

MINUTES OF THE PUBLIC MEETING of the Toronto Police Services Board held on **NOVEMBER 15, 2001** at 1:30 PM in the Auditorium, 40 College Street, Toronto, Ontario.

PRESENT:

Norman Gardner, Chairman
Councillor Gloria Lindsay Luby, Vice Chair
A. Milliken Heisey, Q.C., Member
Mayor Mel Lastman, Member
Benson Lau, M.D., Member
Allan Leach, Member

ALSO PRESENT:

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

#P298. The Minutes of the Meeting held on **OCTOBER 09, 2001** and **OCTOBER 18, 2001** were approved.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2001**

**#P299. WESTERN HEMISPHERE FINANCE MINISTERS' FORUM &
BACKGROUND CHECKS CONDUCTED BY POLICE**

The Board was in receipt of the following report OCTOBER 30, 2001 from Norman Gardner, Chairman:

Subject: DEPUTATION BY MR. PAUL D. COPELAND, THE LAW UNION OF
ONTARIO

Recommendation:

It is recommended that the Board receive this report.

Background:

At its meeting on October 18, 2001, the Board considered a request by Paul D. Copeland, The Law Union of Ontario, to make a deputation to the Board on issues related to the Western Hemisphere Finance Ministers' Forum and background checks conducted by the Toronto Police Service (Minute No. P296/01 refers).

The Board agreed to Mr. Copeland's request and he is now scheduled to attend the November 15, 2001 meeting.

Copies of the following correspondence relating to this matter are appended for information:

(A)	Letter (June 21, 2001) from Mr. Copeland
(B)	My response dated June 27, 2001
(C)	Letter (July 3, 2001) from Mr. Copeland
(D)	Letter (August 15, 2001) from Mr. Copeland
(E)	My response dated August 28, 2001
(F)	Letter (September 4, 2001) from Mr. Copeland
(G)	Letter (September 28, 2001) from Mr. Copeland
(H)	My Response dated October 4, 2001
(I)	Letter (October 12, 2001) from Mr. Copeland
(J)	My response dated October 23, 2001.

Mr. Copeland was in attendance and made a deputation to the Board. A written submission was also provided and a copy is on file in the Board office.

The Board received the foregoing.

Barristers, Solicitors

-A-

Copeland, Duncan

Thirty One Prince Arthur Avenue, Toronto, Ontario M5R 1B2
Telephone (416) 964-8126
Fax (416) 960-5456

June 21, 2001

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



Dear Mr. Gardner:

On June 19, 2001 I participated in a panel discussion concerning police and political dissent at the Trinity United Church on Bloor Street in Toronto. One of the participants in the panel was Kim Derry (I'm sorry, but I don't know his rank), the officer who is second in command at 52 Division.

During the course of the evening there was discussion about the police presence in the vicinity of the Four Seasons Hotel in April when the Finance Ministers of the western hemisphere countries met in Toronto.

Kim Derry said that the original security plan was to have about 50 officers in the vicinity of the hotel, and that the protesters would be allowed to gather at barricades at the east end of Prince Arthur Avenue, just across Avenue Road from the Four Seasons Hotel. Mr. Derry went on to indicate that the few days before the event police intelligence information came in that caused them to significantly beef up the security presence.

On the day of the Finance Ministers' meeting I went over to the corner of Avenue Road and Bloor to observe the demonstration and offer my support to the demonstration. There was a huge police presence on Bloor Street. Avenue Road was barricaded off at Bloor Street. Three officers armed with rubber bullet guns were on a raised platform beside of the Church of the Redeemer. Bloor Street was closed from Bedford Street to Bay Street. University Avenue was closed to some point south of Queen's Park.

It appeared to me that the police presence in the vicinity of the Four Seasons Hotel was well beyond what was needed on the occasion. I expect that the cost of the police presence was very significant.

Copeland, Duncan

Page 2

It may be that the security information justified that type of police presence, but I would respectfully suggest that it might be appropriate for the Board to review with members of the force the quality of the security information that was received by the police. Such a review might assist the Board in deciding whether the expenditure of police resources at the demonstration was appropriate.

While I am not requesting that you provide me with the results of any review that the Board might do in regard to this matter, I would be interested in knowing whether the Board will undertake such a review.

Yours truly,

A handwritten signature in black ink, appearing to read "Paul Copeland", written over the typed name.

Paul D. Copeland

PDC:AMR



Toronto Police Services Board

40 College Street, Toronto, Ontario, Canada. M5G 2J3
(416) 808-8080 FAX (416) 808-8082
www.torontopoliceboard.on.ca

-B-



NORMAN GARDNER
Chairman

June 27, 2001

Mr. Paul Copeland
31 Price Arthur Avenue
Toronto, Ontario
M5R 1B2

Dear Mr. Copeland:

Thank you for your letter of June 21, 2001.

You have requested that the Toronto Police Services Board consider reviewing the quality of security information received by the Toronto Police Service prior to the recent Finance Ministers' meeting and that the Board use this information to review whether the use of police resources at the meeting was appropriate.

As you know, the Board is mandated to ensure the provision of adequate and effective police service in this municipality. The Board's mandate, however, is restricted by the provision in the Police Services Act that stipulates that the Board shall not direct the Chief of Police with respect to specific operational decisions or with respect to day to day operations. It is my opinion that it would be inappropriate for the Board to review "the quality of security information", or in other words, the quality of intelligence data, as this is a strictly operational concern. Your broader question is whether police resources were deployed efficiently on the day of the Finance Minister's meeting. Again, it is the Chief who has the authority to determine the deployment of officers.

Nonetheless, I am cognizant of the significant financial burden that falls upon Toronto Police, as a result of policing a City that hosts events of global significance. I have requested that the Chief of Police provide me with the cost, to the Toronto Police

Service, of providing security at the Finance Ministers' meeting and have asked whether other levels of government will contribute to the cost.

Yours truly,

A handwritten signature in black ink, appearing to read 'Norman Gardner', with a long horizontal flourish extending to the right.

Norman Gardner
Chairman

Cc Members, Police Services Board

Barristers, Solicitors

-C-

Copeland, Duncan

Thirty One Prince Arthur Avenue, Toronto, Ontario M5R 1B2
Telephone (416) 964-8126
Fax (416) 960-5456

July 3, 2001

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



Dear Mr. Gardner:

I acknowledge receipt of your letter of June 27, 2001. I also acknowledge receiving the telephone message from you while I was on holidays.

I am quite aware of the delineation of responsibilities between the Police Services Board and the Chief. In my opinion reviewing after the fact how the force decided on a level of security would not be interfering with respect to day to day operations, but would be ensuring the provision of **adequate and effective** police service in Toronto.

In my letter of June 21, 2001 I had indicated that security information that the police received may have justified the very significant police presence at the demonstration.

I would respectfully suggest that a review of the police decisions in regard to appropriate level of security at the demonstration would fall within the mandate of your Board.

