service

- Ontario Provincial Police
- Owen Sound Police Service
- Peel Regional Police
- Timmins Police Service
- Waterloo Regional Police Service
- Windsor Police Service
- York Regional Police

The defining of 'bona fide reasons' in the Board Policy was critical to the implementation process.

As a result of the research and upon review of current Service Governance, it was determined that it would be most appropriate to include direction to Service members pertaining to this matter within the Standards of Conduct, issued to all members in the form of a pocket-sized manual. The Standards of Conduct is also available to members electronically on the Service Intranet. Included within the definition section of this manual will be the definition of 'bona fide reasons'.

Changes to Service Procedure 05-04 entitled 'Domestic Violence' have been made to include references to the new Service Governance as it relates to victims and witnesses of same.

To further ensure this information is communicated effectively throughout the Service, a training précis has been prepared to be included in "Roll Call" training for release in March 2007. Roll-Calls are scenario based training sessions. Each month topics are published dealing with relevant frontline topics.

In an effort to communicate this information to the community and encourage victims and witnesses of crime to come forward, without fear of exposing their status, the Service will be posting the Service Governance relating to "Victims and Witnesses to Crime Without Legal Status" on the Service's Internet website in March 2007.

The additions to the Standards of Conduct as well as the definition of 'bona fide' reasons are appended to this report as Appendices A and B respectively.

Conclusion:

As indicated in this report, the Toronto Police Service has strived to develop Service Governance that effectively balances equal access to police services with the duties of a police officer. I believe the implementation of the proposed amendments to the Standards of Conduct and Service procedures, as well as the expansion of the related Service Intranet, external web pages and the additional training for police officers on this matter, will allow the Service to effectively achieve this balance.

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

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

Ms. Sima Zerehi, Don't Ask Don't Tell Campaign *
Ms. Judith Rae, Immigration Legal Committee
Ms. Jackie Esmonde, Roach, Schwartz & Associates *
Ms. Charlene Theodore, African Canadian Legal Clinic
Mr. Steve Watson, National Representative, CAW *
Mr. Craig Fortier, Grassroots Youth Collaborative *

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

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

Mr. Macdonald Scott, Carranza Barristers & Solicitors
Mr. Michael Barkley, Regent Park Community Health Centre
A public letter submitted by 37 organizations and 234 individuals

The Board approved the following Motions:

- 1. THAT the Board receive the foregoing report and the depositions and written submissions;**
- 2. THAT the Chair, in consultation with the community, conduct a review of the Board's policy in accordance with Minute No. P34/06 and in light of the Chief's report, and that the review deal with the feasibility of including a "Don't Tell" component; and**
- 3. THAT the Board send correspondence to the federal Minister of Citizenship and Immigration re-iterating its request that witnesses to crime without legal status in Canada not be removed until the completion of the criminal proceedings requiring their presence as witnesses.**

Appendix A

ADDITION TO SERVICE GOVERNANCE

Part II – Standards of Conduct

1.35 Persons Without Status

Victims and witnesses of crime shall not be asked their immigration status, unless there are bona fide reasons to do so.

Appendix B

DEFINITION OF “BONA FIDE” REASONS

Service Governance Definitions

***Bona Fide* Reasons**

For the purposes of Section 1.35 under Part II - Standards of Conduct, the following shall be considered as *bona fide* reasons:

- a victim or witness who may possibly require or may seek admission into the Provincial Witness Protection Program;
- a Crown Attorney is requesting information for disclosure purposes;
- the information is necessary to prove essential elements of an offence;
- investigations where the circumstances make it clear that it is essential to public or officer safety and security to ascertain the immigration status of a victim or witness.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2007**

#P113. BOUNDARY DIVIDING NO. 12 AND NO. 31 DIVISIONS

The Board was in receipt of the following report February 20, 2007 from William Blair, Chief of Police:

Subject: BOUNDARY DIVIDING NO.12 AND NO.31 DIVISIONS

Recommendation:

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

Financial Implications:

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

Background/Purpose:

At its meeting of June 15, 2006 the Board received correspondence from City Councillor Frances Nunziata and two independent community and business leaders expressing their concerns and requesting to revise the boundaries for No. 12 and No. 31 Divisions. The Board referred the correspondence to the Chief for review and to report back on any boundary or administrative changes that may take place (Min. #P177/06 refers).

At the September 28, 2006 meeting, the Board was advised that a revision to the boundary dividing No.12 and No. 31 Divisions would not be undertaken until a detailed review is conducted at which time the Board would be updated. (Min. #P291/06 refers).

Discussion:

Comprehensive research is underway to measure the impact, feasibility of border alignments, neighbourhood deployments, staffing, process and structure alignment with all 17 police divisions. At this time the border dividing No. 12 and No. 31 Divisions will not be changed. The final report for the Divisional Review is expected to be submitted for the September 20th Board meeting and this issue will be addressed at that time.

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

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2007**

**#P114. TORONTO POLICE SERVICES BOARD: 2006 OPERATING BUDGET –
YEAR-END VARIANCE REPORT**

The Board was in receipt of the following report February 28, 2007 from Alok Mukherjee, Chair:

Subject: 2006 OPERATING BUDGET – YEAR-END VARIANCE REPORT FOR THE
TORONTO POLICE SERVICES BOARD

Recommendation:

It is recommended that:

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

Financial Implications:

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

Background/Purpose:

Toronto City Council, at its meeting of March 29, 30, 2006 approved the Toronto Police Services Board Operating Budget at a net amount of \$1,784,600.

The purpose of this report is to provide information on the Board's 2006 year-end variance.

Discussion:

The final year-end shortfall is \$372,400.

The following chart summarizes the variance by category of expenditure and details by category are provided below.

Expenditure Category	Annual Budget (\$000s)	Year-End Actual Expend. (\$000s)	(Under)/Over- Expend. (\$000s)
Salaries & Benefits (incl. premium pay)	\$716.9	\$752.8	\$35.9
Non-Salary Expenditures	<u>\$1,067.7</u>	<u>\$1,404.2</u>	<u>\$336.5</u>
Total	<u>\$1,784.6</u>	<u>\$2,157.0</u>	<u>\$372.4</u>

Salaries & Benefits (including Premium Pay)

Salaries were in excess of the budget due to a slight difference in actual versus budgeted salary rates.

Non-salary Budget

Non-salary accounts were overspent by \$336,500. The unfavourable variance is the result of increased legal fees for labour relations matters as well as the unanticipated and unbudgeted costs of defending a civil action, representing the Board with respect to a submission by the Toronto Police Association to the Ontario Civilian Commission on Police Services, providing increased remuneration to the community members of the Sexual Assault Steering Committee, consulting fees related to the final implementation of a performance management system for the Command, representation at the Inquest into the death of Otto Vass (\$223,500) and greater than anticipated charge backs from City Legal (\$123,000). These costs were partially offset by savings in the Board's conference account.

It must be noted that the unfavourable variance in the budget for City Legal services relates to a change in City Legal charge back policy and not to a change in usage. The 2007 budget submission has taken into account the impact of these variances.

Conclusion:

The year-end unfavourable variance is \$372,400. This variance was mainly attributable to the unanticipated requirement for legal and consulting fees and City Legal charge backs.

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2007**

**#P115. TORONTO POLICE SERVICE: 2006 OPERATING BUDGET – YEAR-
END VARIANCE REPORT**

The Board was in receipt of the following report February 26, 2007 from William Blair, Chief of Police:

Subject: 2006 OPERATING BUDGET - YEAR-END VARIANCE REPORT FOR THE
TORONTO POLICE SERVICE

Recommendations:

It is recommended that:

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

Financial Implications:

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

Background/Purpose:

Toronto City Council, at its meeting of March 29 and 30, 2006, approved the Toronto Police Service (TPS) Operating Budget at a net amount of \$751.6 Million (M). The budget was subsequently revised upward by \$0.8M to a total of \$752.4M to support a reallocation of the City Insurance Reserve Fund. This change does not result in additional available funds to the Service.

The purpose of this report is to provide information on the Service's 2006 year-end variance.

Discussion:

The following chart summarizes the 2006 year-end variance by category of expenditure.

Expenditure Category	2006 Budget (\$Ms)	Year-End Actual Expend. (\$Ms)	(Under)/Over- Expend. (\$Ms)
Salaries & Benefits (incl. premium pay)	\$712.0	\$710.2	(\$1.8)
Non-Salary Expenditures	\$84.9	\$82.4	(\$2.5)
Total Gross	\$796.9	\$792.6	(\$4.3)
Revenue	(\$44.5)	(\$46.3)	(\$1.8)
Total	\$752.4	\$746.3	(\$6.1)

The final 2006 year-end surplus is \$6.1M which is \$4.6M more than previously reported. Details are discussed below.

Salaries & Benefits (including Premium Pay)

The 2006 year-end final status for this category is a \$1.8M surplus which is \$0.2M less than reported previously.

Final uniform separations for 2006 were 267, compared to the budgeted amount of 200. The difference in separations resulted in a net salary savings of \$2.4M.

Court security spending exceeded the budgeted amount by \$1.4M. As a result of longer pre-trial hearings and an increase in trial hours per day, Court Services was compelled to use more part-time court officers for longer periods of time to meet security demands. In addition, judges are more security conscious and have the authority to suspend court proceedings if they believe that there is inadequate security. This has also resulted in additional court security costs.

The importance of controlling premium pay expenditures is constantly reiterated to all unit commanders. The Service will continue to strictly enforce the monitoring and control of premium pay. During 2006, premium pay was marginally overspent by \$0.2M due to the necessity to meet operational requirements.

Medical and dental benefit accounts were under spent by \$1.0M.

Non-salary Expenditures

Non-salary accounts were under-spent by \$2.5M in 2006. The previous variance report reflected no variance in this category.

Savings of \$2.3M were achieved in the Service's maintenance account for hardware and software, due to favourable negotiation of rates with vendors and partial-year payments versus full-year budgeted amounts. The 2006 actual experience for this account prompted a further review of the 2007 budget for this account. As a result of this review a further reduction to the Service's 2007 operating budget submission is possible.

Savings were also realized for the legal indemnification of officers in the amount of \$1.2M. Payments for indemnifications can fluctuate significantly from year to year and are impacted by events that occur within the year.

The savings above were partially offset by more than anticipated expenditures of \$1.0M in other non-salary accounts. These were: \$0.3M more than budgeted was spent on gasoline due to higher prices; \$0.2M of additional costs was spent to issue name tags to officers; and \$0.5M was spent on other operational requirements.

Revenue

The final year-end favourable variance for revenues is \$1.8M, which is \$2.3M more than previously reported.

The favourable year-end variance of \$1.8M is attributable to more than anticipated recoveries from the Safer Communities Grant Program, prisoner transportation and paid duty administrative fees. The 2006 budget included a recovery of \$4.4M for the Safer Communities Grant Program. Based on the Service's 2006 hiring, the recovery was re-evaluated with Provincial staff and determined that the 2006 recovery amount was \$5.6M (i.e. \$1.2M more than budgeted). Prisoner transportation and paid duty administrative fee recoveries were also more than budgeted and produced \$0.6M in additional revenues. The impact of these additional recoveries has been included in the 2007 budget submission.

Conclusion:

The 2006 year-end favourable variance is \$6.1M. This surplus was mainly attributable to: salary savings due to higher than anticipated separations; savings in medical and dental benefits; decreased expenditures in the Service's computer maintenance accounts; and greater than anticipated revenues. The 2006 surplus has been taken into account, where applicable, in the revised 2007 budget submission.

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

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2007**

**#P116. TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT:
2006 OPERATING BUDGET – YEAR-END VARIANCE REPORT**

The Board was in receipt of the following report February 26, 2007 from William Blair, Chief of Police:

Subject: 2006 YEAR-END OPERATING BUDGET VARIANCE REPORT FOR THE
TORONTO POLICE PARKING ENFORCEMENT UNIT

Recommendations:

It is recommended that:

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

Financial Implications:

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

Background/Purpose:

Toronto City Council, at its meeting of March 29, 30, 2006 approved the Toronto Police Parking Enforcement Operating Budget at a net amount of \$32.7 Million (M). The following provides information on the 2006 year-end variance.

Discussion:

The 2006 final year-end surplus is \$0.8M.

The following chart summarizes the variance by category of expenditure.

Expenditure Category	2006 Budget (\$Ms)	Year-End Actual Expend. (\$Ms)	(Under)/Over- Expend. (\$Ms)
Salaries & Benefits (incl. premium pay)	\$28.3	\$28.1	(\$0.2)
Non-Salary Expenditures	\$4.4	\$3.8	(\$0.6)
Total	\$32.7	\$31.9	(\$0.8)

Salaries & Benefits (including Premium Pay)

A surplus of \$0.2M was achieved for salaries and benefits. This surplus was primarily due to lower spending in premium pay. As a result of this surplus, the 2007 budget submission was reduced accordingly.

Non-salary Expenditures

The non-salary category reflected a surplus of \$0.6M. This surplus was mainly attributable to the delayed implementation of the parking handheld ticket project and less than expected costs in various accounts. The handheld parking devices are now fully in place and therefore the 2006 savings related to the delay in the project will not occur in 2007. The other non-salary savings have been taken into account, where applicable, in the development of the 2007 budget submission.

Conclusion:

The Parking Enforcement Unit's 2006 year-end variance reflects a \$0.8M surplus. This surplus was mainly attributable to: savings from the delay in the implementation of the parking handheld ticket project; lower spending in premium pay; and less than anticipated spending in various non-salary accounts. The 2006 surplus has been taken into account, where applicable, in the development of the 2007 budget submission.

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

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2007**

**#P117. TORONTO POLICE SERVICE: 2006-2010 CAPITAL BUDGET
VARIANCE REPORT AS AT DECEMBER 31, 2006**

The Board was in receipt of the following report March 01, 2007 from William Blair, Chief of Police:

Subject: 2006-2010 CAPITAL BUDGET VARIANCE REPORT FOR THE TORONTO
POLICE SERVICE AS AT DECEMBER 31, 2006

Recommendations:

It is recommended that:

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

Financial Implications:

The Service incurred a total capital expenditure of \$31.4M (excluding land) in 2006 compared to \$42.3M (a 74% spending rate) in available funding. A good portion (\$5.5M) of the under-expenditure of \$10.9M is attributed to delays in the commencement of three major systems projects (Human Resource Management System (HRMS), Time Resource Management System (TRMS) and Digital Video Asset Management System (DVAMS)).

Background/Purpose:

Toronto City Council, at its meeting on December 8, 9 and 12, 2005, approved the Toronto Police Service's (TPS) 2006-2010 Capital Program at a net total expenditure of \$31.92M for 2006. City Council did not approve the years 2007-2010 of the Capital Program (\$35M net annually for TPS) at that time.

In order to obtain Council approval for the years 2007-2010, City Finance requested all City Departments, Agencies, Boards and Commissions to submit a revised capital program. As a result, the Service submitted a revised 2006-2010 capital program, which the Board approved at its June 15, 2006 meeting (Min. No. P193/06 refers). City Council approved this revised plan for \$31.92M for 2006 and \$171.7M for the 5 years 2006-2010 at its July 2006 Council meeting.

This report provides information on the status of each capital project, including the 2006 variance as at December 31, 2006.

Discussion:

Summary of Capital Projects:

Attachment A provides a summary of the on-going projects from 2005 and projects that started in 2006. Capital projects are managed within a total approved project amount that can span over several years. Any unspent budget allocation from the previous year can be carried forward one year. The carry-forward amount from 2005, not included in the 2006 budget of \$31.92M, is \$11.5M. As a result, the available funding for 2006 was \$43.4M (\$31.92M + \$11.5M). In-year adjustments to the Jetforms Replacement and Police Integration Systems projects resulted in a revised available funding for 2006 of \$42.3M.

Key Highlights / Issues:

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

Traffic Services and Garage Facility (\$7.1M)

- Completed in May 2005, on time and within budget;
- On-going legal issues delayed the move into the facility;
- Legal issues are now resolved, and the move of Service units into the facility is scheduled for April 2007.

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

- Treasury Board approval is still outstanding; regular reports are being provided to the Board;
- Site preparation has begun, under the assumption that Treasury Board approval will materialize; however, an alternate plan has been identified in the event this does not occur.

▪ Jetforms Replacement (\$1.2M)

- Project was delayed due to the longer-than-expected investigation of software solutions;
- Due to delays, and the City's one-year cashflow carryforward rule, a portion of the approved funding was lost, and the Service has included \$0.55M in new funding in the 2007-2011 capital program to complete this project;
- Project is proceeding, and should be completed by the 2nd quarter, 2007.

In-Car Camera (\$11.0M)

- Pilot project has experienced some delays due to technical difficulties, but evaluations continue;
- Detailed status report on the pilot project is scheduled to be submitted to the March, 2007 Board meeting;
- 2007-2011 Capital Budget submission has been adjusted to reflect a phased-in approach towards full implementation.

Project by Project Status Report:

Facility projects:

- 43 Division (\$16.2M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011 - 2015	Total
Board-approved Budget	16,200.0	0.0	0.0	0.0	0.0	0.0	0.0	16,200.0
Carry Forward		651.5						
Available Budget		651.5						
Actual YTD	15,548.5	638.7						
Proj. yr-end spending	15,548.5	638.7						16,187.20
Variance	651.5	12.8						12.8

This facility has been completed. The Division has been operational at the new site since January 16, 2006.

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

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011 - 2015	Total
Board-approved Budget	7,100.0	0.0	0.0	0.0	0.0	0.0	0.0	7,100.0
Carry Forward		1,725.0	251.8					
Available Budget		1,725.0	0.0					
Actual YTD	5,375.0	1,473.2						
Proj. yr-end spending	5,375.0	1,473.2	251.8					7,100.0
Variance	1,725.0	251.8	0.0					0.0

This facility was completed in May 2005 on time and within budget. Due to an ongoing legal issue between the City and the current owner, the Service has not been able to move into the facility. An agreement was finalized in November 2006, at which time the Service was able to commence preparing the building for move-in. The move of Service units into the facility is scheduled to be completed in April 2007.

Due to the legal circumstances surrounding the delays in completing this project, Service staff have approached City Finance with a request for special consideration to be able to carry forward the unspent funds of \$0.25M to 2007. The Service was under the understanding from City Finance that an exception on the carryforward policy would be made in this case. However, this issue is still unresolved and the Service is reflecting the amount as a carryforward in 2007.

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

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
Gross Budget	3,800.0	2,100.0	25,928.8	21,235.9	22,767.0	0.0	0.0	75,831.7
Recovery from DND	0.0	0.0	-4,915.8	-2,457.9	-2,457.9	0	0	-9,831.6
Board-approved Net Budget	3,800.0	2,100.0	21,013.0	18,778.0	20,309.0	0.0	0.0	66,000.0
Carry Forward		1,998.3	1,090.4	0.0	0.0			
Available Budget		4,098.3	22,120.4	18,778.0	20,309.0			
Actual YTD	1,801.7	3,007.9						
Proj. yr-end spending	1,801.7	3,007.9	22,120.4	18,778.0	20,309.0			66,000.0
Variance	1,998.3	1,090.4	0.0	0.0	0.0			0.0

Site preparation has commenced, with site remediation work approximately 50% complete. Site service connections (sanitary, water, sewer) are expected to be completed by March 2007. Prequalification of all major trades is complete and tenders are expected to be awarded before the end of the first quarter of 2007. Site plan and building permits have been applied for and the Ministry of Environment final approval for site risk assessment is in process, and expected by the end of the first quarter 2007. The construction schedule reflects completion of the facility by the end of 2008, and cashflows will be adjusted accordingly.

The main issue for this project continues to be the uncertainty with respect to the Department of National Defence (DND) participation. The Treasury Board's approval for DND participation and contribution to the project is still outstanding. Despite efforts to expedite this matter, it is still uncertain as to if and when the Treasury Board will consider this proposal. This uncertainty has created significant concerns for the Service in terms of construction schedule, project scope, annual cash flow requirements and cost. If satisfactory conclusion with DND is not reached, the cost of the project will increase by up to \$10.3M.

- 23 Division (\$17.67M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
Board-approved Budget	7,356.0	7,809.0	2,500.0	0.0	0.0	0.0	0.0	17,665.0
Carry Forward		2,599.1	(456.0)					
Available Budget		10,408.1	2,044.0					
Actual YTD	4,756.9	10,864.1						
Proj. yr-end spending	4,756.9	10,864.1	2,044.0					17,665.0
Variance	2,599.1	(456.0)	0.0					0.0

This project provides for the construction of a new 23 Division facility (with a central lock-up) at Finch and Kipling. Substantial completion was achieved in January 2007 and move-in is expected by May 2007. This project is on budget and on schedule.

- 11 Division (\$21.37M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
Board-approved Budget	0.0	0.0	0.0	1,000.0	5,500.0	9,778.0	5,093.0	21,371.0
Carry Forward		0.0	0.0	0.0	0.0	0.0	0.0	
Available Budget		0.0	0.0	1,000.0	5,500.0	9,778.0	5,093.0	
Actual YTD	0.0	0.0						
Proj. yr-end spending	0.0	0.0	0.0	1,000.0	5,500.0	9,778.0	5,093.0	21,371.0
Variance	0.0	0.0	0.0	0.0	0.0	0.0		0.0

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

- 14 Division (\$21.01M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
Board-approved Budget	8.1	1,000.0	1,034.0	8,857.0	5,068.0	5,054.0	0.0	21,013.0
Carry Forward		0.0	999.0	0.0	0.0	0.0		
Available Budget		1,000.0	2,033.0	8,857.0	5,068.0	5,054.0		
Actual YTD	8.1	1.0						
Proj. yr-end spending	8.1	1.0	2,033.0	8,857.0	5,068.0	5,054.0		21,013.0
Variance	0.0	999.0	0.0	0.0	0.0	0.0		0.0

This project provides funding for construction of a new 14 Division. City Real Estate is currently in discussion with the Toronto District School Board (TDSB) to acquire the property at 11 St. Annes Road. City Council has granted authority to City Real Estate to finalize the transaction. However, a decision to sell the property is required from the TDSB, and this is expected in April 2007. If the acquisition is successful, the Service is expected to gain possession in late 2007. The 2006 unspent funding of \$1M will be carried forward to 2007.

- Police Command Centre (\$0.73M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
Board-approved Budget	725.0	0.0	0.0	0.0	0.0	0.0	0.0	725.0
Carry Forward		34.9						
Available Budget		34.9						
Actual YTD	690.1	2.3						
Proj. yr-end spending	690.1	2.3						692.4
Variance	34.9	32.6						32.6

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

Information Technology (IT) related projects:

▪ Livescan Fingerprinting System (\$4.98M)

(\$000s)	To YE 2005	2006	200 7	2008	2009	2010	2011- 2015	Total
Board-approved Budget	4,979. 4	0.0	0.0	0.0	0.0	0.0	0.0	4,979. 4
Carry Forward		20.6						
Available Budget		20.6						
Actual YTD	4,958. 8	6.0						
Proj. yr-end spending	4958.8	6.0						4,964. 8
Variance	20.6	14.6						14.6

This project provides for the replacement of the manual fingerprinting system with an inkless electronic system. It allows for the exchange of information with various regional police services, and provincial and federal agencies.

This project was initiated in 2002 and substantially completed in 2005. The project was completed on time and below budget.

▪ Police Integration Systems (adjusted to \$4.65M)

(\$000s)	To YE 2005	2006	200 7	2008	2009	2010	2011- 2015	Total
Board-approved Budget	5,250. 0	0.0	0.0	0.0	0.0	0.0	0.0	5,250. 0
Budget Reduction*		(600.0)						(600.0)
Carry Forward		1,596. 8						
Available Budget		996.8						
Actual YTD	3,653. 2	994.8						
Proj. yr-end spending	3,653. 2	994.8						4,648. 0
Variance	1,596. 8	2.0						2.0

*\$0.6M was reduced as a technical adjustment (cashflow carryforward from 2005, not spent in 2006)

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

The Asset/Inventory Management System (AIMS) proceeded as planned and the project deliverables were completed in 2006. The Service is currently conducting final acceptance

and this is expected to be completed by the end of the second quarter 2007. Implementation of the Court Card Reader System was delayed due to technical issues with respect to TRMS, which cannot support the Court Card Reader System until upgrades on TRMS have been completed. This component is now included in the TRMS capital project and will be delivered as part of that project.

The 2006 plan also included the decommissioning of MANIX from the mainframe system. However, a shortage in staff resource time resulted in delays in issuing a Request for Proposal (RFP) for this project, and therefore the project was not completed in 2006. Due to the City's one year carry forward rule, the remaining funding of \$0.6M for this project could not be carried forward, and the budget has been adjusted by this amount. The Service will be exploring options to complete the decommissioning of MANIX in 2007 utilizing existing staff resources.

- Voice Logging Recording System (\$0.97M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011- 2015	Tota l
Board-approved Budget	673.0	301.0	0.0	0.0	0.0	0.0	0.0	974.0
Carry Forward		273.0	301.0					
Available Budget		574.0	301.0					
Actual YTD	400.0	185.5						
Proj. yr-end spending	400.0	185.5	301.0					886.5
Variance	273.0	388.5	0.0					87.5

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

There was a delay during 2006 in this project due to the storage solution, designed for the storing of recordings for searches and investigation of 911 calls, not being available for purchase until September 2006. When the storage system became available, however, it was at a lower cost than estimated. As a result, \$0.09M of available 2006 funding was not spent and cannot be carried into 2007, but this has no impact since the storage solution cost was less than anticipated.

- Investigative Voice Radio (\$3.6M)

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

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

- Jetforms Replacement (\$1.2M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
Board-approved Budget	1,200.0	0.0	0.0	0.0	0.0	0.0	0.0	1,200.0
Budget adjustment*		-500.0	550.0					50.0
Carry Forward		1,200.0						
Available Budget		700.0						1,250.0
Actual YTD	0.0	678.1						
Proj. yr-end spending	0.0	678.1	550.0					1,228.1
Variance	1,200.0	21.9	0.0					21.9

* \$0.5K lost due to one-year carryforward rule; \$0.55M new funding requested in 2007.

This project provides funding for the replacement of Jetforms – a system that is used by the Service to provide electronic forms for administrative and operational functions, including Provincial and Federal forms. The project did not get started in 2005 as scheduled, as Information Technology Services (ITS) and Corporate Planning conducted an extensive investigation into specialized software alternatives for the Service’s business requirements.

An RFP was issued in April 2006 and the contract was awarded to Bell Canada as the successful vendor at the September 28, 2006 Board meeting (Min. No. P308/06 refers). TPS was not able to complete the project by the end of the year; therefore, \$0.5M of the approved

funding in 2006 is lost due to the City's one year carry forward rule. The Service has included \$0.55M new funding in the 2007-2011 capital program to complete this project. This project is proceeding and should be completed by the 2nd quarter, 2007.

- Human Resource Management System (HRMS) Additional Functionality (\$3.16M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011- 2015	Total
Board-approved Budget	500.0	1,415.0	200.0	545.0	500.0	0.0	0.0	3,160.0
Carry Forward		500.0	1,415. 0	0.0	0.0			
Available Budget		1,915.0	1,615. 0	545.0	500.0			
Actual YTD	0.0	477.5						
Proj. yr-end spending	0.0	477.5	1,615. 0	545.0	500.0			3,137.5
Variance	500.0	1,437.5	0.0	0.0	0.0			22.5

This project is intended 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).

In late 2004, PeopleSoft was purchased by Oracle. At that time, this project was put on hold until the Service could determine the ramifications of the Oracle acquisition. The current plan is to begin planning the PeopleSoft upgrade to version 8.9 in order to ensure ongoing vendor support. The contract for project management services has been awarded to Katalogic Inc., and the required hardware was acquired during 2006. The remaining 2006 funds of \$1.42M will be carried forward to 2007 for professional services for the upgrade, change management and PeopleSoft licensing. A functional consultant was hired in January 2007 to lead a fit/gap assessment of the Service's current business needs and the functionality of the new system and assist with business process mapping and core system testing.

This project experienced some delays and is losing \$0.02M due to the City's one year carryforward rule. Some of the delays in this project are attributable to the steps being taken to ensure the project deliverables and cost are effectively managed. The 2006 unspent funding of \$1.4M will be carried forward to 2007.

- Time Resource Management System (TRMS) additional functionality (\$2.67M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
Board-approved Budget	550.0	1,903.0	215.0	0.0	0.0	0.0	0.0	2,668.0
Carry Forward		299.8	1,903.0					
Available Budget		2,202.8	2,118.0					
Actual YTD	250.2	246.7						
Proj. yr-end spending	250.2	246.7	2,118.0					2,614.9
Variance	299.8	1,956.1	0.0					53.1

During 2005, funds were spent to stabilize the TRMS environment and resolve specific issues related to the initial implementation. Upgrading TRMS is required to provide additional functionality to the Service and to ensure that the system is properly supported in the future.

Workbrain Inc. was selected as the vendor on a sole-source basis to provide professional services for upgrading TRMS to the most current version in order to ensure that TRMS remains current and supportable by the vendor (Min. No. P210/06 refers). The Project Manager was hired in August 2006 and immediately began planning for the TRMS upgrade. An external consultant was hired in January 2007 for project support; this consultant will perform detailed quality assurance for functional and technical design deliverables. This resource will assist with all aspects for an integrated approach and the upgrade of existing and customized reports, interfaces, etc. The final project completion is planned before the end of December 2008.

This project experienced some delays and is losing \$0.05M due to the City's one year carryforward rule. Some of the delays in this project are attributable to the steps being taken to ensure the project deliverables and cost are effectively managed. The 2006 unspent funding of \$1.9M will be carried forward to 2007.

