

MINUTES OF THE PUBLIC MEETING of the Toronto Police Services Board held on **June 21, 2001** at 1:30 pm in the Auditorium, 40 College Street, Toronto, Ontario.

PRESENT:

Norman Gardner, Chairman
Councillor Gloria Lindsay Luby, Vice Chair
Councillor Bas Balkissoon, Member
A. Milliken Heisey, Q.C., Member
Allan Leach, Member
Emilia Valentini, Member

ALSO PRESENT:

Julian Fantino, Chief of Police
Albert Cohen, Legal Services, City of Toronto
Deirdre Williams, Board Administrator

#P155. The Minutes of the Meeting held on **MAY 24, 2001** were approved.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2001**

#P156. MOMENT OF SILENCE

A moment of silence was held in memory of Ms. Merva Thompson, a civilian member of the Toronto Police Service for 11 years and who passed away, while at work, on Thursday, June 7, 2001.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2001**

**#P157. TORONTO PARTNERSHIP: DEALING WITH PROBLEM
PROPERTIES**

The following persons were in attendance and discussed the *Toronto Partnership: Dealing with Problem Properties*, a city-wide initiative to establish multi-disciplinary teams dealing with problem properties and addresses in the City of Toronto:

- Councillor Brad Duguid, Chair, Task Force on Community Safety, City of Toronto; and
- Beverly Ward, Senior Consultant, Municipal Licensing and Standards, City of Toronto

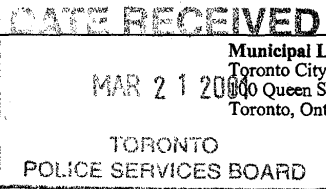
The Board was also in receipt of correspondence MARCH 13, 2001 from Harold Bratten, Director, Municipal Licensing and Standards, City of Toronto, regarding this program. A copy of Mr. Bratten's correspondence is appended to this Minute for information.

The Board received the presentation by Councillor Duguid and Ms. Ward. The Board also received Mr. Bratten's correspondence and referred it to Chief Fantino for his comments.



Urban Development Services
Paula M. Dill, Commissioner

Harold Bratten
Director



Municipal Licensing and Standards Tel: (416) 392-3042
Toronto City Hall, 12th Floor, East Tower Fax: (416) 392-8805
400 Queen Street West
Toronto, Ontario M5H 2N2

March 13, 2001

Mr. Norm Gardner
Toronto Police Services Board
40 College Street, 7th Floor
Toronto, Ontario
M5G 2J3

Dear Chairman Gardner,

The purpose of this letter is to open a discussion with regard to inviting the Toronto Police Services Board and the Toronto Police Service to partner with the City in a collaborative initiative to resolve persistent, historical or major new trouble-spots in the City of Toronto. These problem properties include drug houses, rogue business operations, decaying private buildings, after-hours operations, etc., and usually require the efforts of more than two enforcement or inspection functions to resolve.

As you may recall, City Council directed that a city-wide initiative be undertaken to establish multi-disciplinary teams to deal with problem properties and addresses. The proposal arose out of the Task Force on Community Safety. The Task Force recommended that the "City ensure a consistent approach to problem properties where drug-dealing, after-hours clubs and other anti-social activities are taking place, by a coordinated crackdown on these properties as they are identified, including the establishment of inter-departmental committees." Urban Development Services was identified as the lead for this initiative.

City Commissioners recently entered into an inter-departmental service agreement, committing their departments to adopt the multi-disciplinary, collaborative approach as the standard means to deal with problem properties or addresses. It was also agreed that the Toronto Police Services Board and the Police Service be invited to become partners with the City in this initiative.

Enclosed you will find some slides indicating at high level the partnership proposal that we wish to bring before the Police Services Board. I would be pleased to discuss this further with you and suggest we meet to do so.

Yours truly,

HAROLD BRATTEN
Director
Municipal Licencing and Standards
Enclosure (1)

cc: Paula Dill, Commissioner, Urban Development Services
Beverly Ward, Senior Consultant, ML&S

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2001**

#P158. OUTSTANDING REPORTS

The Board was in receipt of the following report MAY 25, 2001 from Norman Gardner, Chairman:

Subject: OUTSTANDING REPORTS - PUBLIC

Recommendations:

It is recommended that:

- (1) the Board request the Chief of Police to provide the Board with the reasons for the delay in submitting each report requested from the Service and that he also provide new submission dates for each report.

Background:

At its meeting held on March 27, 2000 the Board agreed to review the list of outstanding reports on a monthly basis (Min. No. 113/00 refers). In accordance with that decision, I have attached the most recent list of outstanding public reports that were previously requested by the Board.

Chairman Gardner noted that the Adequacy Standards – 2001 Plan report had been submitted following the preparation of the foregoing report and will be considered at the July meeting and the Efficiencies through Facilities Consolidation report was considered as a walk-on report (Min. No. P177/01 refers).

The Board approved the foregoing.

Reports that were expected for the June 21, 2001 meeting

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
#551/00	<p>Compliance – Professional Standards Rpts.</p> <ul style="list-style-type: none"> <u>Issue:</u> the Chief is requested to provide the Board with a date in which the Service will be in full compliance with the Board's reporting requirements. 	<p>Report Due: May 24/01 Extension Reqs'd: Extension Granted: Revised Due Date: Status:.....Outstanding</p>	Chief of Police
#524/00	<p>Adequacy Standards – 2001 Plan</p> <ul style="list-style-type: none"> <u>Issue:</u> to provide an interim report on the results of the 2001 business plan to assist the development of the 2002-2005 business plan 	<p>Report Due: June 21/01 Extension Reqs'd: Extension Granted: Revised Due Date: Status:.....Outstanding</p>	Chief of Police
#P74/01	<p>Efficiencies through Facilities Consolidation</p> <ul style="list-style-type: none"> <u>Issue:</u> identify opportunities to obtain efficiencies through facilities consolidation 	<p>Report Due: Apr. 19/01 Extension Reqs'd: Extension Granted: Revised Due Date: Status:.....Outstanding</p>	Chief of Police

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2001**

**#P159. RESPONSE TO THE CORONER'S JURY RECOMMENDATIONS FROM
THE INQUEST INTO THE DEATH OF RICHARD PRIBAG**

The Board was in receipt of the following report APRIL 09, 2001 from Julian Fantino, Chief of Police:

Subject: RESPONSE TO THE CORONER'S JURY RECOMMENDATIONS FROM THE
INQUEST INTO THE DEATH OF RICHARD PRIBAG

Recommendation:

It is recommended that:

- (1) the Board approve this response to the Coroner's jury recommendations from the inquest into the death of Richard Pribag
- (2) the Board Administrator forward a copy of this report to the Chief Coroner for Ontario.

Background:

On January 3rd, 1998 at approximately 12:09 a.m., police officers from 31 Division responded to a domestic dispute at 28 Jay Street, and subsequently arrested Richard PRIBAG for threatening bodily harm.

Mr. Pribag was transported to 31 Division and placed in a detention room in the Detective Office, where he was searched and his personal property was seized.

During their investigation, the detectives learned that Mr. Pribag had "suicidal tendencies". As a result, he was moved to the cell area where he could be more closely monitored. At about 4:05 a.m. Richard Pribag was advised that he was being charged with threatening bodily harm and that he would be held pending a show cause hearing.

Sometime between 4:20 a.m. and 4:35 a.m., a sealed property bag containing Mr. Pribag's personal property, including his shoelaces, was placed against the wall of the hallway opposite to his cell. At approximately 4:44 a.m. P.C. Leprich observed on the monitor that Mr. Pribag was leaning strangely against the wall and only partly visible. He immediately rushed to the cell and found Mr. Pribag hanging in his cell.

Officers immediately initiated CPR and placed an emergency call for an ambulance. Mr. Pribag was transported to the hospital and at 5:15 a.m., he was pronounced dead by Dr. Badali. The post mortem examination revealed that Mr. Pribag had a blood alcohol concentration of 235 mg/100 ml of blood. The cause of death was determined to be hanging by ligature.

On September 14th, 2000, upon conclusion of a 4 day inquest into this death, the coroner's jury commended the Toronto Police Service for having initiated a number of policy and procedural changes in response to this and other similar tragedies. The jury made four (4) recommendations, all of which were directed at the police.

At its closed meeting on September 28, 2000 (Board Minute C252/00) the Board directed that the Chief of Police respond to the Jury recommendations.

Response to Coroner's Jury Recommendations

Recommendation #1

That in all divisions the property bag containing a prisoner's personal effects should be secured under lock and key in a location to be determined by each Division's Unit Commander. Property bags should never be stored in the corridor opposite the prisoner's cell.

Response:

Service Procedure 03-01 entitled 'Persons Detained in Custody' gives direction to police officers when dealing with property removed from prisoners. The Procedure in force at the time of this incident directed the Officer in Charge to:

- *“ensure personal property is placed in a plastic property bag, while ensuring that prescribed medication is placed in a separate property bag”, and*
- *“ensure that plastic property bag is stored in a secure area and the bag number is entered on the Record of Arrest (TPS 100)”.*

There was no guidance as to what constituted a secure location. The interpretation was left to the Officer in Charge. The evidence from the inquest indicates that Mr. Pribag's property was placed against the wall opposite his cell. Subsequently Mr. Pribag was able to gain access to some of this property and use it in committing suicide.

The Toronto Police Service accepts the jury recommendations that each Unit Commander should designate a secure area for the storage of prisoner's property and that this property should never be stored in the corridor opposite the prisoner's cell. As a result, the following changes have been made to Procedure 03-01.

The booking officer, when receiving a person for lodging in police cells shall:

“store the property bag and other personal effects in a secure area as designated by the Unit Commander”.

Further, the following direction in the form of a Note to the Procedure states:

“Property bags and other personal effects shall not be stored in the corridor opposite the prisoners cell.”

The following direction has been given to all Unit Commanders:

“When in charge of a unit equipped with cells, shall designate a secure area for storage of returnable prisoners property that is inaccessible to any person lodged in the cells”.

The recommendation that the property be stored under lock and key is not being adopted at this time. Due to the design of the various stations, this may not always be practicable. As long as the designated area is not accessible to the prisoners, their safety may not be enhanced by the ability to lock the area. New station designs will incorporate up to date prisoner’s property storage areas.

Recommendation #2:

That once prisoners are identified as emotionally disturbed, at risk to themselves, or potentially suicidal (based on their reported histories available to the officers and/or their current demeanour), the frequency of direct checks should be increased from every thirty minutes (the current norm) to at least every fifteen minutes.

Response:

Mr. Pribag was discovered hanging in his cell between 9 and 24 minutes after his property was placed in front of his cell. This is well within the 30 minute target set for prisoner checks. Although we may never know whether or not more frequent checks would have prevented this tragedy, this was not the only factor that contributed to the death. The booking officer is responsible for checking on the condition of persons detained in custody. The evidence presented at the inquest suggests that the booking officer, in addition to checking on the condition of persons in custody is in charge of feeding, moving, and booking prisoners. At some units, this officer also works at the front desk where the officer assists in handing out equipment, answering telephones and the radio, assisting persons at the front desk, monitoring the prisoners on video, etc. Given the current demands, to increase the frequency of visual checks on persons in custody would not be practical.

In addition to personal checks by the booking officer, the Toronto Police Service has installed video monitoring systems at many divisions. This equipment is used to monitor prisoners on an ongoing basis. Unfortunately, not all stations have this equipment, and in those that do, the cameras are black and white and are low resolution. Mr. Pribag’s hanging was discovered by

way of the video monitoring system, however due to the resolution and positioning of the camera he was only partially visible. It was not until the officer went to check on him personally that the seriousness of the incident was uncovered.

In response to this, and other incidents, the Service has embarked on a project known as the Detention Area Monitoring Program. This program will consist of the installation of high resolution colour cameras, the installation of large screen monitors equipped with multi-plexers for multi-screen viewing, video tape recorders for recording events, and cell area lighting improvements where required. The program will also include the installation of panic alarms so an officer can summon help should an emergency occur.

Each cell will have a dedicated high resolution camera, as will the booking hall and sally port. 21" ceiling mounted monitors will be installed at the front desk and will display pictures from 4 cameras (quad screen). There will be sufficient monitors to ensure that all areas can be viewed simultaneously. Currently, only one camera can be monitored at any one time, therefore when the booking process is underway, the cells are not being monitored. In addition to the ceiling mounted monitors, the station operator and the Staff Sergeant will each have the ability to view any one camera from a 9" monitor located on their desk. Furthermore, all cameras will be connected to recording devices that will continuously record the signal from all cameras simultaneously. The installation of this monitor system has begun, and every station is expected to be equipped by the end of 2002.

This new monitoring system, along with the practice of storing prisoner's property in a location that is inaccessible to the prisoners will enhance the Service's ability to ensure the safety of persons in custody.

Although the Service will not be mandating an increase in the frequency of direct cell checks from every 30 minutes to every 15 minutes, the installation of this new equipment will allow for the continuous monitoring of the cell area by officers at the front desk. In this respect, the Service will be increasing the level of monitoring as recommended by the jury.

Recommendation #3

That police training should include sophisticated instruction on how to identify potentially suicidal behaviour among those in custody. Such instruction should be part, not only of a brief upgrading program for booking officers (now in place), but be included in the curricula of appropriate courses at the police college. Such instruction should also be included in the new live-link educational program.

Response:

Procedures 01-01 "Arrest" and 01-03 "Transportation of Persons in Custody" contain a section on Medical Considerations, which identifies some symptoms that could indicate that a person is in distress. Further, Procedure 01-04 "Persons Brought into Custody" directs the Officer in Charge to evaluate the physical and mental state of the person and to inquire as to any suicidal behaviour.

The Training and Education Unit offers the following courses which have an academic component dealing with emotionally disturbed persons and/or prisoner safety:

- (1) Booking Hall/Prisoner Management Course - directed at officers who perform booking duties and are most responsible for the safety of prisoners in the cells. It is offered to constables, sergeants, staff sergeants, matrons, and court officers. Although not mandatory, it is highly recommended. Included in this course is a presentation from the Provincial Deputy Coroner and Dr. Alberto Choi, an expert on suicidal behaviour.
- (2) Advanced Patrol Training Course - directed at uniform officers up to and including staff sergeants performing frontline duties. Includes PRU, CRU, ARU, station duty, and Traffic Response officers. This course is mandatory for frontline officers as it includes the annual Use of Force requalification and crisis resolution component.
- (3) Policing and Diversity Course - directed at those officers who are not performing front line duties. The course objective is the provision of safe, fair and competent police service to our diverse community, and includes a crisis resolution component. This course is mandatory for all officers who have not taken the Advanced Patrol Training course.

The Toronto Police Service offers some training to all officers on how to deal with emotionally disturbed persons. More intensive training on these issues, and specifically on suicidal behaviour is offered to those officers who are most likely to encounter this behaviour (bookers). The Service believes that the current level of training combined with other improvements in policy and technology addresses the jury's concerns appropriately.

Recommendation #4

That steps should be taken to ensure that information about the mental health of all prisoners is systematically and fully communicated to all personnel who are responsible for or who come in contact with the prisoner. Responsibility for disseminating such information lies with the Officer in Charge.

Response:

Procedure 03-01 entitled 'Persons Detained in Custody' gives the following direction to the Officer in Charge:

Prior to transporting a person to a lock-up, criminal court or detention centre shall indicate on the face of the crown envelope in red and advise the Officer in Charge of the receiving facility if the person has:

- *known or suspected suicidal tendencies*
- *violent tendencies, and/or*
- *a serious medical condition*

At the time of this incident Procedure 01-04 entitled Persons Brought into Custody directed the police officer as follows.

On arrival at a police station with a person in custody shall advise the Officer in Charge of:

- *the reason for the arrest*
- *the reason for continuing detention*
- *any other pertinent information relating to the person, or to the arrest*

The Procedures did not give any direction to the officers as to the definition of pertinent information.