Yours truly,


Paul D. Copeland

PDC:AMR

THE
LAW UNION
OF ONTARIO

- D -

Please address reply to:

31 Prince Arthur Avenue
Toronto, M5R 1B2

416-964-8126 (phone)
416-960-5456 (fax)

August 15, 2001

Board Members
Toronto Police Service Board
40 College Street
Toronto, Ontario
M5G 2J3

Dear Sirs and Madams:

RE: Board Oversight of Police Responsibilities
- Finance Ministers' Meeting April 2001

Further to correspondence I have had with Mr. Gardner concerning this issue and some discussions I have had concerning this issue please be advised that the Law Union of Ontario would like to make a deputation to the Board regarding this matter. We would like to make the deputation in the latter half of September 2001.

Would you please let me know the date for the scheduled Board meeting(s) in that time period.

Yours truly,

Paul D. Copeland / amr
Paul D. Copeland

PDC:AMR





Toronto Police Services Board

40 College Street, Toronto, Ontario, Canada. M5G 2J3

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-E-

NORMAN GARDNER
Chairman

August 28, 2001

Mr. Paul D. Copeland
The Law Union of Ontario
31 Prince Arthur Avenue
Toronto, Ontario
M5R 1B2

Dear Mr. Copeland:

I am responding to your letter of August 15, 2001, in which you indicated a desire to make a deputation to the Board in regard to the Finance Ministers meeting in Toronto during the month of April 2001.

In your original letter you requested that the Board consider reviewing the quality of security information received prior to the Finance Minister's meeting and to use the information to review whether the use of police resources at the meeting was appropriate.

As you know, the Board is mandated to ensure the provision of adequate and effective police service in this municipality and to enhance public safety. The Board's mandate however is restricted by the provision in the *Police Services Act*, that stipulates that the Board *shall not direct* the Chief of Police with respect to *operational decisions*, or with respect to day to day operations. It is my opinion that it would be inappropriate for the Board to review "the quality of security information." Or in other words, the quality of the intelligence data, as this is strictly an operational concern.

In regard to whether police resources were deployed efficiently on the day of the Finance Ministers' meeting, it is the Chief who has the authority to determine the deployment of officers. On this occasion, personnel from seven other police services including the R.C.M.P. aided the Toronto Police Service. Fortunately, no inquiries were incurred and public safety prevailed.

August 28, 2001
Mr. Paul Copeland

Under the circumstances I see no reason to make your request an agenda item at this time.

Yours truly,

A handwritten signature in cursive script, reading "Norman Gardner". The signature is written in dark ink and is positioned below the "Yours truly," text.

Norman Gardner
Chairman

c.c. Toronto Police Services Board Members

Chief Julian Fantino

THE
LAW UNION
OF ONTARIO

Please address reply to:

-F-

31 Prince Arthur Avenue
Toronto, M5R 1B2

416-964-8126 (phone)
416-960-5456 (fax)

September 4, 2001

Board Members
Toronto Police Services Board
40 College Street
Toronto, Ontario
M5G 2J3

Dear Board Members:

In response to my letter of August 15, 2001 I received a letter from Mr. Gardner dated August 28, 2001. In that letter Mr. Gardner indicated that he saw no reason to make our request an agenda item at this time.

In my letter to Mr. Gardner dated June 21, 2001 I had suggested that it might be appropriate for the Board to review with members of the force the quality of security information that was received by the police. I suggested that such a review might assist the Board in deciding whether the expenditure of police resources at the demonstration was appropriate. I had indicated to Mr. Gardner that while I was not asking that I be provided with the results of such a review, I would be interested in knowing whether the Board will undertake such a review.

The issue that we wish to make a deputation on relates to the division between policy decisions and operational decisions. In our view an after the fact review of the security arrangements at the Finance Ministers' meeting in April 2001 is very much an issue that relates to policy of the Board. We are not aware whether the Board has made any rulings on the policy/operational division and we would like to make submissions to you in regard to that.

Yours truly,



Paul D. Copeland

PDC:AMR

DATE RECEIVED

SEP 07 2001

TORONTO
POLICE SERVICES BOARD

THE
LAW UNION
OF ONTARIO

Please address reply to:

-G- 31 Prince Arthur Avenue
Toronto, M5R 1B2

416-964-8126 (phone)
416-960-5456 (fax)

September 28, 2001


Board Members
Toronto Police Services Board
40 College Street
Toronto, Ontario
M5G 2J3

Dear Board Members:

I am enclosing a copy of a letter sent to you on September 4, 2001. To date I have not had a reply to my letter.

Would you please let me know whether we will be able to make a deputation to the Board on this important issue.

Yours truly,


Paul D. Copeland

PDC:AMR
ENCL.



31 Prince Arthur Avenue
Toronto, M5R 1B2

416-964-8126 (phone)
416-960-5456 (fax)

September 4, 2001

Board Members
Toronto Police Services Board
40 College Street
Toronto, Ontario
M5G 2J3

Dear Board Members:

In response to my letter of August 15, 2001 I received a letter from Mr. Gardner dated August 28, 2001. In that letter Mr. Gardner indicated that he saw no reason to make our request an agenda item at this time.

In my letter to Mr. Gardner dated June 21, 2001 I had suggested that it might be appropriate for the Board to review with members of the force the quality of security information that was received by the police. I suggested that such a review might assist the Board in deciding whether the expenditure of police resources at the demonstration was appropriate. I had indicated to Mr. Gardner that while I was not asking that I be provided with the results of such a review, I would be interested in knowing whether the Board will undertake such a review.

The issue that we wish to make a deputation on relates to the division between policy decisions and operational decisions. In our view an after the fact review of the security arrangements at the Finance Ministers' meeting in April 2001 is very much an issue that relates to policy of the Board. We are not aware whether the Board has made any rulings on the policy/operational division and we would like to make submissions to you in regard to that.

Yours truly,

Paul D. Copeland

PDC:AMR



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NORMAN GARDNER
Chairman

-H-

October 4, 2001

Paul D. Copeland
The Law Union of Ontario
31 Prince Arthur Avenue
Toronto, Ontario
M5R 1B2

Dear Mr. Copeland:

Re: Western Hemisphere Finance Ministers' Forum
April 2001 - Toronto, Ontario

I apologize for the delay in responding to your letter dated September 4, 2001 and also acknowledge that I am now in receipt of a further letter dated September 28, 2001.

At its meeting on September 25, 2001, the Toronto Police Services Board reviewed a number of issues related to the Ministers' Forum, including the deployment of police resources, with Chief of Police Julian Fantino. At that time I also advised the Board of your correspondence and request to make a deputation relating to the division between policy decisions and operational decisions.

Following the review, the Board requested that I respond to your correspondence by advising that the Board was satisfied with the results of its review of the Toronto Police Service's involvement with the Ministers' Forum.

cont...d

I hope that you are satisfied with the knowledge that the Board members have all been briefed on this subject and, therefore, I do not believe that a deputation on this matter is necessary.

I appreciate your concerns being brought to my attention.

Yours truly,

A handwritten signature in black ink, appearing to read 'N. Gardner', with a stylized, flowing script.

Norman Gardner
Chairman

cc: Board Members

THE
LAW UNION
OF ONTARIO

Please address reply to:

-I-

31 Prince Arthur Avenue
Toronto, M5R 1B2

416-964-8126 (phone)
416-960-5456 (fax)

October 12, 2001

Board Members
Toronto Police Services Board
40 College Street
Toronto, Ontario
M5G 2J3



Dear Board Members:

On October 11, 2001 I received from your Chair, Mr. Gardner, his letter dated October 4, 2001.