- SmartZone Upgrade (\$1.2M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
Board-approved Budget	500.0	694.6	0.0	0.0	0.0	0.0	0.0	1,194.6
Carry Forward		(652.2)						
Available Budget		42.3						
Actual YTD	1,152.3	42.3						
Proj. yr-end spending	1,152.3	42.3						
Variance	(652.2)	0.0						0.0

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

- Centracom Upgrade (\$0.22M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
Board-approved Budget	222.0	0.0	0.0	0.0	0.0	0.0	0.0	222.0
Carry Forward		3.2						
Available Budget		3.2						
Actual YTD	218.8	2.9						
Proj. yr-end spending	218.8	2.9						221.7
Variance	3.2	0.3						0.3

This project provided funding for Centracom Elite Console upgrade of the operating system of the voice radio system consoles and associated servers (this system provides communication between Communications Centre dispatch personnel and personnel in the field). There was a slight delay in the project due to Fire/EMS acceptance of the console upgrade from Motorola. The project was substantially completed in 2005 on time and within budget.

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

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
Board-approved Budget	590.0	296.0	0.0	0.0	0.0	0.0	0.0	886.0
Carry Forward		99.6	296.0					
Available Budget		395.6	296.0					
Actual YTD	490.4	57.1						
Proj. yr-end spending	490.4	57.1	296.0					843.5
Variance	99.6	338.5						42.5

This project provides funding for the replacement of both hardware and software for the Emergency Enhanced 911 System (E-911) centre and the administrative function located at 40 College St to replace 4 ACD MAX Call Centre applications.

There was a delay in this project due to design modification with the new version of software and features. Also, the Bell Canada team changed and Bell resources were not available until late November. In addition to the initial installation delay, there was a shortage in server hardware components. This project is losing \$0.043M due to the City's one year carry forward rule. However, this will not impact the completion of the project. The 2006 unspent funding of \$0.3M will be carried forward to 2007, and is sufficient to complete the project.

- In-Car Camera (\$11.0M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
Board-approved Budget	538.0	124.0	5,225.0	2,573.0	2,573.0	0.0	0.0	11,033.0
Carry Forward		149.8	124.0					
Available Budget		273.8	5,349.0	2,573.0	2,573.0			
Actual YTD	388.2	64.0						
Proj. yr-end spending	388.2	64.0	5,349.0	2,573.0	2,573.0			10,947.2
Variance	149.8	209.8						85.8

The pilot project was launched on November 1, 2005 to evaluate the effectiveness and cost of in-car camera systems and technology. Twelve marked cars at 13 Division and six at Traffic Services were outfitted with the in-car system selected from an RFP process. A status report on the pilot will be provided to the March, 2007 Board meeting.

Since that time, there have been a number of technical challenges identified during the pilot, with respect to the reliability and performance of the equipment. The team decided to consider and compare equipment from other in-car camera vendors. A second RFP was 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 this second RFP process identified two new vendors to participate in a 90-day evaluation. The Service is planning to test and evaluate the new systems until the end of May 2007 and report the results to the Board by August 2007. Impacts on other projects with respect to digital storage requirements and costs are also being considered with respect to the development of an overall storage strategy that will consider the storage requirements of DVAMS, the in-car camera project, and CCTV.

The 2007-2011 Capital Budget submission has been adjusted to reflect a phased-in approach for the full implementation of cameras in police vehicles, beginning with 140 traffic vehicles. The Board will continue to be updated on the progress and plans for this project.

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

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011- 2015	Total
Board-approved Budget	385.0	395.0	405.0	405.0	0.0	0.0	0.0	1,590.0
Carry Forward		44.4	349.3	0.0				
Available Budget		439.4	754.3	405.0				
Actual YTD	340.6	90.1						
Proj. yr-end spending	340.6	90.1	754.3	405.0				1,590.0
Variance	44.4	349.3	0.0	0.0				0.0

This project provides for the second phase of the Automated Vehicle Location (AVL) System. This project originally included the installation of 1,000 Global Positioning System (GPS) receivers and the associated software in police vehicles between 2005 and 2008. Subsequently, however, the Command has decided that not all vehicles originally planned to be equipped with AVL require this functionality. The specific vehicles that should be equipped are currently being reviewed by the Command.

AVL data is now being used in legal proceedings, and there is a requirement for additional data log storage facilities, to refit existing installed units for a uniform GPS device, and to address some data anomalies through software and system enhancements. The funds saved through not equipping all 1,000 vehicles have been applied to these new requirements. Part of the AVL expansion funds will also be used to address modifications and enhancements to the dataflow component (information flowing from our vehicles to our I/CAD terminals need to pass through a GPS relay, which has been designed in house but requires further modification and enhancement).

The unspent funding of \$0.35M from the 2006 approved budget mainly represents data transmission usage. Actual usage charges started late August 2006 for a handful of cars, and is now an on-going charge. The remaining funding will be carried forward to 2007.

- Strong Authentication (\$1.56M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
Board-approved Budget	595.0	960.0	0.0	0.0	0.0	0.0	0.0	1,555.0
Carry Forward		(27.0)	606.8					
Available Budget		687.0	606.8					
Actual YTD	868.0	80.2						
Proj. yr-end spending	868.0	80.2	606.8					1,555.0
Variance	(273.0)	606.8	0.0					0.0

Strong Authentication provides the ability to identify an individual requesting access to applications and systems accurately and reliably. The consultant for this project was hired in January 2007. From the 2006 available funding, \$0.6M will be carried forward to 2007 to finalize the TPS security token implementation. This funding will also provide for the implementation of similar security measures to bring the TPS up to the current proposed standard for cross-Canada security for communication among Police Agencies, Canadian Police Information Centre (CPIC) and Ministry of Transportation (MTO).

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

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
Board-approved Budget	0.0	2,350.0	300.0	2,015.0	1,000.0	0.0	0.0	5,665.0
Carry Forward		0.0	2,098.4	0.0	0.0			
Available Budget		2,350.0	2,398.4	2,015.0	1,000.0			
Actual YTD	0.0	251.6						
Proj. yr-end spending	0.0	251.6	2,398.4	2,015.0	1,000.0			5,665.0
Variance	0.0	2,098.4	0.0	0.0	0.0			0.0

The vision of the Digital Video Asset Management (DVAMS) system is to eventually eliminate the use of physical video evidence media within the organization. The DVAMS project will reduce the manual work involved in the acquisition, transportation, management, disclosure and purging of video evidence.

An Executive Steering Committee was formed to oversee overall management of the project. An RFP was issued in April 2006 for a Project Manager and Developer. The Project Manager was hired in September, 2006 and the Developer was hired in November, 2006. One of the first priorities for the Project Manager is to review and confirm the cost estimate for the project and develop a detailed project plan. Impacts on other projects with respect to digital storage requirements and costs are also being considered with respect to the development of an overall storage strategy that will consider the storage requirements of DVAMS, the in-car camera project, and CCTV.

The 2006 unspent funding of \$2.1M will be carried forward to 2007.

Replacements / Maintenance / Equipment Projects:

▪ Radio Replacement (\$35.53M)

(\$000s)	To YE 200 5	2006	2007	2008	2009	2010	2011- 2015	Total
Board-approved Budget	100.0	8,426.0	0.0	4,000.0	2,000.0	9,600.0	11,400.0	35,530.0
Carry Forward		35.5	200.0	0.0	0.0	0.0	0.0	
Available Budget		8,461.5	0.0	4,000.0	2,000.0	9,600.0	11,400.0	
Actual YTD	64.5	8,261.6						
Proj. yr-end spending	64.5	8,261.6	200.0	4,000.0	2,000.0	9,600.0	11,400.0	35,530.0
Variance	35.5	200.0	0.0	0.0	0.0	0.0	0.0	0.0

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

At its June 2006 meeting, the Board approved a Radio Replacement project to begin in 2006 and be completed by 2011 as part of the revised capital program submitted to the Board, at a total amount of \$35.5M. The Service has purchased 400 Mobile Radios and 800 Portable radios this year and the radio replacement roll-out will continue in 2008 (the break in replacement timelines is solely due to Capital budget fund availability). The 2006 unspent funding of \$0.2M will be carried forward to 2007 to cover the cost of consulting and installation of mobile radios.

- State of Good Repair (On-going)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
Board-approved Budget	9,130.0	1,600.0	1,700.0	1,800.0	1,900.0	1,900.0	9,000.0	27,030.0
Carry Forward		69.1	543.8	0.0	0.0	0.0	0.0	
Available Budget		1,669.1	2,243.8	1,800.0	1,900.0	1,900.0	9,000.0	
Actual YTD	9,060.9	1,125.3						
Proj. yr-end spending	9,060.9	1,125.3	2,243.8	1,800.0	1,900.0	1,900.0	9,000.0	27,030.0
Variance	69.1	543.8	0.0	0.0	0.0	0.0	0.0	0.0

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

The plan for 2006 funding was for the commencement of the TPS Headquarters renovation, renovation of the lifeguard stations and the Marine Unit, and the renovations of the two Telecom facilities. It also included painting of three Divisions (42, 12 and 33) and the locker room expansion at 12 Division. However, there were some delays in commencing the renovation of the two Telecom facilities. Also, a portion of the headquarter renovation is still underway and will continue into 2007. The unspent funding of \$0.54M will be carried forward to 2007 to complete projects commenced in 2006.

- Facility Security (\$3.67M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
Board-approved Budget	1,830.0	915.0	400.0	515.0	0.0	0.0	0.0	3,660.0
Carry Forward		343.8	160.9	0.0				
Available Budget		1,258.8	560.9	515.0				
Actual YTD	1,486.2	1,097.9						
Proj. yr-end spending	1,486.2	1,097.9	560.9	515.0				3,660.0
Variance	343.8	160.9	0.0	0.0				0.0

This project addresses site security for police facilities. The initial plan included the installation or upgrading of fences as well as the provision of security gates where required. The installation of fences has been put on hold pending the results of a Service-wide security assessment that is scheduled to be completed by March 2007 to identify and address any risks to the security of our members, facilities and equipment. The unspent funding of \$0.16M will be carried forward to 2007.

- Boat Replacement (\$1.37M)

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

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

- Furniture Lifecycle Replacement (\$3.0M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
Board-approved Budget	1,500.0	750.0	375.0	375.0	0.0	0.0	0.0	3,000.0
Carry Forward		(3.2)	250.6	0.0				
Available Budget		746.8	625.6	375.0				
Actual YTD	1,503.2	496.2						
Proj. yr-end spending	1,503.2	496.2	625.6	375.0				3,000.0
Variance	(3.2)	250.6	0.0	0.0				0.0

This project provides for the lifecycle replacement of furniture to better manage the furniture requirements at all police facilities, and to avoid Occupational Health & Safety issues by improving working conditions. This project commenced in 2004 and is expected to be completed in 2008. The 2006 available funding was utilized to replace chairs for units at Headquarters as required. The unspent funding of \$0.25M will be carried forward to 2007.

- Advanced TASER Deployment (\$1.1M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011- 2015	Total
Board-approved Budget	0.0	1,100.0	0.0	0.0	0.0	0.0	0.0	1,100.0
Carry Forward		0.0	138. 9					
Available Budget		1,100.0	138. 9					
Actual YTD		961.1						
Proj. yr-end spending		961.1	138. 9					1,100.0
Variance	0.0	138.9						0.0

The Advanced Taser is a battery-powered, handheld, less-lethal conducted energy weapon (CEW) specifically designed to subdue a violent subject within a distance of 21 feet. A pilot program was conducted from March 30, 2006 to June 30, 2006, and it demonstrated that at times, when tactical communication is not enough, the use of Tasers is a viable option. The report indicated that the Taser was an effective tool in de-escalating and safely resolving many situations where officer and public safety were at risk. The findings were submitted to the Board in September 2006 (Min. No. P281/06 refers) and the Board recommended the continuation of Advanced Taser implementation to front line supervisors. The Board approved the purchase of four hundred and thirty nine (439) Advanced Tasers and accessories and three thousand five hundred and twelve (3,512) air cartridges.

The unspent funding of \$0.14M will be carried forward to 2007 for purchase of air cartridges for use in front line operations by front line supervisors, by the first quarter of 2007.

Other than debt expenditure projects:

▪ Lifecycle Replacements (\$79.4M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011- 2015	Total
Vehicle and Equipment Replacement	10,066.0	5,033.0	5,033.0	5,033.0	5,033.0	5,033.0	25,165.0	60,393.0
Workstations, laptop, printer lifecycle	5,318.0	1,900.0	0.0	0.0	0.0	0.0	0.0	7,218.0
Servers lifecycle	3,079.0	1,589.0	0.0	0.0	0.0	0.0	0.0	4,668.0
IT business resumption lifecycle	5,54.0	1,910.0	0.0	0.0	0.0	0.0	0.0	7,164.0
Total Board-approved Budget	23,717.0	10,432.0	5,033.0	5,033.0	5,033.0	5,033.0	25,165.0	79,446.0
Total Carry Forward		1,603.3	1,529.3					
Available Budget		12,035.3	6,562.3					
Actual YTD	22,113.7	10,506.0						
Proj. yr-end spending	22,113.7	10,506.0	6,562.3	5,033.0	5,033.0	5,033.0	25,165.0	79,446.0
Variance	1,603.3	1,529.3						0.0

This project reflects the lifecycle replacement programs for the Service's fleet and IT requirements funded from the Vehicle and Equipment Reserve. This project is on budget and the unspent funding of \$1.5M will be carried forward to 2007.

Conclusion:

The Service incurred a total capital expenditure of \$31.4M (excluding land) in 2006 compared to \$42.3M (a 74% spending rate) in available funding. The majority of the under-expenditure (\$5.5M) of \$10.9M is attributed to delays in the commencement of major systems projects such as HRMS, TRMS and DVAMS. From the under-expenditure of \$10.9M, \$10.3M will be carried forward to 2007. Any significant issues or concerns have been highlighted in the Key Highlights/Issues section at the beginning of this report.

The Service is also in the process of reviewing the structure of future capital variance reports, as well as the frequency that these reports are provided to the Board. The objective of this review is to ensure the Board is provided with key information on the status of projects, in a clear and concise format.

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

Mr. Tony Veneziano, Chief Administrative Officer, and Mr. Angelo Cristofaro, Director of Finance and Administration, were in attendance and responded to questions by the Board.

With regard to the new Traffic Services and Garage facility at 9 Hanna Street, the Board was advised of a potential legal issue. Although the foregoing report indicates that all legal issues had been resolved and the move into the facility is scheduled for April 2007, the Service advised the Board that it recently became aware of a matter involving the laneway at the back of the facility which is used to access the parking garage.

The Board was advised that, although this issue will not delay the move into the facility, it could result in operational implications.

Mr. Cristofaro advised the Board that he and Mr. Veneziano became aware of this additional unresolved matter within the past month.

The Board approved the following Motions:

- 1. THAT the Board receive the foregoing report and agree to forward a copy to the City's Deputy Manager and Chief Financial Officer for information; and**
- 2. THAT the Chief of Police provide a report to the Board on the status of the outstanding issue regarding access to the laneway.**

CAPITAL BUDGET VARIANCE REPORT AS AT December 31, 2006 (\$thousands)

Project Name (\$000s)	Available to Spend in 2006	YTD Actual + Commitment as at December 31, 2006	2006 Projected Actual	Year-End Variance (Over)/ Under	Total Budget Project Cost
Facility Projects:					
43 Division	651.5	638.7	638.7	12.8	16,200.0
Traffic Services and Garage Facility	1,725.0	1,473.2	1,473.2	251.8	7,100.0
New Training Facility (net)	4,098.3	3,007.9	3,007.9	1,090.4	66,000
23 Division	10,408.1	10,864.1	10,864.1	(456.0)	17,665.0
11 Division	199.5	0.0	0.0	200.0	21,371.0
14 Division	1,000.0	1.0	1.0	999.0	21,013.0
Police Command Centre	34.9	2.3	2.3	32.6	725.0
Information Technology Projects:					
Livescan Fingerprinting System	20.4	6.0	6.0	14.4	4,979.4
Police Integration Systems	996.8	994.8	994.8	2.0	4,650.0
Voice Logging Recording System	574.0	185.5	185.5	388.5	974.0
Lawfully Authorized Electronic Surveillance	2.6	0.0	0.0	2.6	1,850.0
Investigative Voice Radio System	0.2	0.0	0.0	0.2	3,600.0
Jetforms Replacement	700.0	678.1	678.1	21.9	1,228.1
HRMS additional functionality	1,915.0	477.5	477.5	1,437.5	3,160.0
TRMS additional functionality	2,202.8	246.7	246.7	1,956.1	2,668.0
Smartzone Upgrade	42.3	42.3	42.3	0.0	1,195.0
Centracom Upgrade	2.9	2.9	2.9	0.0	222.0
Replacement of Call Centre Management Tools	395.6	57.1	57.1	338.5	886.0
In – Car Camera	273.8	64.0	64.0	209.7	11,033.0
Automated Vehicle Location System Expansion	439.4	90.1	90.1	349.3	1,590.0

CAPITAL BUDGET VARIANCE REPORT AS AT December 31, 2006 (\$thousands)

Project Name (\$000s)	Available to Spend in 2006	YTD Actual + Commitment as at December 31, 2006	2006 Projected Actual	Year-End Variance (Over)/ Under	Total Budget Project Cost
Strong Authentication	687.0	80.2	80.2	606.8	1,555.0
Digital Video Asset Management II	2,350.0	251.6	251.6	2098.4	5,665.0
Replacements / Maintenance / Equipment Projects:					
Radio Replacement	8,461.2	8,261.6	8,261.6	199.6	35,530.0
State of Good Repair – Police	1,669.1	1,125.3	1,125.3	543.8	18,030.0
Facility Security	1,258.8	1,097.9	1,097.9	160.9	3,660.0
Boat Replacement	348.5	292.6	292.6	55.9	1,368.0
Furniture Lifecycle replacement	746.8	496.2	496.2	250.6	3,000.0
Advanced TASER Deployment	1,100.0	961.1	961.1	138.9	1,100.0
Total	42,304.5	31,398.7	31,398.7	10,906.2	258,017.5
TOTAL other than debt expenditure	12,035.3	10,506.0	10,506.0	1,529.4	
TOTAL Land	11,692.0	0.0	0.0	11,692.0	
TOTAL including Land & other than debt expenditure	66,031.8	41,904.7	41,904.7	24,127.6	

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2007**

**#P118. TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT:
2006-2010 CAPITAL BUDGET VARIANCE REPORT AS AT DECEMBER
31, 2006**

The Board was in receipt of the following report February 27, 2007 from William Blair, Chief of Police:

Subject: 2006-2010 CAPITAL BUDGET VARIANCE REPORT FOR THE TORONTO
POLICE SERVICE PARKING ENFORCEMENT UNIT AS AT DECEMBER
31, 2006

Recommendations:

It is recommended that:

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

Financial Implications:

As at December 31, 2006, the Toronto Police Service's (TPS') Parking Enforcement Unit incurred a capital expenditure of \$2.8M in 2006 compared against \$3.2M in available funding. This resulted in an under-expenditure of \$0.38M which will be not be carried forward to 2007 as this project is complete and funding is no longer required.

Background/Purpose:

The Parking Enforcement Unit's 2006-2010 Capital Program was approved by City Council at an amount of \$4.1M. The approved Capital Program contains only the handheld parking ticket project and the following provides information on the 2006 year-end variance.

Discussion:

The table below reflects the approved 2006-2010 Capital Program.

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011- 2015	Total
Budget	4,100.0	0.0	0.0	0.0	0.0	0.0	0.0	4,100.0
Carry Forward		3,200.0	0.0	0.0				
Available Budget		3,200.0	0.0	0.0				
Actual YTD	900.0	2,818.7						
Proj. yr-end spending	900.0	2,818.7	0.0	0.0				3,718.7
Variance	3,200.0	381.3	0.0	0.0				381.3

The handheld parking ticket project provides all Parking Enforcement Officers with a handheld computer device and printer to issue tickets. Once the licence plate is entered, the system connects to permit parking information, street addresses, amber alerts and stolen vehicles, and identifies street permit(s) issued, and determines whether the vehicle has been reported stolen. The wireless connection allows for more expedient data transfer to members of the public, and enhances information sharing, public safety and the ability to provide timelier customer service.

A vendor was selected (Min. No. P81/05 refers) and the contract was signed on December 21, 2005. The field pilot program commenced in July 2006 with 40 Parking Enforcement Officers (PEO) for three weeks. The pilot was successful and more officers were trained in September. Full training and system implementation was completed by the end of October 2006.

Coordination with Transportation Services' Bylaw Harmonization Project

Initially, it was anticipated that the handheld ticketing devices would be seamlessly integrated with the City of Toronto Transportation Services' Bylaws. At the same time, Transportation Services was embarking on a Bylaw Harmonization project. Based on the fact that the bylaws were an intricate part of the handheld ticketing solution, \$0.3M was allocated to the handheld ticketing device project to facilitate the bylaw harmonization. However, over the years, the two projects developed separate timelines and the handheld project needed to meet its own time commitments. Transportation Services has advised Parking Enforcement that they have funded the required work internally to facilitate the bylaw harmonization, and therefore no additional costs are to be allocated to the handheld project. The bylaw project, although not complete, is scheduled to go to Council in March 2007. The handheld ticketing devices' software has been developed in a manner that will enable it to accept the harmonized bylaw information once that project is approved by Council.

The handheld parking ticket project is underspent by \$0.38M (\$0.3M that had been allocated for the harmonized bylaw information and \$0.08M for various other components of the project). The handheld project was completed in 2006. As a result, the savings of \$0.38M is not needed and no carryforward to 2007 is required.

Conclusion:

As at December 31, 2006 the Toronto Police Service's Parking Enforcement incurred a capital expenditure of \$2.8M in 2006 compared against \$3.2M in available funding. This resulted in an under-expenditure of \$0.38M which will be not be carried forward to 2007, as this project is complete and funding is no longer required.

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

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2007**

**#P119. “FUTURES” FUNDING INITIATIVE – PROGRAM EVALUATION FOR
2005 AND 2006**

The Board was in receipt of the following report March 06, 2007 from Alok Mukherjee, Chair:

Subject: “FUTURES” FUNDING INITIATIVE – PROGRAM EVALUATION FOR 2005
AND 2006

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

There are no financial implications associated with receipt of this report.

Background/Purpose:

At its meeting in August 2005 (Minute P271/05 refers) the Board approved the following:

THAT the Board set aside \$100,000 from the Special Fund in 2005 for the purposes of establishing a separate fund that will “kick-start” a futures program to operate in the police divisions, in conjunction with the Mayor’s Advisory Panel on Community Safety and the Community Safety Secretariat, which will be focussed on families, children and youth;

THAT, for the years 2006, 2007, 2008 and 2009, the Board set aside a minimum of \$100,000 each year from the Special Fund to continue the futures program;

Discussion:

On May 18, 2006, I proposed new funding criteria and the Board adopted the following proposal (Minute P144/06 refers):

Guiding Principles

The Toronto Police Services Board will be guided by the following principles with respect to the funds for the futures program:

- (1) *Accessibility – Every community agency has the right to be considered for receipt of funds.*
- (2) *Fairness and equity - No organization will receive less consideration because of its location (provided, of course, that it is located in Toronto) or because of issues of race, nationality, age, religion, gender, sexual orientation, disability or ethnic origin. We want, however, to particularly encourage those agencies where there is demonstrated competency in serving marginalized children, youth and/or families in the City’s priority neighbourhoods.*
- (3) *Openness and transparency - The Toronto Police Services Board will make information about the criteria for allocation of the funds publicly accessible.*
- (4) *Accountability - The Toronto Police Services Board will take steps to ensure that these funds are used for the purposes for which they are provided.*
- (5) *Responsiveness - The Toronto Police Services Board will ensure that these funds are available to meet new and emerging needs.*

Selection Criteria

- (1) *Projects must benefit children and/or youth and/or their families.*
- (2) *Projects must have a link to policing. For example, the project must reduce the need for policing intervention or strengthen the relationship between police and the community, particularly with marginalized youth.*
- (3) *Projects must advance the City of Toronto’s Community Safety Plan. In particular, projects should address violence prevention or prevention of repetition of violence or the root causes of violence.*

Project Funding Considerations

- (1) *At a funding level of \$100,000, the Board will fund three to five projects a year. If the Board provides more than \$100,000, more projects can be funded. (In a report to the November 14, 2005 Board meeting, I wrote: “in an extensive consultation with Toronto residents [in 2004], a consistent and strong message [from residents] was that the City should “spend for impact”. I considered two options for allocation of the funds. One was that we would allocate a relatively modest amount to several projects. The second option was that we allocate the funds to four or five projects. Consideration of the strong recommendation from Toronto’s residents leads me to recommend that we allocate the funds to a small number of projects.”)*

- (2) *This is not intended to be a grants or an awards (i.e. recognition of achievement) program. Rather, it is a strategic investment that allows us to support community initiatives that reduce the need for policing intervention and/or complement our policing resources, in support of our philosophy of community policing.*
- (3) *There is a continuum of acceptable projects: from innovative projects delivered by emerging organizations to traditional projects where we are leveraging our funds with those from other funders. We will give higher priority to projects that are delivered by agencies that have innovative and promising approaches, particularly where those agencies are still in their developing stages.*
- (4) *Funding will occur on an ad-hoc basis; there is no defined timetable for inviting organizations to participate.*

Project Funding Process

- (1) *Funding for projects will be at the Board's invitation only, through the City of Toronto's Community Safety Secretariat. When any community agency solicits funding - either directly to the Board or to the Secretariat - each request will be acknowledged (see attached acknowledgement letter at Appendix 1). In the event the solicitation is to the Board, the information will be forwarded to the Secretariat. The function served by accepting information/solicitation/requests is to continue to build our knowledge base about relevant programs and projects that are available or may become available.*
- (2) *The Secretariat may choose to make an assessment of the agency. This assessment may include an interview with staff and board members, a review of other sources of information (including other funders), and a visit to the project site.*
- (3) *The Secretariat will make a funding recommendation to the Board. The recommendation will include which projects should receive funds and how much money agencies should receive. (See Appendix 2 for a description of eligible costs for which the funds may be used.)*
- (4) *Proposed recipients of funds may be asked to make a deputation at a Board meeting, prior to the Board's decision.*

Conclusion:

The expenditures to date for the Futures Program are as follows. The Board established a budget of "a minimum of \$100,000" per year for the Futures Program.:

	Special Funds Allocated	Variance (under)/over
2005	\$50,000	(\$50,000)
2006	\$160,000	\$60,000
2007 (to date)	\$57,960	(\$42,040)

2008		
2009		

I recommend that the Board receive the appended program evaluation prepared by Mr. Arnold Minors, Community Safety Secretariate, City of Toronto.

The Board approved the following Motions:

- 1. THAT the Board receive the foregoing and request the Chair to inform the community about the funded projects by widely disseminating the evaluation report and;**
- 2. THAT, given the importance and quality of the projects, the Chair explore possibilities for the projects to continue after the one-time funding under the Board's Futures program has been exhausted.**

01 March 2007

To: Alok Mukherjee, Chair, Toronto Police Services Board
From: Arnold Minors, Community Safety Secretariat, City of Toronto

Subject: Report on Programs Funded by the Toronto Police Services Board's Youth Fund

A. Background

At its meeting on August 11, 2005, the Toronto Police Services Board allocated \$100,000 a year for five years - beginning in 2005 - to programs consistent with the Board's mandate. The Board further decided that the funds be allocated in consultation with the City of Toronto's Community Safety Secretariat.

The Community Safety Secretariat coordinates activities of Toronto's Community Safety Plan. The Plan is guided by three principles: balancing prevention initiatives with enforcement activities, principally of the Toronto Police Service; investing in youth, particularly those who live in conditions that are highly correlated with actual or potential violent and/or anti-social behaviour; and strengthening communities and neighbourhoods.

The Board requested that the Community Safety Secretariat provide an evaluation report on these projects for its March 22 meeting. The Board also decided to host a public event, to be held at the conclusion of this March meeting, to inform the community about the nature and outcomes of these projects and of the Board's initiative in funding such projects.

It is encouraging to note that the funding was used to meet objectives, as outlined. When fund recipients discovered that small changes to their initial plan were necessary in order to meet objectives, they made these changes. This kind of flexibility was useful and should be retained if the Board's strategic investment is to get the best return.

All programs were successful in meeting the objectives they set out to achieve. The young people who benefited from the programs are marginalized by poverty and racism and often by the stigma many others assign to their postal code. Young people were employed, many for the first time. Young people learned new skills, many of them completely new to them. Young people met new people and experienced new places. In short, these programs gave young people – and, in some cases, their families - recognition of new options.

It is particularly encouraging that new projects from emerging groups were also effective. Their success made it easier for them to receive additional funding from other sources. It is noteworthy; therefore, that the Board's decision to embark on this new venture has met the Board's objectives and contributed to the City of Toronto's Community Safety Plan. In short, this bold experiment is worth continuing.

B. Allocation and Selection Process

At its meeting on May 18, 2006, the Board adopted a process for allocating the funds. The Board decided that this is not a grants or an awards program. Rather, it is a strategic investment to support community initiatives that reduce the need for policing intervention and/or complement policing resources, in support of community policing.

The Board would be guided by five principles with respect to allocation of the funds: accessibility, fairness and equity; openness and transparency; accountability; and responsiveness.

The Board approved three selection criteria: projects must benefit children and/or youth and/or their families; projects must have a link to policing, such as by reducing the need for policing intervention or strengthening the relationship between police and the community, particularly with marginalized youth; and projects must advance the City of Toronto's Community Safety Plan by addressing violence prevention or the root causes of violence.

At a funding level of \$100,000, the Board decided that it would fund three to five projects a year on an ad-hoc basis. The Board acknowledged that there is a continuum of acceptable projects: from innovative projects delivered by emerging organizations to traditional projects where the Board could leverage its funds with those from other funders. The Board would give higher priority to projects that are delivered by agencies that have innovative and promising approaches, particularly where those agencies are still in their developing stages.

The Secretariat makes funding recommendations to the Board. Recommendations include an identification of which projects should receive funds and how much money should be received. Any proposed recipient of funding might be asked to make a deputation at a Board meeting, prior to the Board's decision.