Recent changes have been made to several Procedures in an effort to enhance the communication of information regarding prisoners and to ensure that all information regarding the health and safety of prisoners is properly communicated by the officers to the Officer in Charge, and by the Officer in Charge to the people responsible for their care.

Procedure 01-04 entitled 'Persons brought into Custody' has been amended to include the following under the role of police officer:

On arrival at a police station with a person in custody shall advise the Officer in Charge of:

- *the reason for the arrest*
- *the reason for continuing detention*
- *any other pertinent information relating to the person, or to the arrest including, but not limited to;*
 - *known or suspected suicidal tendencies*
 - *violent tendencies*
 - *serious medical conditions*

This will ensure that the police officer communicates information regarding the health and safety of the prisoner to the Officer in Charge immediately upon arrival at the station. The Officer in Charge is also required to inquire as to any suicidal behaviour and must evaluate the physical and mental state of the person at the time of booking.

Procedure 03-01 entitled 'Persons Detained in Custody' has been amended and now includes Medical Advisory Notes on several conditions, including a direction that persons with violent or suicidal tendencies shall be lodged in a separate cell whenever practicable and the person's behaviour closely monitored.

Procedure 03-01 has been further amended to include the following direction under the role of Police Officer:

Prior to lodging a person in police cells shall:

- *take the person before the Officer in Charge (OIC) and advise of any pertinent information including, but not limited to:*
 - *known or suspected suicidal tendencies*
 - *violent tendencies*
 - *serious medical conditions*

The following direction has been added to the role of the Officer in Charge

When receiving a person for lodging in police cells shall ensure:

- *that all persons who are responsible for monitoring the condition of persons in police cells are made aware of any pertinent information regarding the person including, but not limited to:*
 - *known or suspected suicidal tendencies*
 - *violent tendencies*
 - *serious medical conditions*
- *that individual suspected of having suicidal or violent tendencies or serious medical conditions are more closely monitored and checked as frequently as possible*

Procedure 03-02 entitled Booking Halls/Central Lock-Ups places an obligation on the Officer in Charge of a unit with audio/video equipment in the detention facility to ensure:

- *that the equipment is operated by a trained designated operator,*
- *that the booking officer and designated operator are advised if the person has known or suspected suicidal or violent tendencies, and*
- *that the condition of persons lodged in the cells are monitored and checked frequently*

Furthermore, this Procedure directs the designated operator to monitor persons lodged in the cells, and to notify the Officer in Charge of any emergency situations.

These amendments provide clearer direction to police officers who are responsible for the safety of persons in their custody, and will ensure that the communication of pertinent information such as suicidal tendencies, are communicated to the Officer in Charge at the time of booking, and prior to being placed in the cells. It will also ensure that the Officer in Charge communicates this information to those officers responsible for the care of the prisoner.

As a result of these changes, The Toronto Police Service is compliant with the jury's recommendation.

Conclusion

The Toronto Police Service recognizes that at times, persons in our custody may attempt to injure or cause harm to themselves. It is our duty to do whatever we can to ensure that these individuals have neither the means nor the opportunity to carry out these acts. We continue to enhance our training, communications, facilities and equipment in an effort to improve the safety of all individuals in our custody. We thank the jury for their recommendations and believe that the introduction of our enhanced monitoring systems, combined with procedural enhancements and training, will improve the safety of all prisoners and the officers entrusted with their care.

It is recommended that the Board approve this response to the Coroner's jury recommendations from the inquest into the death of Richard Pribag, and that the Board Administrator forward a copy to the Office of the Chief Coroner.

Mr. Frank Chen, CAO – Policing, Corporate Support 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 JUNE 21, 2001**

**#P160. DONATION OF BICYCLE FRAMES AND PARTS TO THE CITY OF
TORONTO BIKESHARE PROGRAM**

The Board was in receipt of the following report MAY 22, 2001 from Norman Gardner, Chairman:

Subject: DONATION OF BICYCLE FRAMES AND PARTS TO THE CITY OF
TORONTO BIKESHARE PROGRAM

Recommendation:

That, subject to availability, the Board approve the donation of bicycle frames and parts to the City of Toronto's Bikeshare Program.

Background:

In September 1992 the Board amended its policy governing the donation of bicycles so that future donations would be limited to any bicycle frames or parts that may be available rather than fully-equipped bicycles that would otherwise be sold at the police auctions (Min. No. 571/92 refers).

I was recently advised that most bicycles at the public auctions are in working order and can be purchased, individually, for approximately \$35.00 to \$80.00. Some, more expensive bicycles are often sold for \$250.00 and as much as \$400.00. Bicycle parts form less than 1% of the total bicycles received and sell in lots. The proceeds of the auctions, less costs, are deposited into the Board's Special Fund and it is the Board that approves disbursements from the Special Fund, for any purpose that it considers in the public interest, in accordance with section 132(2) of the Police Services Act.

In the past, charitable organisations have accepted the donation of parts and frames from the Board. Some organisations have considered the reasonable price of bicycles at auction.

City of Toronto Bikeshare Program

In April 2001, Councillor Kyle Rae sent correspondence to me regarding the new Bikeshare program developed by the City of Toronto that encourages the use of bicycles in the City. Councillor Rae has advised that for a \$25.00 annual fee, members of Bikeshare can pick up a reconditioned bicycle at any of several 'hubs' across the downtown core. Bicycles may be signed out for the day and returned to a 'hub'.

I advised Councillor Rae that it is our policy to donate available parts or frames rather than complete bicycles. Councillor Rae, on May 15, 2001 responded and advised that the Bikeshare program would be appreciative of the donation of parts or frames.

I therefore recommend that, subject to availability, the Board approve the donation of bicycle frames and parts to the City of Toronto's Bikeshare Program.

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2001**

**#P161. EXTENSION OF LIFE CYCLE MANAGEMENT LEASES –
WORKSTATION AND PRINTERS**

The Board was in receipt of the following report MAY 24, 2001 from Julian Fantino, Chief of Police:

Subject: EXTENSION OF LIFE CYCLE MANAGEMENT LEASES –
WORKSTATIONS AND PRINTERS

Recommendation:

It is recommended that: the Board approve the extension of the Life Cycle Management leases for workstations and printers for one additional year until August 2004 at a cost of \$2.4 million.

Background:

At its meeting of July 22, 1999, the Board approved the upgrade to the previous Life Cycle Management leases held by EDS Systemhouse at an annual cost of \$2.4 million for a four-year term until August 2003 (Minute #313/99 refers). These leases cover 2,200 workstations and 60 printers. The objectives of this upgrade were to extend the usable life span of 2,200 workstations and provide funding to replace 105 obsolete printers. The obsolete printers have exceeded their duty cycle, are over 5 years old, and are subject to frequent breakdowns.

Information Technology Services (ITS) has assessed that there will be an increased demand for memory resources on the workstations during the current lease period. The increase will be from the planned implementation of new applications; specifically, eCOPS, SAP and Lotus Mail, as well as anticipated upgrades to the Microsoft Windows 2000 Operating System and the Microsoft Office 2000 Suite. These applications, as well as others that are not specifically known at this time, will consume significant memory resources on the workstations. To maintain an acceptable level of performance and not impact the efficient operation of the Service's computer systems, it is necessary to increase the amount of RAM in the workstations.

Extending the current leases by one year allows us to achieve both objectives at current cost levels. The option of extending the lease by one year is possible via the terms of the current contract.

Therefore, ITS staff recommends that the term of the lease be extended for one additional year, until August 2004, to fund the addition of workstation memory (RAM) in all 2,200 workstations from 128MB to 512MB and to replace the obsolete printers. The funds made available by extending the lease by one year are approximately \$1,740,000 based on current interest rates. The proposed use of these funds is as follows:

\$1,024,452 to increase the memory to 512MB on 2,200 workstations
\$62,649 for installation of the memory on 2,200 workstations
\$262,680 for one-year additional maintenance of all the leased equipment
\$390,219 for the replacement of approximately 105 obsolete printers

The Chief Administrative Officer has certified that funding will be made available in the Service's Operating Budget.

Mr. Frank Chen, Chief Administrative Officer, Corporate Support Command, will be in attendance to answer questions from Board members.

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2001**

**#P162. CORPORATE DONATION – YOUNG PROFESSIONALS
ORGANIZATION**

The Board was in receipt of the following report MAY 23, 2001 from Julian Fantino, Chief of Police:

Subject: CORPORATE DONATION - YOUNG PROFESSIONALS ORGANIZATION

Recommendation:

It is recommended that: the Board accept the donation of \$4,000.00 from the Young Professionals Organization to offset the costs of a replacement treadmill for the Emergency Task Force's Fitness Facility.

Background:

On Thursday, March 29, 2001, members of the Emergency Task Force Unit hosted an educational awareness seminar for members of the Young Professionals Organization. These seminars are held on a semi-annual basis, and personnel from the Emergency Task Force provide up-to-date presentations on the unit's mandate, equipment, situational training and practical demonstrations.

This provides an excellent opportunity for an exchange of information and promotes positive police interaction with the young business community.

As a token of their appreciation, the Young Professionals Organization has presented the Emergency Task Force Unit with a cheque in the amount of \$4,000.00 to offset the costs of purchasing a replacement Treadmill (Model - Precor C964I) valued at approximately \$7,400.00. The Emergency Task Force Fitness Facility's Committee will absorb the remaining balance. The treadmill will enhance the training equipment utilized by the members of the Emergency Task Force to maintain the required standards for bi-annual mandatory fitness testing.

The Young Professionals Organization has requested a corporate tax receipt.

The donation is consistent with Service Policy 18-08, 'Corporate Donations, and is in harmony with the 2000 Service Priorities: 'Continuing to partner with the community and business organization'.

Deputy Chief Michael Boyd of Policing Support Command will be in attendance to answer any questions, if required.

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2001**

#P163. RECLASSIFICATION OF POLICE CONSTABLES

The Board was in receipt of the following report MAY 17, 2001 from Julian Fantino, Chief of Police:

Subject: RECLASSIFICATION OF POLICE CONSTABLES

Recommendation:

It is recommended that: the Board approve the reclassifications outlined below.

Background:

The following constables have served the required period in their current classification and are eligible for reclassification as indicated. They have been recommended by their Unit Commander as of the dates shown.

Second Class Constable

TAYLOR, Edward	5225	42 Division	2001.06.30
----------------	------	-------------	------------

Third Class Constable

FISK, Kirsten	7620	31 Division	2001.03.08
BLAIR, Jeffrey	7685	13 Division	2001.06.24
BOTTINEAU, Danielle	7718	55 Division	2001.06.24
CAPONE, David	88739	33 Division	2001.06.24
CERESOLI, Maurizio	7735	12 Division	2001.06.24
CHEECHOO, Nelson	7723	31 Division	2001.06.24
CHEUNG, Ching	7705	42 Division	2001.06.24
CRAGG, Melanie	86805	41 Division	2001.06.24
DE HARTOG, Callum	7697	14 Division	2001.06.24
DI GIACOMO, Roberto	7719	13 Division	2001.06.24
DOMINGUES, Paulo	7730	53 Division	2001.06.24
FLANDERS, Todd	7740	42 Division	2001.06.24
FRENCH, Christopher	7693	14 Division	2001.06.24
GILL, Gurjoyt	7722	31 Division	2001.06.24
HOWES, Christopher	7716	41 Division	2001.06.24
KNORZ, Klaus	7692	22 Division	2001.06.24
KORAC, Paul	7688	42 Division	2001.06.24

LAFRANCE, Jean-Guy	7700	42 Division	2001.06.24
LILLIE, Amanda	7698	31 Division	2001.06.24
MAC, Ovid	7690	55 Division	2001.06.24
MACPHERSON, Michael	7683	31 Division	2001.06.24
MAXWELL, George	7702	52 Division	2001.06.24
MCCABE, David	7727	12 Division	2001.06.24
MCDOUGALL, Robert	7682	41 Division	2001.06.24
MENDOZA, Bryan	99626	21 Division	2001.06.24
MENDOZA, Philip	99442	53 Division	2001.06.24
MISTEROWICZ, Richard	7739	14 Division	2001.06.24
MOJTAHEDI, Omid	7714	55 Division	2001.06.24
OLESEN, Lee	99641	22 Division	2001.06.24
O'NEILL, Barry	7695	14 Division	2001.06.24
PARNEY, Christopher	7728	23 Division	2001.06.24
PASSERINO, Curtis	7699	21 Division	2001.06.24
PERTABSINGH, Antoinette	99815	51 Division	2001.06.24
RIGGS, Brian	99605	52 Division	2001.06.24
RIOLO, Salvatore	7738	22 Division	2001.06.24
RODEGHIERO, Robert	7703	51 Division	2001.06.24
SEARLES, Ian	7706	53 Division	2001.06.24
SHIN, Jay	7701	31 Division	2001.06.24
SIDHU, Jenifferjit	99792	22 Division	2001.06.24
STEED, Mary	7687	12 Division	2001.06.24
TOMPRAS, Theodore	99773	54 Division	2001.06.24
WILLIAMSON, Sheri	7731	31 Division	2001.06.24
WOLFE, Stephen	5382	21 Division	2001.06.24
ZOVIC, Elvis	7733	21 Division	2001.06.24

As requested by the Board, the Service's files have been reviewed for the required period of service to ascertain whether the members recommended for reclassification have a history of misconduct, or any outstanding allegations of misconduct/*Police Services Act* charges. The review has revealed that these officers do not have a history of misconduct, nor any outstanding allegations of misconduct on file.

The submission for Police Constable Kirsten Fisk (7620) was delayed as the matter of her reclassification was before the Standing Committee on Probationary Constables. This Committee has the authority to change a police constable's reclassification date. A Memorandum of Agreement was signed by the member, the Toronto Police Services Board and the Toronto Police Association on May 8, 2001 which resulted in her reclassification period being temporarily extended by two months to May 8, 2001. However, upon receipt of a favourable evaluation and recommendation from the Unit Commander, her reclassification to third class was to be retroactively adjusted to March 8, 2001 with full pay.

It is presumed that the officers recommended for reclassification shall continue to perform with good conduct between the date of this correspondence and the actual date of Board approval. Any deviation from this will be brought to the Board's attention forthwith.

The Chief Administrative Officer has confirmed that funds to support these recommendations are included in the Service's 2001 Operating Budget. The Service is obligated by its Rules to implement these reclassifications.

Mr. Frank Chen, Chief Administrative Officer, Corporate Support Command, will be in attendance to respond to any questions the Board may have in regard to this matter.

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2001**

**#P164. SYSTEM DEVELOPMENT AND SUPPORT SERVICES FOR THE
OCCURRENCE RE-ENGINEERING PROJECT IMPLEMENTATION**

The Board was in receipt of the following report MAY 28, 2001 from Julian Fantino, Chief of Police:

Subject: SYSTEMS DEVELOPMENT AND SUPPORT SERVICES FOR THE
OCCURRENCE RE-ENGINEERING PROJECT IMPLEMENTATION

Recommendation:

It is recommended that: the Board approve the acquisition of development and support services from the following companies for the Occurrence Re-engineering project implementation:

IBM Canada Ltd.	\$480,000 including taxes
Interactive Technologies	\$160,000 including taxes
Montage	\$440,000 including taxes
RCM Technologies	\$365,000 including taxes

Background:

The Occurrence Re-engineering initiative was originally presented to the Police Services Board in June 1996 as a Capital Budget initiative. The overall objective of the project was to acquire a more efficient Records Management System, resulting in the elimination of data duplication, improved turnaround time for police reporting, a reduced need for paper documents, and a more efficient method of crime management.

In addition to operational improvements such as more timely access to information for front-line and investigative staff, monetary benefits were identified through the reduction of clerical staff within TPS. The approved business case projected that approximately 139 clerical positions would no longer be required, resulting in annual net salary savings of an estimated \$4.8 million.

It was determined that there was no product on the market that could provide both the business functionality and the scalability required to support the TPS business case. Consequently, TPS undertook to develop its own system, called eCOPS (enterprise Case and Occurrence Processing System), with a team comprised of TPS staff as well as resources from partner companies selected through a standard tendering process. It was initially projected that an average of fifteen full-time staff would be on the team at any given time. Due to resignations and hiring difficulties, there have rarely been more than five.