In my letter of September 4, 2001 I indicated that we wished to make a deputation relating to the division between policy decisions and operational decisions. I went on to say that we were not aware whether the Board had made any rulings on the policy/operational division, and that we would like to make submissions to you in regard to that.

It does not appear to me from Mr. Gardner's letter that the Board dealt with the division between policy decisions and operational decisions.

Would it be possible for us to make a deputation on that issue to the Board on Thursday, October 18?

On a separate note, we have some significant concerns regarding the comments Mr. Gardner appears to have made to the CBC News on Tuesday regarding the police compiling lists of several hundred names of people whose backgrounds they want to check. We would like to make a presentation to the Board on that issue as well.

Yours truly,

Paul D. Copeland

PDC:AMR



Toronto Police Services Board

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-J-



NORMAN GARDNER
Chairman

October 23, 2001

Paul D. Copeland
The Law Union of Ontario
31 Prince Arthur Avenue
Toronto, Ontario
M5R 1B2

Dear Mr. Copeland:

Re: Western Hemisphere Finance Ministers' Forum &
Background checks conducted by the Toronto Police Service

At its meeting on October 18, 2001, the Toronto Police Services Board considered your letter, dated October 12, 2001, containing a request to make a deputation to the Board on issues related to the Finance Ministers' Forum and background checks conducted by the Toronto Police Service.

The Board agreed to your request to make a deputation at a future meeting.

The dates of the next two meetings are Thursday, November 15 and Thursday, December 13, 2001. Please contact Deirdre Williams, Board Administrator, at telephone number (416) 808-8094 to confirm your attendance at the meeting that is most suitable to you. It would be appreciated if you would contact Ms. Williams by October 29, 2001 so that your deputation can be noted on the upcoming meeting agenda.

Yours truly,

A handwritten signature in black ink, appearing to read "Norman Gardner".

Norman Gardner
Chairman

cc: Board Members
ref: Minute No. P296/01

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2001**

#P300. OUTSTANDING REPORTS - PUBLIC

The Board was in receipt of the following report OCTOBER 30, 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 Youth Advisory Group report was submitted subsequent to the preparation of this report and will be considered at the December 13, 2001 meeting.

The Occupational Health and Safety report was also submitted subsequent to the preparation of this report and was considered as a supplementary item by the Board at its meeting today (Min. No. P317/01 refers). The other two reports remain outstanding.

The Board approved the foregoing.

Reports that were expected for the November 15, 2001 meeting

<p>#P152/01 #P206/01 #P254/01 #P274/01</p>	<p><i>Occupational Health & Safety Act</i></p> <ul style="list-style-type: none"> <u>Issue:</u> to provide a report that responds to a number of issues related to the Board's obligations under the <i>Occupational Health & Safety Act</i> and action that will be taken by the Service. 	<p>Report Due: July 26/01 Extension Reqs'd: July 20/01 Extension Granted: Yes, Min. #P206/01 Revised Due Date: Sept. 25/01 2nd Extension Reqs'd: Sept. 25/01 Extension Granted: Yes, Min. #P254/01 Revised Due Date: Nov. 15/01 Status:.....Outstanding</p>	<p>Chief of Police</p>
<p>#P219/01</p>	<p>Youth Advisory Group & Youth & Police Action Committee</p> <ul style="list-style-type: none"> <u>Issue:</u> update on the progress of the implementation of the recommendations 	<p>Report Due: Nov. 15/01 Extension Reqs'd: Extension Granted: Revised Due Date: Status:.....Outstanding</p>	<p>Chief of Police</p>
<p>#P251/01 #P280/01</p>	<p>Woodbine Slots – Cost Recovery</p> <ul style="list-style-type: none"> <u>Issue:</u> in consultation with Toronto Legal Services, determine whether the Sol. Gen., OCCPS, or the Adequacy Standards can provide authority to direct the City to provide funding for policing. 	<p>Report Due: Oct. 18/01 Extension Reqs'd: Extension Granted: Revised Due Date: Status:.....Outstanding</p>	<p>Chief of Police</p> <p>Report now expected: Nov. 15/01</p>
<p>#366/99 #P99/01</p>	<p>Special Fund</p> <ul style="list-style-type: none"> <u>Issue:</u> quarterly statements, budget forecasts of potential revenues and expenses also include outstanding encumbrances that would impact the balance of the Special Fund 	<p>Report Due: Oct. 18/01 Extension Reqs'd: Extension Granted: Revised Due Date: Status:.....Outstanding</p>	<p>Chief of Police</p>

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2001**

#P301. 2002 – 2004 BUSINESS PLAN

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

Subject: 2002-2004 BUSINESS PLAN

Recommendation:

It is recommended that: the Board approve the Toronto Police Service 2002-2004 Business Plan.

Background:

The Provincial Adequacy Standards Regulation to the *Police Services Act* (Ontario Regulation 3/99 - Adequacy and Effectiveness of Police Services) requires the Board to produce a Business Plan for the Toronto Police Service at least once every three years (section 30(1)).

At its April meeting, the Board requested that the Chief of Police prepare a 2002-2004 Business Plan that complies with the above requirement and that includes the Service policing Priorities approved by the Board (Minute P111/01 refers). The Service's Priorities were approved at the Board's meeting on October 9th, 2001.

In accordance with the Board's request, attached is the Toronto Police Service 2002-2004 Business Plan. The Plan includes:

- the Toronto Police Service's Vision, Mission, and Values;
- an introductory message from the Chairman and the Chief;
- a police service delivery overview;
- the Service's organizational chart and descriptions of each of the Command areas;
- highlights from the Service's 2001 Environmental Scan Update;
- 2002-2004 Police Service Priorities, Goals, and Performance Objectives/Indicators, and some of the strategies that will be used to achieve the goals;
- a summary of the Service's budget and financial pressures;
- a summary of the Service's Human Resources strategy;
- a summary of the Service's Information Technology plan;
- a summary of the Service's Infrastructure/Facilities Program.

Once this Business Plan has been approved by the Board, the document will be prepared for publishing and copies will be made available for both members of the community and members of the Service. It should be noted that, while the content of the document will not change, the format may change slightly with publishing requirements. Copies of the final document will also be made available to the Board for forwarding on to City Council as required by section 32(b) of the Adequacy Standards Regulation.

It is recommended that the Board approve the attached 2002-2004 Business Plan.

Kristina Kijewski, Director, Corporate Planning, was in attendance and responded to questions by the Board about this report.

The Board expressed concern about the limited time it had to review the proposed business plan given that the Board is required to approve, and have in place, a business plan by December 31, 2001.

The Board also indicated that it would like to be consulted during the preparation of the draft business plans so that the Board's comments can be included. Chief Fantino said that, in future, the Board will be offered an opportunity to participate in the development of the business plans.