C. List of Programs Funded

November 2005

\$30,000 to HOODLINC; R.O.S.E., a program to assist eight youth from the Empringham neighbourhood and other neighbourhoods in Malvern to transition back into their neighbourhood schools

\$20,000 to Native Child and Family Services; YouthAction, a pilot pre-and post-charge diversion project for Aboriginal youth in the Kingston Galloway neighbourhood

February 2006

\$35,000 to Tropicana Community Services Organization; Success Through Aggression Replacement Training (START), a project directed at youth in the Malvern and Kingston Galloway neighbourhoods

\$35,000 to the Jamaican Canadian Association; Healing Ourselves, a project directed at youth and their families in the Jane Finch neighbourhood

\$30,000 to the Black Action Defense Committee; Groundings, a project directed at youth, their families, elders and the community in the Lawrence Heights neighbourhood

March 2006

\$40,000 to San Romanoway Revitalization Association; Through Our Eyes, a film project for students at Elia Middle School in the Jane Finch neighbourhood

October 2006

\$10,000 to Black Creek Community Health Centre; Caring Village Promoting Excellence Summer Program; a program for youth attending Westview Centennial S.S., a high school serving the Jane-Finch community

\$10,000 to Toronto Kiwanis Boys and Girls Club; Safe Walk Home, a program for 310 youth in Regent Park

February 2007 (the following programs are not included in this evaluation)

\$30,000 to Literature for Life; Yo'Mama Magazine, a project directed at parenting and pregnant teen mothers, their children and partners in Toronto

\$27,960 to the Nathaniel Dett Chorale; Canaan Lan', an educational program to be delivered to about 1000 Grade 7 and 8 students in seven Toronto District School Board schools

D. Report on Program Inputs, Activities and Outcomes

Each organization was requested to provide a brief evaluation report on its program. Since funding for evaluation was not built into budgets for the program, each report was prepared in a format convenient for the program leader. The role of the Secretariat was to attempt to provide some consistency in this report. Generally, each report is organized into a description of program inputs (such as staffing and location), program activities and program outcomes.

HOODLINC (REAL OPPORTUNITIES FOR SUCCESS IN EDUCATION) R.O.S.E.

Sean Rose was a Malvern Community Outreach Worker who lived and recently died in the Empringham neighbourhood, one of several neighbourhoods in the Malvern community. The R.O.S.E. program was named in his honour. Many of the students involved in the program either knew Sean Rose or they were familiar with his work in the community.

The project was located in the H.O.P.E. Centre, a town house in Empringham allocated for community programming by the Toronto Community Housing Corporation (TCHC). This facility consists of a common area, a kitchen, a computer room and a small recreation room. Given that the facility was located in the same housing complex where the children lived, the location was strategic in encouraging the likelihood of consistent attendance. The space was provided as an in-kind donation for the project from the TCHC.

Partners were the City of Toronto, the Toronto Catholic District School Board and the Toronto District School Board.

PROJECT OBJECTIVES:

- (1) To create an academic and social support program for eight students in the Malvern community who were currently out of school due to suspensions, expulsions, dropping out, or sporadic school attendance and assigned to schools out of their neighbourhood. Students would receive an assessment of academic standing, credits accumulated to date and intensive academic support.
- (2) To provide a transitional process into local area Malvern high schools (students' home school). At the conclusion of the six week academic program, students would be assessed to identify those in a position to transition to their neighbourhood schools.
- (3) To provide supports to ensure consistent attendance. During the program, students were provided with breakfast, support in getting to school on time each day (wake up call etc.) and opportunities for pro-social skill development.

PROJECT ACTIVITIES

Activity 1: Remedial and Credit Recovery Support

A certified principal (also a counsellor) and teacher provided academic assessments, remedial supports and credit recovery for each student. Students were all at various levels of credit completion and academic performance.

Activity 2: Behavioural and Life Skill Development

The child and youth worker identified and targeted certain behavioural areas and skills to be worked on. The community animators also reinforced the identified areas.

Activity 3: Breakfast, Snack and Lunch Program

The community animators provided two meals and a snack for the students each day.

Activity 4: Field Trips

The students attended a Black History Month Event at a west end church and had other opportunities to play basketball at the local community centre.

Program Targets:

Eight students from the Empringham area were identified for the program. Seven were young men and one was a young woman. The students were between the age of 14 and 15. Most were at the grade nine level. Most of the students were recruited or referred by the community animators and were identified as being appropriate for the program. An initial information/recruitment meeting was held for parents.

The staff were: one part time principal, one teacher, one Child and Youth Worker, and two Community Animators.

PROJECT OUTCOME/IMPACT

The two school boards provided a teacher, a child and youth worker, a principal, a community support worker and other academic supports and communication with parents.

The City of Toronto provided assistance with administration and program coordination, advocacy and governance supports to Hoodlinc.

The community animators administered structural supports to the project which included: maintaining a safe location, preparing breakfast, snacks and lunch) and physical monitoring and mentoring of students

All eight students were re-integrated back into three local Malvern schools; four with the Toronto District School Board and four with the Toronto Catholic District School Board.

All students received support from administration, guidance, safe schools and community development in order to integrate into their respective schools.

The students who made sufficient academic progress within the six week program were given credit toward their credit recovery subjects.

Collaboration between the two school boards and the City of Toronto was beneficial.

Community Capacity Building was a key responsibility of the community animators.

Noted film maker, Allan King, made a feature-length documentary of the experience. It is called Empz 4 Life.

AREAS OF IMPROVEMENT (CHALLENGES/RECOMMENDATIONS)

The R.O.S.E. Model is a very innovative concept that would benefit from having a more structured framework to administer the daily activities. This would provide the support and direction to the project, allowing the components to integrate collectively, resulting in a more effective transition of the students to an appropriate academic institution.

Larger Space- Although the proximity of the location to the students' homes was beneficial, the actual structure and size of the location was not conducive to learning, safety and supervision. A larger space would serve this purpose.

Timelines: More time was required to effectively complete all objectives.

PROJECT SUMMARY

The project provided a unique opportunity for students who were considered displaced, to go to school in their local neighbourhood.

Funding from the Toronto Police Services Board allowed for re-integration of the students into their home schools and addressed the gaps (economic challenges - uniforms, bus fare, breakfast, lunch etc.) that would have otherwise prevented this.

NATIVE CHILD AND FAMILY SERVICES YOUTH ACTION

YouthAction actively engaged young people in conflict with the law in community development projects that simultaneously build community safety and improve the resiliency of youth. The project was to seek referrals from the youth courts, the community and other youth justice professionals. The project was based in the Kingston-Galloway neighbourhood, with a focus on Aboriginal youth and youth of colour.

As a result of the project, 30 young people from the Gabriel Dumont community were assisted. In particular, the youth were assisted on every stage of their criminal justice process, including getting legal aid assistance; at least 5 youth were assisted with getting back into school after lengthy absences; connections between youth and police were facilitated; and the community is feeling more empowered to access resources and work in partnership with justice officials.

This project is the first of its kind to work with youth in the Gabriel Dumont community specifically and with criminally-charged youth in Kingston/Galloway more generally.

The project was overwhelmingly successful and has demonstrated a need that needs to continue to be supported.

PHASE 1: PROJECT START-UP OUTCOMES

The traditional youth justice professionals that were involved in the project include crown, youth justice community agencies, police and probation. Relations developed with the Scarborough Court – lead Crown counsel is on the advisory committee. We have been attending with the youth in court as support. There has been constant liaising with defence lawyers. The youth have increased feelings of empowerment in their relationship with criminal justice officials. They feel supported in their process to overcome charges.

Non-traditional youth justice professionals were involved such as parents, youth, elders, healers, local icons and role-models. Non-justice related community partners were also invited to participate on the advisory committee. Outreach has been conducted with external and internal programs to support the post and pre charge youth, e.g. Breaking the Cycle - Gang Exiting program.

A team began a case conferencing model, bringing together the unique expertise and skills of team members across Native Child and Family Services. In addition, the team members developed a way to talk about cases and a way to respond collectively.

The following youth justice issues were raised:

- (4) Aboriginal youth and youth of colour are at higher risk for criminal involvement and particularly if they are living in poverty, such as the many youth in the Kingston-Galloway community. The cycle continues to repeat itself if parents are offenders.
- (5) Stigmatization of the Kingston-Galloway community has a negative impact on the ability of residents to progress in meeting their educational and employment goals.
- (6) Need for individual case management, increased resources and program sustainability.
- (7) Constructively deal with the conflict in the community – understanding the stories behind the conflict takes time.

The Aboriginal community raised the following safety concerns regarding youth violence and hate crime activity: oppression; racism; police demonstrating disrespect for youth; cycles of poverty and unemployment; violence against one another; and inability to find employment.

PHASE 2: YOUTH DEVELOPMENT OUTCOMES

- (8) Thirty youth have been assisted.
- (9) The youth council is starting to develop quite well. They have participated in workshops, panel discussions, presentation about the community, circles, teachings with elders and social events. They had a youth dance and have gone to see plays in downtown Toronto.
- (10) The project invited the photo-voice initiative with York University to the Kingston-Galloway community. York University brought donated cameras to the youth and the students helped the youth tell their stories. They were show-cased in a community wide event.

- (11) The youth went away for a one-week traditional camping retreat.
- (12) Four community events showcasing youth talent were held.
- (13) One of the youth was settled at Tumivut in housing for one year.
- (14) Seven of the youth this summer were employed by Tropicana. .
- (15) Built a sweat lodge with a traditional teacher from the community.
- (16) Brought in an expressive arts therapist to do shielding work (3 week process) to talk about energetic shields metaphorically, emotionally, wrote their descriptions of what the shields mean.
- (17) A file was opened for each youth in the project with an accompanying plan of action.

The following workshops were conducted:

- (18) Bullying for parents. (five parents)
- (19) Gang Exiting.
- (20) Impromptu workshops – drum making, effective communication.
- (21) Power Animal.
- (22) Emotional Release and healthy expressions of anger.
- (23) Healing Circles.
- (24) The Seven Grandfathers.

The youth learned:

- (25) Cultural competency skills about Native community
- (26) More confidence
- (27) More about a sense of community
- (28) Relationships
- (29) How to talk through their problems
- (30) The skills to understand and talk about violence
- (31) Openness
- (32) Communication skills
- (33) To analyze the Western model of justice
- (34) To access a support system that was not available before the project
- (35) To engage in self-reflection and group reflection
- (36) To belong
- (37) To talk about power dynamics in relationships
- (38) To affirm their self-esteem
- (39) To acknowledge their emotional issues

PHASE 3: COMMUNITY DEVELOPMENT AND CAPACITY BUILDING OUTCOMES

- (40) Youth planned community forums. Sometimes over 200 community members participated. Issues included drug abuse, hearing from the elders and Native liberation politics.

- (41) Since September, there has been an ongoing girls' group and an ongoing boys' group. Youth have participated in weekly issue orientated programming, including traditional teachings, ceremonies and rituals.
- (42) Youth went on a two day trip to Niagara Falls to learn about Native leadership and governing councils.
- (43) Youth partnered with the Toronto Police Service's P.E.A.C.E. project.

TROPICANA COMMUNITY SERVICES SUCCESS THROUGH AGGRESSION REPLACEMENT TRAINING (START)

Thirty three youth (14 young men and 19 young women) received employability and life-skills training integrated with relevant aspects of the START (Success Through Aggression Replacement Training) program. In addition, completion of this training was a pre-condition for youth to be employed in the provincially funded (summer) Jobs for Youth program.

The START curriculum, made up of three components – skills training, anger control and moral reasoning - provided the foundation for the instruction and development of employability skills that led to overall positive work experiences and job retention.

Skills-training teaches basic skills that are necessary for everyday interaction and effective communication; anger control offers positive alternatives to aggressive behaviour and teaches participants how to cue into the physiological changes that signal aggression; moral reasoning enables participants to take an analytical look at values and consequences.

The program also addressed the social attitudes and behaviours that, based on employer feedback, lead to early dismissal. Topics included attitude – especially related to the workplace culture and environment, job descriptions and qualifications, workplace attire, skills/knowledge, self-confidence, responsibility, and communication.

Youth were exposed to many mentors from the community who shared their stories on goal-setting, academic courses/apprenticeships, career paths and embracing life to the fullest. Presentations included motivational nuggets to help keep the young people focused and committed. Youth were also provided with support via phone, e-mail or in person and were able to seek help or share kudos and concerns.

Youth in the program reported that the training helped them in their preparation for the world of work, many of them first-timers. For others who had worked before, it honed their skills. Participants felt that the training gave them a realistic view of the expectations, especially when they had to do role-plays.

General evaluations noted that job preparation is much more than resume writing and interview skills and that the inclusion of START and life skills delivered a comprehensive and effective approach to getting and keeping a job.

Tropicana has kept in touch with most of the youth through e-mail, phone contact and through invitations to various events. Some of them visit the office to connect with staff while others have volunteered at the office or TCS events. Tropicana continues to support these youth by referring them to its other services (counselling, tutoring) or involving them in youth activities that continue to widen their world knowledge (e.g. youth discussions, trips to Raptors games and theatre performances).

JAMAICAN CANADIAN ASSOCIATION HEALING OURSELVES

The focus of the “Healing Ourselves Project” is to deliver counselling and support aimed at assisting the healing of family systems and the community. This service is offered specifically but not limited to members of the African-Canadian community in the Jane/Finch area. The program comprises individual counselling and group sessions covering a variety of subject areas of relevance to children, youth and families. Sessions comprise an overall community education approach to equip families with strategies to better understand and deal with issues of particular concern to the African Canadian family and community.

Number of Clients served: 162

CLIENT PROFILE

Female 10-24 years – 26; Male 10-24 years – 106; Female 25-64 years – 16; Male 25-64 years - 14

PRESENTING ISSUES – clients presented with a variety of issues during the assessment phase:

Children and Youth

- (44) Suspended students do not understand their rights and are therefore suspended for up to 20 days without access to school or assignments.
- (45) Parents do not understand the Youth Criminal Justice Act nor the Safe Schools Act and their rights to a hearing with the appropriate school officials when their child(ren) are suspended or expelled
- (46) “at risk youth” not having access to meaningful employment
- (47) teachers not showing respect to their students but demanding it
- (48) lack of sensitivity on the part of school personnel and teachers; schools not addressing children’s behavioural issues in an appropriate manner, e.g. putting them in smaller behavioural classes
- (49) grieving family members lacking trust in the justice system, which prevents them from seeking the appropriate help. This results in anger and depression

- (50) Family/marriage breakdown as a result of poor communication, mediation skills as well as socio-economic issues
- (51) Anger management/conflict resolution issues resulting in criminal charges
- (52) Mental health/wellness issues
- (53) Unemployment/underemployment
- (54) Housing/eviction/landlord/tenant issues

Families:

- (55) One family has had first hand experience with violence in the form of a son who was killed violently in early 2006
- (56) One family has a bullet hole lodged in their wall as a result of a drive-by shooting
- (57) Members of one family are exhibiting early psychosis and are in trouble with the law, as well as other problems pertaining to community violence
- (58) Families where children are at risk of dropping out of school due to the “Zero Tolerance Policy”
- (59) Children at risk because they were exposed to community and domestic violence.

SERVICES PROVIDED:

- Individual counselling on a variety of issues including migration and re-integration
- Post-traumatic stress counselling for siblings and extended family following violent tragedy
- Group support addressing a variety of topics such as:
 - Understanding and managing anger
 - Improving self esteem and increasing self awareness
 - Improving problem solving and conflict resolution skills
 - Developing critical thinking skills
 - Time management
 - Marital conflict and relationship issues
 - Blended family issues
 - Parent-child communication/interaction skills
 - Dealing with pressure
 - Family reunification issues
 - Making positive choices
- Advocacy in dealing with various institutions/systems e.g. education, social services, medical, criminal, mental health, etc.
- Culturally sensitive individual and family counselling
- Referrals made to in-house programs such as the K-Club, Opportunity Plus, and the Violence Against Women Program

- External referrals were made to services such as family doctors, Black Creek Community Health Centre, Bereaved Families of Ontario, St. Clair West Services for Seniors, Community Legal Aid Services Program (C.L.A.S.P.), African Canadian Legal Aid Clinic
- Letters of support were provided to clients for court, probation, legal, immigration, etc.
- Case conference/management to adequately meet clients' needs
- Court accompaniment and advocacy on behalf of clients
- Accompaniment to and from appointments, includes but not limited to doctors' appointments, police station, schools, etc.
- Case conference with school boards regarding suspension and expulsion of clients
- Mediation services

OUTCOMES:

- < Thirty youth reintegrated into the school system
- < Twenty youth between 13 and 24 years old left the life of gang and violence and are now focusing on a career path
- < Fifteen youth received summer employment through the summer Jobs for Youth program hosted at the JCA. Many claim this opportunity kept them from becoming involved in otherwise risky behaviours
- < Ten better parent/child relationship counselling sessions resulted in more effective parenting skills being put into practice
- < Six youth aged 13 to 24 were successful in getting behaviour rehabilitation instead of jail time
- < Three families encountering domestic violence received counselling and support to address this issue - two women and their children left abusive relationships
- < Three seniors received counselling and support to address issues related to elder abuse
- < Two families received support to deal with grief and bereavement
- < One family received intensive support to address mental health (early psychosis) issues

IMPACT

- < Clients encountering grief now feel comfortable having a place to vent their frustrations; to feel that they are not alone; to finally having some sort of service that allows them to be heard
- < Clients have become more aware of services in the community to help them through the grieving process
- < Families have become more aware of other support services in the community that are of benefit to them; families have become more outspoken on community violence, and how this indirectly/directly affects all in some way or another
- < Clients and families feel less alone and isolated and as such experience better mental health as well as an improved sense of wellness. This will eventually lead to more positive and cohesive family units which will build stronger, more vibrant communities
- < Clients become more informed and as such can make better choices
- < Communication is improved between couples and within families

- < Clients become more responsive to the needs of family members and as such family bonds are strengthened
- < Improvement in attitude and general outlook on life which leads to better self esteem and clients making better choices
- < Clients are coming out of isolation and coming to the realization that community violence and domestic violence is not an isolated problem but a collective problem
- < Clients are speaking out; as they have found voices that many thought were silenced by the bureaucracy
- < Clients are becoming more independent, by learning how to access community support systems that are in place
- < Children are learning that violence is not acceptable and that they can become the leaders of tomorrow

CHALLENGES/ISSUES/TRENDS/NEEDS:

Safety quickly became the number one priority for both client and staff who access and deliver this program. Because of the “shroud of silence” that surrounds violent acts, one particular family was fearful that their son’s killers might learn that they were accessing services at the JCA. This placed us all at risk, especially since the police had not identified the killers.

Literacy: Because of their inability to read and write, some clients felt that they would not be listened to in the community; therefore they keep silent on many pertinent issues.

Time: This program needs a lot more time, as it has the potential to carry a large caseload when it develops a greater community awareness. Getting clients to follow through and complete counselling. Most decide to quit once the immediate issue has been addressed

Lack of Identified Resources:

- < Appropriate, culturally relevant mental health and bereavement services
- < Community counsellors who will go into schools, jails, homes, etc
- < Mentoring, employment and recreational programming for youth
- < Distress fund to assist those in financial need
- < Partner Assault Response (PAR) Program/Anger management group for men who are perpetrators of domestic violence
- < Apprenticeship/ skills training programs with a monthly allowance to assist clients who want to access such resources

BLACK ACTION DEFENSE COMMITTEE (BADC) GROUNDINGS

GROUNDINGS COMMUNITY EVENTS

Groundings events were hosted by BADC in the summer of 2006 in order to bring parents, children, youth, and elders from the community together to have a community discussion or grounding on problems, and develop holistic solutions that include all members of the community.

June 3/06 Groundings Event

The introductory Groundings event was a BBQ held at the Lawrence Heights Community Centre (LHCC) with a team of volunteer staff, the coordinator, and outreach worker. The project was introduced to the community by BADC. About 15 parents and 60 youth attended. Three mothers were recruited to the Groundings Committee.

July 21/06 Groundings Event

Dudley Laws, Chris Harris, and Rita Asare facilitated a session with about 40 women, children, and youth at the LHCC. At this session, Dudley spoke about the legacy of BADC, Marcus Garvey, and the need to bring residents together, and also provide elders with the opportunity to transmit their wisdom to the youth.

BADC launched its “Short Story/Poetry Contest” for youth aged 8-13; and 14-19 years. Seven youth registered at the event. A total of 23 youths, aged 17-21 were contacted about participating in the Groundings studio sessions at Blacklight studios in August 2006.

September 21/06 Groundings Event

This Pre-Poetry/Short Story Contest event at the LHCC provided finalists with an opportunity to read their submissions out loud to the group and practice for the final event. The event was catered by Tipper’s Restaurant.

FREEDOM CIPHER GROUNDINGS AT BLACKLIGHT STUDIOS

Freedom Cipher is a grassroots volunteer-driven project founded by Chris Harris in 2000. It uses urban arts (hip hop) to engage at-risk street-involved youth in healthy alternatives to the street lifestyle. In June 2006, Freedom Cipher partnered with BADC’s Groundings project, to bring youth from Lawrence Heights to a professional recording studio.

On a bi-weekly basis, the Lawrence Heights youth were invited to participate in Freedom Cipher rap music recording sessions at Blacklight Studios.. These sessions were very exciting for street-involved because it allowed them the opportunity to get off the street and participate in something new and exciting, not available in their local community. The Groundings sessions are coordinated by Spencer “88 Fingas” Williams, a 25 year-old resident of Lawrence Heights,

and BADC part-time worker in the Groundings project. Since BADC's Youth Outreach Worker began working in July 2006, he has been facilitating life skills and anti-racism education workshops to Lawrence Heights youth during the Freedom Cipher recording sessions.

July 2006

The first Freedom Cipher Grounding session took place on Wednesday, July 26, 2006 at Blacklight studios. At this session four Lawrence Heights youth participated in the session and discussed how there was a lack of recreational opportunities and a need for youth to have free studio time.

August 2006

On August 2, 15, and 29, Lawrence Heights youth participated in Freedom Cipher Groundings. At each session where youth were recording in the studio, BADC's Youth Outreach Worker facilitated a 45-minute workshop in a nearby meeting room in the studio. Freedom Cipher Grounding sessions, became an ideal place for BADC's Youth Outreach Worker to facilitate life skills workshops and do the outreach to the youth around gang prevention, employment, educational issues.

September 2006

The youth looked at a clip from the documentary, "The Murder of Fred Hampton" and discussed the significance of the Black Panther Party to the youth today. Participants were handed a chapter from We Want Freedom: A life in the Black Panther Party (2004, South End Press) by Mumia Abu Jamal. At the next session, the youth discussed the reading, "Huey's Party Grows", from Mumia Abu Jamal's book. The reading for the next session, "A Woman's Party", critically looking at the role of women in the Black Panther Party, was handed out at this session.

SAN ROMANOWAY REVITALIZATION ASSOCIATION THROUGH OUR EYES

Independent filmmakers David 'Sudz' Sutherland and Jennifer Holness created Through Our Eyes, a new arts education program. This innovative project introduced 25 grade 6, 7, and 8 Elia Middle School students to the medium of film.

Meeting weekly over four months, the young people were introduced to film professionals who gave brief talks about how they made it into the industry. As professionals of colour, they highlighted the exciting non-traditional career opportunities in film making.

Over the course of the program, the students created seven "mobisodes" (short films made for cell phones) that were screened at the 2006 Innoversity Summit Gala Event. The mobisodes were written, produced and edited by the students. Innoversity was very excited to showcase this pilot project in the hopes that it will be extended to many other schools across Toronto and Canada.

The data in this report are based on responses compiled from a questionnaire completed by some “Through Our Eyes” participants.

Community Partners

The following information is from community partners: The Innoversity Creative Summit and The San Romanoway Community Revitalization Association.

- Both stated that the main appeal of the program was to introduce and empower students to the world of film and media as well as introduce them to careers in the industry.
- One thought that everything went well and thought no changes needed to be made to the program. One recommended the program should have designed a follow-up program for graduates.
- Both said that they would recommend this program to other community partners and gave the program’s effectiveness a 9 out of 10.

Funder - Telus Mobility

- The program was appealing because it dealt with children and they funded it because the community board of their company focused on the future of creative children. In their opinion, the funds were being put to good use and .that they would fund the program again and would recommend that others fund similar programs.

Students

The following information is the feedback from 16 of the student participants.

- < All students said that the program delivered on the promise to expose them to a variety of careers in the film and television industry and that their expectations were met. In fact, 3 of the students reported that the program exceeded their expectations. More particularly, the students felt that the program provided hands-on experience: using the camera, doing voice-overs, animation, acting, producing and directing
- < Seven of 16 students specifically talked about how their expectations were met: they learned something new and gained more knowledge about making films, the industry itself and the different possible career paths that could be taken in the industry.
- < Half thought no changes were required. One thought more schools should participate and in a larger venue. Another said that only dedicated people who will attend every class till the very end should be chosen to participate in future programs. Another would like to see well-known celebrities participating in future programs. Another thought that the program should have involved music. Another wanted more genres of film added to the filmmaking choices.
- < Two students thought that the craft service needed to provide better tasting food that also catered to vegetarians.
- < One of the only two Asian students said he felt very left out participating among a mostly African Canadian population. He felt that the program’s participants need to be more diverse.

- < One student wanted employment or internship following the program. 15 said that their interest in filmmaking as a career had increased. All the students said they would recommend the program to other students.

Based on their responses, the overall reaction from the students was very positive. All of the students went into the program with certain expectations and ideas about the film industry. The students gained a whole new respect and appreciation for the industry by visiting a real set, weekly shooting practice and weekly biography/activity sessions from industry professionals. Most important, the students learned new skills, began to work together, and became proud young filmmakers with new experiences behind them and new aspirations before them.

Parents

The following information is from 17 parents.

All thought their children benefited from the program: learning something new and by gaining new experiences and skills; building meaningful relationships, learning to communicate in a group, building confidence and bringing out hidden talents. Also mentioned was the interaction with positive industry people and good role models.

Sixteen of 17 parents saw positive changes in their children: their children were interested and more focused; doing something productive in the summer and exercising their mind and creativity; more out-going / outspoken, confident, committed, obedient, and participated more in school activities. All believed that the program did achieve the goals that were explained to them.

Five parents want to see the program continue to grow, and offered throughout the year or implemented into the school curriculum. One parent said that s/he would like to help raise money for the program.

Sixteen parents said that they would encourage their child to pursue a career in the film and television industry.

Mentors

The following information is based on the opinions of 12 professionals.

- < Eleven mentors thought that the program was very effective in introducing the students to film and television.
- < Four mentors said that an improvement to the program would have been to have met the children before their shoot date to become more acquainted with them. Another pointed out that an agreement with ACTRA to facilitate professional actors being used in the films would have helped. Another improvement would be to include more trips and hands-on sessions. Another thought this program should be introduced into the curriculum.
- < Mentors would generally have preferred more time with the young people.

**BLACK CREEK COMMUNITY HEALTH CENTRE
CARING VILLAGE PROMOTING EXCELLENCE (SUMMER PROGRAM)**

I. PROJECT BACKGROUND

In order to assist youth in the Jane-Finch community overcome barriers created by the unique circumstances of the community and to embrace the positive features of the community, the Caring Village has been exploring the potential for establishing a system of structured supports for all youth attending Westview Centennial S.S. (the public high school serving the Jane-Finch community). These supports would include tutoring, small group and individual mentoring, financial assistance, and involvement of support workers to liaise between parents, students, the school administration and staff and community resources, in the style of the Pathways to Education program, successfully established in Regent Park.

In the course of these broader discussions, the community identified that the students moving from grade 8 to grade 9 had particular need for support if they were to succeed. In the spring of 2006, it was decided to develop a summer program for several purposes: as a pilot for a broader program, as a preliminary support for youth who were not being well served, and, as an ongoing support to students (once a broader program could be established). The program was intended to draw on the elements of the longer-term program, with a focus on academic enrichment.

II. PROJECT GOALS

The program was designed to improve the literacy and numeracy skills, as well as general learning skills, of grade 8 students currently enrolled at Brookview and Oakdale Middle schools, who would be moving to grade 9 in September 2006. The immediate overall goals of the program were:

- < to increase the chances of success of these students as they began their high school tenure at Westview,
- < to engage parents in their children's learning and offer support to them, and to provide leadership and employment opportunities to youth in the Jane-Finch community.

III. PROJECT ACTIVITIES

1. Major activities

The program ran for a full day, with a half day focused on academics and enhancing learning strategies and the other half day on recreation, arts and social skills. The core activities of the program operated out of Stong College, at York University. Enrolment was restricted to sixty students, who are supported by twelve senior Westview students, acting as mentors, tutors and teaching assistants.

These senior students received an intensive training program to prepare them to assist in both the morning academic classes as well as in the recreational activities in the afternoons. Five Toronto District School Board (TDSB) teachers delivered the academic portion of the program, and recreation staff from the City of Toronto (Parks, Forestry and Recreation) and coaches and

trainers from various sources supported the non-academic portion. A half credit in grade 9 General Learning Strategies (GLS) was made available for successful completion of the morning program to reflect the learning value of the program. In order to reduce participation barriers, transportation and a daily lunch and snack were provided to all students. The day-to-day operations were overseen by a full-time coordinator and supported by the Caring Village steering committee.

In conjunction with the youth elements of the program, there were also three outreach workers who communicated with parents regularly and who organized workshops and social occasions for the families of the grade eight students. Parents were engaged throughout the summer to learn more about supporting their child's education.

2. Highlights

- < Student attendance was high - in spite of the low expectation from their home schools regarding the interest of the students, there was at least 90% attendance throughout the six weeks of the program.
- < Parent involvement – at least 30 parents participated in workshops. About 50 parents and family members attended the 'graduation ceremony' at the end of the program. Several parents attended a post-program gathering at Westview SS before the beginning of the school year.
- < Community Involvement - several members of the community participated in the program through volunteering with the students, delivering workshops or helping in other ways. Teachers and principals from the participating schools visited and connected with students throughout the summer.