To date, the eCOPS team has:

- Architected an infrastructure to support both desktop and mobile workstation use of eCOPS
- Developed 75% of the functionality required for the business case: contacts, all occurrences, arrests, warrants including a CPIC update interface the use of sophisticated name search software
- Completed the design for the Uniform Crime Reporting (UCR) function required by the federal government
- Completed 75% of the data migration and implementation plan

Future milestones are as follows:

- July 2001: Core functionality development complete
- 4Q2001: Production rollout begins with the provision of a unified search tool (i.e. one search by the officer will access multiple systems)
- 1Q2002: Rollout of the core functionality to the desktops
- 2Q2002: Rollout to the mobile environment

The development effort is winding down, and the team is now preparing for the transition to production. This transition will require a core team of experts who will support the application during the production rollout and be able to quickly react to any requirements for changes, so as to minimize any impact on front-line officers.

It is anticipated that staff reductions will be able to start in the fourth quarter of 2002, with full benefits being realized at the end of the 1st quarter of 2003.

At its November 23, 2000 meeting, the Board approved the extension of a number of contracts for development services (BM # 492/2000 refers). The Board also approved subsequent renewals at its March 22, 2001 meeting (BM # P81/2001 refers). On both occasions, it was identified that Information Technology Services (ITS) was having difficulty attracting and retaining permanent staff due to market conditions and the TPS salary structures.

While it was hoped that new hires could take on the implementation sustainment role, the situation has not improved. Even if ITS is able to hire successfully over the next few months, new resources would not be able to be effective in providing the level of support required for at least six months.

As a result, there is a requirement to use a number of external resources to ensure that the required level of expertise remains available to TPS during this critical last phase of the project. This core team will be responsible for supporting the rollout of the application, making any changes to the application and completing additional functionality during the deployment phase. This team will be comprised of a team lead and seven technical resources.

The companies identified below have partnered with TPS in the development of the eCOPS solution. They were selected through a tendering process at the onset of the project and at key phases of the project, as additional resources were required. Their resources are highly skilled individuals who have performed within budget and schedule and proven their value to the project

during its various phases, and who will be indispensable in ensuring a successful implementation. The cost for these resources is as follows:

IBM Canada Ltd: \$480,000.

Interactive Solutions Ltd: \$160,000.

Montage eIntegration Inc.: \$440,000.

RCM Technologies: \$365,000.

The project financial forecast remains on the budget target of \$8.6 Million.

Mr. Frank Chen, the Chief Administrative Officer, has certified that such funds are available in the Service's Occurrence Re-engineering budget and will be in attendance at the Board meeting, to respond to any questions in this respect.

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2001**

#P165. CORPORATE DONATION – RADAR SPEED BOARD

The Board was in receipt of the following report MAY 24, 2001 from Julian Fantino, Chief of Police:

Subject: CORPORATE DONATION – RADAR SPEED BOARD

Recommendation:

It is recommended that:

(1) the Board accept the donation of a radar speed board valued at \$4,299.85 (including taxes) from the Kiwanis Club of Scarborough. This equipment is to be used in No. 42 Division by police, auxiliary police, and volunteers, as a Community Traffic Safety initiative.

Background:

In the fall of 2000, the Ministry of Transportation conducted a community support program, which encouraged police and community groups to apply for grants to enhance traffic safety. The Kiwanis Club of Scarborough applied for grant money under the “speed watch” section of this program.

In March 2001, the Kiwanis Club of Scarborough was granted \$5,000.00 to purchase the radar speed board. This item has already been purchased, as it had to be bought prior to March 31, 2001, in order to comply with the grant guidelines.

The Kiwanis Club of Scarborough now wishes to donate the radar speed board to the Toronto Police Service, specifically to service No. 42 Division. They have been advised that other units within the Service may also be required to utilize the radar speed board. The Kiwanis Club have requested a corporate tax receipt.

The radar speed board consists of a 1/3 metre tall digital display readout, which is mounted on a tripod, placed at the side of the road and displays the speed of approaching motorists. The radar speed board is manufactured in Toronto, by Tribar Industries. The unit is portable and comes with its own carrying case.

Tribar Industries is the main provider of radar equipment to the Toronto Police Service. The Services’ Radio and Electronics Unit currently maintains equipment manufactured by Tribar Industries and will be able to service the radar speed board once the warranty period has expired.

The equipment is to be used for traffic safety initiatives in No. 42 Division and other units within the Service, as required. It will be placed on streets where residents have complained of speeders. The site would be manned by police officers, auxiliary officers, volunteers, and concerned citizens.

In the past, No. 42 Division has borrowed a radar speed board and found it to be an effective tool for use in areas experiencing a high number of speeding complaints.

This donation conforms to Service Policy 18-08 - "Donations". Further, this donation is in harmony with the 2001 Service Priorities (Traffic Safety, Community Patrol and Community satisfaction).

Deputy Chief Steven Reesor, Policing Operations Command will be in attendance to respond to any questions the Board may have.

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2001**

#P166. LEGAL INDEMNIFICATION: P.C. KARL HEILIMO (128)

The Board was in receipt of the following report MAY 18, 2001 from Julian Fantino, Chief of Police:

Subject: LEGAL INDEMNIFICATION

Recommendation:

It is recommended that: the Board approve payment of an account from Mr. Gary R. Clewley, Barrister and Solicitor, in the total amount of \$395,877.72 for his representation of Police Constable Karl Heilimo #128.

Background:

Police Constable Karl Heilimo #128 has requested payment of his legal fees under the legal indemnification clause of the Uniform Collective Agreement. The statement of account from Mr. Gary R. Clewley, Barrister and Solicitor, is in the total amount of \$395,877.72, for representing the aforementioned officer.

It has been determined that this account is proper for payment and I request approval from the Board to pay it. The City of Toronto Legal Department has confirmed the legal fees to be reasonable and necessary.

The Chief Administrative Officer, Corporate Support Command, has certified that funds are available in the liabilities budget, Account #76511-1, legal defence of officers, to finance this expenditure.

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

Mr. Frank Chen, Chief Administrative Officer, Corporate Support Command, will be in attendance to respond to any questions the Board may have in regard to this matter.

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2001**

**#P167. QUARTERLY REPORT: STATUS OF THE IMPLEMENTATION OF
“CIPS” ENHANCEMENTS RELATED TO THE GATHERING OF
STATISTICS FOR COMPLETE SEARCHES**

The Board was in receipt of the following report APRIL 24, 2001 from Julian Fantino, Chief of Police:

Subject: QUARTERLY REPORT ON THE STATUS OF THE IMPLEMENTATION OF
"CIPS" ENHANCEMENTS RELATED TO THE GATHERING OF
STATISTICS FOR COMPLETE SEARCH

Recommendation:

It is recommended that:

- (1) the Board receive this report,
- (2) the Board receive the next status report at its December 6, 2001 meeting.

Background:

At its meeting on December 14, 2000, the Board directed quarterly status reports (Minute P529/00 refers), as follows:

“THAT the Chief provide the Board with quarterly reports on the implementation of CIPS enhancements into the new Records Management System and advise the Board if the Service is unable to provide electronic gathering of statistics by the third quarter of 2001.”

CIPS (Criminal Information Processing System) is the computerized case preparation system used by the Service to record all arrest information and has been identified as the best medium for collecting data relating to complete searches.

Information Technology Services (ITS) advises that CIPS functionality will be incorporated into the Service’s new Records Management System called eCOPS (Enterprise Case and Occurrence Management System). eCOPS is targeted to commence rollout by the fourth quarter of 2001 and will take approximately six months to complete. Therefore the collection of complete search data in eCOPS is projected to begin by the third quarter of 2002, to allow for data migration.

As an interim measure, pending the deployment of eCOPS, a complete search template has been added to the CIPS application. Although this information is formally captured in CIPS, the reporting of complete search statistics remains a manual process. The deployment of eCOPS will automate this part of the process.

It is recommended that the Board receive this quarterly status report. Mr. Frank Chen, Chief Administrative Officer, Corporate Support Command, will be in attendance to answer questions from Board members.

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2001**

#P168. 2001 ENVIRONMENTAL SCAN UPDATE

The Board was in receipt of the following report MAY 17, 2001 from Julian Fantino, Chief of Police:

Subject: 2001 ENVIRONMENTAL SCAN UPDATE

Recommendation:

It is recommended that: the Board receive the 2001 Environmental Scan Update.

Background:

The Environmental Scan provides a review of the external factors impacting on the need for police service and the internal challenges affecting the Service's ability to respond. This document provides a framework for priority setting during the budget process and the unit-level planning processes. Due to the long-term nature of many trends outlined in the Scan, a complete scan process is not carried out each year; a brief update of the major chapters is provided for years in which a full Scan is not produced.

At this time, the 2001 Environmental Scan Update is provided for the Board's information. Kristina Kijewski, Director, Corporate Planning, will make a brief presentation highlighting some of the data contained within the Scan Update. It is recommended that the Board receive the Update.

Mr. Frank Chen, Chief Administrative Officer, Corporate Support Command will be in attendance to answer any questions that may arise.

Kristina Kijewski, Director, Corporate Planning, was in attendance and discussed this report with the Board.

Hing-Bo Fung, Research Analyst, Corporate Planning, was also in attendance and responded to questions by the Board about the ability to compare Toronto's crime statistics with statistics collected nationally. Mr. Fung advised that the Service produces statistics on an *offences*-based system while Statistics Canada produces *incident*-based crime statistics. Although the Service is obliged to provide all its crime data to Statistics Canada, the Service currently does not have the ability to generate incident-based statistics.

cont...d

With regard to drug-related crimes noted in Figure 7, the Board noted that, in 2000, the number of drug offences and drug arrests increased for a fifth year. The report indicated that national statistics revealed the rate of cannabis offences increased while the rates of both cocaine and heroin offences decreased. The Board inquired whether the Service could identify drug-related crimes based upon drug type, specifically to determine the level of crimes in Toronto involving cannabis. Ms. Kijewski and Mr. Fung agreed to review whether the drug-types can be identified and will provide a response for the next Board meeting.

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2001**

#P169. BOARD MEMBER TRAINING: A. MILLIKEN HEISEY, Q.C.

The Board was in receipt of the following report JUNE 5, 2001 from Norman Gardner, Chairman:

Subject: BOARD MEMBER TRAINING

Recommendation:

It is recommended that: The Board receive this report for information

Background:

The Board adopted a requirement that all newly appointed members receive training within two months of being appointed (BM 156/00 refers). For the information of the Board Allan Milliken Heisey has completed this training.

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2001**

**#P170. TORONTO POLICE SERVICE RECORD RETENTION SCHEDULE –
RESPONSE TO THE CITY OF TORONTO ADMINISTRATION
COMMITTEE**

The Board was in receipt of the following report MAY 22, 2001 from Norman Gardner, Chairman:

Subject: TORONTO POLICE SERVICE RECORD RETENTION SCHEDULE –
RESPONSE TO THE CITY OF TORONTO ADMINISTRATION
COMMITTEE

Recommendation:

It is recommended that:

The Board receive the appended report for information.

Background:

At its meeting on August 31, 2000 the Board adopted a series of motions with respect to the Toronto Police Services Record Retention Schedule. The motions were adopted in response to a request from the City of Toronto Administration Committee that the Board seek the comments of various organisations and individuals with respect to the retention of occurrences – both ‘record of arrest’ and ‘major occurrence’ documents (Min. 369/00 refers).

The Board received the Administration Committee’s request and advised the Committee that the Board would require some time to respond to the request.

Following the Board’s adoption of these motions City Council, at its meeting held on October 3, 4, and 5, 2000 and October 6, 10, 11 and 12, 2000, received the Administration Committee report and approved the record retention by-law. Based upon Council’s decision to approve the retention by-law, I concluded that the report setting out the Service’s rationale for the permanent retention of ‘occurrence’ documents and the distribution to community organisations for comment must no longer be required (Min. P530/00 refers). However, the Administration Committee, at its meeting on February 6, 2001 re-iterated its July 2000 request to the Toronto Police Services Board, as follows:

“That the Toronto Police Services Board, in consultation with the City Solicitor, be requested to consult with the Law Union, the Canadian Civil Liberties Association, the Law Society of Upper Canada, the Canadian Bar Association of Ontario, the Chief Justice, the Chief Justice of the Provincial Court and the

Criminal Lawyers Association respecting this matter, and submit a report thereon to the next meeting of the Administration Committee, such report to also address any relevant Provincial regulations applicable to this By-law and address the concerns raised by the deputant who appeared before the Administration Committee respecting the retention periods for records in the custody and control of the Police”.

The Committee requested that this report also investigate what other municipal jurisdictions were doing with this type of records.

The Administration Committee also directed the City Solicitor to write, on behalf of the Board, to the organisations noted in this motion requesting their comments respecting the retention issue.

At its meeting on March 22, 2001, (Minute P94/01 refers) the Board authorized me to respond directly to the Administration Committee, in order to meet the Administration's Committee's May 8, 2001 deadline for response. That response is appended to this report, for information.

At its meeting on May 8, 2001, the Administration Committee received my report.

Peter Howes, Manager, Information Access, Corporate Information Services, was in attendance and responded to questions by the Board about the Service's record retention procedures.

The Board received the foregoing.

Attachment

April 24, 2001

To: Administration Committee, City of Toronto
From: Norman Gardner, Chairman
Subject: Toronto Police Service Records Retention By-Law

Purpose:

The purpose of this report is to provide a response to the February 6, 2001 and July 2000 requests of the Administration Committee about a by-law respecting the retention periods for records in the custody and control of the police.

Financial Implications and Impact Statement:

There are no financial implications in regard to the receipt of this report.

Recommendation:

It is recommended that the Administration Committee receive this report at its May 8, 2001 meeting.

Background:

At its meeting on July 11, 2000, the Administration Committee, gave consideration to a recommendation to enact a by-law establishing retention periods for records in the custody and control of the Toronto Police Services Board and the Toronto Police Service. The Committee was also in receipt of a deputation from a citizen advising that he had a concern with respect to the length of retention for one item in the recommended retention schedule.

At its meeting on August 31, 2000 the Toronto Police Services Board adopted a series of motions with respect to the record retention schedule. The motions were adopted in response to a request from the Administration Committee that the Board consult with various organizations with respect to the retention of records of occurrences – both ‘record of arrest’ and ‘major occurrence’ documents. The Board received the Administration Committee’s request and advised the Committee that the Board would require some time to respond to the request.

Following the Board's adoption of these motions City Council, at its meeting held on October 3, 4, and 5, 2000 and October 6, 10, 11 and 12, 2000, received the Administration Committee report and approved the record retention by-law. Based upon Council's decision to approve the retention by-law, we concluded that the report setting out the Service's rationale for the permanent retention of 'occurrence' documents and the distribution to community organisations for comment must no longer be required. However, the Administration Committee, at its meeting on February 6, 2001 reiterated its July 2000 request to the Toronto Police Services Board, as follows :

“That the Toronto Police Services Board, in consultation with the City Solicitor, be requested to consult with the Law Union, the Canadian Civil Liberties Association, the Law Society of Upper Canada, the Canadian Bar Association of Ontario, the Chief Justice, the Chief Justice of the Provincial Court and the Criminal Lawyers Association respecting this matter, and submit a report thereon to the aforementioned meeting of the Administration Committee, such report to also address any relevant Provincial regulations applicable to this By-law and address the concerns raised by the deputant who appeared before the Administration Committee respecting the retention periods for records in the custody and control of the Police”.

The Committee requested that this report also investigate what other municipal jurisdictions were doing with this type of record.

The Administration Committee also directed the City Solicitor to write, on behalf of the Board, to the organisations noted in this motion requesting their comments respecting the retention issue.

This report responds to the Administration Committee's motions. It should be noted that this report has been submitted to the Committee in advance of it being placed on the May 24, 2001 public agenda of the Toronto Police Services Board for its information. In order to meet the Committee's May 8, 2001 deadline, the Board authorized me to respond in advance of reporting to the Board.