The Board approved the following Motions:

- 1. THAT the Board approve the foregoing 2002 – 2004 business plan at this time and that further discussion take place at the January 2002 meeting;**
- 2. THAT the Service provide a presentation including detailed information of the Information Technology plan at the January 2002 meeting;**
- 3. THAT, in future, the draft business plan be provided to the Board earlier so that the Board can participate in the development of the business plan and provide input; and**
- 4. THAT the Board provide a copy of the foregoing report to Toronto City Council for information.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2001**

**#P302. ESTABLISHMENT OF A POLICE STOREFRONT OFFICE ON
LAKESHORE BOULEVARD**

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

Subject: ESTABLISHMENT OF A POLICE STOREFRONT OFFICE ON LAKESHORE
BOULEVARD

Recommendation:

It is recommended that: the Toronto Police Service not pursue the establishment of a storefront police facility on Lakeshore Boulevard.

Background:

At the Police Service's Board meeting held on July 20, 2001 the Board approved a report on the amalgamation of 21 Division with 22 Division (Board Minute No. P186 refers). At the same time, the Board also approved a report from Councillor Gloria Lindsay Luby, Vice Chair of the Police Services Board, which recommended that I be requested to explore the opportunities of establishing a storefront office on Lakeshore Boulevard and report back to the Board by November 2001. This report responds to that recommendation.

On July 18, 2001, I attended a community meeting regarding the amalgamation of 21 Division with 22 Division that was facilitated by Councillor Lindsay Luby. The purpose of that meeting was to help community representatives of 21 Division and 22 Division identify their priorities in policing. The main concerns in regard to the amalgamation were response time, continuity of service, traffic and drug enforcement, the maintenance of primary and community response units and overall visibility. These community concerns were given serious attention during the initial planning stages for amalgamation. The challenge was to design an implementation strategy that could address all of the community's concerns as well as meet the budget and human resource restrictions of the Service.

To help address these concerns, an implementation team was formed that consisted of both uniform and civilian members of different ranks who represented primary, community, investigative, and administrative functions in the proposed new divisional area. These members were:

Jane Dick,	Superintendent,	22 Division Unit Commander,
Christian Crawford,	Inspector,	21 Division Unit Commander,
James Winter,	Staff Sergeant,	22 Division Community Response,
James McGoldrick,	Staff Sergeant,	21 Division Primary Response,
David Landry,	Detective Sergeant,	22 Division Detective Operations,
Gary Chambers,	Sergeant,	21 Division Planning,
Irv Albrecht,	Constable,	22 Division Detective Office,
Sandina Lucchesi,	Civilian,	22 Division Administrative Co-ordinator,
Jamie Pasquino,	Civilian,	22 Division Unit Commander's Secretary.
Laila Innis-Vautour	Sergeant	Area Field Headquarters

The Implementation Team's primary consideration was to ensure that services enjoyed by stakeholders in both divisions was not disrupted. They were advised of the community's concerns and they reviewed several different options regarding the delivery of service.

Toronto Police Service policy 19-09 entitled "Off Site Police Facilities" guides our Service in relation to off site police facilities. There is no specific category for a storefront facility. The closest designation is that of a mini-station. A mini-station is described as "facilities set up within a divisional boundary to address specific problems through specialized programs within preset time limits. They do not supply a full range of police service. Mini-stations are part of a home division". A sub-station, however, is "a permanent branch office" to a home division. A sub-station provides a range of divisional policing functions in various forms depending on circumstance. It is administered by and reports directly to the home division. The mandate is to administer police services and address longer-term community concerns within the surrounding neighbourhoods. The concerns identified by members of the community, during their meeting with Councillor Lindsay Luby, require long term solutions. Since a storefront or mini-station facility is not designed to address long-term problems, the implementation team did not recommend this approach for the Lakeshore. Further, mini-stations are intended to address specific problems with preset time limits. The area presently policed by No. 21 Division has ongoing concerns that must be addressed with a number of ongoing strategies on a long-term basis. To ensure that the new 22 Division is able to deal with all of the concerns of the communities, the implementation team recommended several organizational changes for the new 22 Division and that a sub-station be established utilizing the 791 Islington Avenue facility. These changes were as follows.

To address the concern regarding response time, all patrol assignments have been maintained. The final stage of amalgamation, scheduled for November 12, 2001, will see all primary response personnel and primary response vehicles assigned to the 22 Division facility at 3699 Bloor Street West. This amalgamated primary response function will enable better coverage, as all officers in the amalgamated divisions will more freely patrol across the previous divisional boundary lines.

All investigative functions were amalgamated September 17, 2001, and are now operating out of the facility at 3699 Bloor Street West. Detective Operations now provides a broad-based, 24-hour service from a single location. The major crime office is composed of members from both 21 Division and 22 Division, as is the criminal warrant office, the street crime unit and the youth bureau office. Personnel in these areas, bring together their cumulative investigative experience from both divisions.

The Community Response unit is comprised of officers assigned to community patrol, traffic response and community crime prevention duties. All these officers and their staff sergeant are working out of the 21 Division facility located at 791 Islington Avenue.

In total, there are 34 full time police officers, one civilian member and 17 auxiliary members working out of this facility. To ensure the facility remains open 24-hours a day, five of these officers are committed to working at the front desk, one on each of the compressed work week platoons. Their responsibilities include security, general duties and satellite alternate response. They are specially trained and are available to speak with members of the public who attend at the facility to report a crime.

Eight officers and one sergeant were selected for the community response function. These uniformed officers work the day and afternoon shifts and spend the majority of their time patrolling the streets with a focus on resolving community concerns and problems. This high visibility team patrols the Lakeshore area as one of their responsibilities. Depending on the need, these patrols are on foot, in cars or on bicycles. There are also officers assigned to community services, crime prevention, school liaison and crossing guard duties. These uniformed officers work the day shift from Monday to Friday and are available for special events when they are required. They liaise with officers in community response on a daily basis and often assist them when needed. The effectiveness of all these community functions relies on the officers' ability to have direct interaction with one another.

There are 14 constables and one sergeant assigned to the traffic response function. These uniformed officers were selected for their commitment to traffic related duties. They work all shifts and are available for high visibility patrol in the amalgamated area. All traffic initiatives continue to be pursued and have been expanded to cover the amalgamated area.

Auxiliary officers also work out of the facility at 791 Islington Avenue. There are 14 auxiliary constables, two sergeants and one staff sergeant assigned to the amalgamated division. These volunteers assist with a number of initiatives during the weekend and evening hours but their availability during the day shift, Monday to Friday, is limited.

I believe that with the revised structure, response time will remain the same due to the fact that there are the same number of officers working in primary response as there were prior to amalgamation. Services such as the detective function, youth bureau and street crime are all working out of a single location. Community officers, such as community response and traffic response, are now working out of the sub-station. This structure provides the same access to the police that citizens residing in the 21 Division area have always enjoyed. In some areas, such as on the Lakeshore, the amalgamated 22 Division will be able to provide better coverage when it is

needed. Often, when addressing community concerns, the entire community response unit will target an area. With amalgamation, there are more officers assigned to the community response function and, therefore, more available for targeted enforcement. I expect traffic enforcement to be a priority of the amalgamated division. Adequate personnel are in place to provide a high level of traffic related service to the community.