3. Challenges

Although there were many challenges throughout the program, most project activities unfolded as planned. For example, there was a switch in the site lead mid-way through the summer program, which affected staff; however, the TDSB Continuing Education department facilitated a swift replacement. There were several 'behavioural' issues encountered among the students that resulted in staff 'burn out'. This situation was remedied by increased training opportunities throughout the program as well as the provision of additional supports to students and their families. For example, a social worker from Black Creek CHC contributed time to the program to offer counselling to a few students. The support to parents was unconventional (not directly relating to academics) in that many parents were found to be experiencing difficulties in life and need to be connected to support services (i.e. food banks, legal advice, etc.). This increased the amount of staff time allocated to this part of the program.

4. Partnerships

Existing partnerships were strengthened significantly and many lessons were learned; in particular, between the community organizations and York University. Some of these lessons were recently presented at a conference in British Columbia on Communities and Universities: Partners in Education.

IV. PROJECT IMPACT

- < Fifty two of 60 students completed the summer program (at least 90% received the 0.5 GLS credit; the others are completing this credit during the school year). Students reported liking school more and being better prepared for grade 9.
- < 75% of the parents were engaged throughout the program through attending meetings or speaking with program staff. Parents reported changed attitudes of their children towards learning and school. Several parents noted their children woke up early so as not to miss the bus and be absent or late for the program.
- < Twelve youth from the community obtained valuable work experience and continue to be involved with Caring Village. Several continue to participate in tutoring and supporting activities with the grade 9 students.

In general, this program went beyond providing academic support for struggling students. It provided them (both the grade 8's and the mentors) with experiences they normally do not have. For example, the students mentioned that they rarely went on field trips at school due to financial reasons or because they were excluded due to their behaviour. The field trips that were part of the summer program (Skydome, CN tower, museum, bowling, swimming) were a particular favourite that even parents reported how grateful they were.

The mentors also reported having some of these experiences for the first time in their teenaged lives. Currently, the peer mentors are assigned to grade 9 students at Westview SS. to assist them in connecting with homework clubs, support them in their work, and act as a resource for youth involved with the program.

The challenges faced during the implementation of this program served to provide additional learning opportunities for steering committee members. It became very apparent to those involved that the supports needed by children in marginalized communities like Jane-Finch are unique and numerous. Issues of race and identity were difficult to deal with. For example, the majority of the students were of African or Caribbean background, leading us to question the root causes of failure and lack of success of this population of students. It is clear that we must continue to seek unique solutions to deal with the struggles of these students as they enter high school and prepare to be productive members of Canadian society.

V. PROJECT EVALUATION

1. The performance of the youth participating in the program (grades 9 and 10) will be regularly measured through their academic achievements, attendance, discipline history and credit completion at intervals during the school year.
2. Benchmarks for performance will be set in the first year so that targets can be developed.
3. Attendance at homework clubs in the community will be measured by way of attendance sheets

A new partnership was created with York University faculty and graduate students from the Department of Sociology, who will utilize the evaluation tool they are currently developing with community consultation for evaluating the first year of the program to measure the qualitative and quantitative impacts of the Promoting Excellence program. A report will be provided which will outline the progress of youth involved with the Promoting Excellence program. The engagement and performance of youth who have been in the program will be assessed. This evaluation will include an assessment of: a) Parent reviews of the program, which will provide the key form of qualitative assessment, and b) Teacher and administrator reviews from the school(s), which will provide another form of qualitative assessment. Quantitative analysis of academic variables including retention rates, attendance rates and academic results of students who completed the summer program will also be included.

VI. LOOKING AHEAD

Peer mentors from the summer program will each be paired with a new grade 11 peer mentor so that they are prepared to work in the summer program in 2007. Student parent support workers (staff from Black Creek CHC, Working Women) will be put in place to ensure that students, parents and school staff are working together to support the students and to navigate potential hurdles that may arise to the students' learning experience. The SPSWs will operate primarily out of office space in Westview SS. to ensure proximity to students and the school staff and availability for early interventions.

If funding can be identified, support will be provided to enable parents to participate in school initiatives during school year (for example, volunteering in the school, participating in parent council, or training other parents) and to facilitate the students' progress in grade 9. Two funding proposals were recently submitted by Caring Village to continue the activities of this program (Trillium, Youth Challenge Fund).

The funds received from the Toronto Police Service Board played a crucial role in ensuring that the students (now in grade 9 at Westview SS) received much-needed support in tutoring and mentoring during the school year. It allowed the Caring Village team to provide additional training for the mentors, including the provision of refreshments and TTC tickets for attending workshops. It also allowed for the provision of refreshment (lunch or snack) for the students who attended lunchtime or after-school homework sessions. Each of the eight tutors/mentors remaining at Westview SS and working with the students received honoraria for their time.

SCHOOL-COMMUNITY ACTION ALLIANCE: REGENT PARK (SCAARP) SAFE WALK HOME

Safe Walk Home is a program which grew out of concrete community needs in Regent Park. When the Program began seven years ago, Regent Park was in the midst of the worst violence it had ever experienced. There were many shootings and many young people died. In response, many school aged children were required by family members to go directly home after school and stay at home until going to school the next day. This inability to participate in after-school programs had devastating effects on young people.

The Safe Walk Home Program began in 2000 in response to this violence. Parents who enrol their children in the Safe Walk Program can be sure that their children will arrive safely at the after-school program of their choice and arrive home safely after the program.

At present, 310 children are enrolled in the program and there is a waiting list. These are 310 children who would otherwise not be enjoying and benefiting from programs at the Regent Park Community Centre, the Kiwanis Boys and Girls Club, the Somali Homework Club, the Bengali Homework Club, the TD Securities Computer Lab and many other community based programs.

The program hires and trains local at-risk youth to be the 'walkers'. The program has provided these young people with a positive choice, employment skills and an opportunity to work in their community in a positive way. It has allowed them to build positive relationships with the children in the community. It has allowed the children to see their 'walkers' as people who can help them as opposed to people for them to fear.

The Safe Walk program received urgent bridge funding from the Toronto Police Services Board while SCAARP developed plans to secure sustained funding to continue this innovative initiative. Funding of this program is consistent with the direction of the Toronto Police Service's deepened focus on crime prevention, through the leadership of the Community Mobilization Unit.

**SAN ROMANOWAY REVITALIZATION ASSOCIATION
THROUGH OUR EYES
Addendum**

Film Shoot Activity Summaries

Saturday, June 24th and Sunday, June 25th were TOE's shoot dates. Thanks to support from the entertainment industry, six films were completed in the two days.

Saturday, June 24th

Saturday's production teams shot Shaneez Tyndall's **The Choice** and Erika Morris' **Post Paradise**.

Highlights: Filming took place at our filmmakers' homes, a local restaurant, a convenience store and at various locations within the school. Volunteers and mentors provided transport, went for water and other supplies, and filled in as spare actors. At lunch, the students experienced a real film production mealtime thanks to By David's Catering Services. The young people said repeatedly that the lunch was the best part of the day.

All filming was completed by 6pm.

Sunday June 25th, 2006

Sunday's production teams shot Alberta Brown's **Faceless**, Michael Melville's **Stop the Violence**, Shimu Wu's **One Child**, and Franz Liverpool's **Shaq the Baller**. Production mentors, a guest actor and volunteers helped the students to complete their films on time.

ADDITIONAL SHOOTING

Writer, director, and animator Jamie Vu was invited to film his work, **Adventures of Johnny the Mouse** at Cuppa Coffee Studios, the top animation studio in North America. Over the course of three days, Jaime completed his five minute film. After his first day, Lalitha Poonasamy was so impressed by his talent and focus that she offered him a job for the summer.

Two re-shoots took place: Michael Melville's **Stop the Violence** and Erika Morris' **Post Paradise**.

Directors, cast, crew and families went to the George Vari theatre at Ryerson University during the Innoiversity Summit on October 23, 2006 to join Summit participants in viewing their films. The audience was very impressed by the quality of the work of these young filmmakers and engaged with them through questions about their films.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2007**

**#P120. QUARTERLY REPORT: TORONTO POLICE SERVICES BOARD'S
SPECIAL FUND UNAUDITED STATEMENT: OCTOBER TO
DECEMBER 2006**

The Board was in receipt of the following report February 14, 2007 from Alok Mukherjee, Chair:

Subject: QUARTERLY REPORT: TORONTO POLICE SERVICE SPECIAL FUND
UNAUDITED STATEMENT FOR OCTOBER 1 TO DECEMBER 31, 2006

Recommendation:

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

Financial Implications:

There are no financial implications as a result of the recommendation contained in this report.

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 2006 October 01 to 2006 December 31.

As at 2006 December 31, the balance in the Special Fund was \$903,053. During the fourth quarter, the Special Fund recorded net receipts of \$989,277 and disbursements of \$86,223. There has been a net increase of \$553,070 against the December 31, 2005 fund balance of \$349,983.

Discussion:

During the fourth quarter of 2006, deposits were made into the Special Fund bank account for June 16 to October 31, 2006 auction proceeds. Auction proceeds for November and December, 2006 were estimated based on 2006 activity to date and included in the 2006 figures. The actual deposits for these months will be made and recorded in 2007. Since the Service met the auction proceeds gross threshold of \$510,000 for 2006, the commission rate paid to Rite Auctions Limited was reduced to 45% from 50%.

In November, 2006, the Service received a final decision from the Ministry of the Attorney General relating to the disposition of \$679,852 in seized funds held by the Property and Evidence Management Unit. The funds were derived from approximately 2,028 investigations between April 4, 1985 and January 25, 1999. The Service sought the Ministry's direction regarding disposition of the funds, given that insufficient police or court records existed to determine who the true owners of the funds were. The Ministry concluded that the Service could exercise the option of transferring the monies to the Special Fund. The direction was provided in 2006 therefore the monies were credited to the Special Fund account in that year, however, the deposit was not actually made into the bank account until January, 2007.

Funds expended include sponsorship to a number of organizations such as for 2006 TPAA Sponsorship, the Victim Services volunteer recognition event, the Black Creek sponsorship, the SCAARP Safewalk sponsorship and the OAPSB conference. Funds were also disbursed for the fourth quarter Recruit Graduation.

The Board continued to support Service uniform and civilian members through their sponsorship of the 25 year watch presentation ceremonies.

Board members are reminded of the following significant standing commitments which require monies from the Special Fund beyond 2006:

- 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
- Board meeting catering requirements
- Recruit Graduation ceremonies
- Youth Programs
- Community Program Liaison Committees
- Shared funding for athletic competitions with Toronto Police Amateur Athletic Association
- Funding of up to \$100,000 per year for programs recommended by the City of Toronto Community Safety Secretariat

The Board received the foregoing.

THE TORONTO POLICE SERVICES BOARD SPECIAL FUND
2006 FOURTH QUARTER RESULTS WITH INITIAL PROJECTIONS

PARTICULARS	2006							2005	COMMENTS
	INITIAL	ADJUSTED	JAN 01 TO	APR 01 TO	JUL 01 TO	OCT 01 TO	JAN 01 TO		
	PROJ.	PROJ.	MAR 31 06	JUN 30 06	SEPT 30 06	DEC 31 06	DEC 31 06		
<i>BALANCE FORWARD</i>	349,983	349,983	349,983	356,408	167,138	202,938	349,983	449,723	2006 projections are based on 2005 actual results. The adjusted projection is based on the results to date as at the quarter.
<u>REVENUE</u>									
PROCEEDS FROM AUCTIONS	480,000	300,000	0	72,592	76,040	142,871	291,503	486,627	Includes auction proceeds accrual for November and December 2006. Due to gross revenue threshold set by Rite Auctions being met, the commission rate has been reduced to 45%.
LESS OVERHEAD COST	(240,000)	(150,000)	0	(33,194)	(34,218)	(59,454)	(126,866)	(246,677)	
LESS RETURNED AUCTION PURCHASE	0	0	0	0	0	0	0	0	
UNCLAIMED MONEY	30,000	60,000	24,575	15,302	6,235	698,924	745,036	31,863	Unclaimed monies relate to evidence monies not claimed by rightful owners during claim period.
LESS RETURN OF UNCLAIMED MONEY	0	0	0	0	0	0	0	0	
EVIDENCE AND HELD MONEY	0	0	0	0	0	0	0	0	
INTEREST	10,000	10,000	2,125	3,678	2,847	4,088	12,739	10,449	Interest income is based on the average monthly bank balance. The activity fee includes bank service charges and the activity fee allocation.
LESS ACTIVITY FEE	(250)	(280)	(70)	(33)	(27)	(89)	(219)	(224)	
LESS CHEQUE ORDER	(100)	(100)	0	0	0	0	0	0	
SEIZED LIQUOR CONTAINERS	350	5,000	2,780	454	234	0	3,448	341	
OTHER	0	0	0	0	0	0	0	0	
<i>TOTAL REVENUE</i>	280,000	224,620	29,391	58,799	51,111	786,340	925,640	282,379	
<i>BALANCE FORWARD BEFORE EXPENSES</i>	629,983	574,603	379,374	415,207	218,250	989,277	1,275,623	732,102	Rounding can impact the reported amounts from quarter to quarter and year to year. Rounding differences are not significant.
<u>DISBURSEMENTS</u>									
<u>SPONSORSHIP</u>									
<u>SERVICE</u>									
ONT. ASSO. OF POLICE SERVICES BOARD	5,500	5,500	5,500	0	0	0	5,500	5,500	
CPLC & COMMUNITY OUTREACH ASSISTANCE	24,000	27,000	0	27,000	0	(4,573)	22,427	24,491	Represents return of CPLC funding.
UNITED WAY	8,000	8,000	0	8,000	0	0	8,000	8,000	
CHIEF'S CEREMONIAL UNIT	0	0	0	0	0	0	0	0	
COPS FOR CANCER	0	0	0	0	0	0	0	0	
OTHER	150,000	10,000	0	(949)	6,600	14,600	20,251	171,952	Recruits graduation.

THE TORONTO POLICE SERVICES BOARD SPECIAL FUND
2006 FOURTH QUARTER RESULTS WITH INITIAL PROJECTIONS

PARTICULARS	2006							2005	COMMENTS
	INITIAL	ADJUSTED	JAN 01 TO	APR 01 TO	JUL 01 TO	OCT 01 TO	JAN 01 TO		
	PROJ.	PROJ.	MAR 31/06	JUN 30/06	SEPT 30/06	DEC 31/06	TOTALS		
COMMUNITY									
CARIBANA	0	0	0	0	0	0	0	0	
RACE RELATIONS	0	0	0	0	0	0	0	0	
VICTIM SERVICES PROGRAM						5,000.00	5,000	0	
BLACK CREEK COMMUNITY HEALTH CENTRE						10,000.00	10,000	0	
SCAARP - SAFE WALK PROGRAM						10,000.00	10,000	0	
YOUTH ADVISORY GROUP	0	2,000	0	2,000	0	0	2,000	0	
BLACK HISTORY MONTH	0	2,000	2,000	0	0	0	2,000	0	
VARIOUS ORGANIZATIONS	80,000	167,000	0	165,500	922	2,400	168,822	85,937	Includes Harry Jerome sponsorship.
RECOGNITION OF SERVICE MEMBERS									
AWARDS	35,000	35,000	248	3,731	0	28,648	32,627	35,468	Service member award ceremonies
CATERING	20,000	20,000	0	0	2,230	13,936	16,167	21,246	occur several times during the year.
RECOGNITION OF CIVILIANS									
AWARDS	10,000	16,000	4,000	10,705	0	1,377	16,082	8,768	Award and recognition ceremonies occur
CATERING	2,500	4,500	0	4,266	0	3,063	7,328	2,473	several times during the year.
RECOGNITION OF BOARD MEMBERS									
AWARDS	0	0	0	0	0	0	0	0	
CATERING	2,000	2,000	0	0	0	0	0	1,934	
CONFERENCES									
BOARD									
COMMUNITY POLICE LIAISON COMMITTEES	0	0	0	6,400	0	0	6,400	0	
CANADIAN ASSN OF POLICE SERVICES BOARDS	0	0	0	0	0	0	0	0	
OTHER	50,000	40,000	11,117	16,486	5,000	(5,119)	27,484	0	TPS share for Liberty Grand expenses for PSB 50th anniversary conference and banquet
DONATIONS									
IN MEMORIAM	500	500	100	0	0	0	100	200	
OTHER	500	500	0	100	0	0	100	200	
DINNER TICKETS (RETIREMENTS/OTHERS)	5,000	5,000	0	4,830	560	0	5,390	7,950	
OTHER	8,000	8,000	0	0	0	6,892	6,892	8,000	2006 Audit fee
TOTAL DISBURSEMENTS	401,000	353,000	22,965	248,069	15,312	86,223	372,569	382,119	
SPECIAL FUND BALANCE	228,983	221,603	356,408	167,138	202,938	903,054	903,054	349,983	Rounding can impact the final balance by \$1 creating a difference between the financial statements and this report

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2007**

**#P121. QUARTERLY REPORT: ENTERPRISE CASE AND OCCURRENCE
PROCESSING SYSTEM (ECOPS): NOVEMBER 2006 TO JANUARY
2007**

The Board was in receipt of the following report February 07, 2007 from William Blair, Chief of Police:

Subject: QUARTERLY REPORT - ENTERPRISE CASE AND OCCURRENCE
PROCESSING SYSTEM (ECOPS) – NOVEMBER 2006 – JANUARY 2007

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

At its meeting on September 23, 2004, the Board requested that the Chief of Police provide the Board with quarterly reports outlining the status of the Enterprise Case and Occurrence Processing (eCOPS) records management system (Min. No. P329/04 refers). These progress reports are to include projected plans for future development, as well as a current financial summary of the costs associated with the maintenance of the application and provisions for additional functionality (Min. No. P310/05 refers).

Discussion:

As reported to the Board at its January 25, 2007 meeting, the reduction of staff in Records Management Services (RMS) in accordance with the original Occurrence Re-engineering Business Case has significantly impacted overtime requirements within RMS - Operations, specifically in relation to occurrence processing production demands (Min. No. P45/07 refers). RMS management has continued to monitor overtime requirements within this sub-unit in order to report these expenditures to the Board (Min. No. P343/06 refers).

Overtime costs for the period January 1 to October 31, 2006 in RMS – Operations totalled \$71,813. An additional \$24,764 was required for the three month period encompassing November and December 2006 and January 2007 in order to meet data entry gaps that exist between staffing levels and volume of work, bringing the total overtime cost for this 13 month

period to \$96,577. These figures do not include overtime costs of \$6,593 associated with the implementation of CPIC Renewal – Phase I in November 2006.

Information Technology Services has prepared the financial summary below detailing the cumulative on-going costs associated with the support and maintenance of the eCOPS application for 2006.

eCOPS Support Operating Costs

Unit	2006 Budget Amount	Costs to December 31, 2006 Amount	% of Budget
<u>eCOPS On-going Support Costs – Base</u>			
Information Systems	272,378.69	362,303.64	133%
Systems Operations	69,241.95	88,758.79	128%
Customer Service	68,790.54	68,790.54	100%
TOTAL	\$410,411.18	\$519,852.98	127%

eCOPS Releases – Enhancements

Information Systems	815,774.60	596,480.45	73%
Systems Operations	41,930.50	41,930.50	100%
Customer Service	22,930.18	22,930.18	100%
TOTAL	\$880,635.28	\$661,341.14	75%

eCOPS Total Resource Costs

Information Systems	1,076,042.26	975,404.11	91%
Systems Operations	111,172.46	130,689.30	118%
Customer Service	91,720.72	91,720.72	100%
TOTAL	\$1,278,935.44	\$1,197,814.13	94%

i. Infrastructure Upgrades

Information Technology Services' staff continue to prepare for the infrastructure upgrade to Websphere Version 5.1, which has been targeted for implementation in the first quarter of 2007. Extensive functional testing must be performed by RMS staff, which will impact resource availability in RMS – Operations. Future system upgrades and enhancements are dependent upon the successful implementation of Websphere Version 5.1, including the Domain Code revision.

Planning for Websphere Version 6.0 will commence in 2007 with implementation to follow in 2008. This upgrade is substantially more complex than Version 5.1 and will, therefore, require an extensive planning phase.

ii. Divisional Quality Control

Effective June 2006, the responsibility for quality control was transferred from RMS to dedicated divisional liaisons (Min. No. P226/06 refers). Commencing February 2007 and continuing through May 2007, the RMS – Quality Control Coordinator and eCOPS application specialists will be visiting field units to review the progress of this transfer of the quality control function and to address common, persistent data entry concerns.

iii. CPIC Renewal, Phase II

The Canadian Police Information Centre (CPIC) Renewal - Phase II involves changes to the format of CPIC outputs and will require several months' preparation to be compliant with the Royal Canadian Mounted Police (RCMP) specifications. Implementation of CPIC Renewal – Phase II is anticipated late 2008.

iv. Domain Code Revision

The domain code redesign will enable the addition, modification, and deletion of the values (UCR/CPIC codes) contained within the drop down boxes on eCOPS, which will facilitate updates to the records management system. Due to competing demands of CPIC Renewal and the Websphere upgrade, the implementation of Domain Codes has been deferred to the second quarter of 2007. It is essential that there be a minimum of four weeks following the upgrade to ensure the system is stable before any other changes can be considered.

v. E-Mail Notification

Information Technology Services' staff have begun to examine mobile e-mail access, which will allow for the prompt notification, correction, and resubmission of an occurrence. In-depth research will be conducted prior to the testing of mobile e-mail in a pilot division.

vi. Contact Cards (TPS 208)

The Contacts Project is associated with the decommissioning of the mainframe and will eliminate the costs associated with its maintenance. Information Technology Services has begun an in-depth review of the eCOPS Contact Module with the goal of designing a simplistic replacement for the existing hard copy cards.

vii. eCOPS Maintenance Release

The purpose of maintenance release 2.4, planned for later this year, is to address critical production issues, document versioning, and other prioritized defects rather than to introduce new application features. Implementation of the maintenance release is targeted between May and August 2007. Other eCOPS enhancements will be dependent upon the Service's long-term strategy for eCOPS.

Business Process Analysis

The eCOPS Steering Committee has directed that a working group be established to conduct a records management business process analysis. In accordance with this decision, a Project Charter for IMPART (Information Management Processes Assessment and Review Team) has been drafted for approval by the Executive Committee. Review Team members have been selected and site planning is underway.

The purpose of the project is as follows:

- To detail the structure, methodology, system architecture, capability, and capacity of existing relevant information management systems and repositories
- To consult with stakeholders within the Service and external who contribute to, extract from, and/or utilize the information within these systems to determine their needs
- To consult with peer agencies and organizations to evaluate their needs and the methods by which they have managed information challenges
- To examine current business practices and processes to determine whether more effective, efficient, and economical information and records management practices can be developed to better complement the needs of the Service

The target for IMPART's Interim Report has been set for July 2007. It is anticipated that the Final Report will be submitted December 2007.

Conclusion:

In summary, this report provides the Board with an update on Enterprise Case and Occurrence Processing System (eCOPS) throughout the months of November 2006 to January 2007.

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

The Board received the foregoing.

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TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2007**

**#P122. QUARTERLY REPORT: MUNICIPAL FREEDOM OF INFORMATION
AND PROTECTION OF PRIVACY ACT COMPLIANCE: OCTOBER TO
DECEMBER 2006**

The Board was in receipt of the following report February 07, 2007 from William Blair, Chief of Police:

Subject: QUARTERLY REPORT - MUNICIPAL FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT COMPLIANCE: OCTOBER - DECEMBER 2006

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.

Background/Purpose:

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

Under the Act, compliance refers to the delivery of disclosure through the Freedom of Information process within 30 days of receipt of a request for information. The compliance rates for the period October 1, 2006 to December 31, 2006, divided into three categories as stipulated by the Board, are as follows:

Discussion:

Toronto Police Service
Compliance Rates
October 1 – December 31, 2006

30-Day	60-Day	90-Day or longer
84.34%	95.42%	98.07%
Requests to be completed during this time period: 830	130	38
Requests completed: 700	Requests completed: 92	Requests completed: 22
Requests remaining: 130	Requests remaining: 38	Requests remaining: 16

A total of 830 requests were required to be completed within 30 days. The running totals reflect, for the 30, 60, and 90 day (or longer) periods, the number of requests that were actually completed. The number of incomplete files is carried over as 'requests remaining.' All numbers shown are based on the number of files it was possible to be compliant with during this period.

A further breakdown of requests received October 1, 2006 to December 31, 2006 is as follows:

Category	Total	Description
Individual/Public	466	- Personal
Business	223	- Witness contact information/Memobook notes/911 calls/reports - General reports
Academic/Research	1	- Long-term study on familicides in Toronto
Association/Group	63	- Mental Health/Children's Aid/Property Management Groups
Media	2	- Marijuana cultivation locations, detection methods, and costs - East-end shooting
Government	6	- Licensing & Standards - Child & Family/Human Rights and Labour issues
Other	4	- Hospital information - Consulate - Community Centre - Clinical Psychologists
Statistics	3	- Divisional crime statistics - Marijuana cultivation location statistics for 2006 - Violent crimes/Break and Enters

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

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

October 2006	82.80%
November 2006	85.52%
December 2006	85.05%

Conclusion:

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

The Board received the foregoing.

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TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2007**

**#P123. SEMI-ANNUAL REPORT: WRITE-OFF OF UNCOLLECTIBLE
ACCOUNTS RECEIVABLE BALANCES: JULY TO DECEMBER 2006**

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

Subject: WRITE-OFF OF UNCOLLECTIBLE ACCOUNTS RECEIVABLE BALANCES
SEMI-ANNUAL REPORT: JULY 1 TO DECEMBER 31, 2006

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

There are no financial implications as a result of the write-offs processed. The write-off amount of \$13,836 in the second half of 2006 has been expensed against the allowance for uncollectible accounts. The current balance in the allowance for uncollectible accounts is approximately \$230,000. The adequacy of this account is analyzed annually and any adjustment required will be included in the operating expenses.

Background/Purpose:

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

This report covers write-offs processed during the period of July 1, 2006 to December 31, 2006.

Discussion:

During the six month period of July 1 to December 31, 2006, a number of accounts totalling \$13,836 were written off, in accordance with By-law 147. The write-offs are broken down as follows:

Paid duty administrative fees and equipment rentals	\$13,743
Corporate Information Services (CIS) report sales	93
Total Write-offs Processed (July 1 to December 31, 2006)	<u>\$13,836</u> =====

Paid Duty Administrative Fees and Equipment Rentals (\$13,743):

In 2006, paid duty administrative fees and equipment rentals generated almost \$4.1 million in recoveries for the Service. The amount of \$13,743 written off in the second six months of 2006 represents 0.34% of the annual recovery amount.

Customers are provided with an invoice for the administrative fee and any equipment rentals, after the paid duty has been completed. The Toronto Police Service Central Paid Duty Office and Financial Management unit work closely with divisions, units and customers to ensure that invoices are sent to the proper location, are accurate and timely. Customers are provided with progressively assertive reminder letters every 30 days if their accounts are outstanding. Customers with balances outstanding over 90 days must make payment arrangements with Financial Management or they can be denied additional duties. This practice is in place for all customers, unless the central paid duty office determines that there are public security reasons for continuing to provide paid duties.

The write-off of paid duty administrative fees and equipment rentals relates mostly to small dollar value and/or customer balances which had been forwarded to the Service's collection agency. The collection agency's staff is equipped with various information resources such as on-line credit bureau access and database networks, which allow them to locate individuals, as well as businesses and their principals.

In all cases, customer accounts that have been written off were closed by the collection agency after all collection and trace efforts were exhausted. In most cases, the businesses had been dissolved, leaving no assets from which the amounts due to the TPS could be paid, or the companies had filed for bankruptcy leaving no recourse for TPS as an unsecured creditor.

Corporate Information Services (CIS) report sales (\$93):

The balance written off in the second half of 2006 relates to 2005 cheques written by three customers which were returned "Not Sufficient Funds" (NSF) to the Service. Accounts Receivable staff made several attempts to contact the customers and request replacement of the payment. These attempts failed as the customers could not be located. The Service's collection agency also attempted collection without success.

Report sales and criminal reference checks generated almost \$2 million in revenues for the Service in 2006. The write-off is insignificant when compared to the revenue generated.

Conclusion:

In accordance with Section 29 – Authorization for Write-offs of By-law 147, this report provides information to the Board on the amounts written off by the Service during the period July 1, 2006 to December 31, 2006. The write-off of these accounts is an important step in clearing outstanding receivables, where collection efforts have been fully exhausted or where it is determined that the Service could not substantiate the amount owing.

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

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

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2007**

#P124. 2006 ANNUAL REPORT: UNIFORM PROMOTIONS

The Board was in receipt of the following report February 07, 2007 from William Blair, Chief of Police:

Subject: ANNUAL REPORTING ON UNIFORM PROMOTIONS - 2006

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.

Background/Purpose:

At its meeting on May 29, 2003, the Board approved giving standing authority to the Chairman and Vice Chair, or their designates, to sign, authorize and approve all uniform promotions to the ranks of Sergeant and Staff/Detective Sergeant. The Board further approved the receiving of a summary report at its February meeting each year on the promotions made to these ranks in the previous year (Min. No. P136/03 refers).

In 2006, ninety-seven (97) police constables were promoted to the rank of Sergeant and twenty-four (24) sergeants and detectives were promoted to the rank of Staff/Detective Sergeant. An employment equity analysis of officers promoted to the rank of Sergeant and Staff/Detective Sergeant is attached (see Appendix 'A'). Also attached is a numeric breakdown of these promotions by rank, as well as information pertaining to the number of officers remaining in the eligibility pools for these ranks (see Appendix 'B').

Appendix 'C' provides more detailed information with respect to each promotion.

It must be noted that all officers have been promoted in accordance with Service Procedure No.14-10 entitled "Uniform Promotional Process – up to and including the rank of Inspector" which was approved by the Board (Min. No. P49/01 refers). In addition, the officers have been the subject of an extensive vetting process, (i.e. background checks have been conducted through the constituent units of Professional Standards, the Human Rights Co-ordinator, and Labour Relations).