Discussion

1. Relevant Provincial Regulations

The relevant provincial legislation has been noted in earlier reports to the Administration Committee. Section 116(1) of the Municipal Act provides that a municipality or one of its local boards shall not destroy any of its documents or records except after having obtained the approval of the Ministry of Municipal Affairs or in accordance with a by-law passed by the municipality establishing schedules of retention periods during which the documents and records must be kept by the municipality or local board.

Therefore, in the absence of a records retention schedule or the approval of the Ministry, all records would be retained permanently.

2. Deputant's Concerns

A citizen expressed concern about the effect the retention of arrest records might have on individuals who have been arrested, but have never been convicted of a crime.

The citizen's concern appeared to have arisen because of the interaction of the retention period for records of arrest with the disclosure of documents under the police reference check program administered by the Service. It is my understanding that this program was originally instituted at the request of the Ministry of Community and Social Services with respect to social service organizations that received assistance from the Ministry. Briefly, under this program, individuals who are applying for employment or volunteer duties with various public and social service agencies, and who may become involved and have close contact with children or other vulnerable persons, apply to the Service to request that a search of all records be undertaken and that they be provided with any information about themselves that has been identified in those records. Although only the applicant receives the information, in applying the applicant consents to the Service disclosing to the relevant organization the fact that information concerning the application has, or has not, been identified in the police records. The actual sharing of the information obtained by the applicant is a matter that is left to the applicant and the relevant organization.

The central concern that was raised before the Committee is that retention of records of arrest, the existence of which is subsequently identified as part of a police reference check, may result in individuals seeking employment or volunteer duties being denied such employment or the right to volunteer. The concern expressed was that, even in the absence of any conviction or criminal activity, a record of arrest may result in an organization refusing employment or the right to volunteer to the individual who is the subject of the record.

There are a number of reasons why the Board retains the arrest records. First, the records may become relevant in subsequent law enforcement matters, including a possibility of subsequent illegal activity by the individual to whom the record relates, in preparing documents for dangerous offender applications and in resolving serious unsolved cases many years after the original occurrence. Second, the records may be required for use with respect to defending the Board and the Service in civil suits respecting the arrest that is the subject matter of the record. Third, the records may be used for internal police disciplinary purposes and may show a particular pattern of behaviour on the part of officers who may be the object of discipline.

There are also a number of reasons why the records are disclosed as part of the police reference check program and not simply segregated from the program. In administering the program, the Service simply provides the applicant with information that is in its records. The Service intentionally does not want to engage in an evaluation of the significance of the records and the effect they may have on the suitability of the applicant for employment or volunteer duties with the relevant organization. The provision of information by the Service is simply intended to identify the requested information and allow the applicant and the relevant organization to determine and assess what significance if any, should be attached to the existence of these records and the information in these records if the applicant chooses to share them with the relevant organization.

All individuals have the option of obtaining additional information about the record of arrest through the Service's Freedom of Information Unit, particularly in those rare cases where an individual is identified as having contact with police, yet is innocent of a crime. The individual involved may then supply the agency or organization with details of the matter which is the subject of the record, in order to clarify any problems with respect to the individual's application for employment or volunteer status with an agency.

3. Other Jurisdictions

Since the type of records at issue are entirely in the control of police services, we have reviewed the position of other police services with respect to retention.

The Law Enforcement and Records Manager's Network (LEARN) Records Retention Guideline, published in 1998, identifies Major Occurrence Reports/Records of Arrest as having an indefinite retention period (with selective purging) - regardless of their outstanding or concluded status.

A survey of several police agencies across Southern Ontario suggests that the LEARN recommendation of a longer retention period for records relating to serious offences, has been adopted by many services.

The results of the survey are set out in Appendix A to this report.

4. External Consultation

On behalf of the Board, the City Solicitor wrote to the organisations and individuals identified by the Committee. A generic version of this letter is attached as Appendix B to this report.

There were two responses. The first response was a letter, dated April 6, 2001, from Mr. Alan Borovoy of the Canadian Civil Liberties Association. It is attached as Appendix C to this report.

While acknowledging that protection of vulnerable persons is of paramount importance, Mr. Borovoy recommended that records of arrest not be used as part of the police reference check program where "subsequent to the arrest, there was an acknowledgement or a finding that the arrested person did not warrant the suspicion that occasioned the arrest". However, this does not address the concern, identified above, with respect to the Service's intent to avoid acting as the arbiter of the suitability of records for disclosure as part of the police reference check program. As stated earlier, the Service is attempting to avoid situations where it provides an evaluation of the information and considers it appropriate that the relevance of such matters be resolved between the applicant and the relevant organization.

It should be noted that Mr. Borovoy's suggestions pertain to administration of the police reference check program rather than the retention of the records. While the record retention schedule is a matter under the jurisdiction of the municipality pursuant to Section 116(1) of the Municipal Act, identified above, the police reference check program is a matter exclusively within the purview of the Board and the Service. Any suggestion for change of the program would require the approval of the Police Services Board and the Service.

The Criminal Lawyers' Association also contacted the City Solicitor to express an interest in responding; however, as of the date of this report, no response has been received.

5. Referral to the Police Services Board

In the Police Services Board's and the Service's view the by-law should remain as is, for the reasons set out in this report. However, if the Administration Committee is inclined to make a recommendation to alter the retention period of specific records, the matter should be referred to the Police Services Board for consideration prior to any such recommendation being forwarded to City Council.

Contacts:

Chairman Norman Gardner
Toronto Police Services Board
Telephone No. 416-808-8080
Fax. No. 416-808-8082

Chief of Police Julian Fantino
Toronto Police Service
Telephone No. 416-808-8000
Fax. No. 416-808-8002.

Norman Gardner
Chairman

List of Attachments:

- Appendix A - Results of a survey of several police agencies.
- Appendix B - Letter dated March 2, 2001 from the City Solicitor.
- Appendix C - Letter dated April 6, 2001 from the Canadian Civil Liberties Association.

Police Service	Description	Retention Period
NIAGARA REGIONAL POLICE SERVICE	Incidents involving weapons, using weapons, violence and/or threatened violence, child abuse, abductions, kidnapping, forcible confinement, assault, bomb threats, explosives/explosions, domestic violence, harassment, armed robberies, trafficking/cultivating drugs, police haters, hazards-person/locations and mental health act elopees	indefinite
WATERLOO REGIONAL POLICE SERVICE	Homicides, missing persons, sudden deaths, child abuse, attempt murder, abductions, kidnapping, forcible confinement, arson (major), counterfeit money, all assaults (police, domestic, sexual), bomb threats, explosives, explosions, domestic violence (all), all firearms weapons offences (including threats), mental health arrests, hate crimes, gang related, trafficking/cultivation of drugs, stalking, criminal harassment, conspiracy, extortion, indecent, harassing, threatening phone calls, public mischief, perjury, sex offenders loitering near schools, etc., intimidation (threats), indecent acts, armed robberies, police haters	75 years
YORK REGIONAL POLICE SERVICE	Abduction, arson, assault, assault-sexual, B&E-Commercial, B&E-Residence, B&E-School, criminal harassment, criminal negligence, counterfeit, damage to property, dangerous operation, domestic, drug, escape, extortion, fail to appear, forgery, fraud, gaming house, homicide-attempt, homicide, impaired, impaired-90 days, mental, MVC-fatal, obstruct, offensive, weapon, phone calls-harassing, pornography, potential sex offender, possession of property, prostitution, robbery, shoplifting, suicide, theft from vehicle, theft over, threatening, trespass notice, vehicle-stolen	Permanent (archived)

HALTON REGIONAL
POLICE SERVICE

All original Incident Reports stored
at Records Unit

Unless otherwise
indicated, the original
is retained for the current
year plus 2 years then
microfilmed

HALTON REGIONAL
POLICE SERVICE

All original Incident Reports stored
at Records Unit

Original retained for 3 years
then microfiched for 25
years (with selective
purging)

Although certain police services (and the LEARN Guideline) have allowed for selective purging, there appears to be no criteria in place which dictates which reports will be 'selectively' purged, or when the purging should occur. While retention periods vary slightly, the survey does show a trend for longer retention periods for major offence records, or in some cases all incident reports.

The above services contacted all agree that their incident/occurrence reports, if purged at all, are done so based on type of offence and date of report - the disposition after the case is heard in court is not a factor in the equation.

Reply To: Karl Druckman
Tel: (416) 392-4520
Fax: (416) 397-5624
E-Mail: kdruckma@city.toronto.on.ca

File No. 376-560003.97

March 2, 2001

Dear Sir:

Re: Police Records Retention By-law

I am writing further to a request made by the City of Toronto's Administration Committee (the "Committee") at its meeting held on February 6, 2001, for the Toronto Police Services Board (the "Board") to consult with you or your organization regarding the effect of a retention period set out in City of Toronto By-law No. 689-2000, establishing a schedule of retention periods for records of the Board. A copy of the By-law is attached.

Some background information may be helpful. Subsection 116(1) of the Ontario *Municipal Act* provides that a municipality or one of its local boards shall not destroy any of its documents or records except after having obtained the approval of the Ministry of Municipal Affairs or in accordance with a by-law passed by the municipality establishing schedules of retention periods during which the documents and records must be kept by the municipality or local board. The Toronto Police Services Board is a local board of the City of Toronto.

Pursuant to this section, the Board submitted to the City of Toronto a draft by-law setting out various retention periods for different types of documents and records of the Board and the Toronto Police Service (the "Service"). This draft by-law was reviewed by the Committee and adopted by the Council of the City of Toronto as By-law No. 689-2000 at its meeting held in October, 2000.

Even though City Council adopted the By-law, an issue was raised before the Committee respecting the appropriateness of one of the retention periods contained in Schedule "A" to the By-law. Schedule "A" provides that records of arrest for major offences, identified under the grouping "Occurrence" on pages 17 and 18 of the By-law, are to be held permanently by the Board. I have highlighted the relevant provisions of Schedule "A" to the By-law for your convenience. A citizen has expressed concern about the effect the retention of arrest records might have on individuals who have been arrested, but have never been convicted of a crime.

As I understand, the citizen's concerns arise principally because of the interaction of the retention period for records of arrest with the disclosure of documents under the police reference check program administered by the Service. I am advised that this program was originally instituted at the request of the Ministry of Community and Social Services with respect to social service organizations that received assistance from the Ministry. Briefly, under this program, individuals who are applying for employment or volunteer duties with various public and social service agencies, and who may become involved and

have close contact with children or other vulnerable persons, apply to the Service to request that a search of all records be undertaken and that they be provided with any information about themselves that has been identified in those records. Although only the applicant receives the information, in applying, the applicant consents to the Service disclosing to the relevant organization the fact that information concerning the applicant has, or has not, been identified in the police records. The actual sharing of the information obtained by the applicant is a matter that is left to the applicant and the relevant organization. The central concern that was raised before the Committee is that retention of records of arrest the existence of which is subsequently identified as part of a police reference check, may result in individuals seeking employment or volunteer duties being denied such employment or the right to volunteer. The concern expressed was that, even in the absence of any conviction for criminal activity, a record of arrest may result in an organization refusing employment or the right to volunteer to the individual who is the subject of the record.

For your information, there are a number of reasons why the Board retains the arrest records. First, the records may become relevant in subsequent law enforcement matters, including subsequent illegal activity by the individual to whom the record relates, in preparing documents for dangerous offender applications and in resolving serious unsolved cases many years after the original occurrence. Second, the records may be required for use with respect to defending the Board and the Service in civil suits respecting the arrest that is the subject matter of the record. Third, the records may be used for internal police disciplinary purposes and may show a particular pattern of behaviour on the part of officers who may be the object of discipline.

There are also a number of reasons why the records are disclosed as part of the police reference check program, and not simply segregated from the program. In administering the program, the Service simply provides the applicant with information that is in its records. The Service intentionally does not want to engage in an evaluation of the significance of the records and the effect they may have on the suitability of the applicant for employment or volunteer duties with the relevant organization. The provision of information by the Service is simply intended to identify the requested information and allow the applicant and the relevant organization to determine and assess what significance, if any, should be attached to the existence of these records and the information in these records if the applicant chooses to share them with the relevant organization.

As previously mentioned, in assessing these issues, the Committee requested that the Board, with the assistance of the Solicitor for the City of Toronto, write to you or your organization to solicit comment and advice on the matter. The Committee has requested that the Board report back to it on the results of such consultation at its meeting scheduled to be held on May 8, 2001. Therefore, I request that if you have any comments regarding this matter, that you provide them in writing by correspondence directed to the attention of Karl Druckman of the City of Toronto Legal Division no later than March 30, 2001, so that your views can be considered as the Board prepares its the presentation to the Administration Committee. If I do not hear from you by that time, I will assume that you do not wish to comment on this matter.

I appreciate any assistance you may offer in helping the City and the Board resolve this issue. If you have any questions, please feel free to contact Karl Druckman of the Legal Division at (416) 392-4520. Thank you in advance for your time and trouble.

Yours truly,


Albert H. Cohen
Director, Litigation

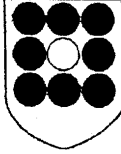
KD:jg
cc.

J. Campbell
P. Howes

G:\LEG\WRITE\KDRUCKMA\376-5600003.97\Consultation_lr.doc

CANADIAN
CIVIL LIBERTIES
ASSOCIATION

394 Bloor Street West, Suite 200
Toronto, ON M5S 1X4
Telephone (416) 363-0321
FAX (416) 861-1291
E-mail ccla@ilap.com



ASSOCIATION
CANADIENNE DES
LIBERTES CIVILES

394 rue Bloor Ouest, Suite 200
Toronto, ON M5S 1X4
Téléphone (416) 363-0321
Télécopieur (416) 861-1291
Courriel ccla@ilap.com

EXECUTIVE COMMITTEE
COMITE EXECUTIF
Past President
Presidentes Précédentes
THE HON. J. KEELER MACGAY
(1988-1979)
J.S. MEDANSKI, Q.C.
(1979-1977)
JOHN NELLIGAN, Q.C.
BARRY W. ARTHURS
THE HON. WALTER D'AMONTOLOGY
(1964-1988)
WALTER FITZMAN
STEVE BRACK

President
Président
ALLAN BLAKESNEY

Vice-presidents
Vice-présidents
JAMIE CAMERON
CISILE COTTELL-APPEL, Q.C.
EDWARD L. GREENBERG, Q.C.
DONNA LAFRANCOISE
JOHN D. McCAMIE
TERRY McAGUIRE
HOWARD HAWLEY
HUGUETTE PLUMERSON
FRANCOIS ERIC
KENNETH E. SWAN
THE VERY REV. LOS WILSON
DR. JOSEPH WONG

Secretary
Secrétaire
SYDNEY GOLDENBERG

Treasurer
Trésorier
ELAINE SLATER

General Counsel
Avocat Général
A. ALAN BORNHOFF

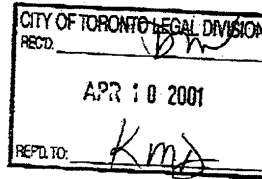
BOARD OF DIRECTORS
CONSEIL D'ADMINISTRATION

MURRAY ALLMAN
BROMLEY ARMSTRONG
RONALD ATKIN, Q.C.
DONALD A. BAILEY
THOMAS R. BERGER
PIERRE BERTON
EDWARD BRADENT
JUNE CALLWOOD
DR. C. ANN CAMERON
DALTON CAMP
JANE COOPER
SUSAN COOPER
DR. DEBBY COFFE
DAVID CRONIN-NEE
FERNAND DAQUET
MICHAEL DEFRONZO
PETER DESSAULT
PETER BARR DONOHUE
MARCUS DONOHUE
BRADY A. FEJBY
SUSAN ENG
MEL FINKELSTEIN
ROBERT FULFORD
VICI GARENEAU
MICHAEL GREENE
LOUIS GREENSTEIN
MAUSSA HAYES
CATHERINE R. HARLAND
DR. DANIEL G. HILL
PATRICIA JACKSON
BARISH JAIN
PETER KELLY-KENNEW
JOY KOGANA
DENNIS MCDERMOTT
JOHN OLIVER
DELLA OFFICKEW
EDNA RITTER
PENELOPE ROSE
MARTIN SCHIFF
DAVID SCHNIDBERMAN
RUTH SMALL
JACK SHAPIRO
ROBERT SHAW
ERIC TESS, Q.C.
WALTER THOMPSON
GREG TRABLEY

By Fax

April 6, 2001

Mr. Karl Druckman
Legal Services, City of Toronto
55 John Street
Stn 1260, 26th Floor, Metro Hall
Toronto, ON
M5V 3C6



Dear Sir:

Re: Police Records Retention By-Law

This is to reply to the inquiry contained in the letter of Albert H. Cohen dated March 2, 2001. Since your request invited our response to certain uses of the arrest records, our comments here will not address the acceptability of retaining those records.