Drug investigations will continue to be the responsibility of the Toronto Drug Squad. Drug enforcement is a Service Priority and we will continue our efforts to address this important issue which affects the quality of life in our neighbourhoods.

Community Police Liaison Committees (C.P.L.C.) are an integral part of our organization and will remain such with the amalgamation. Unit commanders in 21 Division and 22 Division have met with the chairs of their C.P.L.C. s. Police and community members agree that the C.P.L.C. structure, as it currently exists, will have to change. Members are currently working to determine the best structure.

Following full amalgamation, there will be 34 full time police officers working out of the facility at 791 Islington Avenue. This enables our Service to provide community and traffic response coverage out of the sub-station. When you break down the staffing numbers and review the different assignments and shift schedules you see that you cannot break the staffing structure down any further without compromising service. The sub-station has a dedicated team of individuals who are specially trained (i.e. ICAD computer program, COPS computer program and Alternate Response functions) to work in the sub-station and who are available to the public. The implementation team has successfully structured the amalgamated divisions to address the priorities of the communities they serve. Additional resources cannot be committed to a third facility, a storefront or mini-station, without compromising service.

Therefore, I recommended that the Toronto Police Service not pursue the establishment of a storefront police facility on Lakeshore Boulevard.

Deputy Chief Steve Reesor, Policing Operations Command, will be in attendance to respond to any questions, which may arise.

The Board approved the foregoing and the following Motion:

THAT the Board send copies of the foregoing report to Councillors Irene Jones, Ward 6 Etobicoke-Lakeshore, and Peter Milczyn, Ward 5 Etobicoke-Lakeshore, and Chairs of the No. 21 and No. 22 Divisions Community Police Liaison Committees.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2001**

#P303. FOOT PATROLS

The Board was in receipt of the following report OCTOBER 25, 2001 from A. Milliken Heisey, Q.C., Board Member:

Subject: Foot Patrols

Recommendation:

It is recommended that the Chief report to the Board on foot/ bicycle patrols and crime statistics.

Background:

A recent editorial in *The Globe and Mail* suggested that Chief Fantino has reduced foot patrols, and possibly bicycle patrols, and that there has been a corresponding increase in the number of assaults, robberies and break-ins “in many parts of Toronto’s busiest downtown division”.

Given the allegations in the article, I would ask that the Board request the Chief’s comments on issues related to the deployment of foot and bicycle patrols including: does the Environmental Scan demonstrate any such statistical trend, if there was a statistically significant increase are there any explanations, was there a quantifiable decrease in foot patrols year-to-year in areas where these crimes have increased, what factors does the Service use in order to determine whether to deploy foot/bicycle patrols and any other information the Chief has available that he believes is relevant.

Superintendent Ron Taverner, No. 51 Division, was in attendance and provided an oral response to the request for information on foot/bicycle patrols and crime statistics in No. 51 Division.

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2001**

#P304. ENHANCED EMERGENCY MANAGEMENT

The Board was in receipt of the following report OCTOBER 23, 2001 from Norman Gardner, Chairman:

Subject: ENHANCED EMERGENCY MANAGEMENT

Recommendation:

It is recommended that beginning with the Board's December 2001 meeting, the Chief report to the Board, periodically, with respect to the Service's role in the City's enhanced emergency management initiative.

Background:

I have attached a copy of a report, with respect to emergency operations that was before City Council at its meeting on October 2, 3 and 4, 2001.

I recommend that, beginning with the December Board meeting, the Chief of Police periodically provide the Board with reports which update it on both the Toronto Police Service's involvement in developing enhanced emergency management and the Toronto Police Service's involvement in seeking funding from the provincial and federal governments.

This is an important initiative, which conceivably may impact upon both resources and priorities, and, as such, I believe that the Board has a interest in being informed on the Service's role and progress in developing enhanced emergency management capabilities for the City.

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2001**

**#P305. CORPORATE DONATION: No. 33 DIVISION STUDENT/POLICE
LIAISON COMMITTEE**

The Board was in receipt of the following report SEPTEMBER 27, 2001 from Julian Fantino, Chief of Police:

Subject: CORPORATE DONATION: 33 DIVISION STUDENT/POLICE LIAISON
COMMITTEE

Recommendation:

It is recommended that: the Board accept a donation of \$2,000.00 from The Henry White-Kinnear Foundation to be used by the 33 Division Student/Police Liaison Committee for the Students With A Target program (S.W.A.T.) in furtherance of its youth anti-violence initiatives throughout the 2001/2002 school year.

Background:

The Henry White-Kinnear Foundation was established in 1982 following the deaths of Mr. and Mrs. Henry White-Kinnear. It was their wish that the assets of their estate be used to establish a foundation dedicated to supporting charitable and worthwhile community organizations and initiatives. The Foundation's assets are managed and donations approved by Mr. Arthur Scace of the Toronto law firm McCarthy Tetrault. The Foundation's annual donations currently exceed two million dollars. In the past they have donated to such worthy organizations as the Toronto Symphony, The Hospital for Sick Children, The University of Toronto, St. Michael's Hospital and the Canadian Opera, to name just a few.

The Foundation is aware of the S.W.A.T. Committee and is very supportive of the youth anti-violence initiatives they have undertaken over the past two years. They have graciously offered their financial support for the 2001/2002 school year to enable the purchase of the necessary materials such as office supplies, posters, T-Shirts and refreshments to assist in the organization and launching of yet another such campaign.

This request meets the criteria as outlined in Service Procedure 18-08 "Donations" and it creates positive interaction between the community, the police and the sponsors.

The Henry White-Kinnear Foundation has requested a corporate tax receipt.

Deputy Chief Steve Reesor, Policing Operations Command, will be in attendance to respond to 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 NOVEMBER 15, 2001**

#P306. BOARD MEETING DATES FOR 2002

The Board was in receipt of the following report OCTOBER 24, 2001 from Norman Gardner, Chairman:

Subject: BOARD MEETING DATES FOR 2002

Recommendation:

It is recommended that the following dates be approved as 2002 Board meeting dates for the period January to September.

Background:

City Council has approved their meeting schedule for the period January to September 2002. It is anticipated that dates for the remainder of the year will be approved at Council's November meeting.

I recommend that the Board approve the following dates for 2002 meetings. Each meeting will be held on a Thursday with the confidential meeting commencing at 10:30 AM and the public meeting commencing at 1:30 PM, unless otherwise noted.

January 24	June 27
February 28	July 25
March 27 (Wednesday)	August 22
April 25	September 26
May 30	

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2001**

#P307. RE-APPOINTMENT OF COURT OFFICERS EVERY FIVE YEARS

The Board was in receipt of the following report OCTOBER 15, 2001 from Julian Fantino, Chief of Police:

Subject: RE-APPOINTMENT OF COURT OFFICERS EVERY FIVE YEARS

Recommendation:

It is recommended that the Board send a request to the Ministry of the Solicitor General to review the current re-appointment process and explore the feasibility of making the oath of office permanent for Special Constables employed as Court Officers within the Toronto Police Service.

Background:

As stated in the *Police Services Act, Section 53...* "With the Solicitor General's approval, a board may appoint a special constable to act for the period, area and purpose that the board considers expedient" and further "(may) employ special constables to escort and convey persons in custody and to perform duties related to the responsibilities of the boards under Part X (Court Security)."