Conclusion:

This report outlines the members of the Toronto Police Service who were promoted to the ranks of sergeant and staff/detective sergeant during the year 2006, along with their gender and racial minority status. It is submitted for the information of the Board.

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

The Board noted the high number of Service members who did not complete a voluntary applicant survey or did not provide information about their racial minority status, if applicable. The Board recommended that the Service develop stronger communications strategies to better inform members about the Service's use of the data and its confidentiality in order to reduce the number of non-respondents.

The Board received the foregoing and requested that future employment equity statistics provide an analysis of the success rate of female and racial minority officers in the promotional process by comparing the number of such officers in the promotional pools with the number of those who were promoted.

APPENDIX 'A'

EMPLOYMENT EQUITY STATISTICS

SERGEANT

	RACIAL MINORITY	*NON-RESPONDENT	TOTAL
Male	12	63	75
Female	2	20	22
Total	14	83	97

STAFF / DETECTIVE SERGEANT

	RACIAL MINORITY	*NON-RESPONDENT	TOTAL
Male	1	22	23
Female	0	1	1
Total	1	23	24

* Members did not complete a voluntary 'Applicant Survey' or did not provide information on their racial minority status.

APPENDIX 'B'

SUMMARY OF 2006 UNIFORM PROMOTIONS

RANK	TOTAL MEMBERS PROMOTED IN RANK IN 2006	POSITIONS REMAINING IN ELIGIBILITY POOL AS OF DEC. 31, 2006
Staff/Detective Sergeant	24	1
Sergeant	97	1

Note: One member remains in each of the two eligibility pools at the request of the Command.
One member was removed from the Sergeant eligibility pool due to discipline issues.

APPENDIX 'C'

**DETAILED HISTORY OF THE 2006 UNIFORM PROMOTIONS
PROMOTIONS TO STAFF/DETECTIVE SERGEANT**

Number	Promoted To Rank	Effective
1	Staff Sergeant	2006.01.02
1	Detective Sergeant	2006.01.09
1	Staff Sergeant	2006.01.30
1	Staff Sergeant	2006.02.06
1	Staff Sergeant	2006.02.20
2	Staff Sergeant	2006.02.28
2	Staff Sergeant	2006.03.27
1	Staff Sergeant	2006.04.10
2	Detective Sergeant	2006.04.17
1	Detective Sergeant	2006.04.24
1	Detective Sergeant	2006.05.01
4	Staff Sergeant	2006.05.22
2	Detective Sergeant	2006.05.22
2	Staff Sergeant	2006.05.29
1	Staff Sergeant	2006.07.03
1	Detective Sergeant	2006.10.17
16	Staff Sergeant promotions	
8	Detective Sergeant promotions	

PROMOTIONS TO SERGEANT IN 2006*

NUMBER PROMOTED	DATE
33	2006.01.02
1	2006.01.09
3	2006.10.16
5	2006.01.30
1	2006.02.06
4	2006.02.27
1	2006.03.20
3	2006.03.27
4	2006.04.17
6	2006.04.26
21	2006.06.19
2	2006.06.26
10	2006.07.10
1	2006.08.01
1	2006.09.05
1	2006.10.31
97	

* There are no promotions directly to the rank of Detective. Unless specific permission is granted by the Chief of Police, all Constables are promoted to the rank of Sergeant for the one year probationary period.

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TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2007**

#P125. 2006 ANNUAL REPORT: SECONDMENTS

The Board was in receipt of the following report February 02, 2007 from William Blair, Chief of Police:

Subject: 2006 ANNUAL REPORTING OF SECONDMENTS

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

In 2006, forty three (43) uniform members and seven (7) civilian members were seconded to various agencies at full cost recovery for salaries and benefits to the Service. The approximate cost recovery for funded secondments in 2006 was \$4,367,000. In addition for the same time period, forty (40) uniform members were seconded to various agencies with no cost recovery to the Service. The approximate cost to the Service for salaries and benefits for unfunded secondments in 2006 was \$4,844,000.

The unfunded secondment positions include partnerships with federal and provincial government agencies operating in the Greater Toronto area. The work undertaken by the members in the forty unfunded positions would be carried out regardless of whether the Toronto Police Service received funding. The Service benefits from the efficiencies arising from the working relationships with the other agencies.

Background:

At its meeting of January 25, 2001, the Board directed that the Chief of Police report annually on secondments of Service members (Min. No. P5/01 refers). This report is submitted in compliance with the Board's direction.

Conclusion:

A list of the secondment positions filled by Service members during 2006 is appended to this report.

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

The Board received the foregoing.

APPENDIX

No. of Members	RANK	LOCATION	TERM			COST
				to		
1	S/Insp	Jamaica Constabulary Force	2006.10.03	to	2007.04.03	FCR
1	A/S/Insp	Ministry of Solicitor General Police Quality Assurance Unit	2004.07.05	to	2007.07.01	FCR
1	Insp	Royal Canadian Mounted Police CFSEU	2003.02.03	to	2008.03.31	UFD
1	Insp	Provincial Repeat Offenders Parole Enforcement (R.O.P.E.)	2001.09.01	to	2009.08.31	FCR
1	A/Insp	SARS Commission	2004.01.12	to	2006.12.31	FCR
1	A/Insp	Toronto Transit Commission	2004.09.13	to	2008.09.12	FCR
1	D/Sgt	Royal Canadian Mounted Police CFSEU	2003.02.03	to	2008.03.31	UFD
1	D/Sgt	Ministry of Solicitor General CISO	2004.01.14	to	Indefinite	FCR
1	D/Sgt	Ontario Provincial Police Weapons Enforcement	2002.11.01	to	Indefinite	UFD
1	D/Sgt	Ontario Provincial Police Biker Enforcement	2004.09.09	to	Indefinite	UFD
1	D/Sgt	Ministry of Solicitor General CISO	2005.02.28	to	2007.02.28	UFD
1	S/Sgt	Ontario Provincial Police Basic Constable Training	2004.08.09	to	2007.08.08	FCR
1	S/Sgt	Ipperwash Commission	2004.05.10	to	2006.03.31	FCR
1	A/D/Sgt	Ministry Community Safety & Correctional Services Major Case Management	2002.01.14		2008.01.14	FCR
1	A/D/Sgt	Ministry of Solicitor General CISO	2005.02.28	to	2007.02.28	FCR
2	Det	Royal Canadian Mounted Police CFSEU	2003.02.03	to	2008.03.31	UFD
1	Det	Royal Canadian Mounted Police TADEU	2003.04.11	to	Indefinite	UFD
1	Det	Ontario Provincial Police illegal Gaming	2003.06.28	to	2007.03.31	FCR
1	Det	Ontario Provincial Police Provincial Auto Theft	Unknown	to	Indefinite	UFD
4	Det	Ontario Provincial Police Weapons Enforcement Unit	2004.11.01	to	Indefinite	UFD
3	Det	Ontario Provincial Police Biker Enforcement	2004.09.09	to	Indefinite	UFD
1	Det	Ontario Provincial Police Proceeds of Crime	2004.03.31	to	Indefinite	UFD

No. of Members	RANK	LOCATION	TERM			COST
				to		
2	Det	Provincial Repeat Offenders Enforcement (ROPE)	2001.09.01	to	2009.08.31	FCR
1	Sergeant	New York Police Department	2006.01.01	to	2007.07.27	FCR
1	Sergeant	City of Toronto Emergency Measures	2005	to	2006	FCR
2	Sergeant	Ontario Police College Basic Constable Training	2006.01.02	to	2007.11.30	FCR
2	Sergeant	Toronto Police Association	2003.10.15	to	Indefinite	FCR
1	Sergeant	Canadian Police College Research Analyst	2005.09.01	to	2006.08.31	FCR
4	A/Sgt	Ontario Police College Basic Constable Training	2005.05.02	to	2008.08.01	FCR
1	D/C	United States Postal Service	2004.11.01	to	2007.01.31	FCR
5	D/C	Royal Canadian Mounted Police CFSEU	2003.02.03	to	2008.03.31	UFD
1	D/C	Royal Canadian Mounted Police INSET	2005.04.01	to	Indefinite	FCR
1	D/C	Royal Canadian Mounted Police COMET	2005.04	to	2008.04	UFD
2	D/C	Royal Canadian Mounted Police Pearson International Airport	2005.11.09	to	2007.02.22	UFD
1	D/C	Ministry Public Safety & Security Provincial Anti Terrorism	2003.09.29	to	2006.09.29	FCR
1	D/C	Ministry of Solicitor General CISO	2004.10.18	to	Indefinite	UFD
1	D/C	Ministry of Solicitor General ViCLAS	2004.10.18	to	Indefinite	FCR
1	D/C	Ministry of Public Safety & Security Sex Offender Registry	2006.01.01	to	2006.11.30	FCR
3	D/C	Ontario Provincial Police Illegal Gaming	2003.06.28	to	2007.03.31	1-FCR 2-UFD
4	D/C	Ontario Provincial Police Weapons Enforcement	2002.11.01	to	Indefinite	UFD
4	D/C	Ontario Provincial Police Biker Enforcement	2002.09.09	to	Indefinite	UFD
4	D/C	Ontario Provincial Police Proceeds of Crime	2004.03.31	to	Indefinite	UFD
6	D/C	Provincial Repeat Offenders Enforcement (ROPE)	2001.09.01	to	2009.08.31	FCR
1	PC	Royal Canadian Mounted Police TIPOC	2005.03.31	to	2007.03.31	FCR

No. of Members	RANK	LOCATION	TERM			COST
				to		
1	PC	Ministry of Solicitor General ViCLAS	2004.10.18	to	2008.05.08	FCR
4	PC	Toronto Police Association	2003.10.15	to	Indefinite	FCR
1	PC	Ontario Provincial Police Boat Patrol	2005.07.11	to	2006.07.10	FCR
1	A/C06	United States Postal Service	2003.02.01	to	2007.01.31	FCR
1	A/C08	Royal Canadian Mounted Police Weapons Enforcement	2006.09.05	to	2009.09.05	FCR
1	A/C10	Ministry of Solicitor General Quality Assurance Unit	2006.09.01	to	2007.08.31	FCR
2	C04	Provincial Repeat Offenders Enforcement (ROPE)	2001.09.01	to	2009.08.31	FCR
2	Civilian	Toronto Police Association	2003.10.15	to	Indefinite	FCR

Legend:

FCR - Full Cost Recovery
UFD - Unfunded

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TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2007**

**#P126. 2006 ANNUAL REPORT: POLICE COOPERATIVE PURCHASING
GROUP**

The Board was in receipt of the following report February 08, 2007 from William Blair, Chief of Police:

Subject: 2006 ANNUAL REPORT: POLICE COOPERATIVE PURCHASING GROUP
(PCPG)

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:

The Board, at its meeting on January 25, 2007, approved amendments to the Financial Control By-law No. 147. These amendments included that the Chief of Police report annually on contracts that have been awarded in the previous year through the Police Co-operative Purchasing Group (PCPG) (Min. No. P18/07 refers). In response to this requirement, the following information is provided.

Discussion:

During 2006, the following expenditures with a value exceeding \$500,000.00 were made through price agreements awarded by the PCPG in accordance with sub-section 17(5) of By-law 147, as amended:

Item	Vendor	2006 Expenditure
Marked Patrol Cars	Yorkdale Ford Lincoln Sales	\$2,448,403.20
Tires (various sizes)	Goodyear/Michelin	\$531,438.03

Conclusion:

The Toronto Police Service has been a member of the PCPG since its inception in 1996. The PCPG provides its members the opportunity for cost savings through volume buying and standardization of equipment. Contracts are awarded through the PCPG process for police

related items such as marked patrol cars, tires, uniform clothing, ammunition and footwear. The process has worked well with the PCPG members sharing administrative duties for the procurement processes conducted.

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

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2007**

#P127. 2006 ANNUAL REPORT: CONSULTING EXPENDITURES

The Board was in receipt of the following report February 27, 2007 from William Blair, Chief of Police:

Subject: CONSULTING EXPENDITURES - 2006 ANNUAL 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 within this report.

Background/Purpose:

The Board, at its meeting of February 20, 2003 (Min. No. P45/03 refers), requested that the Service report all consulting expenditures on an annual basis. The Board also requested, at its meeting of March 23, 2006 (Min. No. P103/06 refers), that future annual reports be revised so that capital consulting expenditures are linked to the specific capital project for which the consulting services were required. City Finance also requires the annual reporting of consulting expenditures in their prescribed format, so that the City's Deputy City Manager and Chief Financial Officer can report to City Council.

This report provides details of the 2006 consulting expenditures for the Service's operating and capital budgets. City Finance required this information by February 28, 2007 for their reporting of City-wide expenditures and this has been forwarded to them in the City's prescribed format. The completion of the Service's year-end accounting process and the timing of the Board meetings did not allow this report to be forwarded to the Board in advance of the City deadline.

Discussion:

Details of the 2006 consulting expenditures for the Service's operating and capital budgets are provided in Attachment A.

The Service has taken steps to manage the use of consultants and only contract for these services where, the skills are not available in-house, additional resources are required to deliver projects, and it will benefit the Service.

The 2006 operating consulting expenditures, as reflected in Attachment A, were \$0.6M and the allocated budget was \$1.4M (an under-expenditure of \$0.8M). The majority of the under-expenditure (\$0.6M) was in the information technology area. This was attributable to the requirement for less consulting services than anticipated and also delays in the commencement of projects. The consulting operating account is developed using zero-based budgeting and the 2007 budget request for consulting services is based on the 2007 requirements.

The 2006 capital consulting expenditures, as reflected in Attachment A, were \$2.2M. The majority of the expenditures (\$1.7M) pertain to facility projects and in particular the new training facility. Capital projects generally involve multi-year cash flow requirements and therefore, the 2006 expenditure may represent only a portion of the contract value.

Conclusion:

The 2006 consulting expenditures for the Service's operating and capital budgets are reported annually to the Board and the City. The Service ensures that consulting services are employed only where necessary and beneficial to the Service. The 2006 consulting expenditures totalled \$2.8M (\$0.6M for operating and \$2.2M for capital).

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

The Board approved the foregoing.

ATTACHMENT A

2006 Consulting Expenses - Operating

Expense Category	Contract Date (mm-dd-yr)	Contract # PO # DPO #	Consultant's Name	Description of the Work	Original Contract Value	2006 Budget	2006 Expenditure	2005 Expenditure
Technical	02/01/2006 05/03/2006 07/07/2006	6018791 6019455 6019868	Mayhew & Associates Inc.	Drawings and design for 951 Wilson and 2050 Jane Street - Radio & Electronics Unit, and mechanical, electrical and structural engineering for 2050 Jane Street. Board Minute #P229 (Vendor of Record), July 29, 2004.	\$ 19,500.00		\$ 15,460.14	
	05/08/2006	6019486	Bortolotto Design Architect Inc.	Review of building code and architectural designs for the Sunnyside lifeguard station.	3,200.00		3,200.00	
Sub-Total					\$ 22,700.00	\$ 25,000.00	\$ 18,660.14	9,62

Expense Category	Contract Date (mm-dd-yr)	Contract # PO # DPO #	Consultant's Name	Description of the Work	Original Contract Value	2006 Budget	2006 Expenditure	2005 Expenditure
Information Technology	07/11/2005	6016895	MTS Allstream	Analysis and design for data transfer from Records Management Services (RMS) to Major Case Management (MCM)	153,319.00		52,500.00	
	10/12/2006	6020603	Compugen	Network and wireless/remote access security assessment, and external penetration testing for internet environment. Board Minute #P355, November 17, 2005	40,000.00		40,000.00	
	11/14/2006	6021005	IBM Canada	Consulting and development services for Criminal Information Processing System (CIPS) application rewrite	51,900.00		51,900.00	

Expense Category	Contract Date (mm-dd-yr)	Contract # PO # DPO #	Consultant's Name	Description of the Work	Original Contract Value	2006 Budget	2006 Expenditure	2005 Expenditure
	11/30/2006	6021237	Service Information Access Inc.	Provided guidance in the installation and upgrade of XP software	7,830.00		7,830.00	
	11/14/2006	6021003	Planview	Design, planning and knowledge transfer in software application	100,620.00		61,657.50	
	11/02/2006	6020867	IBM Canada Ltd.	Provided support in various project initiatives to facilitate database, server and infrastructure requirements	75,000.00		75,000.00	
Sub-Total					\$ 428,669.00	\$ 876,700.00	\$ 288,887.50	733,853.2

Expense Category	Contract Date (mm-dd-yr)	Contract # PO # DPO #	Consultant's Name	Description of the Work	Original Contract Value	2006 Budget	2006 Expenditure	2005 Expenditure
Management/R &D	05/12/2006 07/12/2006 11/06/2006	3277859 3289466 3305232	Hay Group Limited	Review of compensation and performance review requirements for the Chief and Command Officers, data collection, and review of three markets on pension and benefit information as required by the Board	4,491.00		4,491.20	
	02/02/2006	6018807	Mercer Human Resource Consulting	Review of health care benefits	55,000.00		45,132.45	
	11/20/2006	6021092	Strategic Direction Ltd.	Review of compressed work week schedule	243,000.00		97,200.00	

Expense Category	Contract Date (mm-dd-yr)	Contract # PO # DPO #	Consultant's Name	Description of the Work	Original Contract Value	2006 Budget	2006 Expenditure	2005 Expenditure
	10/24/2006	Per Board Minute #P244	St. Stephen's Community House	Conflict resolution services in response to audit recommendation "Review of the Investigation of Sexual Assaults-Toronto Police Service" per Board Minute #P244 dated July 11, 2005.	5,000.00		2,025.00	
	12/12/2005	6018383	Associum Consultants – James Mitchell	Review of Employment Systems Review (ESR) – for uniform promotional processes	44,800.00		44,800.00	
	11/17/2006	6021060	Hawes, Larry R	Assist Audit & Quality Assurance in the preparation of an external quality assessment review in compliance with the standards prescribed by the Institute of Internal Auditors	7,000.00		6,955.00	

Expense Category	Contract Date (mm-dd-yr)	Contract # PO # DPO #	Consultant's Name	Description of the Work	Original Contract Value	2006 Budget	2006 Expenditure	2005 Expenditure
	10/03/2006	3300184	Coort & Associates	Analysis and audit of documents versus the SuperText system.	1,590.00		1,500.00	
Sub-Total					\$ 355,881.20	\$ 325,400.00	\$ 202,103.65	\$ 95,738.90
External Lawyers & Planners		See note 1.	Ferguson, George	Report completion on the review of police misconduct in accordance with agreement with Toronto Police Services Board dated November 29, 2001.	See note 1.		1,500.00	
		See note 1.	Hunt Partners	Advise on "Returned to Justice of the Peace"	See note 1.		23,761.73	
		See note 1.	Stockwood LLP	Advise on "Returned to Justice of the Peace"	See note 1.		32,260.07	
Sub-Total					\$ 0.00	\$ 52,500.00	\$ 57,521.80	5,50
Creative Communications	10/11/2006	6020585	Communicate by Design	Design services for recruiting campaign.	3,900.00		3,900.00	

Expense Category	Contract Date (mm-dd-yr)	Contract # PO # DPO #	Consultant's Name	Description of the Work	Original Contract Value	2006 Budget	2006 Expenditure	2005 Expenditure
	02/15/2006	6018892	The Students Commission of Canada	Assist in the development of required tools for the Peace Project such as DVD's and pamphlets.	68,000.00		68,000.00	
Sub-Total					\$ 71,900.00	\$ 73,200.00	\$ 71,900.00	\$ 31,246.67
TOTAL					\$ 879,150.20	\$1,352,800.00	\$ 639,073.09	\$ 875,962.36

2006 CONSULTING EXPENSES - CAPITAL

Expense Category	Project	Contract Date (mm-dd-yr)	Contract # PO # DPO #	Consultant's Name	Description of the Work	Original Contract Value	2006 Expenditure	2005 Expenditure
Technical	23 Division	02/22/2006	6018953	Nelson Wong Architect Inc.	Contract administration for new 23 Division	\$ 7,661.22	\$ 7,661.22	
	43 Division	03/21/2006	6019154	Nelson Wong Architect Inc.	Contract administration for new 43 Division	3,225.00	3,225.00	
	Facility Security	09/14/2005	6017349	Magnate Engineering & Associates Inc.	Engineering services for the site security installation of fencing at 32, 33, 41 and 53 Divisions	22,000.00	22,000.00	
	Police Vehicle Operations	02/09/2006	6018845	Mayhew & Associates Inc.	Classroom audio/video design for Police Vehicle Operations. Board Minute #P229 (Vendor of Record), July 29, 2004.	2,400.00	2,592.00	
	Police Vehicle Operations	05/31/2006	6019651	Totten Sims Hubicki Associates	Contract administration and skid pad design for new training facility. Work done in 2005 but expenditure paid in 2006 after settlement of invoicing dispute.	54,216.04	54,216.04	
	New Training Facility	02/14/2006	6018884	Terraprobe Ltd.	Geotechnical testing for soils bearing capacity at new training facility site	14,170.00	14,170.00	
	New Training Facility	11/20/2005	6018090	Shore Tilbe Irwin and Partners	Architectural consulting services for the design and construction of the Police training facility. Board Minute #P194, June 13, 2005	2,920,357.22 See note 2.	1,411,607.58	
	New Training Facility	04/28/2006	6019409	Eastern Construction Co. Ltd.	Construction management services for the new training facility at 70 Birmingham. Board Minute #P7, January 3, 2006	725,000.00 See note 2.	193,180.00	
	State of Good Repair – Police	03/16/2006 04/20/2006 09/26/2006 02/24/2006 06/27/2006 06/27/2006	3274288 3278719 3298994 6018991 6019817 6019818	Mayhew & Associates Inc.	Drawings and design for wheelchair accessible washroom; relocation of various departments in Headquarters; design work and contract documents for renovations to the Emergency Task Force facility. Board Minute #P229 (Vendor of Record), July 29, 2004.	40,743.50	31,142.98	

Expense Category	Project	Contract Date (mm-dd-yr)	Contract # PO # DPO #	Consultant's Name	Description of the Work	Original Contract Value	2006 Expenditure	2005 Expenditure
	State of Good Repair – Police		See note.	Leber/Rubes Inc.	Review plan for Drug Squad offices.	See note.	236.25	
Sub-Total						\$ 3,789,772.98	\$ 1,740,031.07	\$ 860,921.08
Information Technology	Digital Video Asset Management II	09/12/2006	6020353	Djinn Software Inc.	Direction in the deployment and change management activities for the Digital Video Asset Management (DVAM II) project	396,900.00	65,100.00	
	Digital Video Asset Management II	11/14/2006	6020994	Allstream Inc.	Assist in technical documentation and knowledge transfer for the Digital Video Asset Management (DVAM II) project.	285,775.00	21,045.00	
	HRMS Additional Functionality	04/05/2006 10/26/2006	6019266 6020751	Katalogic Inc.	Project management, functional and technical support services for the installation and customization upgrade of the Human Resource Management System (HRMS) to PeopleSoft version V8.9; and leadership in the functional Fit/Gap sessions for the PeopleSoft upgrade project to V8.9.	254,400.00	90,542.00	
	Police Integrated Systems (Int & Ext)	06/22/06	6019804	Workbrain Inc.	Support for the Time Resource Management System (TRMS) on-line court security – Biometrix.	49,178.00	49,177.20	
	TRMS Additional Functionality	04/05/2006	6019266	Katalogic Inc.	Project management, functional and technical support services for the Time Resource Management System (TRMS) upgrade.	229,400.00	65,542.00	

Expense Category	Project	Contract Date (mm-dd-yr)	Contract # PO # DPO #	Consultant's Name	Description of the Work	Original Contract Value	2006 Expenditure	2005 Expenditure
	TRMS Additional Functionality	09/26/2005 11/14/2006 06/22/2006	6017447 6021009 6019802	Workbrain Inc.	Assist with the configuration and/or code changes in the upgrade of the Time Resource Management System (TRMS) and ensure future system supportability. Provide gap analysis and review existing Time Resource Management System (TRMS) functionalities and assess current issues identified during the functional discovery. Analysis and planning for the upgrade of TRMS. Board Minutes #P210, July 10, 2006 and #P275, August 10, 2006	519,719.00	137,681.50	
Sub-Total						\$ 1,735,372.00	\$ 429,087.70	\$ 562,468.61
Management/ R&D								
Sub-Total						\$ 0.00	\$ 0.00	\$ 64,488.00
TOTAL						\$ 5,525,144.98	\$ 2,169,118.77	\$ 1,487,877.69

Note: 1 Due to the nature of these expenditures, a purchase order was not issued and therefore no original contract value established.

Note: 2 Only the consulting component of contract

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2007**

#P128. 2006 ANNUAL REPORT: PUBLIC SECTOR SALARY DISCLOSURE

The Board was in receipt of the following report February 08, 2007 from William Blair, Chief of Police:

Subject: 2006 PUBLIC SECTOR SALARY DISCLOSURE

Recommendation:

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

Financial Implications:

There are no financial implications as a result of the recommendation contained in this report.

Background/Purpose:

In accordance with the *Public Sector Salary Disclosure Act, 1996*, the Toronto Police Service (TPS) is required to disclose the names, positions, salaries and taxable benefits of employees who were paid \$100,000 or more in a year. The report includes active, retired and terminated members. This information, which includes Toronto Police Service and Toronto Police Service Board employees, is also submitted to the City of Toronto Pension, Payroll and Employee Benefits division for inclusion in a corporate report filed with the Ministry of Municipal Affairs and Housing.

Discussion:

The *Public Sector Salary Disclosure Act, 1996* defines "Salary Paid" as "the amount paid by the employer to the employee in a given year, as reported on the T4 slip (Box 40 minus Taxable Benefits total)."

The salary paid amount may include such items as retroactive pay. In 2006, all members on the listing received retroactive pay for the 2005 to 2007 contract settlements made with the Toronto Police Association and the Senior Officers Organization. These contracts were settled in late 2005, with retroactive pay being received by Toronto Police Association members on the February 21, 2006 pay date and by members of the Senior Officers Organization on the April 4, 2006 pay date. Only one member received retroactive pay relating to an arbitration award in 2006.

Taxable benefits are reported as a separate line item. Taxable benefits for TPS include the value of life insurance premiums for coverage provided by the employer. Taxable benefits also include an amount for the standby charge and operating benefit of being assigned and utilizing an employer provided vehicle for non-business related travel.

Number of Employees on the 2006 Disclosure Listing (Appendix A):

In 2006, seven hundred and eight (708) employees earned more than \$100,000. This total includes five hundred and seventy one (571) staff whose base salary is normally under \$100,000. The earnings for these employees were the result of their combined base salary, premium pay and other possible payouts such as final vacation pay, sick pay and retroactive adjustments. Premium pay is the result of court attendance, overtime earned when members work beyond their shift, and call-backs when members are requested to return to work for various operational reasons.

Paid Duty Earnings:

Paid duties are centrally managed and distributed to units. Members are paid for the hours worked on paid duties by the individuals or businesses requesting the service.

Under the *Public Sector Salary Disclosure Act, 1996*, the Service is not required to report paid duty earnings as part of the “salary paid” from the Service. These earnings are therefore not included in this report.

Conclusion:

In accordance with the *Public Sector Salary Disclosure Act, 1996*, this report discloses the names, positions, salaries and taxable benefits of Service and Board employees who were paid more than \$100,000 in 2006. The report is provided to the Board for information, and forwarded to the City for inclusion in a corporate report filed with the Ministry of Municipal Affairs and Housing.

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

The Board received the foregoing and requested the Chief to review the list to identify anomalies, if any, in terms of income relative to rank and seniority, and to report back to the Board with the results of his review.