The Canadian Civil Liberties Association (CLA) cannot object, in principle, to the police using their arrest records, as Mr. Cohen reports they do, for the selection of applicants to those positions that involve significant contact with particularly vulnerable people. While we share the disquiet of those who contend that convictions, rather than mere arrests, should be



U. S. McLAUGHLIN

Association Council
11

the pivot of such a policy, we believe there is a case for exceptional solicitude where vulnerable people are concerned. In saying this, we consider the following factors:

- 1) Although the presumption of innocence must continue to engulf the affected arrestees, this presumption was designed primarily to protect people from incarceration. It was not necessarily intended to confer broad protections with respect to the job market or the quest for voluntary positions.
- 2) The police are not supposed to make arrests, unless there are reasonable grounds to believe in the guilt of their suspects. Where relevant allegations are concerned, such a standard of proof should be acceptable for the purpose of selecting people to fill the kinds of positions at issue here.
- 3) The policy applies only to a limited class of positions. The more vulnerable the people who are affected, the more justification there is for a special weighing of the competing risks. In short, it would generally be less bad to risk denying such a position to an innocent applicant than it would be to risk exposing vulnerable people to a dangerous applicant.

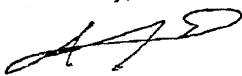
At the same time, CCLA believes the current policy is needlessly broad. Periodically, arrests may be followed by certain events that effectively clear the impugned people of the suspicions that triggered their arrests. Suppose, for example, there was a finding by a court or an acknowledgment by the police themselves that the person was arrested by mistake? In such circumstances, there could be no justification for the continued use of the arrest record in the way indicated.

Accordingly, CCLA recommends that the policy be amended so that arrest records would not be used, in this way, in those situations where, subsequent to the arrest, there was an acknowledgment or a finding that the arrested person did not warrant the suspicion that occasioned the arrest. Such a subsequent development could arise in a number of ways, including the following:

- 1) The police acknowledge that the person should not have been arrested.
- 2) A court finds that the person should not have been arrested.
- 3) A court finds that someone else committed the triggering offence.
- 4) A court affirmatively finds that the arrested person did not, in fact, commit the triggering offence.

Although such situations may be relatively exceptional, CCLA believes that an amendment along the foregoing lines is nevertheless needed to minimize the kind of injustices that the policy could create.

Sincerely,



A. Alan Borovoy
General Counsel

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2001**

#P171. EDUCATION LEAVE OF ABSENCE POLICY

The Board was in receipt of the following report MAY 17, 2001 from Julian Fantino, Chief of Police:

Subject: AMENDMENT TO EDUCATION LEAVE OF ABSENCE POLICY

Recommendation:

It is recommended that: The Board receive the following report and approve the attached Educational Leave of Absence Procedure.

Background:

Currently, a leave of absence without pay is available to any member of the Service for the purpose of furthering their education and improve their skills, provided they meet the criteria as set out in the Education Leave of Absence Policy and Procedure which was approved by the Board on February 16, 1995 (Board Minute 62/95 refers). The purpose of educational leave is to allow members the opportunity to improve their level of education provided it will be beneficial to both the Service and the member.

Section 31(1)(c) of the Police Services Act provides for the establishment of policies for the effective management of the police service as a Board responsibility. Legal advice from both the City Solicitor and Hicks, Morley indicates that the approval of granting leaves of absence for various reasons, should more appropriately be lodged with the Chief of Police with respect to Section 41(1)(a) which reads as follows:

"The duties of a Chief of Police include,

- (a) in the case of a municipal police force administering the police force and overseeing it's operation in accordance with the objectives, priorities and policies established by the Board under subsection 31(1)".

Therefore, since the Chief is granting leaves of absence in concert with the policies approved by the Board, there is no requirement for the Chief to bring requests for educational leave for approval before the Board. This would alleviate the need for the Board to entertain these on a regular basis at its Board meetings, which is the present procedure. Currently the general control and administration of other leaves of absence programs, specifically Family Care Leave, Other Leave and Deferred Leave are co-ordinated through Compensation and Benefits.

Finally, a number of other changes have been incorporated into the educational leave of absence procedure to alleviate a few concerns. These changes are highlighted below for the information of the Board.

a) Commitment to Five Years of Service

Upon approval of an educational leave of absence, the member must enter into a legal agreement and commit to five years of service upon completion of the leave.

b) Development Plan

On April 11, 2000, Mr. Charles Lawrence, Manager of Training and Development, Training and Education Unit, was appointed and assigned the responsibility of preparing a development plan for members requesting an educational leave of absence, as outlined in the attached procedure. A development plan will outline the member's acquired skills and/or knowledge and will identify any future potential postings.

c) Additional Selection Criteria

In addition to meeting all program admission requirements and course prerequisites the following criteria must be met:

- Demonstrated competence and commitment in their present assignment
- Good service record (no unresolved performance, discipline or attendance problems)
- Potential to assume increased responsibility or other change in job function
- Demonstrated personal commitment to learning
- Ability to complete the program successfully
- Must have completed the probationary period

d) Basis for Decision

The decision to approve or deny a request for an educational leave of absence must be based on the following:

- The need within the Service for the particular skill or knowledge which will be acquired by the member
- The benefits to be derived by the Service from the member's course of study, including its support to assisting the Service in achieving its promotional and composition goals
- The member's potential in terms of his or her stated goals

Attached is a draft of the Educational Leave of Absence Procedure, to be finalized shortly, pending approval from the Board.

Mr. Frank Chen, Chief Administrative Officer - Corporate Support Command, will be in attendance to respond to any questions the Board may have in regard to this matter.

The Board approved the foregoing.

PERSONNEL

14 – 33 Educational Leave of Absence

New

Amended

Reviewed – No Amendments

Issued:

RO 2001xx-xxxx

Rationale

The purpose for granting an educational leave of absence is to allow members the opportunity to further their education and improve their skills, provided both the Service and the member derive a benefit from such a leave. Educational leaves of absence are intended to train members to do their job better, or develop them for future probable assignments and must support the goals of the Toronto Police Service.

This procedure outlines the process members must follow when requesting an educational leave of absence.

Governing Authorities

Federal N/A

Provincial N/A

Associated Policies or Procedures

Number

N/A

Name

Situation

Forms

NUMBER

TPS 773

NAME

Application for Educational Leave of Absence

Authorization Level

Chief of Police

Definitions

N/A

PROCEDURE

Members are required to obtain some of the credits for a degree, certificate or diploma during off duty hours before applying for an educational leave of absence. The degree, certificate or diploma should be obtained in no more than two school years of full-time study and the educational costs shall be borne by the member. Members may apply for educational leave as many times as required, however, approval for subsequent requests will be handled on a case-by-case basis. The Service is under no obligation to provide employment to members during the leave of absence. Members must commit to five years of service with the Toronto Police Service upon completion of the leave.

Candidates must meet all program admission requirements and course prerequisites. In addition, members must meet all of the following selection criteria:

- demonstrated competence and commitment in their present assignment
- good service record (no unresolved performance, discipline or attendance problems)
- potential to assume increased responsibility or other change in job function
- demonstrated personal commitment to learning
- ability to complete the program successfully, and
- must have completed their probationary period.

As part of the application for an educational leave of absence, a Development Plan shall be prepared outlining the member's acquired skills and/or knowledge. Any future potential postings identified in the plan may be subject to change due to the exigencies of the Service.

Educational leaves of absence shall be at the discretion of the Chief of Police based on the exigencies of the Service at the time of the request. Approval is required on one occasion only, just prior to the commencement of the course of study and the member must enter into a legal agreement before starting the educational leave of absence. In addition, a legal agreement must be executed annually before the start of subsequent school years.

Member

1. When requesting an educational leave of absence shall complete and submit an Application for Educational Leave of Absence (TPS 773) to the unit commander, at least three months prior to the start date
2. Prior to the commencement of subsequent school years shall notify the unit commander and the Unit Commander – Compensation and Benefits, at least three months in advance of the start date

Unit Commander

3. Upon receipt of a TPS 773 shall
 - review the TPS 773 with the member
 - include a recommendation to approve or deny the request along with comments on the TPS 773 and forward it to the Manager – Training and Development, Training and Education Unit

Manager – Training and Development, Training and Education Unit

4. Upon receipt of a TPS 773 shall

- interview the member

NOTE: *The member's career goals and expectations upon the completion of the course of study shall be discussed at the time of the interview.*

- consult with the member's unit commander for an assessment of the member, including the member's career potential
- prepare and discuss with the member a detailed assessment of his/her potential regarding the stated goals and expectations
- interview any other member who may provide information that will assist in making a decision on whether to grant the leave
- if recommending approval, establish a Development Plan, in consultation with the member and the member's unit commander which will make use of the member's acquired job skills and/or knowledge

NOTE: *The Development Plan shall specify the postings during school breaks and upon completion of the course of study.*

- recommend approval or denial and include comments on the TPS 773

NOTE: *The decision must be based on the following:*

- *the need within the Service for the particular skill or knowledge which will be acquired by the member*
- *the benefits to be derived by the Service from the member's course of study, including its support to assisting the Service in achieving its promotional and composition goals; and*
- *the member's potential in terms of his/her stated career goals.*

5. Upon completion of item 4 of this procedure shall forward the TPS 773 and, if applicable, the Development Plan through the Unit Commander – Training and Education Unit to the Unit Commander – Compensation and Benefits

Unit Commander – Compensation and Benefits

6. Upon receipt of a TPS 773 shall
 - review the request
 - recommend approval or denial and include comments on the TPS 773
 - forward the TPS 773 to the Chief of Police
7. Upon receipt of a TPS 773 with a decision from the Chief of Police shall advise the member and the member's unit commander accordingly

Work and Family Care Coordinator – Compensation and Benefits

8. Upon receipt of a TPS 773 approving the request for an educational leave of absence shall

- prepare a Memorandum of Agreement for execution by the parties concerned in the initial and subsequent years
- ensure a copy of the Development Plan is forwarded to the member and the member's unit commander
- complete a Personnel Action Notice (PAN) - Leaves

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2001**

#P172. NEW ORGANIZATIONAL DESIGN – FINAL UPDATE REPORT

The Board was in receipt of the following report MAY 30, 2001 from Julian Fantino, Chief of Police:

Subject: NEW ORGANIZATIONAL DESIGN - FINAL UPDATE REPORT

Recommendation:

It is recommended that: the Board receive this report.

Background:

The Board at its meeting on October 26, 2000 (Minute No. 475) was in receipt of a report on the new organizational design for the Toronto Police Service. Further updates on the implementation of this new design were also submitted to the Board at its meetings on December 14, 2000 (Minute No. C337) and April 19, 2001 (Minute No. P126). These reports have covered the following issues in relation to this important transition:

- changes to the Command structure
- changes to the uniform rank structure, including the re-introduction of the Staff Superintendent rank
- uniform and civilian promotions to senior level positions
- changes pertaining civilian support staff
- changes to the Service's automated systems to accommodate the organizational changes
- costs and communication strategies utilized

It now appears that the primary changes resulting from this re-structuring project have been successfully completed. It is therefore recommended that the Board receive this report, with the understanding that future modifications which may occur from time to time will continue to be reported to the Board in accordance with past practice.

Mr. Frank Chen, Chief Administrative Officer, Corporate Support Command, will be in attendance to respond to any questions the Board may have in regard to this matter.

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2001**

#P173. VICTIM SERVICES ANNUAL REPORT - 2000

The Board was in receipt of the following report MAY 24, 2001 from Julian Fantino, Chief of Police:

Subject: VICTIM SERVICES ANNUAL REPORT

Recommendation:

It is recommended that: the Board receive the following information (refer to Minute 343/93)

Background:

Victim Services established in 1990 to assist City of Toronto Police Officers with victims of crime is now incorporated with charitable non-profit status. Victim Services continues to be affiliated with the Community Policing Support Unit and enjoys an excellent relationship. The program operates 24 hours a day every day of the year.

Charitable Status

Charitable status with Revenue Canada has encouraged individuals and corporations to financially support the program. During the year 2000, Victim Services successfully fund raised over \$48,000. This amount included a \$25,000. donation from the Dunmore Committee.

Fifth Annual General Meeting

Victim Services Fifth Annual General Meeting was held on September 28, 2000. Mr. Peter Crosby, the Board Chair from 1996 to 1999 retired from the Victim Services Board at this meeting. A new Victim Services Board consisting of ten members was elected to support the program for the year 2000 – 20001. The date for the sixth Annual General Meeting will be October 25, 2001.

Personnel

Victim Services continues to function with thirteen full time staff plus the DVERS Co-ordinator. Four student placements and one hundred and ten volunteers support the Victim Services Program. The most recent class of 32 volunteers were recruited, trained and then graduated in December 2000. The volunteer program concentrates on recruiting persons representing various ethnic communities in the city of Toronto. Victim Services staff and volunteers are able to provide support to victims of crime in 22 different languages. It is anticipated that the program will recruit and train 35-40 new volunteers in the fall of 2001.

Financing

The Program continues to be supported by the Ministry of the Attorney General and Toronto Community Services. Given that government funding has not increased, fund raising continues to be a priority for the Victim Services Program. Government funders now request a fund raising plan with specific time lines to confirm that fund raising activity is ongoing.

Statistics and Program

Victim Services continues to provide assistance to victims of crime and or their families related to events such as assaults (including domestic), elder abuse, traffic injuries and fatalities, sudden deaths, homicides, robbery, theft, break and enter or any event where a person or persons have been victimised. Victims and or their families are provided with immediate crisis counselling, support, mediation, referrals to community agencies and if requested court support. The program responded to 7000 assistance referrals and 2000 information requests from police personnel during the year 2000.

The DVERS Project, a personal safety alarm worn by domestic violence victims provides protection exclusively in the home. To compliment and improve the support to high-risk victims, twenty-five cell phones donated by the Toronto Police Service have been added to this project. Cell phones pre-programmed to 911 will provide additional security outside the home. The project is now established and housed with the Victim Services Program. This project is an example of a partnership between community agencies, the Toronto Police service ADT security systems and the City of Toronto government working together.

Victim Services ended the year 2000 with a Volunteer Graduation and Volunteer Recognition Event held on December 13, 2000. The event was sponsored by the Toronto Police Services Board and was held at the Canadiana Banquet Hall. Volunteers were recognised for their support to victims of crime and their commitment to the community. The volunteers were both delighted and honoured to have both Chief Julian Fantino, Chief of Police for the City of Toronto and Mr. Norman Gardner, Chair of the Toronto Police Services Board attend the event.

Lynda Vickers, Executive Director of Victim Services Toronto Inc., and Superintendent Keith Forde, Unit Commander, Community Policing Support Unit will be present to answer any questions.

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2001**

**#P174. REQUEST FOR EXTENSION OF TIME TO SUBMIT REPORT:
2002-2004 SERVICE PRIORITIES**

The Board was in receipt of the following report MAY 22, 2001 from Julian Fantino, Chief of Police:

Subject: 2002-2004 SERVICE PRIORITIES

Recommendation:

It is recommended that: the Board approve a two-month extension for the submission of a report on the proposed Service Priorities for 2002-2004.