Currently, when individuals are appointed as Special Constable - Court Officer, they are appointed for a period of five years and given their oath of office upon employment with the Toronto Police Service. They are then required by the Ministry to be re-appointed every fifth year thereafter.

Due to the five-year re-appointment requirement, the oath of office for approximately 100 Special Constable - Court Officers expires annually. As a result, the Employment Office and Court Services must take the following steps:

- (a) Lists must be maintained to advise the Service of expiry of Special Constable appointments,
- (b) Documentation for each individual to be re-appointed must be prepared,
- (c) Candidates must be notified to attend 40 College Street for the purposes of being sworn in,
- (d) Candidates must have their work-schedules re-arranged to permit groups to be re-sworn; and
- (e) Relieving staff must be arranged to ensure that all required duties are still discharged.

Experience has shown that approximately five hours of labour per candidate is required to execute the re-appointment process, and at an estimated cost of \$20 per hour, this amounts to \$100 per candidate or about \$10,000 per year in combined hard and soft costs. The permanent appointment of Special Constables would, therefore, result in cost savings for the Service.

Ms. Carol Whynot of Corporate Planning made direct inquiries to the Ministry of the Solicitor General and was advised that, in the view of the Ministry, it was necessary to limit the duration of the appointment to five years to ensure:

- (a) That the Ministry's files on all Special Constables in the Province of Ontario are kept current,
- (b) That the ongoing credibility of the persons employed as Special Constables be maintained; and
- (c) That the appointment process for Special Constables could withstand external scrutiny.

Special Constables - Court Officers within the Toronto Police Service

Court Services presently employs approximately 449 Special Constable – Court Officers (291 full-time and 158 part-time). Candidates for the position of Special Constable – Court Officer are subjected to a detailed background investigation and only when all avenues have been reviewed and found to be satisfactory are the potential Special Constable applicants offered employment with the Service.

Initial background checks include the Canadian Police Information Computer (CPIC), the Master Name Index (Manix), the Criminal Name Index (CNI), and Ministry of Transportation Records. As well, the credit history of the candidate is reviewed and former employers and associates are interviewed to ascertain the reputation and good character of the candidate.

Subsequent to employment with the Toronto Police Service, all Special Constable – Court Officers, are subjected to bi-monthly CPIC inquiries, as are all members entered on the Human Resource Management System. In addition, Toronto Police Service Rules require that all members immediately inform a supervisor or Internal Affairs if they have been charged with a criminal offence.

The permanent appointment of all Court Officers within the Toronto Police Service would remove the current duplication of multiple background checks being conducted. Superintendent John Dennis, Unit Commander, Court Services, has been in contact with Detective Sergeant Phillip Walsh of the Ontario Provincial Police, Deputy Registrar with the Ministry of the Solicitor General.

Detective Sergeant Walsh has expressed a willingness to review the matter of the five year re-swearing requirement provided that the Toronto Police Service continue conducting bimonthly background checks and promptly notify the Ministry of the Solicitor General of any suspension, dismissal, resignation, retirement or separation from Court Services. These notifications to the Ministry of the Solicitor General, along with the detailed background checks prior to hiring, will serve to alleviate any concerns that staff at the Ministry of the Solicitor General may have.

To fulfil the above requirement, the Service will submit a report on a monthly basis to the Deputy Registrar of the Ministry of the Solicitor General containing the results of the background checks as well as any Court Officer separations or suspensions.

Mr. Rusty Beauchesne of Legal Services, Acting Staff Inspector Steve Grant of Human Resources and Mr. Karl Druckman of Toronto Legal have been consulted and are in agreement with this recommendation on the understanding that it only be applied to Special Constables employed as Court Officers within the Toronto Police Service.

Conclusion:

The checks and balances currently in place to ensure the ongoing reputation and good moral character of all Court Officers already exist. Any further background checks conducted for the purposes of the current five-year Special Constable re-swearing requirement represent duplication that would be eliminated with the permanent appointment of all Special Constable – Court Officers.

It is recommended that the Board send a request to the Ministry of the Solicitor General to review the current re-appointment process and explore the feasibility of making the oath of office permanent for Special Constables employed as Court Officers within the Toronto Police Service.

Deputy Chief Michael Boyd, Policing Support Command, will be in attendance to answer any 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 NOVEMBER 15, 2001**

#P308. CIVILIAN UNIFORM SHOULDER FLASHES

The Board was in receipt of the following report OCTOBER 04, 2001 from Julian Fantino, Chief of Police:

Subject: CIVILIAN UNIFORM SHOULDER FLASHES

Recommendation:

It is recommended that: the Board approve the redesign of the civilian uniform shoulder flash.

Background:

The Toronto Police Service employs many civilian “uniformed” members who perform front line duties. Currently, the shoulder flash attached to their uniforms denotes affiliation with the City of Toronto, but not specifically the Toronto Police Service.

It is recommended that the Parking Enforcement, Court Services, and Station Duty shoulder flashes be re-styled to clearly indicate that the wearers are members of the Toronto Police Service and to specify their specific assignments: i.e. Parking Enforcement Officer; Court Officer; Document Service Officer; and Station Duty. (Appendix “A” refers).

This change is proposed to ensure that all civilian uniform members will be readily identifiable to the public, as members of the Toronto Police Service and confirms that they are an integral part of the Police Service.

These civilian uniformed members provide front line access to the Service for members of the public as they are in constant communications with the Service at all times. Moreover, these members make up a significant portion of the over-all membership of the Toronto Police Service and must be recognized as such. This will lessen any possible confusion over which City Department, Authority, Board or Commission they are sworn to serve.

It is further recommended that the appropriate sections of Appendix “B” of the “Rules”, (Dress Regulations) be amended to reflect such changes to the shoulder flashes.

Deputy Chief M. Boyd, Policing Support Command will be present at the Board meeting to address 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 NOVEMBER 15, 2001**

#P309. RECLASSIFICATION OF CONSTABLES

The Board was in receipt of the following report OCTOBER 11, 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

MANHERZ, Joel	7962	32 Division	2001.11.16
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Third Class Constable

LASHLEY, Troy	7753	55 Division	2001.11.09
BENNETT, Brian	7885	41 Division	2001.11.11
BOIS, Paul	7824	31 Division	2001.11.11
BRAUTIGAM, Jazen	7892	33 Division	2001.11.11
BROUGHTON, Peter	7855	33 Division	2001.11.11
CRAMPTON, David	7919	54 Division	2001.11.11
DESCHAMPS, Daniel	7890	12 Division	2001.11.11
GIBBONS, Rebecca	7867	12 Division	2001.11.11
GRAHAM, Andrew	7862	33 Division	2001.11.11
HANDSOR, Philip	7853	42 Division	2001.11.11
LACELLE, Joseph	7876	12 Division	2001.11.11
LAWRIE, Matthew	99727	12 Division	2001.11.11
MCDONALD, James	7895	23 Division	2001.11.11
MCKENZIE, Peter	7934	23 Division	2001.11.11
MCQUOID, Scott	7902	13 Division	2001.11.11
PARROTT, Michael	7906	33 Division	2001.11.11
PHILLIPS, David	7872	54 Division	2001.11.11

SHANNON, Stephen	7850	13 Division	2001.11.11
SPYROPOULOS, Iliada	7918	54 Division	2001.11.11
YACULA, Robert	7857	13 Division	2001.11.11

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 any history of misconduct, nor any outstanding allegations of misconduct on file.