APPENDIX A

RECORD OF EMPLOYEES' 2006 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Taxable Benefits
Adams	Robert	Plainclothes Police Constable	105,256.14	237.26
Adamson	James	Sergeant	100,475.08	250.08
Alexander	Charles	Sergeant	101,216.26	243.84
Alexander	David	Detective	105,241.08	238.82
Allan	Scott	Plainclothes Police Constable	103,974.21	224.48
Amos	Sean	Plainclothes Police Constable	104,820.84	224.48
Anand	Anil	Detective Sergeant	116,513.65	268.58
Andrew	Nelson	Detective	108,752.61	250.08
Angle	Brian	Detective	105,466.66	250.08
Armstrong	James	Detective	100,958.60	250.08
Arulanandam	Gerrard	Police Constable	102,469.35	218.76
Ashley	Carlton	Staff Sergeant	100,188.16	274.52
Asselin	Glenn	Detective	116,709.84	242.89
Babiar	John	Detective	128,913.77	244.32
Babineau	Philip	Sergeant	100,440.53	250.08
Backus	Leslie	Detective	123,243.30	244.32
Badowski	John	Staff Sergeant	105,701.07	274.52
Bainard	Paul	Sergeant	107,454.86	244.32
Balint	Michael	Plainclothes Police Constable	115,828.52	224.48
Banks	Wayne	Detective	106,844.82	250.08
Banton	Robin	Plainclothes Police Constable	102,506.43	224.48
Baptist	Robert	Staff Sergeant	107,781.05	268.58
Barenthin	Glenn	Staff Sergeant	101,157.33	273.68
Barnard	Douglas	Plainclothes Police Constable	118,330.17	237.26
Barnes	Murray	Detective	105,713.07	238.82
Barsky	Michael	Detective	115,540.65	244.32
Barwell	David	Detective	113,396.93	250.08
Bass	Lorne	Police Constable	112,528.99	222.92
Bates	Timothy	Detective	104,655.12	244.32
Bates	Wayne	Detective	114,127.48	250.08
Bazmi	Salman	Plainclothes Police Constable	100,687.96	237.26
Beadman	Brian	Sergeant	117,224.89	238.33
Belanger	Daniel	Police Constable	104,905.18	222.67
Bell	Alan	Detective	101,013.45	250.08
Bell	Daryl	Plainclothes Police Constable	101,057.61	224.48
Bennett	Winston	Detective	107,804.53	242.47
Bergen	Francis	Staff Sergeant	116,297.72	274.52
Bernardo	Israel	Plainclothes Police Constable	109,952.19	221.87
Besenthal	Frank	Staff Sergeant	108,796.49	274.52
Beson	Mark	Plainclothes Police Constable	103,194.48	224.48
Best	Frederick	Plainclothes Police Constable	101,228.44	237.26

Surname	Given Name	Position	Salary Paid	Taxable Benefits
Biggerstaff	John	Detective	122,970.23	250.08
Billington	Gary	Staff Sergeant	101,182.17	274.52
Bird	Keith	Project Leader, Info Systems	103,861.96	260.20
Birrell	John	Plainclothes Police Constable	111,374.53	224.48
Bishop	Stephen	Detective	106,545.32	244.32
Black	Marinella	Mgr, Compensation & Benefits	137,919.27	549.73
Blair	William	Chief of Police	261,304.71	1,192.46
Bobbis	Richard	Plainclothes Police Constable	113,280.94	224.48
Bockus	Cory	Detective Sergeant	100,080.64	274.52
Boltuc	Edward	Plainclothes Police Constable	101,981.80	237.26
Bond	Marlin	Sergeant	102,343.71	237.76
Bone	Stephen	Sergeant	106,050.12	250.08
Borg	Brian	Detective	111,239.99	250.08
Bortkiewicz	Christine	Manager, Medical Advisory	107,264.04	397.36
Bosward	William	Staff Sergeant	105,817.44	274.52
Boyce	Ronald	Detective	110,047.03	244.32
Boyce	John	Staff Sergeant	115,592.04	274.52
Boyd	Edward	Inspector	110,577.69	359.97
Boyle	Kenneth	Staff Sergeant	113,765.92	274.52
Bradshaw	Keith	Detective	111,628.11	250.08
Brammall	Michael	Plainclothes Police Constable	104,924.51	230.02
Brar	Satinder	Inspector	121,962.28	451.70
Breen	Francis	Staff Inspector	127,684.86	7,613.85
Briden	Richard	Detective	103,080.61	250.08
Briggs	Ian	Detective	126,784.31	250.08
Brigham	John	Detective	117,762.08	250.08
Britton	Frances	Plainclothes Police Constable	105,015.88	237.26
Bronson	Scott	Detective Sergeant	105,432.32	274.52
Brookes	Ralph	Staff Sergeant	106,105.18	294.33
Brouillard	Patrick	Plainclothes Police Constable	101,075.85	224.48
Brown	John	Detective Sergeant	106,894.54	274.52
Brown	Robert	Detective	113,254.34	250.08
Brown	David	Inspector	121,323.02	451.70
Brown	Allen	Detective	121,631.42	250.08
Browne	Terrence	Detective	101,727.76	244.32
Brownell	David	Detective Sergeant	100,694.76	274.52
Bryl	Bogumil	Police Constable	103,339.24	222.92
Bryson	Lawrence	Staff Sergeant	122,498.87	274.52
Buck	Christopher	Detective Sergeant	111,488.73	274.52
Bui	Tam	Sergeant	107,332.87	231.09
Buligan	Dennis	Staff Sergeant	100,287.76	274.52
Burks	Charles	Detective Sergeant	108,572.98	268.58
Burningham	Grant	Sergeant	104,218.49	252.59
Burns	Robert	Staff Sergeant	102,945.58	274.52
Butler	Michael	Plainclothes Police Constable	103,318.08	237.26

Surname	Given Name	Position	Salary Paid	Taxable Benefits
Button	Peter	Staff Sergeant	106,319.11	274.52
Button	Bernadette	Inspector	107,506.70	295.71
Bydal	Stanley	Detective	107,789.04	250.08
Byrnes	Elizabeth	Inspector	110,729.70	352.22
Caissie	Paul	Sergeant	105,832.82	250.08
Califaretti	Sandra	Manager, Financial Management	128,067.21	341.84
Callaghan	Peter	Detective Sergeant	106,490.46	268.58
Campbell	John	Senior Administrator, HR	104,763.10	397.36
Campbell	Edward	Detective	105,189.78	250.08
Campbell	Donald	Staff Inspector	121,936.74	456.19
Campbell	Joanne	Executive Director, Svces Board	126,327.81	334.49
Canepa	Antonio	Plainclothes Police Constable	126,488.90	237.26
Cannon	Michael	Staff Sergeant	100,997.72	274.52
Cantelon	Gregory	Staff Sergeant	101,376.89	274.52
Carbone	Mike	Detective	123,103.20	244.32
Carefoot	Todd	Plainclothes Police Constable	104,461.32	230.02
Carleton	James	Staff Sergeant	100,390.26	274.52
Carter	Marva	Project Leader, ITS	104,325.97	260.20
Carter	Maxwell	Staff Sergeant	110,858.83	274.52
Carter	Randolph	Staff Sergeant	116,135.15	268.58
Cashman	Gerald	Staff Sergeant	107,890.02	274.52
Cave	Randal	Plainclothes Police Constable	109,924.37	237.26
Cecile	Glen	Detective	108,080.34	243.73
Cenzura	Kenneth	Superintendent	137,848.00	9,808.64
Cernowski	Andrew	Financial Planner	104,756.83	397.36
Chase	Richard	Detective	107,850.75	250.08
Choe	Robert	Plainclothes Police Constable	102,380.03	218.76
Churkoo	Doodnath	Plainclothes Police Constable	107,590.67	224.48
Ciani	Maria	Manager, Labour Relations	137,919.27	369.40
Clark	Nancy	Communications Operator	101,390.03	177.28
Clark	Roy	Police Constable	102,006.78	222.92
Clark	Russell	Sergeant	103,084.15	250.08
Clark	Corinne	Sergeant	105,785.14	244.32
Clarke	Steven	Staff Sergeant	101,685.00	274.52
Clarke	Douglas	Plainclothes Police Constable	105,150.01	237.26
Clarke	Paul	Police Constable	110,347.71	210.16
Clarke	Robert	Superintendent	137,802.25	9,301.08
Clendinning	Mark	Detective	105,938.09	244.32
Clifford	Ronald	Detective	128,345.72	250.08
Code	Peter	Detective	111,386.37	246.70
Cohen	Alan	Police Constable	101,613.12	204.40
Cole	Donald	Staff Sergeant	106,666.08	274.52
Cole	Gregory	Staff Sergeant	107,622.40	274.52
Colmenero	Victor	Sergeant	111,383.00	268.14
Colton	Guy	Sergeant	102,032.04	250.08

Surname	Given Name	Position	Salary Paid	Taxable Benefits
Comeau	Alan	Staff Sergeant	105,233.59	274.52
Cook	Clarence	Staff Sergeant	104,143.17	274.52
Cook	Russell	Sergeant	117,815.55	250.08
Cook	Olga	Inspector	127,075.92	472.95
Cooke	Lee	Police Constable	106,807.68	204.40
Corrie	Anthony	Staff Superintendent	148,985.66	8,693.65
Corrigan	Neil	Detective Sergeant	106,811.12	268.58
Cosentino	Salvatore	Detective Sergeant	101,580.51	261.36
Cottrell	John	Staff Sergeant	100,350.14	274.52
Coulter	John	Detective Sergeant	100,790.36	274.52
Coulter	Allan	Sergeant	102,282.25	250.08
Cowley	Lawrence	Detective Sergeant	102,992.46	274.52
Cowley	George	Director, Legal Services	148,262.46	10,120.52
Craddock	Stephen	Detective	104,915.52	244.32
Crawford	Christian	Staff Inspector	127,797.46	10,494.73
Crawford	Paul	Staff Inspector	127,681.11	13,425.83
Crews	William	Detective	101,322.36	244.32
Crews	Alexander	Police Constable	108,863.56	217.40
Cristiano	Guido	Police Constable	111,496.49	222.92
Cristofaro	Angelo	Dir, Finance & Administration	147,740.17	571.78
Crone	Donald	Detective Sergeant	100,123.90	274.52
Curtin	Helen	Manager, IT Governance	128,067.21	341.84
Dalgarno	Gordon	Inspector	121,329.51	451.70
Dalziel	David	Detective	103,508.10	250.08
Dalziel	Thomas	Superintendent	154,033.04	11,132.29
Daniels	Mark	Sergeant	137,292.38	238.82
Darnbrough	Daniel	Detective	105,519.95	250.08
Davis	Karl	Staff Inspector	127,684.85	10,979.52
Dawson	George	Staff Sergeant	100,752.67	274.52
De Caire	Glenn	Staff Superintendent	145,595.94	560.43
De Lottinville	Joseph	Detective	121,578.14	250.08
Decourcy	John	Detective Sergeant	111,949.02	274.52
Degraaff	Pieter	Staff Sergeant	100,301.51	274.52
Deller	Garry	Detective	106,071.96	250.08
Denomy	John	Manager, Program Mgt Office IT	104,439.07	246.66
Denton	Mark	Police Constable	108,188.59	222.92
Derry	Kim	Deputy Chief	191,671.78	9,070.89
Dhaliwal	Surinderjit	Senior Technical Analyst, ITS	102,539.34	241.64
Di Passa	Domenico	Detective	104,920.84	243.73
Di Tommaso	Mario	Inspector	121,827.81	439.02
Dick	Jane	Deputy Chief	181,215.04	9,215.87
Dickinson	David	Plainclothes Police Constable	104,645.85	213.93
DiDanieli	Roberto	Staff Sergeant	118,066.81	268.58
Diener	Kurt	Detective	115,086.98	250.08
Digiovanni	Giuseppe	Detective	108,142.91	244.32

Surname	Given Name	Position	Salary Paid	Taxable Benefits
Dinner	Cheryl	Communications Operator	102,352.91	177.28
Dion	Daniel	Detective	105,822.12	239.95
Dodson	Roger	Manager, EAP	117,875.65	314.38
Dokurno	Richard	Detective	100,613.50	244.32
Dominey	Paul	Plainclothes Police Constable	107,644.20	224.48
Dove	Bradley	Staff Sergeant	102,305.07	274.52
Downs	Richard	Detective	109,465.04	250.08
Drennan	Craig	Detective	104,779.98	244.32
Drury	Paul	Sergeant	104,184.64	248.14
Dunkley	Leslie	Detective	104,631.75	244.32
Dunstan	Douglas	Detective	116,023.19	250.08
Dury	Benjamin	Plainclothes Police Constable	108,061.87	224.48
Duthie	Robert	Sergeant	105,572.01	250.08
Dziemianko	Staislaw	Police Constable	104,665.52	222.92
Dzingala	Edward	Detective Sergeant	100,722.34	274.52
Earl	Michael	Inspector	120,904.72	449.82
Eley	Stuart	Staff Sergeant	105,752.97	274.52
Elford	William	Police Constable	101,946.52	222.92
Elliott	Christopher	Plainclothes Police Constable	100,522.46	224.48
Ellis	Stanley	Staff Sergeant	102,412.73	274.52
Ellis	Michael	Manager, Facilities Management	118,405.05	451.70
Ellis	Gary	Superintendent	137,758.73	10,477.57
Ellison	William	Inspector	121,337.28	451.70
Emond	Glenn	Detective	109,826.44	250.08
Ervick	Dale	Detective Sergeant	109,084.44	274.52
Eschweiler	Gary	Police Constable	106,201.23	222.92
Esken	Indrek	Detective	100,697.75	244.32
Evans	Bryce	Inspector	121,329.50	451.70
Fadi	Steven	Plainclothes Police Constable	104,695.21	224.48
Fahey	Dennis	Detective	104,021.87	250.08
Fairey	Russill	Detective	100,940.99	250.08
Farrar	Michael	Staff Inspector	127,684.85	9,977.30
Farrell	Janice	Policy Advisor, Equity & Ethics	116,079.24	451.70
Faul	Leonard	Inspector	125,856.92	451.70
Feather	John	Police Constable	100,209.31	222.92
Federico	Michael	Staff Superintendent	145,629.90	7,711.67
Fenton	David	Inspector	121,310.93	315.34
Ferguson	Scott	Detective	115,293.97	238.82
Ferguson	Stephen	Detective	117,462.78	250.08
Ferguson	Hugh	Superintendent	133,617.57	11,037.05
Fernandes	Christopher	Staff Sergeant	124,051.88	268.58
Fernandes	Cyril	Staff Inspector	122,370.61	9,622.50
Fernandes	Selwyn	Superintendent	137,798.20	5,996.25
Ferreira	Paulo	Police Constable	104,452.16	209.32
Ferris	Lisa	Plainclothes Police Constable	104,650.47	230.02

Surname	Given Name	Position	Salary Paid	Taxable Benefits
Ferry	Michael	Police Constable	102,401.29	217.40
Fitzgerald	Thomas	Inspector	121,212.69	450.84
Forde	Keith	Deputy Chief	191,222.32	10,520.43
Forestell	Michael	Detective	110,074.25	244.32
Fortin	Louis-Marie	Detective	122,684.92	250.08
Foster	Roy	Detective	113,587.93	250.08
Fowler	Wayne	Detective	113,714.61	244.32
Franks	Randy	Inspector	108,399.77	323.25
French	John	Staff Sergeant	102,372.36	274.52
French	Christopher	Plainclothes Police Constable	107,212.58	218.76
Frigon	Robert	Plainclothes Police Constable	102,123.48	230.02
Gallant	Robert	Detective	103,503.09	250.08
Gallant	Stacy	Detective	110,022.43	242.89
Gallant	Timothy	Detective	111,245.36	238.82
Gauthier	Helen	Superintendent	133,956.61	8,572.02
Gauthier	Richard	Staff Superintendent	148,743.46	10,035.11
Genno	Robert	Inspector	121,337.28	451.70
Gerry	Daryle	Sergeant	109,744.39	250.08
Getty	Shawn	Detective Sergeant	100,928.15	259.50
Getty	Gregory	Inspector	125,015.21	329.55
Gheysar	Makda	Financial Planner	104,756.83	397.36
Giannotta	Celestino	Director, ITS	148,748.10	571.78
Gibson	Graham	Detective	101,936.75	244.32
Gibson	James	Detective	102,952.58	250.08
Gibson	William	Director, Human Resources	165,217.41	637.09
Giczi	Jim	Detective	106,563.62	238.82
Giedroyc	Karol	Staff Sergeant	102,253.37	263.08
Gilbert	Scott	Staff Sergeant	106,341.91	274.52
Gillis	David	Detective	101,916.68	244.32
Giroux	Gary	Detective Sergeant	129,133.85	274.52
Glavin	Phillip	Sergeant	105,228.60	250.08
Glendinning	Gregory	Detective	105,817.85	249.02
Godfrey	John	Staff Sergeant	100,099.41	274.52
Goebell	Nad	Police Constable	137,808.20	222.92
Gordon	Robert	Detective	112,629.43	250.08
Goss	Geoffrey	Police Constable	104,082.95	222.92
Gottschalk	Brian	Staff Sergeant	100,682.32	274.52
Gottschalk	Paul	Superintendent	137,802.25	10,788.55
Grady	Douglas	Inspector	121,337.28	451.70
Graffmann	Gordon	Detective Sergeant	100,660.73	274.52
Grande	Pietro	Plainclothes Police Constable	100,366.57	224.48
Grant	Cindylou	Project & Policy Co-ordinator	105,548.12	397.36
Grant	Gary	Staff Superintendent	141,767.77	7,115.97
Grant	Stephen	Superintendent	139,990.59	11,143.02
Gray	Pauline	Detective	108,725.04	244.32
Greenwood	Kimberley	Inspector	121,329.50	451.70

Surname	Given Name	Position	Salary Paid	Taxable Benefits
Greig	Robert	Detective	103,962.00	250.08
Grewal	Dharmendra	Plainclothes Police Constable	100,683.71	218.76
Griffiths	David	Detective	101,948.75	244.32
Grinton	Gary	Detective	116,621.84	250.08
Gross	Pavel	Manager, Information Systems	116,578.37	445.51
Grosvenor	Susan	Staff Inspector	127,684.86	15,320.97
Guyea	David	Detective	104,645.38	250.08
Gyde	Brian	Sergeant	103,657.51	250.08
Hagerman	David	Police Constable	107,632.20	217.40
Haines	Keith	Staff Sergeant	110,162.53	274.52
Hall	Alvin	Plainclothes Police Constable	102,329.72	224.48
Hall	John	Police Constable	106,076.19	222.92
Halman	Darren	Staff Sergeant	130,996.47	255.88
Hamel	Joseph	Detective Sergeant	102,314.26	274.52
Handsor	Philip	Plainclothes Police Constable	100,849.15	218.76
Hans	Daljit	Detective	122,961.82	244.32
Hargan	Robert	Sergeant	110,639.18	250.08
Harmsen	Peter	Sergeant	110,369.33	250.08
Harnett	Robert	Sergeant	107,829.30	230.31
Harrigan	Steven	Sergeant	112,408.43	250.08
Harris	David	Detective	109,970.16	244.32
Harris	Debbie	Detective	116,230.35	244.32
Harris	Stephen	Staff Inspector	128,059.85	11,587.55
Hatherly	Randy	Staff Sergeant	103,720.68	274.52
Haunts	Alan	Detective Sergeant	100,098.04	274.52
Hayes	Daniel	Staff Inspector	127,684.85	8,964.47
Hayward	Mark	Sergeant	117,613.51	250.08
Healy	Michael	Detective	100,074.46	250.08
Heasman	David	Plainclothes Police Constable	102,147.47	237.26
Heather	Thomas	Police Constable	103,887.15	222.92
Hemingway	Richard	Detective Sergeant	102,944.12	274.52
Henderson	Norman	Administrator, Fleet & Materials	137,793.20	527.91
Henkel	Heinz	Detective	111,006.64	244.32
Hesse	Geoffrey	Detective	107,270.23	250.08
Hewitt	Stephen	Police Constable	123,049.98	204.40
Hewner	Elizabeth	Manager, Budgeting & Control	129,211.51	502.09
Hewson	Brooke	Plainclothes Police Constable	102,126.02	224.48
Hicks	Lawrence	Sergeant	101,466.99	250.08
Higgins	Christopher	Sergeant	104,398.80	238.82
Higgins	Paul	Plainclothes Police Constable	114,039.74	230.02
Hildred	Lesley	Sergeant	110,806.91	244.32
Hobson	Christopher	Staff Sergeant	101,007.69	274.52
Hogg	Paul	Detective Sergeant	100,443.08	274.52
Holmes	John	Detective	104,918.64	250.08

Surname	Given Name	Position	Salary Paid	Taxable Benefits
Holt	Glenn	Inspector	118,990.62	439.02
Hopkins	Jeffrey	Plainclothes Police Constable	107,408.34	215.03
Horwood	Stephen	Detective	101,894.98	274.52
Hotham	Kevin	Detective	104,932.55	250.08
Howell	Jeffrey	Staff Sergeant	100,589.35	274.52
Howell	John	Staff Sergeant	105,715.67	274.52
Howes	Peter	Manager, Records Management	118,405.05	451.70
Huffman	Richard	Staff Sergeant	111,361.56	306.72
Hughes	Trudy	Detective	102,984.55	244.32
Hunt	Glen	Police Constable	109,442.28	210.47
Hurley	William	Staff Sergeant	101,225.48	274.52
Hussein	Riyaz	Staff Sergeant	113,973.97	268.58
Hutchings	Donald	Sergeant	100,141.14	250.08
Hutchison	Gary	Sergeant	103,004.42	250.08
Idsinga	Hank	Detective	102,983.78	239.95
Ihasz	John	Detective	100,426.75	246.60
Imrie	Thomas	Mgr, Occupational Health	119,643.77	466.74
Innis-Vautour	Laila	Detective Sergeant	101,758.41	274.52
Irani	Paulo	Plainclothes Police Constable	101,996.61	216.59
Ireland	Morgan	Police Constable	103,706.06	206.90
Irish	David	Detective	102,112.09	250.08
Irish	Timothy	Sergeant	113,382.54	238.82
Irwin	Stephen	Detective Sergeant	106,827.02	274.52
Izzett	Steven	Staff Inspector	126,014.44	3,375.73
Jacob	Timothy	Plainclothes Police Constable	103,494.39	224.48
Johnston	Frank	Staff Sergeant	100,771.41	274.52
Johnston	Tricia	Plainclothes Police Constable	102,301.58	222.97
Johnston	William	Detective	105,262.41	250.08
Johnston	Robert	Inspector	107,324.65	292.86
Johnston	Brian	Detective	108,151.76	244.32
Johnstone	Quintin	Detective Sergeant	101,100.36	274.52
Johnstone	Timothy	Detective	111,679.32	244.32
Jones	Gordon	Inspector	115,044.80	359.97
Jongdong	Lhawang	Police Constable	102,431.31	204.40
Jostiak	Joseph	Staff Sergeant	100,639.44	274.52
Karpow	Peter	Detective	113,300.33	250.08
Kay	Colin	Detective	113,868.62	250.08
Kelly	Brian	Detective	101,855.74	238.82
Kelly	Terence	Plainclothes Police Constable	105,312.96	224.48
Kelly	Daniel	Staff Sergeant	106,346.17	274.52
Kemp	William	Staff Sergeant	104,292.88	274.52
Kennedy	Bruce	Staff Sergeant	103,737.89	271.02
Kenny	Brian	Detective Sergeant	105,772.86	255.98
Kerr	Terry	Plainclothes Police Constable	102,538.97	237.26
Keys	Gary	Detective Sergeant	100,643.23	274.52

Surname	Given Name	Position	Salary Paid	Taxable Benefits
Kijewski	Richard	Detective	104,125.82	250.08
Kijewski	Kristine	Director, Corporate Services	148,496.76	571.78
Kim	Sang-Rae	Mgr, Enterprise Architecture	136,421.78	157.72
Kinsman	Kenneth	Inspector	121,188.84	451.70
Kis	Andrew	Detective	108,818.35	250.08
Kmieciak	John	Sergeant	101,596.85	238.82
Knapper	Robbert	Staff Sergeant	106,577.42	274.52
Kondo	Jason	Detective	109,679.23	244.32
Kuck	Heinz	Inspector	119,472.23	301.84
Kulmatycki	Joel	Detective	108,047.77	238.82
Kyriacou	Savas	Detective Sergeant	124,761.99	274.52
Laing	Darren	Detective	101,428.49	244.32
Lakey	Wayne	Sergeant	106,533.17	235.81
Lamond	Ian	Staff Sergeant	104,296.45	263.08
Land	Stephen	Detective Sergeant	100,192.13	274.52
Landry	Paul	Detective Sergeant	101,949.49	274.52
Lawrence	Charles	Mgr, Training & Development	128,067.21	489.38
Lear	David	Sergeant	100,607.67	250.08
Leaver	Wendy	Detective	102,354.37	250.08
Leblanc	Jason	Plainclothes Police Constable	101,867.85	218.76
Lee	Noel	Staff Sergeant	104,560.29	274.52
Leermakers	William	Plainclothes Police Constable	108,112.85	218.76
LeGear	Barry	Staff Sergeant	100,605.45	274.52
Lemaitre	Robert	Plainclothes Police Constable	101,626.82	221.87
Lennox	Peter	Inspector	121,237.48	451.70
Lentsch	Paul	Police Constable	110,758.05	221.02
Leone	Michiele	Detective	103,365.06	238.82
Lithgow	William	Staff Sergeant	102,630.08	274.52
Little	David	Plainclothes Police Constable	103,208.21	230.02
Logan	Gary	Detective Sergeant	100,866.17	274.52
Long	Garry	Detective	107,384.91	250.08
Loucks	Wilson	Plainclothes Police Constable	110,466.26	237.26
Louhikari	Renata	Detective	109,039.26	244.32
Lowe	David	Staff Sergeant	101,493.32	274.52
Lowrey	Alan	Detective	103,460.85	244.32
Lucas	Patrick	Detective	113,264.88	244.32
Lynch	Thomas	Detective Sergeant	102,304.11	274.52
MacCallum	Donald	Sergeant	102,506.77	250.08
Macchiusi	John	Manager, Radio & Electronics	107,852.14	332.96
Macdonald	Robert	Sergeant	102,393.55	250.08
MacDonald	Gregory	Detective	103,930.57	250.08
MacDonnell	Brian	Detective	105,690.36	244.32
MacFarlane	Stephen	Staff Sergeant	100,321.14	274.52
MacGregor	Jason	Plainclothes Police Constable	104,122.70	224.48
MacIntyre	Brian	Staff Sergeant	109,933.71	256.71

Surname	Given Name	Position	Salary Paid	Taxable Benefits
MacKrell	James	Staff Sergeant	102,844.81	274.52
Madeira	Eduardo	Police Constable	126,297.53	222.92
Madill	Allan	Sergeant	100,669.19	238.82
Mahoney	Shawn	Detective	121,868.42	244.32
Maisonneuve	Daniel	Detective	102,463.83	242.47
Malcolm	David	Detective Sergeant	100,822.67	274.52
Mancuso	Anita	Plainclothes Police Constable	102,487.64	230.02
Mancuso	Francesco	Plainclothes Police Constable	105,423.72	218.76
Marchack	Roger	Sergeant	103,669.45	224.78
Margetson	John	Detective	116,042.95	237.85
Marks	David	Staff Inspector	122,855.98	6,681.56
Martin	Paul	Staff Sergeant	100,164.16	274.52
Martin	Kathryn	Detective Sergeant	102,499.53	268.58
Martino	Joseph	Manager, Purchasing Support	112,734.23	430.09
Matthews	Raymond	Detective	120,761.11	250.08
May	Christopher	Sergeant	101,493.78	250.08
May	Andrew	Plainclothes Police Constable	109,926.59	237.26
McCall	Andrew	Plainclothes Police Constable	111,379.86	230.02
McConkey	Ronald	Police Constable	101,064.30	222.92
McCormack	David	Inspector	113,452.93	354.90
McCran	Robert	Detective	104,543.43	250.08
McCready	William	Detective Sergeant	109,494.19	274.52
McDonald	James	Plainclothes Police Constable	102,447.26	218.76
McDonald	John	Detective	110,598.38	250.08
McDougall	Robert	Plainclothes Police Constable	103,002.85	218.76
McGuire	Jeffrey	Superintendent	133,744.80	9,504.84
McHugh	James	Detective	114,788.34	250.08
McIlhone	Thomas	Superintendent	128,815.15	6,313.57
McKenzie	Peter	Plainclothes Police Constable	102,222.45	218.76
McKinnie	Amanda	Sergeant	106,944.26	244.32
McLane	James	Detective	102,981.33	244.32
McLane	Gregory	Staff Sergeant	103,413.61	274.52
McLane	James	Detective Sergeant	108,935.99	274.52
McLaughlin	Brian	Detective	107,260.06	250.08
McLean	Nancy	Plainclothes Police Constable	102,316.81	224.48
McLean	James	Sergeant	103,302.12	250.08
McLeod	Vernett	Staff Inspector	121,996.71	454.49
McNeil	Ronald	Sergeant	103,925.45	250.08
McNeilly	Joseph	Sergeant	109,463.41	250.08
McQueen	Gary	Detective	100,466.70	250.08
Meech	Raymond	Sergeant	106,962.01	244.32
Meissner	Gerhard	Staff Sergeant	104,173.54	268.58
Memme	Nicolas	Inspector	117,841.40	434.91
Merritt	Michael	Plainclothes Police Constable	113,709.94	237.26
Metcalfe	Mary	Inspector	110,977.63	352.22
Miller	Paul	Staff Sergeant	104,984.84	274.52

Surname	Given Name	Position	Salary Paid	Taxable Benefits
Mills	Steven	Police Constable	100,656.39	222.92
Misterowicz	Richard	Plainclothes Police Constable	115,834.93	218.76
Molyneaux	Steven	Detective	104,262.09	244.32
Monaghan	Patrick	Detective Sergeant	107,578.96	274.52
Monteiro	Robert	Plainclothes Police Constable	110,755.13	216.13
Mooney	Richard	Detective	108,002.91	250.08
Moore	Brett	Plainclothes Police Constable	120,056.72	224.29
Moreira	Peter	Detective	106,182.55	238.82
Mori	Deborah	Detective	101,929.49	250.08
Morris	Leslie	Sergeant	102,692.82	238.82
Morris	Robert	Staff Sergeant	105,239.75	274.52
Morse	Stephen	Detective Sergeant	100,523.61	274.52
Mountford	Gerald	Staff Sergeant	103,676.93	274.52
Moxam	Darren	Plainclothes Police Constable	101,809.79	215.03
Moyer	Jeffrey	Police Constable	105,775.47	230.02
Mulholland	Gary	Staff Sergeant	100,855.39	274.52
Mullen	Michael	Plainclothes Police Constable	106,660.98	220.77
Mullin	George	Staff Sergeant	102,608.91	274.52
Munroe	Kelly	Police Constable	115,027.24	222.92
Munroe	Randal	Superintendent	137,802.25	11,594.95
Murdoch	Richard	Detective Sergeant	106,070.08	274.52
Murphy	Paul	Detective Sergeant	101,758.50	274.52
Murray	David	Sergeant	127,847.58	244.32
Murrell	Kevin	Detective	104,825.20	244.32
Naidoo	Graeme	Police Constable	104,523.06	221.02
Narine	Shaun	Staff Sergeant	102,860.68	260.51
Neadles	William	Inspector	119,479.83	354.90
Nealon	Daniel	Staff Sergeant	126,312.04	274.52
Nevin	Patrick	Detective	112,267.89	250.08
Newton	Deedee	Detective	108,183.61	244.32
Nicol	Brett	Detective	102,132.86	238.82
Nicolle	Chad	Plainclothes Police Constable	107,490.44	224.48
Nielsen	Daniel	Detective	123,746.98	250.08
O'Brien	Kenneth	Police Constable	103,214.07	222.92
O'Connor	Brian	Inspector	121,176.15	315.34
Ogg	Sheila	Detective	104,419.12	244.32
O'Grady	Sandy	Staff Sergeant	102,110.42	268.58
Oliver	Paul	Detective	110,833.76	244.32
Olsen	Frank	Detective	102,374.21	244.32
Onyszkiewicz	Andrew	Detective Sergeant	103,127.37	274.52
Ouellette	Robert	Plainclothes Police Constable	110,542.48	224.48
Page	Howard	Detective	132,308.05	250.08
Palermo	Michael	Plainclothes Police Constable	118,021.04	220.80
Papadopoulos	Kyriakos	Police Constable	108,369.65	204.40
Parsons	Stuart	Plainclothes Police Constable	113,522.62	230.02
Pasini	Rudy	Detective Sergeant	108,259.75	274.52