Background:

In April 2001, the Board approved the recommendation that “the Chief of Police prepare a report for approval at the Board’s June 2001 meeting proposing the policing priorities for 2002-2004” (Board Minute P111/01 refers). Due to time, workload, information availability, and reporting structure constraints, this timeline is not feasible. I am, therefore, requesting that the Board approve a two-month extension (to the August 30th, 2001, Board meeting) for the submission of a report on the proposed Service Priorities for 2002-2004.

Chief Administrative Officer Frank Chen, Corporate Support Command, will be in attendance to respond to any questions.

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2001**

**#P175. CORRESPONDENCE: "PRESERVING A SAFE TORONTO"
CONSULTATION SERIES**

The Board was in receipt of correspondence MAY 18, 2001 from Raymond J. Protti, President & Chief Executive Officer, Canadian Bankers Association, with regard to the results of the Board's "Preserving a Safe Toronto" consultation series. A copy of Mr. Protti's correspondence is appended to this Minute for information.

The Board received the foregoing.



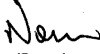
CANADIAN BANKERS ASSOCIATION

Box 348, Commerce Court West
199 Bay Street, 30th Floor
Toronto, Ontario, Canada M5L1G2
www.cba.ca

Raymond J. Protti
President & Chief Executive Officer
Tel.: [416] 362-6092 Ext. 211
Fax: [416] 362-8903

May 18, 2001

Mr. Norman Gardner
Chairman
Toronto Police Services Board
40 College St.
Toronto, ON
M5G 2J3


Dear Mr. Gardner:



Thank you for your letter of May 10, 2001.

It has been six months since you invited me to participate in the Toronto Police Services Board's "Preserving a Safe Toronto" consultation series. Certainly from the attached material you have provided to me, I am extremely pleased that based on your consultation process, the Toronto Police Services board will for the first time ever, adopt a "Governance Plan". It is also gratifying to note that the Chief of Police will ensure that the findings of last autumn's consultation process will be reflected in his report for 2002-2004.

Once again, it is a pleasure to hear that being part of your consultation series was helpful to you and the Board and ultimately, to the Toronto Police Service and the community. I do agree that many of the issues facing society today are broadly based and require community involvement, beyond that of the police.

Sincerely,



RJP

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2001**

**#P176. FUNDING FOR POLICING OF ELECTRONIC GAMING AT
WOODBINE RACETRACK**

The Board was in receipt of a report MAY 28, 2001 from Wanda A. Liczyk, Chief Financial Officer and Treasurer, containing a response to the Board's request for funds to recover the costs of policing the Woodbine Racetrack slot machines. A copy of Ms. Liczyk's report is appended to this Minute for information.

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

THAT the Chief of Police investigate any legal obligations on the part of the City to provide funds for policing requirements as a result of the implementation of slot machines at the Woodbine Racetrack and provide the results in a report to the Board following his review.



Finance

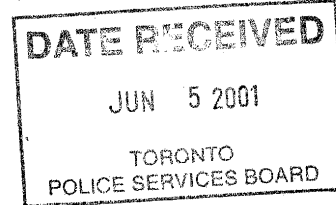
City Hall, 7th Floor, East Tower
100 Queen Street West
Toronto, ON M5H 2N2

Wanda A. Liczyk
Chief Financial Officer &

Tel: 416-392-8773
Fax: 416-397-5236

May 28, 2001

Mr. Norm Gardner
Chair, Toronto Police Services Board
40 College Street
Toronto, ON M5V 1A2



Dear Chair Gardner:

Your letter dated May 7, 2001 requests my consideration of the recommendation made by the Toronto Police Services Board at its meeting of April 19, 2001 with respect to the report dated April 11, 2001 from the Chief of Police. This motion recommends that:

The Board request the City Chief Financial Officer and Treasurer to prepare a report for the Policy and Finance Committee identifying a source for the \$749,000 cost to the Toronto Police Service of policing the Woodbine Racetrack slot machines in 2001.

As you are aware no specific allocation has been provided for in the 2001 Operating Budget to cover the \$749,000 identified by Toronto Police Service as the Woodbine Racetrack incremental costs in 2001. At its meeting of April 28, 2001, Council adopted the 2001 Operating Budget including the 2001 Operating Budget for the Toronto Police Service. At that time, it was noted that the Woodbine proceeds, estimated at \$12 million, were fully dedicated to the aggregate 2001 Operating Budget and as such are unavailable as a specific funding source to offset your projected costs of \$749,000.

I would also note that the Toronto Police Services Board at its meeting of January 25, 2001 endorsed several recommendations relating to this matter as suggested by Councillor Suzan Hall. Among these recommendations were two requests that:

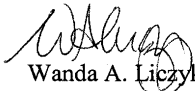
1. the Chief, Toronto Police Service report to the Toronto Police Services Board on a quarterly basis on operating statistics, including staff hours, salary and other costs and crime statistics associated with Woodbine Racetrack slot machines; and,
2. these statistics be provided to the Chief Financial Officer and Treasurer as outlined in Clause No. 1 in Report No.6 of the Policy and Finance Committee, as adopted by Council at its meeting of May 9, 10 & 11, 2000.

Receipt of these data would be helpful in assessing the relative impacts of the Woodbine Racetrack activities on your overall operations and I would therefore welcome a copy of these reports as soon as they become available.

As well, Council at its meeting of April 23, 24, 25, 26, and 27 and its Special meeting of April 30, May 1 and 2, 2001, requested that the Chief Administrative Officer and myself report to the Policy and Finance Committee by September 30, 2001, on the current and future service pressures on City Departments and Agencies including Police Services since the opening of the Woodbine Slot facility. This report is to include options available for funding these pressures in the 2002 Operating Budget. Again to this end, your timely submission of budget variance information to the Budget Office will be helpful in providing the Committee with the appropriate advise.

In the meantime, as requested I will continue to monitor opportunities to address this issue in 2001, and keep you apprised of any actions that should be taken. To this end, I would ask that these costs be identified in your operating variance reports for the information of the Policy and Finance Committee as well as Council. Should an unfavourable variance emerge in the operation of the Toronto Police Service as a consequence of this activity, it will be dealt with at that time.

Yours Sincerely,



Wanda A. Liczyk
Chief Financial Officer and Treasurer

c.c. Julian Fantino, Chief of Police, Toronto Police Service
Budget Advisory Committee Members
Michael Garrett, Chief Administrative Officer
Novina Wong, City Clerk
Jeffrey Griffiths, City Auditor

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2001**

**#P177. CONSOLIDATION OF POLICE FACILITIES – AMALGAMATION OF
21 DIVISION WITH 22 DIVISION**

The Board was in receipt of the following report JUNE 11, 2001 from Julian Fantino, Chief of Police:

Subject: CONSOLIDATION OF POLICE FACILITIES – AMALGAMATION OF 21
DIVISION WITH 22 DIVISION

Recommendation:

It is recommended that:

- (1) the Board approve the amalgamation of 21 Division with 22 Division and the establishment of a sub-station operation at the 21 Division facility.

Background:

As part of an approved motion from the Board meeting on March 22, 2001 (Board Minute No. P74/01), the Chief was to report back to the Board regarding opportunities to obtain efficiencies through facility consolidation. On various occasions the community has expressed its lack of support regarding the closing of 21 Division. The status of 21 Division, and the potential amalgamation of 21 and 22 Division, has been reviewed on various occasions in the past five years. This report addresses the amalgamation of 21 and 22 Division and provides a history of the reports, recommendations and community involvement from 1996 until present to help provide the context in which this recommendation has risen.

1996 – Nelson Wong Architect Study:

In 1996, the Service commissioned Nelson Wong Architect Inc. to conduct an Occupational Health and Safety study, as well as an Employment Equity and Spatial Analysis of the 21 Division facility. This report, dated July 2, 1996, details a series of forty-two items requiring corrective action either immediately or over a period of ten years. The items requiring corrective action include firearms safety, building structure, doors, air quality, heating and cooling systems, plumbing systems and security systems. These items were then reviewed to determine the priority rating for completion of work. Based on the priority rating, the 1996 total project cost to renovate the 21 Division facility up to recommended standards was \$1.7 million.

The report also advised, in the long-term, that consideration be given to constructing a new 21 Division facility as the building is close to the end of its serviceable life. The renovations suggested were to maintain the facility at an acceptable level of Health and Safety standards until a new facility was constructed. The 21 Division facility site is not large enough to accommodate

the construction of a new facility and therefore a new site would be required. Some of the recommendations regarding required renovations have been implemented to date (e.g. firearms storage).

1996 – Long Range Facility Redevelopment Plan:

In 1996, using the Nelson Wong study as a starting point, Leslie Rebanks and Associates developed the Model Division Study, which defines the standard building requirements for all police facilities. The study created the Toronto Police Service Model Division Design, which addressed facility requirements by area defining such items as area size, space flexibility, storage requirements, washroom accessibility and security requirements. The study also identified the need for community involvement in all divisional facilities to ensure the building meets architectural compatible with the local community.

From this Model Division Design, the Service reviewed all facilities to develop its Long Range Facility Redevelopment Plan. Our initial plan which was presented to the Toronto Police Services Board in October 1996 (Board Minute No. 339/96), recommended the plan to be implemented on a facility-by-facility basis. The Plan also requested that a cost comparison of renovation/expansion versus building a new facility be done before final recommendations were completed. This comparison would include the feasibility of using the current site for the new facility. Using the Model Division Design, the 1997 – 2001 Capital Program was adjusted to meet the new design requirements. All future capital programs use this design as the basis for facility requirements. To replace 21 Division facility using the Model Division Design, the total cost in 2001 dollars would be \$10.5 million, plus the cost of the land.

1998 –Divisional Boundary Proposal Study:

In 1991, the Chief and Command commissioned a restructuring initiative to enable the Service to better deliver community policing. The result of this initiative was the publication of the 1998 Divisional Boundary Proposal written by the Divisional Boundaries Committee.

The report was intended to develop new divisional boundaries to more evenly distribute the demands for service throughout the City of Toronto. The Divisional Boundaries Committee was to identify a model division structure within a standard boundary, and to ensure police service demands were more evenly distributed throughout the City.

When reviewing the facilities, and using the Model Division Design and the Long Range Facilities Plan, the report recommended redefining the existing No. 21 Division as a partial service or community response station. The recommendation was to close the 21 Division facility and the building to be used for other police operations. The report noted the renovation of 21 Division was number thirteen on the priority renovation listing. However, the 22 Division facility could be renovated/expanded to accommodate the operational requirements of an amalgamated 21/22 Division. These suggestions were still subject to further review.

The proposal was distributed to the community for their input. Once public consultation was completed, the Committee would recommend a detailed project plan to implement the changes to the Board for approval in December 1999.

1999 –Boundary Report Recommendations:

Upon review of the Divisional Boundary Proposal, the community members within the 21 Division area did not want any changes to the current divisional boundary. The community voiced concern that a previous amalgamation of police stations had resulted in problems such as an increase in response time. The community further cited a concern that the development of lands in this area would increase policing needs within the current 21 Division boundary. As a result of public consultation, the Divisional Boundaries Committee altered its findings in the Divisional Boundary Proposal to not include any boundary changes to 21 Division. This decision was to be reviewed later, in conjunction with a facility review.

The implementation plan noted that in Phase 2 of the boundary implementation, the community was promised the Division would remain. The facility was in need of some renovation due to some serious problems. However, any changes to 21 Division were planned to happen in conjunction with the work planned at 22 Division. It was noted the present 22 Division facility could be renovated/expanded to accommodate the two operational sections within the one facility.

2000 Chief's 90-Day Review of Operations:

In March of 2000, I commissioned a 90-day review of all Service operations. The Chief's Organization Review Task Force (CORTF) was established and started investigating on March 13, 2000. All ranks from Police Constable to Deputy Chief, with the exception of Staff Inspector, were represented on the Task Force. The mandate included the identification of any problems affecting the delivery of efficient and effective front-line service delivery, and to make recommendations for improvement. The Task Force interviewed 1,000 front-line officers. This information was collected and enabled a series of recommendations covering staffing and work hours, compliance and accountability, efficiencies, effectiveness, training and development and court scheduling. The Task Force provided the Service with a series of recommendation reports. The first report provided details regarding the amalgamation of 21 and 22 Divisions.

2000 Chief's Organisational Review Task Force (CORTF) Report No. 1:

Report 1 from the CORTF recommended the amalgamation of 21 and 22 Divisions' Youth Bureau, Warrant and Fraud operations, to ensure the delivery of equitable policing services. This recommendation included the maintenance of a 21 Division operational sub-station for a Primary Response Unit (PRU), an Alternate Response Unit (ARU) and Station Duty constables. The CORTF recommendations addressed concern from 21 and 22 Division officers for 24-hour availability of divisional detectives and more staff available for front-line and support roles. The CORTF report pointed out that benchmarking service provided to the public has been hindered due to the inequitable size of 21 Division. The CORTF report estimated that the amalgamation would result in a reduction or redeployment of 25 officers.

Presentation to Budget Advisory Committee on February 28, 2001:

On February 28, 2001, I made a presentation to the City of Toronto Budget Advisory Committee regarding the submitted 2001 Operating Budget. During this presentation, I advised the Committee that by closing 21 Division, the estimated savings were \$2 million annually. This recommendation was based on the Boundary Studies and the 90-Day Review reports which saw the closure as both a cost savings and efficiency measure for the Service.

2001 Operating Budget Action Plan Confidential Board Report:

Also during the 2001 Operating Budget process, I presented an action plan to the Board on March 22 as a confidential report. The plan of action included the Service's ability to achieve the Board approved budget of \$573.8 million. Within this plan was the recommendation to close 21 Division. When 21 Division was compared to the TPS divisional efficiency standards, it was found to be below standard. In previous efficiency reports, the recommendation has been to close 21 Division. However, we have not previously acted on this recommendation because of concerns raised from the community (as discussed previously in this report).

The closure was recommended as a cost saving measure and on the basis that the current level of service to 21 Division would not be impacted. Savings would be achieved by reducing management, administrative and operational support functions, combined with the elimination of operating and maintenance costs as a result of closing part of the facility.

Response to the Budget Advisory Committee request for information:

As part of the public agenda of the Board meeting on March 22, 2001, I submitted a report as a response to the Budget Advisory Committee request for information (Board Minute No. P74/01). The report also advised that as early as 1996 the long-term facility plan included the replacement of various police stations due to overcrowding, age of buildings and health and safety issues. One of the facilities slated for replacement was 21 Division. We have not started the replacement of any of these facilities, but the conditions within these buildings have worsened. Many of our present facilities face closure as they pose a health and safety risk to our members.

David Haslam and Joyce Champagne, Chairs of the No. 21 Division Community Police Liaison Committee attended this meeting and made a deputation regarding the status of 21 Division. They provided a petition containing 10,000 signatures and several letters from community groups who oppose the possible closure of No. 21 Division.

One of the motions from the Board was to report back on the opportunities to obtain efficiencies through facility consolidation as presented in the 2001 Operating Budget Action Plan.

City of Toronto Council Recommendations passed on April 24, 2001:

During deliberations of the 2001 Operating Budget on April 24, 2001, the City of Toronto Council passed a motion, which stated:

“The Police Services Board and the Chief of Police be requested to consult with the local community within 21 Division about any changes in service or service levels that may occur as a result of the budget approval by Toronto City Council”.

The recommendation to amalgamate 21 and 22 Divisions will not affect the level of service provided to either 21 or 22 Division communities. It does, however, provide a long awaited solution for the 21 Division facility and addresses the concerns of the officers within 21/22 Divisions.

Current Review of 21 and 22 Facilities:

21 Facility Considerations:

In summary, the 21 Division facility has been assessed as close to the end of its useful life, and the site is too small to construct a new facility that would meet the Model Division design. One option is to establish a sub-station in the current 21 Division to address the communities' concern for a continued police presence within the community, and to operate the remainder of the facility available for other policing units.