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 NOVEMBER 15, 2001**

**#P310. VOICE COMMUNICATIONS SYSTEMS: AUTHORITY TO ENTER
INTO LEASE AGREEMENTS**

The Board was in receipt of the following report OCTOBER 15, 2001 from Julian Fantino, Chief of Police:

Subject: AUTHORITY TO ENTER INTO LEASE AGREEMENTS

Recommendation:

It is recommended that: the Board authorize the Chairman to enter into license or lease agreements, as may be necessary, to permit the implementation of the Voice Communications System, provided that such agreements are in a form acceptable to the City Solicitor.

Background:

At its November 19, 1998 meeting, the Toronto Police Services Board approved the implementation of an integrated Police & Fire radio communications system (BM#498/98 refers), which City Council subsequently approved at its December 16, 1998 Council Meeting. A component of this project is the installation of radio antenna sites on top of 17 buildings in Toronto, as deemed required to obtain the planned improvement in the radio communications service. Eight (8) of these sites have been already installed during Phase 1 (Central Sector) and Phase 2 (North Sector) of the project. The remaining nine (9) sites require that existing leases/licenses be re-negotiated or new ones assumed. This requires that the Toronto Police Services Board enter into license and/or lease agreements with the various property owners.

As this project enters its final installation stages and in order to maintain its critical schedule, the approval of the lease agreements becomes very time sensitive.

These leases usually amount to approximately \$5000 - \$6000 per year (depending on location and quantity of equipment installed), for the life cycle of this project. The funds have been identified in the operational cost impact of this project, and the costs are shared equally with the Toronto Fire Service.

It is therefore recommended that the Board authorize the Chairman to enter into license or lease agreements, as may be necessary, to permit the implementation of the Voice communications System, provided that such agreements are in a form acceptable to the City Solicitor.

Mr. Frank Chen, Chief Administrative Officer, Corporate Support Command, will be in attendance to answer any questions that 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 NOVEMBER 15, 2001**

#P311. NETWORK LIFECYCLE PLAN

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

Subject: NETWORK LIFECYCLE PLAN

Recommendation:

It is recommended that: the Board approve:

1. A six-year lease with GE Capital for replacement of the network hardware at an annual cost of \$397,100 (including all taxes) commencing December 1, 2001, and annual maintenance of the above equipment at \$252,811 (including all taxes).
2. A six year lease with N2END Connectivity (through Compaq Financial Services) for the provision of Control/Monitor network software at an annual cost of \$49,174 (including all taxes) commencing December 1, 2001, and annual software upgrade protection costs of \$50,456 (including all taxes).
3. A cost increase to Bell Canada Inc. for the upgrade of the current communication lines to the City TORnet standard at an additional annual cost of \$126,700 (including all taxes).

Background:

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 six years. Requests to renew this technology have come forward for three consecutive years, but have been deferred either by the Command or the Board for fiscal reasons. Prudent management now mandates that the replacement of these high-risk components can no longer be deferred.

The Service's computing infrastructure is comprised of two data centres and local servers at all major remote sites (divisions and units). The second data centre provides backup facilities for the Service's Disaster Recovery requirements. This infrastructure supports the majority of the Services' computer applications, namely, Criminal Information Processing System (CIPS), Crime Analysis Server (CAS), Mugshots, Mobile Terminals, Human Resources, Payroll, E-mail, etc. These servers also provide the local computer functions required in every division (Jetforms, printing, file sharing, backup and recovery, etc).

The network provides the critical link between the Service's approximate 3,000 desktops and printers to the information housed in the central servers.

The Service has used a lifecycle strategy as a means of providing ongoing replacement of computer equipment as it ages toward obsolescence. The majority of the Service's workstations are currently covered under a lifecycle lease. The Board approved the first phase of the server replacement at its July 20, 2001 meeting (minute P199 refers). This proposal is for a similar lifecycle strategy to cover the first phase of the network replacement.

Operational Impact of Deferral

At every Police Division, the arrest process for prisoner booking, crown brief & volumes of other documents required by courts has become totally dependent on information technology. The technology 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 occurrence. In October 2000, 2 consecutive weeks of intermittent losses of IT systems illustrated first hand the impact of prolonged outages on the field. Service-wide, Unit Commanders were communicating directly to the Chief on the crisis that was emerging. Note that system failures also impair the work processes of many others (support staff, special squads, HQ staff, Traffic Services, and many others)

This network upgrade is absolutely essential to correct current operational problems, support newer versions of the existing systems and to provide a reliable and high performance foundation for the Enterprise Case and Occurrence Processing System (eCOPS) application, which is planned to be implemented commencing in Q2 of 2002.

Network Components

The network is comprised of several components. The Local Area Network (LAN) provides individual units or divisions connectivity of workstations, printers and local servers to a network Hub. The Wide Area Network (WAN) connects these hubs, usually through a router, to a communication line, which terminates at the central data centres. In addition, there are software components that monitor and control the network traffic, ensuring messages are quickly, reliably and accurately delivered to the intended devices. The TPS has approximately 80 remote sites throughout the City. The majority of this equipment, which includes both routers and hubs was

installed in 1993 and is now obsolete. The Information Technology Services Unit proposes to replace its network infrastructure over two years due to budget limitations and the amount of time and resources required to complete the replacement of all obsolete network equipment.

This proposal covers the first phase of the network upgrade which focuses on equipment replacement in the front line divisions, Intelligence Services and the main data centre. The second phase of this plan will address the remaining units and the upgrade of the Service's Disaster Recovery Centre. The costs for the second phase, which will complete the network replacement, are estimated to be an additional \$424,000 per year (based on a 6 year lease) and will be budgeted in the 2002 Operating Budget.

Purchase Option

The funding limitation of the operating budget does not readily permit a one-time purchase of an upgraded network. This approach has been proposed in previous year's capital and operating budgets only to be deferred due to budget limitations. A purchase option also does not facilitate the requirement of refreshing the technology on an ongoing basis. For these reasons, the purchase option is not recommended.

Lease Option

Typically, the computer industry addresses the replacement of computer and network hardware through a lifecycle replacement plan. Further, the City's policy on acquisition of hardware and software is based on a leased option. This strategy provides funding for the ongoing replacement of network hardware as the equipment reaches its life expectancy. The Service already has a lifecycle replacement plan for the majority of the desktop computers and many of its servers.

To this end, a tender was issued through the City of Toronto Purchasing (Quotation #3412-01-3212). The tender was divided into two major components: Network/Hub Equipment and Control/Monitor Software.