Surname	Given Name	Position	Salary Paid	Taxable Benefits
Patterson	William	Staff Sergeant	100,654.49	274.52
Payne	Gregory	Detective	101,107.55	244.32
Peacock	Jason	Plainclothes Police Constable	105,646.21	224.48
Pearson	Jeffrey	Sergeant	110,155.68	244.32
Peconi	Stephen	Detective	119,112.66	250.08
Peden	Wayne	Superintendent	133,777.55	12,614.92
Pedneault	Joey	Plainclothes Police Constable	103,871.04	223.44
Perino	Guiseppe	Staff Sergeant	100,355.69	274.52
Perlstein	Dan	Program Manager, Wireless Net	128,067.21	341.84
Perreault	Sean	Sergeant	101,448.11	238.82
Phelps	John	Detective	100,666.25	250.08
Phillips	Robert	Plainclothes Police Constable	111,348.39	237.26
Pilkington	Roy	Superintendent	137,802.25	8,476.68
Pinfold	Michael	Staff Sergeant	100,200.88	274.52
Pipe	Stephen	Staff Sergeant	101,518.29	274.52
Pitts	Reginald	Detective Sergeant	119,571.26	274.52
Pogue	Lauren	Detective	114,312.58	244.32
Press	Michael	Senior Firearms Officer	114,882.60	221.64
Preston	Debra	Inspector	121,253.12	451.70
Prisor	Rolf	Staff Sergeant	107,082.88	274.52
Proulx	Steven	Detective	107,758.89	250.08
Pugash	Mark	Dir. Corporate Communications	144,542.03	7,719.54
Pulla	Gino	Sergeant	110,449.11	250.08
Puterbaugh	Michael	Sergeant	101,439.02	238.33
Pye	Norman	Superintendent	125,515.30	9,356.65
Pyke	Donald	Detective	103,690.14	250.08
Qualtrough	James	Detective Sergeant	101,755.32	274.52
Qualtrough	Robert	Superintendent	137,685.35	7,022.54
Quan	Douglas	Detective Sergeant	108,735.50	268.58
Quigley	Daniel	Sergeant	105,146.87	250.08
Radford	Barry	Detective	105,079.82	244.32
Ramer	Donald	Staff Inspector	127,670.22	10,277.11
Ramji	Aly	Detective	110,980.04	244.32
Ramprashad	Dwarkh	Police Constable	113,894.40	210.16
Randle	Mark	Detective	105,441.54	250.08
Raybould	Brian	Staff Inspector	124,121.22	7,411.40
Rebellato	Larry	Detective	101,089.47	238.82
Redden	Jeffrey	Sergeant	110,832.13	244.32
Reddin	Kirby	Police Constable	100,687.54	204.40
Redick	Reginald	Staff Sergeant	111,198.61	274.52
Reed	Philip	Staff Sergeant	100,213.62	274.52
Reeves	Lawrence	Staff Sergeant	106,897.03	274.52
Reid	Kevin	Sergeant	103,425.82	250.08
Reid	Ronald	Detective	103,943.81	250.08
Rew	Stephen	Detective	124,425.30	250.08

Surname	Given Name	Position	Salary Paid	Taxable Benefits
Reynolds	Fergus	Staff Sergeant	110,535.19	306.72
Reynolds	Stephen	Staff Sergeant	111,244.22	274.97
Ricciardi	Marco	Plainclothes Police Constable	103,803.35	207.88
Richards	Clive	Staff Sergeant	109,412.08	274.52
Richardson	Maxwell	Detective	105,614.50	250.08
Richmond	Michael	Detective	100,370.67	241.21
Riviere	Anthony	Staff Sergeant	101,352.35	263.08
Roberts	Scott	Staff Sergeant	122,343.87	274.52
Robinson	Daniel	Detective	114,337.41	244.32
Rodeghiero	Robert	Plainclothes Police Constable	100,046.21	218.76
Romain	Jean-Bernard	Sergeant	118,049.17	239.95
Rosenberg	Howard	Police Constable	112,164.52	217.40
Ross	Keith	Plainclothes Police Constable	101,118.71	225.63
Ross	Daniel	Detective	134,388.27	250.08
Rubbini	David	Police Constable	103,360.12	222.92
Ruffolo	Frank	Inspector	120,120.37	439.02
Russell	Thomas	Inspector	111,089.91	354.90
Rutherford	John	Sergeant	105,677.98	250.08
Ryan	Stephen	Detective Sergeant	130,361.91	256.71
Ryan	Ernest	Superintendent	134,545.36	9,438.09
Ryta	Antoni	Plainclothes Police Constable	100,518.20	237.26
Sadler	Stephen	Sergeant	119,033.83	244.32
Sandeman	John	Manager, Video Services	127,434.77	488.39
Sanders	Neil	Police Constable	108,979.03	210.16
Sansom	Douglas	Detective	109,523.34	250.08
Saunders	David	Staff Sergeant	103,840.49	274.52
Saunders	Mark	Detective Sergeant	115,483.09	274.52
Scavone	Gabriele	Police Constable	130,792.07	222.92
Schueder	Mark	Sergeant	103,756.58	247.04
Scott	Alyn	Detective Sergeant	108,391.72	274.52
Scott	Gordon	Detective	127,595.15	244.32
Scriven	Patrick	Sergeant	113,539.65	250.08
Scudds	Paul	Staff Sergeant	100,582.76	274.52
Searl	Robert	Detective Sergeant	101,109.29	274.52
Seldon	William	Detective Sergeant	100,821.61	274.52
Selvaggio	Michael	Detective Sergeant	100,649.35	274.52
Serroul	Gordon	Detective	115,804.63	250.08
Shanahan	Michael	Detective	100,556.30	250.08
Shank	Richard	Detective	118,356.32	238.82
Sharkey	Thomas	Staff Sergeant	105,856.27	274.52
Sheaves	William	Staff Sergeant	101,496.20	274.52
Sheppard	Daniel	Detective	111,958.60	250.08
Shirlow	Robert	Detective Sergeant	103,477.01	274.52
Silliker	Garry	Staff Sergeant	103,645.66	274.52
Simpkins	David	Staff Sergeant	104,739.06	271.96
Sinclair	Larry	Staff Inspector	127,681.11	6,572.19

Surname	Given Name	Position	Salary Paid	Taxable Benefits
Sinopoli	Domenic	Detective	103,829.72	244.32
Skeath	John	Staff Sergeant	102,505.40	274.52
Sloly	Peter	Staff Superintendent	145,536.94	391.59
Small	Vernon	Detective	105,676.91	250.08
Smissen	John	Plainclothes Police Constable	101,061.83	224.48
Smith	Raymond	Project Leader, ITS	103,434.10	257.82
Smith	Randolph	Detective Sergeant	108,107.71	274.52
Smith	Michael	Manager, Equipment & Supply	118,405.05	451.70
Smith	Frederick	Superintendent	135,700.29	13,917.71
Smollet	Brody	Staff Inspector	127,684.86	7,095.79
Smyth	Craig	Supervisor, Video Services	100,677.90	275.84
Sneddon	Gordon	Inspector	115,640.31	359.97
Sneep	James	Staff Inspector	137,902.64	4,381.62
Sobotka	Karl	Detective	101,236.98	250.08
Sornberger	William	Detective Sergeant	111,611.39	274.52
Sproxton	Robert	Detective Sergeant	103,873.12	274.52
Spurling	Peter	Sergeant	116,102.15	250.08
Spyropoulos	Iliada	Plainclothes Police Constable	102,045.53	218.76
Stasiak	Leszek	Detective Sergeant	101,299.72	274.52
Stehouwer	Peter	Sergeant	103,596.11	250.08
Stevenson	Shane	Police Constable	100,518.24	210.16
Stevenson	Barbara	Staff Sergeant	101,233.66	274.52
Stewart	John	Plainclothes Police Constable	100,657.91	237.26
Stewart	Terry	Detective	110,307.27	250.08
Stinson	David	Plainclothes Police Constable	101,367.15	230.02
Stinson	Andrew	Plainclothes Police Constable	107,395.66	224.48
Stojic	Nenad	Police Constable	100,171.66	204.40
Stolf	Robert	Plainclothes Police Constable	108,796.77	224.48
Stowell	Ronald	Sergeant	100,105.71	250.08
Stratford	Ian	Staff Sergeant	100,895.58	268.58
Strathdee	Robert	Superintendent	137,802.25	9,394.47
Stubbings	Richard	Staff Inspector	123,997.00	1,934.49
Styra	Dana	Manager, Quality Assurance	128,067.21	489.38
Suddes	Kevin	Staff Sergeant	115,078.74	274.52
Sukh	Emmanuel	Police Constable	102,434.47	222.92
Sukumaran	Rajeev	Plainclothes Police Constable	105,216.17	224.48
Swackhamer	Brent	Sergeant	106,606.11	242.47
Swan	Derek	Staff Sergeant	103,958.09	274.52
Tanouye	Johnny	Inspector	118,075.54	434.91
Taverner	Ronald	Superintendent	138,177.25	14,775.07
Taylor	Jason	Plainclothes Police Constable	106,997.76	218.76
Taylor	Kenneth	Detective Sergeant	121,559.10	274.52
Teeter	Robert	Detective	102,467.94	250.08
Therault	Paul	Sergeant	100,395.61	244.32
Therault	John	Plainclothes Police Constable	103,566.21	230.02

Surname	Given Name	Position	Salary Paid	Taxable Benefits
Theriault	Donald	Detective	114,686.77	241.63
Thomas	Wayne	Police Constable	102,695.57	222.92
Thomas	Michael	Police Constable	106,473.99	230.02
Thompson	Michael	Police Constable	128,216.31	217.40
Thoms	Heather	Manager, Computer Operations	105,069.45	397.36
Thorne	Ronald	Detective	106,700.23	250.08
Tjerkstra	Roelof	Detective	111,543.28	248.36
Tomei	Giuseppe	Staff Inspector	128,031.61	10,986.88
Tracy	Steven	Staff Sergeant	108,462.82	268.58
Tramontozzi	Nunziato	Detective	107,373.03	243.36
Tranter	James	Sergeant	104,192.15	250.08
Troup	Peter	Sergeant	102,283.38	244.32
Tso	Wing-Ip	Sergeant	100,676.73	225.91
Tulipano	Rosario	Staff Sergeant	103,102.72	274.52
Tweedy	Neale	Superintendent	137,802.25	9,086.95
Umbrello	Franco	Police Constable	103,199.09	204.40
Urbaniak	Thomas	Sergeant	105,485.47	242.26
Van Andel	Phillip	Detective	121,246.11	250.08
Van Seters	Paul	Police Constable	117,285.13	222.92
Vanderhart	Gregory	Police Constable	112,417.73	222.92
Veneziano	Antonio	Chief Administrative Officer	178,754.35	10,640.74
Verwey	Albert	Police Constable	111,086.22	223.88
Vickers	David	Detective Sergeant	107,045.15	274.52
Vieira	Abilio	Detective	112,563.39	250.08
Villani	Luigi	Staff Sergeant	105,477.20	274.52
Vipari	Carol	Corporate Psychologist	115,100.10	455.18
Virani	Abdulhameed	Police Constable	136,398.64	210.16
Vittie	Deborah	Detective	100,157.44	250.08
Vo	Thao	Plainclothes Police Constable	102,892.01	207.88
Vorvis	Paul	Inspector	121,814.36	451.70
Wallace	James	Police Constable	110,690.83	222.92
Wallace	John	Inspector	121,667.08	451.70
Walsh	Mark	Plainclothes Police Constable	100,098.54	237.26
Ward	Paul	Detective	104,228.84	241.21
Wardle	William	Staff Inspector	124,024.88	8,033.02
Wark	Terry	Detective Sergeant	110,103.81	274.52
Warr	Anthony	Deputy Chief	190,753.80	12,165.85
Watson	Marlene	Staff Inspector	127,684.86	12,421.40
Watts	Walter	Detective	101,108.69	250.08
Watts	Steven	Detective	109,415.97	244.32
Weidmark	Arthur	Staff Sergeant	106,121.42	274.52
Welch	Mark	Sergeant	100,644.86	250.08
Welgan	John	Sergeant	105,937.18	250.08
Whealy	Gordon	Detective Sergeant	100,354.26	271.84
White	Crisalida	Senior Staffing Advisor	102,602.49	387.31

Surname	Given Name	Position	Salary Paid	Taxable Benefits
White	John	Detective Sergeant	104,504.40	274.52
White	Deidra	Manager, Customer Service	105,062.91	260.20
White	Ruth	Superintendent	132,667.70	13,575.99
White	Christopher	Superintendent	137,685.35	12,423.77
Whitefield	Ronald	Inspector	121,130.18	451.29
Whitfield	Robert	Sergeant	100,690.65	250.08
Whitla	Ronald	Detective	105,854.30	250.08
Whittemore	Scott	Detective	109,720.65	244.32
Whittle	Roy	Staff Inspector	127,684.86	11,294.75
Whitworth	Ernest	Detective Sergeant	100,663.73	268.58
Whynot	Carrol	Senior Corporate Planner	113,651.33	301.00
Wilcox	Jane	Staff Inspector	127,681.10	488.39
Wiley	Jerome	Criminal and Corporate Counsel	162,887.51	628.70
Williams	Michael	Staff Sergeant	103,545.75	274.52
Williams	Kyle	Detective	105,728.22	250.08
Willms	David	Project Leader, C&T	104,437.70	260.20
Witty	Earl	Staff Inspector	127,681.11	9,857.45
Wolf	Raymond	Detective	115,153.82	250.08
Woodhouse	Martin	Detective	153,077.39	250.08
Woodley	David	Staff Sergeant	107,957.38	274.52
Worth	Darren	Plainclothes Police Constable	101,438.40	219.01
Wright	Reginald	Sergeant	107,250.76	250.08
Wright	Lester	Detective	110,763.06	250.08
Wrong	Jason	Plainclothes Police Constable	101,120.20	224.54
Yarenko	John	Detective	113,568.89	250.08
Yeandle	Kimberley	Inspector	120,504.31	446.76
Yeo	Darren	Plainclothes Police Constable	108,068.48	217.23
Young	Derek	Detective	110,144.56	250.08
Young	Blain	Sergeant	112,029.14	244.32
Young	Ronald	Detective	116,154.72	250.08
Yu	Clifford	Police Constable	106,793.22	217.40
Zarb	Raymond	Detective	101,024.02	250.08
Zeleny	John	Detective	118,676.12	244.32
Zych	Stefan	Police Constable	109,900.04	222.92

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2007**

#P129. 2006 ANNUAL REPORT: PAID DUTY STATISTICAL INFORMATION

The Board was in receipt of the following report January 27, 2007 from William Blair, Chief of Police:

Subject: 2006 PAID DUTY STATISTICAL INFORMATION

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

At its March 23, 2006 meeting (Min. No. P101/06 refers), the Board was provided with the 2005 *Public Sector Salary Disclosure* listing. The listing contained the names, positions and earnings of members of the Toronto Police Service who earned more than \$100,000. The listing is filed with the Ministry of Municipal Affairs and Housing, and published on their website annually.

The *Public Sector Salary Disclosure Act, 1996* defines "Salary Paid" as "the amount paid by the employer to the employee in a given year, as reported on the T4 slip (Box 40 minus Taxable Benefits total)." Paid duty earnings are not considered part of the earnings total because they are not actually paid by the employer for services provided to the employer.

The Board made several motions as a result of this report, including the following:

1. A report from the Chief outlining the administration of paid duties and how officer hours are monitored. The report was to include information on how working paid duties impacted the responsibilities officers had to the Service; and
2. That the report include paid duty statistical information for 2005 broken down by rank and years of service.

Two separate reports were provided as a result of the above motions at the April 24, 2006 (Min. No. C108/06 refers) and July 10, 2006 (Min. No. P212/06 refers) meetings.

Similar to the information provided for 2005, the 2006 statistical information relating to paid duty earnings and numbers and ranks of officers working these duties is provided in this report.

Discussion:

The Police Services Act, Toronto Police Service Directive 20-01 entitled "Paid Duties", and the uniform collective agreement all govern paid duties, ensuring that officers conduct themselves according to the provisions of these authorities and that duties are equitably distributed. Furthermore, Unit Commanders of each division are responsible for unit specific policies which ensure that duties are distributed in a fair and consistent manner within their own units.

All paid duty requests are administered through the Central Paid Duty office (CPDO), where they are distributed to units after being approved by either the CPDO or the Unit Commander within the division the paid duty is occurring. Duties are a minimum of 3 hours in length. The number of personnel required for the duty is determined by the Unit Commander of the division in which the duty is occurring.

Paid duty hourly rates are established by the Toronto Police Association (the Association) and are in accordance with the terms of the Uniform Collective Agreement. The rates are reviewed and updated annually by the Association. The 2006 rates charged were as follows:

Constable	\$58.00 (minimum \$174.00)
Sergeant	\$66.00 (minimum \$198.00) (supervising 4 or more officers)
Staff Sergeant	\$73.00 (minimum \$219.00) (supervising 10 or more officers)
Staff Sergeant	\$75.00 (minimum \$225.00) (supervising 15 or more officers)

Officers are paid immediately after the paid duty assignment by the customer ordering the paid duty. Officers can also be paid through an arrangement previously established with the Service and the Police Credit Union. Duties are recorded in the Service time and attendance system so that the 15% administration fee and any rental of service vehicles and equipment can be charged to the customer.

Unit Commanders are responsible for monitoring all hours worked by their officers to ensure that paid duties do not interfere or overlap with regular duties, that officers are not working more than 15.5 hours per day in both regular and paid duties and to ensure that no officer works more than 12 hours within 24 hours on a paid duty.

The Service monitors the performance of officers at paid duties, particularly where an officer appears to be performing a higher than average number of paid duties. Attached to this report are summaries of paid duties performed in 2006, similar to the information provided for 2005.

Appendix A contains statistics sorted by rank and years of service. As documented in the paid duty procedure, years of service has no bearing on the distribution of paid duties by the CPDO or within the division to which the duties are assigned.

Appendix B contains statistics sorted by hours and rank. This information clearly identifies that there are very few officers performing a higher than average number of paid duties. These officers are clearly identified to Service management so that their hours can be monitored in keeping with health and safety concerns.

Conclusion:

This report provides information to the Board on paid duties worked by Service members. In 2006, 3,952 members performed paid duties. The total number of paid duty hours worked was 361,936 and members were paid \$21.1 million from paid duties performed.

Deputy Chief A.J. (Tony) Warr, Specialized Operations Command, will be in attendance to respond to any questions from the Board.

The Board received the foregoing.

APPENDIX A – 2006 PAID DUTIES STATISTICS BY RANK

Constable (Uniform/Plainclothes/Training)

Years of Service	Number of Members performing Paid Duties	Hours	Amount Earned
1-5	1,825	145,618.00	\$8,446,083.00
6-10	769	64,931.00	\$3,765,936.00
11-15	154	18,065.00	\$1,048,166.00
16-20	322	38,292.00	2,220,846.00
21-25	93	14,803.00	858,720.00
26-30	172	27,533.00	1,596,165.00
31-35	180	36,068.00	2,092,118.00
36-40	8	1,672.00	96,976.00
TOTALS	3,523	346,982.00	\$20,125,010.00

Summarized Constable Statistics

Years of Service	Minimum Hrs Worked ¹	Maximum Hrs Worked ²	Avg. Hrs Per Member ³	Median Hrs ⁴
1-5	3	1,195	80	52.00
6-10	3	857	84	49.00
11-15	3	788	117	55.00
16-20	3	1,393	119	63.00
21-25	3	1,037	159	78.00
26-30	3	1,109	160	94.00
31-35	3	1,137	200	139.00
36-40	3	536	209	174.00

Top Five Constables -- Paid Duty Hours Worked

Hours	Years of Service
1,393	16-20
1,195	1-5
1,137	31-35
1,109	26-30
1,085	16-20

¹Minimum hrs worked: the lowest number of hours worked by members in each "years of service" classification

²Maximum hrs worked: highest number of hours worked by members in each "years of service" classification

³Avg. Hrs per member: calculated based on the total number of paid duty hours divided by the total number of members that worked those paid duty hours

⁴Median hours: the number of hours in the middle of the set of hours; that is, half the hours members worked performing paid duties have values greater than the median, and half the hours have values that are less than the median

APPENDIX A – 2006 PAID DUTIES STATISTICS BY RANK

Sergeant or Detective

Years of Service	Number of Members performing Paid Duties	Hours	Amount Earned
1-5	2	7.00	\$438.00
6-10	12	353.00	\$23,274.00
11-15	30	792.00	\$52,314.00
16-20	141	4,767.00	\$314,382.00
21-25	68	2,128.00	\$140,400.00
26-30	62	2,407.00	\$158,861.00
31-35	43	2,587.00	\$170,704.00
36-40	2	146.00	\$9,636.00
TOTALS	360	13,187.00	\$870,009.00

Summarized Sergeant or Detective Statistics

Years of Service	Minimum Hrs Worked ¹	Maximum Hrs Worked ²	Avg. Hrs Per Member ³	Median Hrs ⁴
1-5	3	4	4	3.50
6-10	3	94	30	10.50
11-15	3	147	26	14.00
16-20	3	213	34	19.00
21-25	3	231	31	18.50
26-30	3	315	39	22.00
31-35	3	300	60	29.00
36-40	3	127	73	73.00

Top Five Sergeant or Detective -- Paid Duty Hours Worked

Hours	Years of Service
315	26-30
300	31-35
238	26-30
234	31-35
231	21-25

¹Minimum hrs worked: the lowest number of hours worked by members in each "years of service" classification

²Maximum hrs worked: highest number of hours worked by members in each "years of service" classification

³Avg. Hrs per member: calculated based on the total number of paid duty hours divided by the total number of members that worked those paid duty hours

⁴Median hours: the number of hours in the middle of the set of hours; that is, half the hours members worked performing paid duties have values greater than the median, and half the hours have values that are less than the median

APPENDIX A – 2006 PAID DUTIES STATISTICS BY RANK

Staff or Detective Sergeant

Years of Service	Number of Members performing Paid Duties	Hours	Amount Earned
1-5	0	0.00	\$0.00
6-10	0	0.00	\$0.00
11-15	0	0.00	\$0.00
16-20	15	465.00	34,117.00
21-25	12	416.00	30,606.00
26-30	14	396.00	29,104.00
31-35	23	406.00	29,874.00
36-40	5	84.00	6,090.00
TOTALS	69	1,767.00	\$129,791.00

Summarized Staff or Detective Sergeant Statistics

Years of Service	Minimum Hrs Worked ¹	Maximum Hrs Worked ²	Avg. Hrs Per Member ³	Median Hrs ⁴
1-5	3	0	0	0.00
6-10	3	0	0	0.00
11-15	3	0	0	0.00
16-20	3	112	31	19.00
21-25	3	82	35	25.00
26-30	3	122	28	13.50
31-35	3	72	23	13.00
36-40	3	36	17	6.00

Top Five Staff or Detective Sergeant -- Paid Duty Hours Worked

Hours	Years of Service
122	26-30
112	16-20
101	26-30
98	16-20
82	21-25

¹Minimum hrs worked: the lowest number of hours worked by members in each "years of service" classification

²Maximum hrs worked: highest number of hours worked by members in each "years of service" classification

³Avg. Hrs per member: calculated based on the total number of paid duty hours divided by the total number of members that worked those paid duty hours

⁴Median hours: the number of hours in the middle of the set of hours; that is, half the hours members worked performing paid duties have values greater than the median, and half the hours have values that are less than the median

APPENDIX B – 2006 SUMMARY OF PAID DUTIES BY RANK

Constable (Uniform/Plainclothes/Training)

Paid Duty Hours per Member	Number of Members	Per Cent of Total Members*	Total Hours	Per Cent of Total Hrs**	Dollars***	Per Cent of Total Dollars****
1-99	2392	60.52%	89,791	24.81%	\$5,206,516.00	24.65%
100-199	660	16.70%	93,274	25.77%	\$5,410,584.00	25.61%
200-299	256	6.47%	61,969	17.12%	\$3,594,525.00	17.02%
300-399	99	2.51%	33,620	9.29%	\$1,950,075.00	9.23%
400-499	49	1.24%	21,674	5.99%	\$1,257,266.00	5.95%
500-750	49	1.24%	29,216	8.07%	\$1,694,582.00	8.02%
750-1000	10	0.25%	8,421	2.33%	\$488,476.00	2.31%
Greater than 1000	8	0.20%	9,017	2.49%	\$522,986.00	2.48%
TOTAL	3523	89.13%	346,982	95.87%	\$20,125,010.00	95.27%

Sergeant or Detective

Paid Duty Hours per Member	Number of Members	Per Cent of Total Members*	Total Hours	Per Cent of Total Hrs**	Dollars***	Per Cent of Total Dollars****
1-99	331	8.38%	8,137	2.25%	\$537,075.00	2.54%
100-199	20	0.51%	2,874	0.79%	\$189,388.00	0.90%
200-299	7	0.18%	1,561	0.43%	\$103,018.00	0.49%
300-399	2	0.05%	615	0.17%	\$40,528.00	0.19%
400-499	0	0.00%	0	0.00%	\$0.00	0.00%
500-750	0	0.00%	0	0.00%	\$0.00	0.00%
750-1000	0	0.00%	0	0.00%	\$0.00	0.00%
Greater than 1000	0	0.00%	0	0.00%	\$0.00	0.00%
TOTAL	360	9.12%	13,187	3.64%	\$870,009.00	4.12%

Staff or Detective Sergeant

Paid Duty Hours per Member	Number of Members	Per Cent of Total Members*	Total Hours	Per Cent of Total Hrs**	Dollars***	Per Cent of Total Dollars****
1-99	69	1.75%	1,767	0.49%	\$129,791.00	0.61%
100-199	0	0.00%	0	0.00%	\$0.00	0.00%
200-299	0	0.00%	0	0.00%	\$0.00	0.00%
300-399	0	0.00%	0	0.00%	\$0.00	0.00%
400-499	0	0.00%	0	0.00%	\$0.00	0.00%
500-750	0	0.00%	0	0.00%	\$0.00	0.00%
750-1000	0	0.00%	0	0.00%	\$0.00	0.00%
Greater than 1000	0	0.00%	0	0.00%	\$0.00	0.00%
TOTAL	69	1.75%	1,767	0.49%	\$129,791.00	0.61%

Totals

Total Members Working Paid Duties	3,952
Total Number of Paid Duty Hours	361,936
Total Dollars	\$21,124,810.00

* This information represents a percent of the total members that performed Paid Duties inclusive of all ranks.

** This information represents a percent of the total hours of members that performed paid duties inclusive of all ranks.

*** The dollar calculation is based on \$58/hr for PC; \$66/hr for Sergeant/Detective; \$73/hr for Staff/Detective Sergeants.

**** This information represents a percent of the total dollars of members that performed paid duties inclusive of all ranks.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2007**

**#P130. RESPONSE TO BOARD'S SUPPORT FOR THE NATIONAL
STANDARDIZATION OF CRIMINAL RECORD CHECKS**

The Board was in receipt of the attached correspondence dated February 02, 2007 from Stockwell Day, Minister of Public Safety and Emergency Preparedness, containing a response to the Board's earlier support for the national standardization of criminal record checks.

The Board received the correspondence.

Minister of Public Safety
and Emergency Preparedness



Ministre de la Sécurité publique
et de la Protection civile

Ottawa, Canada K1A 0P8

FEB 2 2007

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

Dear Mr. Mukherjee:

The office of the Minister of Justice and Attorney General of Canada has forwarded to me your correspondence of October 27, 2006, regarding an initiative to promote the standardization of criminal record verifications. I apologize for the delay in responding.

I have provided a copy of your correspondence to the Royal Canadian Mounted Police (RCMP) since it maintains the central repository of criminal records in Canada. The RCMP advises me that they support the principle of a national standardized practice as it relates to the processing of criminal record verifications for civil purposes. Indeed, the RCMP is undertaking an initiative that will engage the Canadian policing community through both the Canadian Police Information Centre and the Canadian Association of Chiefs of Police. The goal will be to develop a mutually agreed upon "Criminal Records Verification" policy that meets all stakeholders' needs.

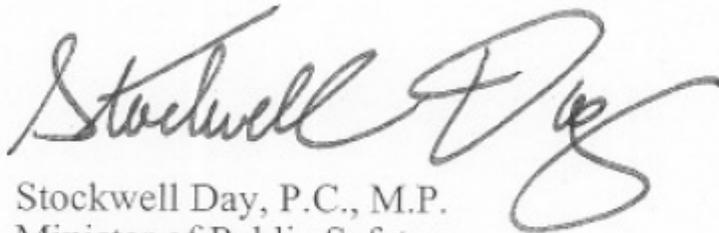
The RCMP is committed to improving the service delivery. You may already be aware that a major project called Real Time Identification (RTID) is currently underway. One of RTID's main goals is to improve the process and delivery time for non-criminal search requests to be more responsive to the needs of the client, more specifically, the public. Until then, the cycle time and service delivery is dependent upon incoming work volumes and the capacity of human resources and technical systems to process the work as quickly as possible.

Canada

Should you require more information about criminal record verifications or RTI, you may contact Superintendent Robert Thompson, Director, Canadian Criminal Real Time Identification Services, for more information. He may be reached at 613-998-6140.