The current 21 Division facility is presently on the 2001 state-of-good repair listing for renovations totalling \$30,000. This is the amount that can be allocated to 21 Division given other facility priorities and funding. The 1996 Nelson Wong study (discussed earlier) recommended a full facility renovation at a cost of \$1.7 million, which translates into \$2.5 million in 2001.

22 Division Facility Considerations:

The 22 Division facility is large enough to accommodate the amalgamation of 21 and 22 Divisions. However, the facility will require renovations to allow for this expansion. These renovations will require four months to complete at an estimated cost of \$300,000. The necessary modifications to 22 Division facility include such items as plumbing, heating and air conditioning upgrade, construction of expanded storage and change room facilities. The estimated cost includes the moving and set up costs for the staff, furniture and equipment moved from 21 Division. 22 Division can remain open during the renovations and there will be no change to the level of service to the community.

Facility Amalgamation of 21 Division and 22 Division:

As with any change, all affected parties need to be advised of the change, the reasons why change is necessary and the time frame for the change to take place. We need to reassure both staff members and the public of the positive impact of this change. We need to communicate to

the public that boundary lines will remain the same, and the same level of service will be maintained. The only change will be for officer activity such as shift changes, lunch and filing of reports which will now move to the 22 Division facility. The community will maintain access to the police with the establishment of a sub-station in the 21 facility, which will provide a front desk operation and respond to in-person and telephone requests for police assistance.

Establishing a Sub-station at 21 Division facility:

Since 1983, the establishment of a mini-station, mobile station or sub-station has been based on addressing a community request for additional police presence within the neighbourhood. The creation of a sub-station is detailed in Directive 19-09 'Off Site Police Facilities'. The directive outlines a series of criteria, which must be considered before proceeding with a Needs Assessment Report. According to Directive 19-09, sub-stations are defined as:

“permanent ‘branch offices’ to home divisions. They provide a range of divisional policing functions in various forms depending on circumstance. They are administered by and report directly to the home division. The mandate is to administer police services and address longer-term community concerns within the surrounding neighbourhood(s).”

This sub-station would not be established in the traditional manner of meeting additional community needs. It is a redistribution of resources to maintain a current level of service. However, it will meet the criteria outlined above.

On numerous occasions, the 21 Division community has voiced its concern regarding the closing of the 21 Division facility. By proposing the establishment of a sub-station operation at 21 Division, this will address the concerns from the community for a police presence at this location. A sub-station operation includes officers providing 24 hour 7 days per week front desk operation to respond to in-person and telephone requests for police assistance. It provides the community with a continued walk-in location to receive immediate service. This recommendation would allow the continuation of a strong police presence within 21 Division. The available space left in 21 Division would be used for other Service requirements.

Renovation costs required for 21 Division to be established as a sub-station are minimal. The \$30,000 expenditure planned for some state-of-good repair renovations of the 21 Division can be deferred, but only until other TPS functions move into this facility.

Preparation for the amalgamation:

Once Board approval has been obtained for the amalgamation, plans for the renovation can start immediately and the renovation itself could be completed in approximately four months. During this time frame, the Service would prepare the organisation for the changeover. The amalgamation will create a new 22 Divisional area, which is the old 21 Division, and 22 Division combined. The new division will cover the area from Lake Ontario to the south, Eglinton Avenue West to the north, Etobicoke River to the west and the Humber River to the east.

The impact of the change on staff morale is an important consideration. The success of the amalgamation will depend on the staff's and community's ability to accept the decision and work toward completion. The staff's positive attitude toward the amalgamation will directly affect the public's perception of the amalgamation. In order to gain the staff support for amalgamation, communication between all parties should be established. This line of communication should be maintained by frequent updates during the amalgamation process.

The next steps in the amalgamation process are:

1. To gain the approval of the Toronto Police Services Board to proceed with the amalgamation plan;
2. To commence the information session(s) with the community and staff;
3. To finalise architectural plans;
4. To secure construction services through a tendering process involving the Service's pre-qualified general contractors;
5. To commence the 22 Division renovations once Toronto Police Services Board approval is obtained and contractors have been selected. (These renovations will take 12 weeks to complete);
6. To commence renovations in July, 2001 with an implementation date of November, 2001, assuming Board approval in June 2001.

Staffing Considerations:

The amalgamation of 21 and 22 Divisions reduces the total number of required staff while still being able to maintain the current service levels. The CORTF report identified 25 duplicate staffing positions from the amalgamation of the two divisions. A re-evaluation of these staffing estimates indicates that 19 officers and 4 civilian positions can be reduced upon amalgamation. If a 22 Division sub-station was not established at the 21 Division facility, an additional 5 police constables can be reduced from the Service's overall target.

Position	Current		Total 21 and 22 Div.	Total for New 22 Division	Staffing Difference
	21 Div.	22 Div.			
Superintendent	0	0	0	1	1
S/Inspector	1	1	2	0	-2
Inspector	0	0	0	1	1
S/Sergeant	6	6	12	6	-6
D/Sergeant	1	1	2	1	-1
Sergeant	11	14	25	18	-7
Detective	9	11	20	13	-7
Constable	65	89	154	153	-1
D/Constable	11	16	27	30	3
Total Officers	104	138	242	223	-19
Admin. (Civilian)	5	11	16	12	-4
Grand Total	109	149	258	235	-23

The amalgamation will result in 22 Division having a complement of 223 officers and 12 civilians. This represents a net total reduction of nineteen officers and four civilians for a total of twenty-three positions. The majority of these reductions are for officers with the rank of detective or higher. The new composition of 22 Division will result in a more effective deployment of officers, as well as more effective levels of supervision, while reducing the overall complement required. For example, the supervisory standard if applied to both divisions would result in 15 Sergeants in each Primary Response area. Since the new 22 Division will have one Primary Response Unit, only one group of 15 Sergeants is required rather than increasing the total complement number of Sergeants from the current number of 21 to the standard of 30 (an increase of 9 Sergeants).

	Current 21 Division	Current 22 Division	Total Complement	New 22	Difference (new 22 standards) 15 – 21 =
Current Supervisors	10	11	21	-	(6)
Supervisory Standard	15	15	30	15	

By reducing establishment strength, the Service will realise an annualised saving starting in 2002. The table below outlines the estimated savings by rank. The Salary savings in 2001 will be used to cover the estimated renovation costs for the 22 Division facility. These savings are based on the assumption that the 2001 August recruit class is reduced by 1, and that the 2001 December recruit class is reduced by 4.

Position	Staffing Adjustment	2002 Annualized Cost (Savings)
Superintendent	1	\$127,800
S/Inspector	-2	-\$227,800
Inspector	1	\$107,100
S/Sergeant	-6	-\$550,300
D/Sergeant	-1	-\$91,700
Sergeant	-7	-\$581,200
Detective	-7	-\$581,200
Constable	-1	-\$69,600
D/Constable	3	\$208,800
Admin. (civilians) *	-4	-\$168,000
Grand Total	-23	-\$1,826,100
Recruitment Class Reduction Savings		2001 Savings
Reduction in August class	-15	-\$266,000
Reduction in December class	-4	-\$4,000
Total Recruitment Class Reduction	-19	-\$270,000

* Civilian positions would be redeployed into existing budgeted vacancies or would be declared surplus, and the surplus process approved by the Board would be followed.

If this consolidation is approved, the Human Resource Strategy will be modified to reflect the new target, and be presented at a future Board meeting.

Summary:

The solution to amalgamate 21 and 22 Divisions while retaining a sub-station operation at the 21 Division facility is intended to address the Service's operational concerns for efficiencies while maintaining service delivery for residents in the community.

The financial impact is summarized below.

	2001 Costs (Savings)	2002 and beyond
Staffing adjustments	(\$270,000)	(\$1,826,100)
Facility renovations	\$270,000	\$0
Net Savings (cost)	\$0	(\$1,826,100)

There is also a cost avoidance of \$10.5 million, by not recommending the replacement of the 21 Division facility.

I must reiterate that this report does not support the full closure of 21 Division. A sub-station operation would be established at 21 Division, thus ensuring a continued police presence in 21 Division. With the current organisational structure in 21 and 22 Divisions, officers from both Divisions have expressed concerns regarding the less-than-24 hour accessibility of Divisional detectives to handle unit investigations, and the less-than-optimal coverage for front-line and support staff. The amalgamation of the two divisions would address the officers' concerns for timely access to staff as well as increased staff support.

This solution will be presented to the community in meetings to address their concerns and respond to questions they may have. These community meetings are part of the amalgamation process already outlined. It must be stressed that there will be no change to police service provided throughout 21 Division.

Deputy Chief Steve Reesor, Policing Operations Command, and Mr. Frank Chen, Chief Administrative Officer, Corporate Support Command, will be in attendance to answer any questions.

Chief Fantino discussed details of the proposed amalgamation of No. 21 Division with No. 22 Division with the Board.

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

- **Ms. Joyce Champagne, Alderwood-Long Branch CPLC ***
- **Ms. Shelley Porritt, H.G. Porritt Real Estate Inc. ****
- **Councillor Irene Jones, Ward 6 Etobicoke-Lakeshore, City of Toronto ***
- **Ms. Nancy Mueller, Member, No. 22 Div. CPLC & Community of Rathburn-Grove Ratepayers (C.O.R.R.) and also speaking on behalf of Kingsway Park Ratepayers ***
- **Mr. Dietmar Lein, President, Long Branch BIA ***
- **Mr. Lorenzo D'Alessandro, Marino's Fine Cars**
- **Mr. David Haslam, Mimico CPLC ***
- **Councillor Peter Milczyn, Ward 5 Etobicoke – Lakeshore, City of Toronto**
- **Carl Hanstke ***
- **Joseph William Lea**
- **Bruce Davis, Public School Trustee**

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

**** written submission also provided along with copies of letters from community members and businesses and a petition opposing the recommended amalgamation, copies of all documents are on file in the Board office.**

The Board was also in receipt of a written submission JUNE 21, 2001 from Sylvia Giovanella, President, Etobicoke Federation of Ratepayer's' & Residents'Assoc. A copy of Ms. Giovanella's submission is on file in the Board office.

cont...d

The Board approved the following Motions:

- 1. THAT the deputations, written submissions, petition and letters be received;**
- 2. THAT the Board defer the foregoing report for one month and, in the interim, representatives of both No. 21 and No. 22 Divisions CPLC's, BIA's, ratepayers' groups, church or other local community groups along with the local City Councillors for these areas, be invited to participate in a meeting to consult with Chief Fantino on the proposed amalgamation and that, following the consultation, this report be considered by the Board at its July 2001 meeting; and**
- 3. THAT the specific consultation meeting noted in Motion No. 2 be limited to 20 representatives on behalf of No. 21 Division and 20 representatives on behalf of No. 22 Division.**

Board Member Alan Leach indicated that he declined to participate in the decision of the foregoing matter given that he did not hear the deputations as he was not in the Auditorium when they were presented.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2001**

#P178. DONATION OF COMPUTER EQUIPMENT

The Board was in receipt of the following report JUNE 06, 2001 from Julian Fantino, Chief of Police:

Subject: DONATION OF COMPUTER EQUIPMENT FROM ST. MICHAEL'S HOSPITAL FOR USE BY THE MOBILE CRISIS INTERVENTION TEAM (MCIT).

Recommendation:

It is recommended that: the Board accept the donation from St. Michael's Hospital of computer and office equipment, valued at \$15,700 for the Mobile Crisis Intervention Team.

Background:

The Mobile Crisis Intervention Team (MCIT) is a joint project between the Toronto Police Service, 51 Division and St. Michael's Hospital (Board Minute 478/00 refers). The program pairs a police officer and a psychiatric nurse to respond to calls for service in relation to Emotionally Disturbed Persons (EDPs). This initiative is designed to provide EDPs with a higher level of service from both the police, and St. Michael's Hospital.

St. Michael's Hospital has received a grant from the Ministry of Health to fund a portion of the program. Part of this funding has been allocated to provide for the program's needs, which includes establishing an office with police-compatible computer equipment. Previously, office space was available at Wellesley Hospital. Due to the hospital's closure by June 30 2001, office space for the Mobile Crisis Intervention Team has been provided at 60 Richmond Street West, a police facility (Reporting Centre). The computer will be securely housed in this police facility, and will be accessible only to members of the Mobile Crisis Intervention Team.

This donation will allow for the purchase of two IBM NetVista computers and a Lexmark printer. Mr. Larry Stinson, Director of Information & Technology Service has been consulted, and confirms that the specifications of the proposed computer donation and equipment meet Service standards, in both terms of performance, support and maintenance. Also included in the purchase will be the needed programs, warranties, installation and phone lines.

The Mobile Crisis Intervention Team has proven to be a viable service for the Police Service and St. Michael's Hospital. The grant from the Ministry of Health has been designated to this program to maintain its productivity, and increase efficiency. The proposed office will provide personnel, the environment, and the equipment it needs to function effectively.

The donation is consistent with Service Policy 18-08 governing corporate community donations.

Deputy Chief Steven Reesor, Policing Operations Command, will be in attendance to answer any questions the Board may have.

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2001**

#P179. STATUS REPORT – AIR SUPPORT UNIT PILOT PROJECT

The Board was in receipt of the following report JUNE 06, 2001 from Jeffrey Griffiths, City Auditor, City of Toronto:

Subject: Status Report on the Evaluation of the Six-month Air Support Unit Pilot Project - Toronto Police Services

Purpose:

To report on the status of the evaluation conducted by City Audit Services on the Toronto Police Service Air Support Unit pilot project.

Financial Implications and Impact Statement:

There are no financial implications resulting from the adoption of this report.

Recommendations:

It is recommended that this report be received for information.

Background:

In considering the Toronto Police Service 2000 operating budget, Toronto City Council approved a six-month Air Support Unit pilot project. One of the conditions stipulated by Council was that the City Auditor conduct an evaluation of the pilot project using an evaluation plan and methodology agreed to by the Police Service.

On May 1, 2000, the Toronto Police Services Board approved the establishment of a pilot project according to the terms and conditions established by City Council. An evaluation plan was developed by my office and approved by the Board on June 29, 2000.

Comments:

The Toronto Police Service Air Support Unit pilot project commenced on August 1, 2000 and operated until January 31, 2001. A number of procedures were undertaken by Audit Services during that time to evaluate the pilot project. During the months of February and March, additional information was requested and provided by the Toronto Police Service to enable further analysis by Audit Services. A draft evaluation report was completed and reviewed with Deputy Chief Steve Reesor in April 2001. The Chief of Police is now in the process of reviewing our report.

Conclusions:

The City Auditor's evaluation report on the helicopter Air Support Unit pilot project is complete. Subject to a final review by the Chief of Police, it is anticipated that the report will be submitted to the Toronto Police Services Board meeting on July 26, 2001.

Contact:

Tony Veneziano, Director Audit Services
Tel: (416) 392-8353, Fax: (416) 392-3754
E-Mail: tvenezia@city.toronto.on.ca

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2001**

#P180. POLICE MONITORED CAMERAS IN DUNDAS SQUARE

The Board was in receipt of the following report JUNE 18, 2001 from A. Milliken Heisey, Q.C., Member, Toronto Police Services Board:

Subject: POLICE MONITORED CAMERAS IN DUNDAS SQUARE

Recommendation:

It is recommended that: the Board request that the Chief of Police prepare a report reviewing the policing issues related to the use of police monitored video cameras in Dundas Square and assessing whether this initiative would be an appropriate tool for the delivery of effective and adequate police service in the downtown core.

Background:

The new public square at the north east corner of Yonge and Dundas Streets is nearing completion. This is an intersection that can be very lively at night, particularly in the summer months.

Video cameras are being used in other jurisdictions in Canada and in various locations throughout the world to assist police and to improve public safety (for example, Sudbury, Ontario and London, England). The development at Dundas Square may be a good starting point for the introduction of monitored video terminals, possibly at the Toronto Police Service community station in the Eaton Centre.