I appreciate having had your views on this important matter brought to my attention, and I trust that this information is satisfactory.

Yours sincerely,

A handwritten signature in cursive script, reading "Stockwell Day". The signature is written in black ink and is positioned above the printed name and title.

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2007**

**#P131. RESPONSE TO E-MAIL COMMUNICATION REGARDING REPORTS
OF ALLEGED CORRUPTION AMONG SOME MEMBERS OF THE
TORONTO POLICE SERVICE AND CALLS FOR A PUBLIC INQUIRY**

The Board was in receipt of the following correspondence in response to an e-mail communication sent by the Chair following allegations of corruption among some members of the Toronto Police Service and calls for a public inquiry:

- January 12, 2007 from Michael Bryant, Attorney General; and
- February 20, 2007 from Monte Kwinter, Minister of Community Safety and Correctional Services.

The Board received the foregoing correspondence; copies are appended to this Minute for information.

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

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



Our Reference #: M06-08821

JAN 12 2007

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

Dear Dr. Mukherjee:

Thank you for your e-mail of November 23, 2006, regarding reports of alleged corruption among some members of the Toronto Police Service and calls for a public inquiry into the matter.

I am also aware of Motion #P390 which was approved by the Toronto Police Services Board on November 28, 2006. According to the draft minutes of that meeting as posted on the Internet, Motion #P390 provides:

That, given that the public trust is paramount to the work of the Toronto Police Services Board, the Board inform the Attorney General of Ontario that the Board would welcome a public inquiry to air all facts if there are significant issues still outstanding at the ultimate conclusion of all legal proceedings, and that the timing of this inquiry should ensure that the legal proceedings not be jeopardized.

As charges related to the above matter are currently before the courts, it would be inappropriate for me to comment on this matter, other than to advise you that I am aware of Motion #P390.

As you know, my colleague the Honourable Monte Kwinter, Minister of Community Safety and Correctional Services, is responsible for policing in Ontario. Although I am not available to meet with you, I have copied Minister Kwinter on this correspondence for his consideration.

Similarly, as this matter pertains to the Toronto Police Service, I have copied Mayor David Miller on this correspondence.

DATE RECEIVED

JAN 17 2007

**TORONTO
POLICE SERVICES BOARD**

Once again, thank you for writing.

Yours truly,



Michael Bryant
Attorney General

c: The Honourable Monte Kwinter, Minister of Community Safety and Correctional Services
His Worship David Miller, Mayor of Toronto

[Faint, mirrored text from the reverse side of the page, including phrases like "Thank you for your email of November 17, 2003..." and "I am also aware of the fact that the Toronto Police..."]

DATE RECEIVED
JAN 1 2004
POLICE SERVICES BOARD

Ministry of Community Safety
and Correctional Services

Office of the Minister

25 Grosvenor Street
18th 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^e étage
Toronto ON M7A 1Y6
Tél.: 416-325-0408
Télééc.: 416-325-6067



CU07-00159

FEB 20 2007

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

Dear Dr. Mukherjee:

Thank you for your e-mail, forwarded by the Honourable Michael Bryant, Attorney General, requesting a meeting to discuss the Toronto Police Services Board's position regarding calls for a public inquiry into allegations of corruption within the Toronto Police Service. I am pleased to respond and apologize for the delay.

Unfortunately, I am unable to meet with you. As Minister Bryant stated in his letter to you of January 12, 2007, it would be inappropriate for a Cabinet Minister to comment on any matter that is before the courts.

As you are aware, the Attorney General is responsible for the *Public Inquiries Act*. You may also be interested to know that the decision to hold a public inquiry is the responsibility of the Lieutenant Governor in Council. However, any discussion of the issue at this time would be premature.

I trust this information is helpful. Again, thank you for writing.

Sincerely,

A handwritten signature in black ink, appearing to read "Monte Kwinter".

Monte Kwinter
Minister

c: The Honourable Michael Bryant
Attorney General

DATE RECEIVED

FEB 20 2007

TORONTO
POLICE SERVICES BOARD

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2007**

**#P132. REQUEST FOR EXTENSION OF TIME TO SUBMIT REPORT:
DEVELOPMENT OF CRITERIA FOR THE RELEASE OF TORONTO
POLICE SERVICE PROCEDURES**

The Board was in receipt of the following report February 16, 2007 from William Blair, Chief of Police:

Subject: DEVELOPMENT OF CRITERIA FOR THE RELEASE OF SERVICE PROCEDURES

Recommendation:

It is recommended that the Board approve the request for a two-month extension of time to submit a report on the Development of Criteria for the Release of Toronto Police Service Procedures.

Financial Implications:

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

Background/Purpose:

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

“1. THAT, given that the Board attaches great importance to the public’s right to information, the Chief of Police develop criteria to determine which of the Service Procedures can, in whole or in part, be made public” (Board Minute #C133/06 refers).

At its November 28, 2006 meeting I submitted a report to the Toronto Police Services Board. The Board referred this report back to me and requested that I prepare a revised report, in consultation with the Chair and members of the Board.

“The Board referred the foregoing report back to the Chief of Police and requested that he prepare a revised report, in consultation with the Chair and the members of the Board, which specifically responds to the Board’s request that the Chief develop criteria to determine which of the Service Procedures can, in whole or in part, be made public” (Board Minute P372/06 refers).

Due to conflicting schedules, meetings between the Chair and I have not yet occurred. However, I am anticipating that a meeting will be scheduled in the next three weeks.

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

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2007**

**#P133. REQUEST FOR EXTENSION OF TIME TO SUBMIT REPORT: NEW
ANNUAL REPORT: POLICE ATTENDANCE AT LOCATIONS
OCCUPIED SOLELY BY WOMEN IN A STATE OF PARTIAL OR
COMPLETE UNDRESS**

The Board was in receipt of the following report February 15, 2007 from William Blair, Chief of Police:

Subject: ANNUAL REPORT – POLICE ATTENDANCE AT LOCATIONS OCCUPIED
SOLELY BY WOMEN IN A STATE OF PARTIAL OR COMPLETE
UNDRESS

Recommendation:

It is recommended that the Board approve the request for a three-month extension of time to submit the annual report on all incidents covered by the the Board Policy entitled “Police Attendance at Locations Occupied Solely by Women in a State of Partial or Complete Undress”.

Financial Implications:

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

Background/Purpose:

At its meeting of June 15, 2006, the Board approved a Board Policy (policy) entitled “Police Attendance at Locations Occupied Solely by Women in a State of Partial or Complete Undress” (Min. No. P191/06 refers). The policy requires that the Chief of Police “submit an annual report to the Board on all incidents covered by this policy”.

Discussion:

Professional Standards has reported that there were no complaints arising out of this policy during the period of June 15 to December 31, 2006, inclusive. However, in discussions with the Chair I have advised that our current record keeping systems do not allow for Service-wide automated capture of the data required to reply to the reporting section of this Board Policy.

Therefore, I am requesting a three-month extension in order to further explore any avenue available to make this reporting process a reality.

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

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2007**

**#P134. REQUEST FOR EXTENSION OF TIME TO SUBMIT REPORT: NEW
ANNUAL REPORT: BOARD POLICY ENTITLED: “SEARCH AND
DETENTION OF TRANSGENDER PEOPLE”**

The Board was in receipt of the following report February 15, 2007 from William Blair, Chief of Police:

Subject: ANNUAL REPORT – SEARCH AND DETENTION OF TRANSGENDER
PEOPLE

Recommendation:

It is recommended that the Board approve the request for a three-month extension of time to submit the annual report on all incidents covered by the the Board Policy entitled “Search and Detention of Transgender People”.

Financial Implications:

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

Background/Purpose:

At its meeting of June 15, 2006, the Board approved a Board Policy (policy) entitled “Search and Detention of Transgender People” (Min. No. P191/06 refers). The policy requires that the Chief of Police “submit an annual report to the Board on all incidents covered by this policy”.

Discussion:

Professional Standards has reported that there were no complaints arising out of this policy during the period of June 15 to December 31, 2006, inclusive. However, in discussions with the Chair I have advised that our current record keeping systems do not allow for Service-wide automated capture of the data required to reply to the reporting section of this Board Policy. Consultation between Corporate Planning, Records Management Services and Information Technology Services is presently underway in an attempt to address this issue.

Therefore, I am requesting a three-month extension in order to further explore any avenue available to make this reporting process a reality.

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

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2007**

**#P135. RECOMMENDATIONS TO DISPENSE WITH THE SERVICES OF
PROBATIONARY CONSTABLES**

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

Subject: RECOMMENDATIONS TO DISPENSE WITH THE SERVICES OF
PROBATIONARY CONSTABLES

Recommendation:

It is recommended that the Manager of Labour Relations submit a report to the Board's April 26, 2007 meeting, reviewing the current legislative and collective agreement provisions governing probationary constables, the current administrative processes which implement the provisions, including those of the Standing Committee on Probationary Constables, and provide any appropriate recommendations for changes to the current administrative processes.

Financial Implications:

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

Background/Purpose:

The Police Services Act establishes the length of the probationary period for police constables and further establishes the manner in which a Board may consider terminating a police officers' employment at any time during the probationary period.

A Memorandum of Understanding between the Board and the Toronto Police Association sets out the details of the process to be followed by the parties where a recommendation is made to dispense with the services of a probationary constable.

A Toronto Police Service procedure governs the evaluation process, including that of probationary constables.

Discussion:

In large part, due to the rigour of the Toronto Police Service's recruitment process and the high quality of training provided both at the Ontario Police College and C.O. Bick, it is a rare occurrence that a police constable is unsuccessful in her probationary period. However, as the body responsible for considering recommendations to dispense with the services of probationary

constables it is incumbent upon the Board to ensure that the process is effective, efficient, equitable and transparent for all involved parties.

To that end, I am recommending that the Manager of Labour Relations conduct a review of the legal and collective bargaining provisions governing probationary constables and detail for the Board the applicable administrative processes, including those of the Standing Committee on Probationary Constables.

I further recommend that this report include any recommendations for changes to the administrative processes that may be required in order to ensure that the processes are effective, efficient, equitable and transparent.

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2007**

**#P136. PROMOTIONAL PROCESSES TO THE RANKS OF INSPECTOR,
STAFF INSPECTOR AND SUPERINTENDENT**

The Board was in receipt of the following report March 16, 2007 from William Blair, Chief of Police:

Subject: PROMOTIONAL PROCESSES TO THE RANKS OF INSPECTOR, STAFF
INSPECTOR AND SUPERINTENDENT

Recommendation:

It is recommended that the Board approve an amendment to Service Procedures 14-10 and 14-11 for the promotional processes for the ranks of Inspector, Staff Inspector and Superintendent.

Financial Implications:

There are no financial implications to the Service for the changes being recommended in this report. The 2007 base budget contains adequate funding to cover the costs associated with holding promotion processes for the ranks of Inspector, Staff Inspector and Superintendent in the 2007 calendar year.

Background/Purpose:

Service Procedures 14-10, entitled "Uniform Promotion Process – Up To And Including The Rank of Inspector" (Board Minute P444/2000 refers) and 14-11, entitled "Uniform Promotion Process To Staff Inspector, Superintendent And Staff Superintendent" (Board Minute P314/03 refers) are the procedures governing the promotion of members to senior officer ranks. Contained within each procedure is a requirement that "amendments to the promotional procedure shall be approved by the Police Services Board" and this report is submitted in compliance with that requirement.

Discussion:

There are currently no candidates left on the 2005 and 2006 promotion lists for the ranks of Inspector, Staff Inspector or Superintendent and I have directed the Deputy Chief of Human Resources to begin promotional competitions for these three ranks.

As a result of the 2006 Employment Systems Review (ESR) of the uniform promotional process conducted by Associum Consultants, a number of changes to the promotional processes for all ranks were recommended and accepted by the Command. Although not all of the recommended changes can be undertaken at one time, I have directed that where possible, recommended changes be implemented. Many of the recommended changes were reflected in the recently completed promotional processes for the ranks of sergeant and staff/detective sergeant and will be continued for the upcoming senior officer processes.

In keeping with the spirit of the ESR report to create a more accessible, fair and transparent promotional process, some additional changes are being proposed to the process for Inspector established under Service Procedure 14-10 and for the processes for Staff Inspector and Superintendent established under Service Procedure 14-11. The nature of the proposed changes is set out below.

Inspector Process:

The following table sets out the current practice, the proposed change and a rationale for the change in the Inspector promotion process.

Procedure 14-10	Recommended Change	Rationale
<ul style="list-style-type: none"> • <i>candidate must presently hold the rank of staff / detective sergeant and have done so for a minimum of one (1) year on the date of application</i> 	<ul style="list-style-type: none"> • The candidate must hold the rank of staff or detective sergeant, with no time in the rank attached 	<ul style="list-style-type: none"> • The ability of a candidate to proceed to the next rank should be based on knowledge, skills and abilities as exhibited in job performance, and not linked to time in the rank.
<ul style="list-style-type: none"> • <i>points to be allotted for the unit commander assessment (20%), exam (20%) and interview (60%) in a cumulative scoring system.</i> 	<ul style="list-style-type: none"> • Exam will be pass/fail with all successful candidates proceeding to a 1st level interview 	<ul style="list-style-type: none"> • A pass/fail exam opens the process to a wider base of candidates, and gives more initial interviews • A pass/fail exam tests knowledge rather than acting as a screening tool in a cumulative scoring system.
Procedure 14-10	Recommended Change	Rationale
	<ul style="list-style-type: none"> • The unit commander assessment will have no mark assigned but will consist of a detailed narrative covering 4 specific areas and will be provided for the information of the interview panel 	<ul style="list-style-type: none"> • This change demonstrates that the continued input of the unit commander concerning the leadership, character and potential of a candidate is important. • The removal of a score from the unit commander assessment removes any potential bias while ensuring a continued detailed narrative input.

<ul style="list-style-type: none"> • <i>A single promotional interview will be held</i> 	<ul style="list-style-type: none"> • There will be two interviews: • first level interviews: S/Supt./Director panels with the top candidates proceeding to a 2nd level interview in a 2:1 ratio. • second level interviews: panel of Chief and 2 or more Deputy Chiefs (including the CAO) create a final list based on the number of positions identified in Routine Orders 	<ul style="list-style-type: none"> • The two stage interview process allows the Command greater flexibility in determining the most appropriate candidates for promotion, taking into consideration the constantly changing environment of police management • The first level interview allows a broader base of candidates to participate, with assessment being done against a standardized set of criteria.
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Staff Inspector and Superintendent Process:

The following table sets out the current practice, the proposed change and a rationale for the change in the Staff Inspector and Superintendent promotion processes.

Procedure 14-11	Recommended Change	Rationale
<ul style="list-style-type: none"> • <i>Candidates must hold the rank of Inspector to be eligible for promotion to either Staff Inspector or Superintendent</i> 	<ul style="list-style-type: none"> • Candidates must hold the rank of Inspector to be eligible for promotion to Staff Inspector • Candidates must hold the rank of Staff Inspector to be eligible for promotion to Superintendent 	<ul style="list-style-type: none"> • This change permits an increased depth of personal development in the previous rank before being allowed to assume greater responsibilities at the next rank and allows the Command to ensure that appropriate leadership and management skills have been proven before promotion takes place.
Procedure 14-11	Recommended Change	Rationale
<ul style="list-style-type: none"> • <i>A single interview will be held for selected candidates</i> 	<ul style="list-style-type: none"> • A two level interview process will be employed 	<ul style="list-style-type: none"> • The two stage interview process allows the Command greater flexibility in determining the most appropriate candidates for promotion, taking into consideration the constantly changing environment of police management.

	<ul style="list-style-type: none"> • first level interview: S/Supt. and Director panels with the top candidates proceeding to a 2nd level interview in a 2:1 ratio. 	<ul style="list-style-type: none"> • The first level interview allows a broader base of candidates to participate, with assessment being done against a standardized set of criteria.
	<ul style="list-style-type: none"> • second level interviews: creates a final list based on the number of positions identified in Routine Orders 	<ul style="list-style-type: none"> • Increased scrutiny to ensure the best possible candidates are placed on the promotional list.
<ul style="list-style-type: none"> • Interview panel to consist of the Chief and two Deputy Chiefs 	<ul style="list-style-type: none"> • second level interview panel will consist of the Chief a <u>minimum</u> of two Deputy Chiefs (including the CAO) 	<ul style="list-style-type: none"> • The participation of two or more Deputy Chiefs in the second level interviews ensures a broader consensus is reached, allowing the Command to ensure that appropriate leadership and management skills have been proven prior to promotion.

Conclusion:

The proposed changes to the promotional processes for Inspector, Staff Inspector and Superintendent are made in keeping with the spirit of the 2006 ESR report from Associum Consultants, ensuring a more accessible, fair and transparent process at all levels.

The work of the implementation of the remaining ESR recommendations will continue over the next year and will ultimately result in a superior set of promotional processes for all ranks and benefiting both the Service and the candidates coming forward for promotion.

It is recommended that the Board approve an amendment to Service Procedures 14-10 and 14-11 to the promotional processes for the ranks of Inspector, Staff Inspector and Superintendent.

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

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2007**

**#P137. TORONTO POLICE SERVICE – REVISED 2007-2011 CAPITAL
PROGRAM SUBMISSION - UPDATE**

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

Subject: TORONTO POLICE SERVICE REVISED 2007 - 2011 CAPITAL PROGRAM
SUBMISSION – UPDATE

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

The current debt-funded portion of the Board-approved capital program (\$32.7M in 2007, and \$34.6M on average over the years 2008-2011) is \$7.35M higher than the capital program approved by Toronto City Council on March 7, 2007 (\$32.95M in 2007, and \$32.7M on average over the years 2008-2011). The Council-approved capital program includes \$250,000 for the Traffic Services and Garage Facility (referred to as 9 Hanna), which must be added to the Board-approved capital program. As a result, if the Service is to revise its capital program to meet Council-approved funding levels, \$7.35M in reductions or deferrals must be identified over the years 2007-2011.

Background/Purpose:

At its special meeting of March 7, 2007, City Council approved the Executive Committee's recommendations for the Toronto Police Service capital program, specifically:

“That the Recommended 2007 Capital Budget and 2008-2011 Capital Plan for Toronto Police Service be amended from \$32.700 million debt funding for each of the years 2007 to 2011, to \$32.700 million debt funding for year 2007, and an annual average of \$32.700 million debt funding for the 4 years 2008 to 2011; and the Chair of the Toronto Police Services Board be requested to report back to the Budget Committee by September 2007 with an updated plan for 2008 to 2011; and

Due to the extraordinary delays caused by the legal issues around the ability to gain possession of 9 Hanna Avenue by the end of 2006, that the Toronto Police Services Budget be adjusted to permit a carry forward of \$250,000 for move-in costs for 9 Hanna Avenue”.

As a result, the capital program approved by Council is \$32.950 million debt funding for the year 2007, and an annual average of \$32.700 million debt funding for the four years 2008 to 2011.

Council also received (without recommendation from the City's Executive Committee) a copy of the Service's capital budget submission approved by the Board at a special meeting on February 26, 2007 (Min. No. P91/07 refers).

At the present time, the 2007-2011 Capital Program approved by the Board differs from what Council has approved. This report identifies the actions that would be required to meet the capital funding targets approved by City Council.

Discussion:

In a report to a special Board meeting on February 26, 2007, the Service presented a scenario which outlined the adjustments that would be required to achieve a \$32.7M average capital target for the years 2007-2011, as requested by the City's Budget Committee. In the same report, the Service recommended a revised 2007-2011 Capital Program of \$32.7M for 2007 and an average of \$34.6M for the years 2008-2011. The Board approved the revised capital program recommended by the Service, and did not support the scenario to achieve a \$32.7M average annual capital target over the years 2007-2011. This decision was communicated to the City's Executive Committee.

City Council at its meeting on March 7, 2007 approved the City's Executive Committee recommendation with respect to the Service's capital program. Specifically, Council approved a capital budget of \$32.95M in 2007 and a capital plan that averages \$32.7M annually for the years to 2008-2011.

The Council-approved capital program is \$7.35M less than the capital program approved by the Board on February 26, 2007. The following adjustments would enable the Service to achieve to 2007-2011 Capital Program funding levels approved by Council:

- Defer \$9.2M in funding for the Property & Evidence Management Storage (\$5.6M), Data Warehouse Establishment (\$3.1M) and Electronic Document Management (\$0.5M) projects to beyond 2011 - these deferrals are necessary to achieve the lower funding targets.
- Increase Traffic Services and Garage Facility (9 Hanna) project by \$0.25M – this adjustment is required to reflect Council approval of the funding required for the move-in costs.
- Increase 11 Division by \$0.9M – revised budget estimate assumes property acquisition by end of first quarter 2008, reflects inflation impact of revised cash flow for the project, and retains funding for LEED-Silver certification.
- Increase 14 Division by \$0.7M – the revised budget estimate assumes property acquisition by end of 2007, reflects inflation impact of revised cash flow for the project, and retains funding for LEED-Silver certification. It should be noted that the budget estimate for this project will increase further if an underground parking structure is required. Any revisions required will be reported to the Board during the 2008-2012 Capital Program process.

Attachment 1 provides a revised 2007-2011 Capital Program for the Service, which reflects the aforementioned adjustments, and meets the debt-funding level approved by City Council.

Conclusion:

A capital program by its nature is a long-term plan comprised of various single and multi-year projects. Predictable and stable funding levels are critical to delivering the projects that comprise the capital program, and achieve the objectives and needs of the Service and the Board. Annual debt-funding levels from the City, however, have been reduced significantly over the past two years (from \$40M to \$35M, to the current \$32.7M). The Service cannot respond to continually decreasing debt-funding targets without seriously compromising the ability to deliver the projects in our plan.

The Service is aware of and understands the City's budget pressures, and has taken action over the last year to review and update our capital program, and stay within the debt targets identified by the City. The current capital program has been revised significantly from the 2006-2010 plan, to reflect more up-to-date information and respond to the City's financial constraints. In addition to updating cost estimates and adjusting project cash flows, the replacement of three divisions (54, 41 and 13) and the renovation of 32 Division have been deferred to beyond 2011. Further, the \$35.5M cost to replace the Service's mobile and portable radios, which was previously to be funded as part of a corporate City project, has now been absorbed by the Service's capital program.

As part of the City's 2007-2011 capital program review process, the Service has continued to refine the capital program over the last two months. A revised 2007-2011 Capital Program recommended by the Service (at \$32.7M in 2007 and an average of \$34.6M for the years 2008-2011), was approved by the Board at its meeting on February 26, 2007, and communicated to the City's Executive Committee. However, at its meeting on March 7, 2007, City Council approved a capital program that is \$7.35M lower than the Board-approved capital program.

The adjustments and deferrals that would be required to meet the lower funding level approved by Council are provided in this report, and reflected in Attachment 1. It is important to note that these additional changes have been made within a very short time frame. Consequently, the impacts of these changes on the various projects, and the entire capital program, may not have been fully considered, and will therefore be revisited as part of the 2008-2012 capital budget process.

In approving the lower funding targets (\$32.7M) for the Service, Council also requested that the Chair report back by September 2007, on an updated plan for 2008-2011. In view of the timelines for the submission of the 2008-2012 capital program, Council's request will be addressed as part of the 2008-2012 process. Project estimates and cashflows will be updated as necessary to reflect more up-to-date information, including the status and impact of the Department of National Defence partnership in the new training facility, and any increases to the current funding levels will also be addressed at that time.

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

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

- 1. THAT the Board accept the reduced Capital Program approved by Toronto City Council and detailed in the foregoing report (Attachment 1) with the understanding that the Board will review the adequacy of the Capital Program and report back to the City's Budget Committee in September 2007 with a Capital Program for 2008 to 2012; and**
- 2. THAT the Board forward this report to the City of Toronto Deputy City Manager and Chief Financial Officer for information.**

Capital Program Required to Address Current Council-Approved Debt Funding Levels

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	-456.1	2,500	0	0	0	0	2,500	0	17,665
New Training Facility (Replacement of C.O. Bick)	5,900	1,092.4	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	999	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 Additional Functionality	1,915	1,415	0	745	500	0	0	1,245	0	3,160
TRMS 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	638	0	550	0	0	0	0	550	0	1,188
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)	8,530.1	199.6	0	0	0	9,600	11,400	21,000	0	29,530.1
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
Furniture Lifecycle Replacement	2,250	250.6	750	0	0	0	0	750	0	3,000
Total – Capital Budget Request	62,218.1	8,679.7	37,866	50,165	27,664.5	33,967.8	23,918.5	173,581.8	152,696	388,495.9

Capital Program Required to Address Current Council-Approved Debt Funding Levels

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			
Other than debt - Funded from Reserve										
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	7,218	86.4	4,341	4,040	5,260	4,300	4,480	22,421	26,150	55,789
Servers – lifecycle	4,668	108.3	0	2,810	2,910	3,010	3,120	11,850	16,950	33,468
IT business resumption – lifecycle plan	7,164	1,185.5	260	0	0	1,590	1,640	3,490	8,920	19,574
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
Total – Funded from Reserve	34,149	1,383.2	10,249	16,433	22,189	14,483	14,273	77,627	97,735	209,511
Land Cost										
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
Total Land Cost	11,692	11,692	3,000	0	0	0	0	3,000	5,500	20,192
Summary										
Total Gross Request	108,059.1	21,754.9	51,115	66,598	49,853.5	48,450.8	38,191.5	254,208.8	255,931	618,198.9
Less Draw from Reserve	-34,149	-1,383.2	-10,249	-16,433	-22,189	-14,483	-14,273	-77,627	-97,735	-209,511
Less Recovery from Dept of National Defence (DND)	0	0	-4,916	-2,458	-2,458	0	0	-9,832	0	-9,832
Less Land Cost	-11,692	-11,692	-3,000	0	0	0	0	-3,000	-5,500	-20,192
Total Net Capital Budget Request	62,218.1	8,679.7	32,950	47,707	25,206.5	33,967.8	23,918.5	163,749.8	152,696	378,663.9
2008-2011 Average								32,700		

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2007**

#P138. RECENT CHANGES TO VEHICLES AND UNIFORMS

The Board was in receipt of the following report March 16, 2007 from William Blair, Chief of Police:

Subject: RECENT CHANGES TO VEHICLES AND UNIFORMS

Recommendations:

It is recommended that the Board receive this report.

Financial Implications:

Command decision to use embroidered name tags, as opposed to the current brass name tags, will cost approximately \$80,000. This cost will be absorbed in the 2007 operating budget, through the reprioritization of other uniform and equipment acquisitions.

The new vehicle markings will have minimal cost, as the markings will be implemented as vehicles are replaced. Any marginal costs will be absorbed within the Service's overall vehicle acquisition budget, which is funded from the Vehicle and Equipment Reserve.

Background/Purpose:

In an internal correspondence dated March 12, 2007, Chair Alok Mukherjee made a request as follows: "please arrange to inform the Board about recent changes to vehicle markings and changes to uniforms, as well as the processes which lead to the determination that such changes were required."

Discussion:

At the July 10, 2006, Police Services Board (Board) meeting, the Board decided that wearing of name badges shall be mandatory. The Board further directed that the Chief ensure that implementation of the Board's decision be completed by December 31, 2006.

Name badges were issued to all uniform members of the Service. Additionally, the Procedure entitled "Uniform, Equipment and Appearance Standards" (15-16) was amended and published on Routine Orders to reflect this decision.

It has been decided by Command that the current brass name tag shall be replaced by an embroidered version to be worn with the operational uniform before the end of June 2007. The brass name tag shall still be worn with formal dress.

Considerable research was conducted into the wearing of white shirts by senior officers while performing operational field duties. It was decided by Command that, from an operational perspective, uniformed Command and Senior Officers shall wear dark blue uniformed shirts instead of white shirts when armed and performing operational duties. Appendix A of the Procedure entitled "Uniform, Equipment and Appearance Standards" (15-16) was amended and published on Routine Orders to reflect this decision.

On February 19, 2007, members of the Emergency Task Force (ETF) began wearing gray uniforms, which distinguish ETF officers from other police officers. The gray uniforms are also being used by other tactical units across the Province and are considered more effective in an urban environment in terms of concealment.

The year 2007 marks the 50th anniversary of the Toronto Police Service. To celebrate this milestone, a competition was held to design a new look for Service scout cars.

New markings have been added to increase officer and public safety and decrease Service vehicle collisions. Barrier tape has been added on the rear bumper to minimize rear end collisions. Reflective material has been added to the side of the vehicle to enhance visibility when a scout car is used to block a roadway during emergencies. A large letter "T" has been added to the roof to distinguish TPS vehicles from other Services when helicopters are being used. And, the word Toronto has been added to the sides and enhanced on the trunk to clearly identify the vehicles as Toronto Police vehicles.

Distribution of the updated scout cars featuring the latest TPS design commenced on February 26, 2007. It is anticipated that distribution of the updated scout cars will be completed within 3 years. There is no added cost associated with this implementation.

Conclusion:

The issuance of name badges occurred as a result of direction received from the Board. The issuance of the dark blue uniform shirt worn by senior officers performing operational field duties and the gray uniforms for members of the ETF is operational in nature. The new look scout cars are as a result of the celebration of this Service's 50th anniversary and should increase officer and public safety and decrease Service vehicle collisions.

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

Mr. Tony Veneziano, Chief Administrative Officer, advised the Board that the first paragraph under the Financial Implications heading should have been submitted as follows:

Command decision to also use embroidered name tags will cost approximately \$80,000. This cost will be absorbed in the 2007 operating budget, through the reprioritization of other uniform and equipment acquisitions.

The Board received the foregoing report as amended above.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2007**

#P139. IN-CAMERA MEETING – MARCH 22, 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:

Chair Alok Mukherjee
Councillor Pam McConnell
Councillor Frank Di Giorgio
Mr. Hamlin Grange
The Honourable Hugh Locke, Q.C.
Mayor David Miller

Absent: Ms. Judi Cohen

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#P140. ADJOURNMENT

Alok Mukherjee
Chair