I have discussed this matter with Councillor Kyle Rae and he is supportive. I recommend that the Board request that the Chief of Police prepare a report reviewing the policing issues related to the use of police monitored video cameras in Dundas Square and assessing whether this initiative would be an appropriate tool for the delivery of effective and adequate police service in the downtown core.

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2001**

#P181. 2001 OPERATING BUDGET VARIANCE REPORT - APRIL 30, 2001

The Board was in receipt of the following report JUNE 14, 2001 from Julian Fantino, Chief of Police:

Subject: 2001 OPERATING BUDGET VARIANCE REPORT AS AT APRIL 30, 2001

Recommendation:

It is recommended that:

- (1) the Board receive this report; and
- (2) the Board forward a copy of this report to the City Chief Financial Officer & Treasurer and the City Policy & Finance Committee.

Background:

Toronto City Council, at its meeting of April 24, 2001, approved the Service's Operating Budget at a net amount of \$573.8 Million (M), an increase of 3% over the 2000 Net Operating Budget. The original Operating Budget request in the amount of \$593.2M was submitted to the Board at its meeting of January 25, 2001 (BM# P31 refers). Reductions, at the request of the Board, were made to the proposed budget before submission to the City, bringing this request down by \$19.4M to \$573.8M.

When the Board approved the budget of \$573.8M, the Service identified a potential shortfall of \$7.9M for increased costs for benefits and identified that the approved operating budget would not be sufficient to replace the technology infrastructure. After further discussion with the City Treasurer and Chief Financial Officer, the Budget Advisory Committee and the Policy & Finance Committee, the following motion was approved at Council:

“The Chair, Toronto Police Services Board be requested to report to the Policy and Finance Committee, as part of its monthly operating budget variance reports, on the progress of cost containment strategies currently being undertaken with respect to Employee Benefits at the Toronto Police Service; and if actual expenditures in 2001 begin to exceed approved levels, the Chair, Toronto Police Services Board request the Policy and Finance Committee to direct the Chief Financial Officer and Treasurer to report on providing funding through a in-year base budget adjustment.”

The above motion provides the Service the opportunity to draw from the City's Reserves to accommodate the benefit increases up to \$7.9M and, therefore, reduced our 2001 Operating Budget for benefits to the 2000 level.

In our continual effort to achieve savings or re-allocate budget priorities, Service staff have undertaken extensive reviews. These include an in-progress review of civilian staffing similar to the 90-day review, an in-progress review of paid duty administration and assignments, a completed review of fees assessed for police attendance at false alarms which has resulted in a recommended fee increase, and an in-progress review of the Service's vehicle fleet.

2001 Operating Budget Variance

As at April 30, 2001, the Service is projecting a year-end shortfall of \$4.0M, which is \$3.9M less than the projected \$7.9M in the budget submission. Details of this variance are provided below.

SALARIES (Including Premium Pay)

A saving of \$2.5M is projected related to salaries. This saving is attributed to an increase in the number of uniform separations and occurring earlier than originally anticipated. It is currently projected that there will be a total of 360 separations in 2001 (out of an eligible pool as at May 18, 2001 of 1,124) compared to the original budget estimate of 300. Separations are significantly higher than in recent years (1998 – 142, 1999 – 137, 2000 – 274). As at April 30, 2001, there were 162 separations compared to 110 at the same point in time last year. At this time, there are 321 signed to leave by year-end. This is due mainly to members who are newly eligible for OMERS 75 factor leaving at a higher percentage rate than last year and partially due to an increase in resignations. The Service's budget submission had already been reduced by a further \$1.9M when the estimated timing of separations was revised during the budget approval process. Staffing data is monitored on a regular basis and although an adjustment was made during the budget review process, more recent information indicates that further savings are available.

BENEFITS

Current projections indicate that benefits will be overspent by \$6.5M (which is \$1.4M less than the original requested budget increase of \$7.9M). This comprised of \$4.9M for medical dental costs, \$1.3M for Canada Pension Plan (CPP) costs and \$0.3M for Workplace Safety Insurance Board (WSIB) costs. The projected shortfall of \$7.9M in the benefit accounts was clearly articulated during the 2001 budget process. This resulted in the Council's motion previously identified. Medical, dental and related administrative costs have continued to increase significantly since 1999. Reasons for the increase include, but are not limited to, increased numbers of drug claims, orthopedics, vision care, and psychologist and chiropractor fees. The major contribution from the above was orthopedics. WSIB costs are up due to an increase in the WSIB administrative fee from 24% to 31.73%. CPP costs are up due to a 13.2% increase in the required contribution rate over 2000. During the 2001 budget review process, the Service indicated to the City Budget Advisory Committee that a comprehensive analysis and review of the medical costs in particular would be undertaken to ensure that the plan is being administered properly and that adequate controls are in place. As a result, the following initiatives have/will be implemented to contain costs:

1. The services of William M. Mercer Ltd. have been retained to assist in reviewing the Collective Agreement and ensure that our benefit carrier (Clarica) is administering the contract in accordance with the terms of the agreement.
2. The Service has endeavoured to ensure that the benefit plan interpretations made under the previous insurance carrier have been consistently applied by Clarica.
3. Ongoing reviews in relation to expenses incurred on orthotics and how costs can be contained (e.g. non-payment of “off-the-shelf” products).

Based on the above actions and the expected results, the Service is projecting a \$1.4M reduction to the original estimated shortfall of \$7.9M for a total benefit projected shortfall of \$6.5M.

NON-SALARY ACCOUNTS

Funding for the replacement of the technology infrastructure was removed from the budget submission. However, I believe it is necessary for the Service to carry out the replacement where possible within the 2001 operating budget. The long-term operational and financial impact of not proceeding with the replacement is significant. Therefore, the Service has reprioritized expenditures within the existing non-salary accounts budget to begin the replacement of the technology infrastructure as described below. As a result, no variance is projected for this category.

Life Cycle Maintenance for Information Technology

The Service's wide area and local area networks, and most servers that house information systems and their data were installed in 1993. The estimated useful life of this equipment was 6 years. Requests to renew this technology have come forward for 3 consecutive years (including the current year), but have been deferred either by the Command or Board for fiscal reasons. The Service must maintain its computer network infrastructure through a life cycle maintenance program; therefore, this funding request represents an annualized pressure.

In response to a recommendation from the Board during the 2001 operating budget review, (BM# P74 dated March 22, 2001 - Board Motion 2 (c) refers), the Chief worked with the City Chief Financial Officer and Treasurer to explore cost efficiency opportunities in the area of Information Technology. Service and City staff have explored these opportunities and found that there were no savings to be achieved. In addition, the City Chief Financial Officer and Treasurer has indicated that there are no additional funds to provide the Service to meet these pressures. Prudent management now mandates that some high-risk components no longer be deferred.

At every police division, the arrest process for prisoner booking, dope sheets & volumes of other documents required by courts has become totally dependent on information technology (IT). The IT tools and systems have streamlined criminal information processing, eliminated the duplication of entering the same information across numerous forms, and introduced inherent quality assurance into what was a laborious, error prone, and complex manual process. Manual processing required specialized knowledge of the criminal code, crown brief requirements, etc.

Unit divisional commanders, now say, it is virtually impossible to revert back to manual systems. When any component of the system fails (e.g. network, server, software), the whole process virtually stops. Officers who should be doing investigative work are left waiting with prisoners. As an outage continues, the backlog of prisoners builds, frustration for all sets in, and overtime to catch up is the norm.

Currently the Service experiences an average of 4 failures per month on networks & servers, many of which can be up to ½ day or longer. The Service is becoming more and more at risk of prolonged outages, as spare parts are no longer manufactured, vendor service is on a best efforts basis, and cannibalization of existing equipment is a common strategy. In October 2000, 2 consecutive weeks of intermittent losses of IT systems illustrated first hand the impact of prolonged outages on the field. System failures also impair the work processes of Service members (support staff, special squads, HQ staff, Traffic Services, and many others).

In addition to the above problems identified with current systems, failure to upgrade the local area networks and servers will negatively impact several recent initiatives. The Service will not be able to move ahead with Internet strategies, the approved new e-mail system will not perform to specifications, and the Occurrence Re-Engineering and Time & Attendance projects would be at risk. The e-mail, Occurrence Re-Engineering and Time & Attendance projects are approved capital programs and are being implemented on the assumption that the technology lifecycle renewal program would continue to be funded in the operating budget.

Workstations and Printers

2,200 of 3,000 workstations are on a 4-year life cycle program. That is, workstations (including their maintenance) are placed on a 4-year lease, and then replaced by new workstations at the end of 4 years on a renewed lease (level operating budget). The remaining 800 workstations, as well as 200 laptops and 1,050 printers have no equivalent replacement program in place. The current request is field-focussed, and targets the oldest and most problematic equipment. The Service's printers, which date back to 1988 in age, are maintenance intensive (an average of 60 failures a month & increasing), with outages again impacting the field's core work. Older, less powerful workstations have been on a downward spiral in terms of their utility. This results from many ongoing changes, each of which requires more "power" from the computer. Examples include: the NT operating system for Y2K compliance, the provincially-mandated major case software (Campbell report), adoption of the City's financial system (SAP), upgrades to office systems to keep maintenance contracts in place, and so on. The Service's strategy has been to push its most powerful computers out to core areas or activities that most need the power. Areas that require less computing capacity would be given older computers. This labour intensive tactic has been exhausted, with many units in the field still working with inadequate workstations.

Deferring these expenditures will increase the risk of systems failure and major operational disruptions. There are other operating pressures previously identified during the budget process (e.g. adequacy standards, anti-gang initiative...), that cannot be funded at this time. However, if efficiencies become available, these pressures could be addressed in the future.

SUMMARY

As at April 30, 2001, the Service is projecting a year-end shortfall of \$4.0M compared to the original amount of \$7.9M. The Service continues to monitor and control expenditures to reduce this unfavourable position and is committed to delivering an effective and efficient policing operation within the approved funding level, where possible. Through the reallocation of existing non-salary resources, the Service will be able to begin the replacement of its ageing technology infrastructure. This direction will allow the Service to address critical issues that require additional funding support to avoid liability risks. It is therefore recommended that the April 30, 2001 Operating Budget Variance report be received and that the Board forward a copy of this report to the City Chief Financial Officer & Treasurer and City Policy & Finance Committee for information.

Mr. Frank Chen, Chief Administrative Officer, Corporate Support Command, will be in attendance to answer any questions the Board may have.

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2001**

**#P182. CONTRACT AMENDMENT FOR THE IMPLEMENTATION OF THE
SAP FINANCIAL SYSTEM**

The Board was in receipt of the following report JUNE 13, 2001 from Julian Fantino, Chief of Police:

Subject: CONTRACT AMENDMENT FOR THE IMPLEMENTATION OF THE SAP
FINANCIAL SYSTEM

Recommendation:

It is recommended that: the Board approve an amendment of \$1,437,000 to the existing contract with Deloitte, for a revised total of \$3,320,200, inclusive of all taxes, for the supply and delivery of services to implement the SAP Financial System, subject to the City of Toronto reimbursing the Toronto Police Service \$1,165,000.

Background:

The City of Toronto decided to utilise the SAP enterprise resource planning software for their human resource, payroll and financial business functions. The City commenced the implementation of SAP version 4.0 in 1999 beginning with the financial module. The Toronto Police Service had also identified a need to replace its current financial system; however, it did not require a replacement for the human resource/payroll system as these were replaced in 1996. The Service, at the request of the City CFO & Treasurer, was asked to determine if the SAP financial module could meet the needs of the Service. The Service conducted an extensive review, and the conclusion was that the SAP financial module did meet its requirements. Moreover, to minimise maintenance and maximise efficiencies, the Service agreed to implement SAP financials on the City's hardware.

The Board, at its meeting of October 26, 2000, (BM #442 refers), approved entering into a contract with Deloitte at a fixed fee of \$1,883,200, inclusive of all taxes, for the supply and delivery of services to implement version 4.0 of the SAP Financial System. The SAP 4.0 implementation was based on the Request for Proposal (RFP) issued by the Service in June, 2000. The SAP 4.0 implementation project commenced on November 6, 2000 with a project team consisting of Service staff, City of Toronto staff, and Deloitte staff. The City of Toronto implemented the financial component of SAP in 1999 and, therefore, the Service would benefit from City staff's knowledge of the system and documentation prepared. Also, the Service and the City had agreed that the Service would implement SAP utilising the City's hardware in order to maximise cost efficiencies.

Subsequent to the issuance of the RFP and the initiation of the project, the Service and the City of Toronto identified changes to the scope of required services. The most significant scope change for the Service was the decision by the City to proceed with its own upgrade of the 4.0 version of SAP to the 4.6 version scheduled for the summer 2001. The City's decision to implement an upgrade was predicated on the fact that SAP would not provide support for the HR/Payroll components beyond June, 2001. Therefore, in order to maintain support for the system and obtain additional functionality, the City decided to proceed with the 4.6 upgrade for all modules. Upgrades of this nature take place periodically and are a normal occurrence in large computer systems. As a result of this decision and the need for the Service and the City to utilise the same system, the Service implementation of the 4.0 version was reviewed. This review determined that there were operational advantages for the City and the Service to be on the same version. In discussions with the City CFO & Treasurer, it was determined to be more cost effective for the Service to revise its plan and move to the 4.6 version during the project, rather than implement the 4.0 version and then implement an upgrade at the end of the 4.0 project.

City Council approved \$2.75M in the Police Capital Program for the Service's implementation of the SAP system (4.0 version). The change in scope to the 4.6 version requires funding beyond the level approved in the Police Capital Program. To this end, the issue was raised with the City CFO & Treasurer to explore opportunities to absorb the extra cost. The Service was advised by the City CFO & Treasurer that the additional funds required for the Police SAP implementation would be provided from the City's SAP budget as the decision to move to Version 4.6 was made by the City.

Service staff and City staff have reviewed estimates from Deloitte on the cost of the additional components of the project. In addition, the services of City staff have been maximised in order to minimise external resources. The project based on the 4.0 version was to be completed at the end of June, 2001 and now the revised completion date (including post go-live support) is the end of October, 2001. Based on the above, the current contract with Deloitte of \$1,883,200 would need to be amended to \$3,320,200, inclusive of all taxes. The amendment of \$1,437,000 is on a time and material basis as per the terms of the current contract at rates established in the original contract (i.e. without increases). A portion of the amendment (\$272,000) is work the Service requires and can be funded from within the approved capital budget for the project. The remainder of the amendment (\$1,165,000) will be funded by the City and will have no financial impact on the Service. The following chart provides a summary of the above information.

Item of Work	Cost (\$000's)	Funding Source	Description
Original contract (approved by Board)	\$1,883.2	TPS Capital	Contractual services to assist with the implementation of the 4.0 version of the SAP financial module.
TPS requests	\$272.0	TPS Capital	\$159.0 for the development of training materials and \$113.0 to support additional needs for security, program development and integration mgmt.
Total TPS Cost	\$2,155.2	TPS Capital	Within total approved budget of \$2,750.0. Remaining portion of the capital budget is for facility costs, staff

			training costs and backfilling for staff assigned.
Change from 4.0 version to 4.6	\$966.0	City Budget	Estimated impact of additional work required to implement the 4.6 version along with the City's upgrade to 4.6.
City requests	\$199.0	City Budget	Services required to support the landscape planning & integration and the development of a service level agreement.
Total City Cost	\$1,165.0	City Budget	City to reimburse TPS for this amount.
Total Revised Contract	\$3,320.2	TPS Capital & City Budget	

Therefore, it is recommended that the Board approve an amendment of \$1,437,000, for the implementation of SAP to the current contract with Deloitte, subject to the City of Toronto reimbursing the Service \$1,165,000 for their portion. This amendment would bring the total contract award for the SAP implementation to an amount of \$3,320,200. The portion related to the Service will be funded from the approved capital budget and the remaining amount will be funded by the City.

Mr. Frank Chen, Chief Administrative Officer, Corporate Support Command, will be in attendance to answer any questions the Board may have.

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2001**

#P183. ADJOURNMENT

Norman Gardner
Chairman