The following eight (8) Vendors responded to the Network/Hub Equipment and Monitor/Control Software component of the tender:

1. Bell Canada Inc.
2. Compaq
3. GE Capital IT Solutions Canada
4. IBM Canada
5. Information Systems Architects Inc.
6. Nexinnovations
7. N2END Connectivity Inc.
8. RAM Technology Solutions

The tender requested that a six-year lease proposal on the specified network equipment be provided as part of the tender submission. The low bid for the network equipment was GE Capital IT Solutions Canada. The low bid for the Monitor/Control Software was N2END Connectivity. The communication lines upgrade is through the City's existing TORnet service with Bell Canada.

The costs for the first year of this project are as follows (in \$,000).

GE Capital	
Network/Hub Equipment (six year Lease)	397.1
Maintenance	252.9
N2END Connectivity	
Control/Monitor Software (six year lease)	49.2
Upgrade Protection	50.5
Bell Canada	
Upgrade Lines (T1 to TORnet)	126.7
<u>Reduction of Current Maintenance</u>	<u>-70.0</u>
Total	806.4

The annual cost for this project is \$806,400 per year.

In order to expedite and maintain consistency with the replacement of the remaining obsolete network equipment and improve, Information Technology Services (ITS) intends to use this tender as the basis for second year of this lifecycle strategy. The Manager of Purchasing Support Services supports this approach.

Summary

The Service's senior management team endorses the principle of keeping existing investments in reasonable repair, over the option of continuing to dilute effectiveness to accommodate new requirements.

The Service's long term strategy is to continue its lifecycle approach for the ongoing upgrades and replacement of its computing infrastructure. This will ensure the Service's computing platform is reliable, highly available and able to adequately support the technology plans of the Service. It will also ensure the technology infrastructure will not fall into a state of disrepair where computing services are at risk due to dwindling availability of parts for obsolete equipment.

Funding is available in the 2001 operating budget for these purposes, and annualized costs have been included in the Service's 2002 base operating budget. Mr. Frank Chen, Chief Administrative Officer, will be in attendance at the Board meeting on November 15, 2001, 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 NOVEMBER 15, 2001**

**#P312. SUPPLY AND INSTALLATION OF EMERGENCY GENERATORS AT
POLICE FACILITIES**

The Board was in receipt of the following report OCTOBER 15, 2001 from Julian Fantino, Chief of Police:

Subject: SUPPLY AND INSTALLATION OF EMERGENCY GENERATORS AT
POLICE FACILITIES

Recommendation:

It is recommended that: the Board award the supply and installation of emergency generators to Ronnies Generator Service Limited in the amount of \$1,492,999.21, all taxes included.

Background:

The Toronto Police Services Board, as part of the 2000-2004 Capital Budget process, approved the Emergency Generator Program. The Toronto Police Service (TPS) Capital Program for emergency generators was subsequently approved by City Council. This program provides for the installation of emergency generators in all front-line and other designated TPS facilities.

At its meeting of July 27, 2000 (BM# 331/00 refers), the Toronto Police Services Board approved the retention of Totten Sims Hubicki Associates (TSH) for the provision of consulting services related to this program. TSH Associates, in co-operation with the Service and City staff, researched and prepared specifications, drawings and tender documents for the designated TPS facilities.

On January 10, 2001, at the request of the Service, the City of Toronto, Management Services, Purchasing and Materials Supply Division, issued a "Request for Information" (RFI 6701-01-3027). The City invited 46 firms to participate in the competition. The Service received 12 proposals.

The proposals were evaluated independently by a selection committee comprising of five members. The committee consisted of representatives from the Service's Facilities Management, City Corporate Services and TSH Associates. The submissions were rated on a criteria that included the following:

- i. the ability to meet the Service's requirements;
- ii. the size and capacity of the firm;
- iii. the qualifications of the firms staff who will be involved in the project;
- iv. the past history of the firm with the City and the Service;

- v. the firms past history with the Service's facilities;
- vi. the quality of the equipment being recommended;
- vii. timetable, etc.

Following the RFI evaluation process the top 4 suppliers were selected to proceed to the Request for Quotation phase. The 4 selected suppliers were:

- i. Cummings
- ii. Gal Power Systems
- iii. Ronnies Generators
- iv. Alliance Energy

On August 21, 2001, at the request of the Service, the City of Toronto, Management Services, Purchasing and Materials Supply Division, issued a "Request for Quotation" (RFQ 6701-01-3194). The Service received 3 submissions.

The Ronnies Generator Limited submission, being the low bid submitted, was reviewed by TSH Associates for technical compliance. The submission was found to be in compliance with the tender documents.

The Chief Administrative Officer, Corporate Support Command, has certified to the availability of funds in the Toronto Police Service Capital Program. Therefore, it is recommended that the Board approve the award for the supply and installation of emergency generators to Ronnies Generator Service Limited being the supplier with the lowest cost meeting specifications.

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 NOVEMBER 15, 2001**

**#P313. EVALUATION OF THE TORONTO POLICE SERVICE SIX-MONTH
AIR SUPPORT UNIT PILOT PROJECT**

The Board was in receipt of the following report JUNE 12, 2001 from Jeffrey Griffiths, City Auditor, City of Toronto:

Subject: Six-month Air Support Unit Pilot Project – Toronto Police Services

Purpose:

To report on Audit Services' evaluation of the six-month helicopter pilot project.

Financial Implications and Impact Statement:

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

Recommendations

It is recommended that:

- (1) this report be considered by the Chief of Police and the Toronto Police Services Board;
- (2) this report be forwarded to the City's Policy and Finance Committee for consideration;
- (3) prior to a decision being made on the establishment of an Air Support Unit for the Toronto Police Service the issues identified in this report be considered. Such issues to include:
 - a review of less expensive options;
 - development of performance indicators and annual reporting of such indicators to the Toronto Police Services Board; and
 - the development of a plan for optimal integration of the Air Support Unit with other police operations, including the development or revision of operating policies, procedures and protocol, as well as the necessary training of appropriate police officers and support units.

Background:

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

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

City Council approved the pilot project on the condition that it would have no impact on the 2000 operating or capital budgets of the Toronto Police Service or the City of Toronto. A contract for the pilot project was approved by the Board and awarded to Canadian Helicopters Limited in June 2000. This contract provided for a turnkey lease package that included two Bell Jet Ranger 206B3 helicopters, pilots, fuel, maintenance and other related expenses. The cost of the project was \$1.038 million, not including the cost of one sergeant and four police constables who were redeployed from other areas of the Toronto Police Service. The Toronto Police Service has advised that as at March 1, 2001, \$809,771 (which includes a provincial grant) has been received and that balance of \$228,229 will be received by the end of March 2001.

Comments:

The Toronto Police Service Air Support Unit pilot project commenced operations on August 1, 2000 and made its last flight on January 31, 2001. During this time, it was in the air approximately eight hours per day, six days per week and attended 789 calls.

Our evaluation was conducted based on what would be the Air Support Unit's normal mode of operations. Accordingly, we did not attempt to control the use of the helicopter in terms of what areas it patrolled or what calls it responded to.

The overall objectives of our evaluation were twofold:

- to perform an independent analysis of the benefits of helicopters in supporting police activities and, more specifically, during the six-month pilot project in Toronto; and
- to provide the Chief of Police, the Toronto Police Services Board and Toronto City Council with the necessary information to assist them in making an informed decision regarding the establishment of a permanent helicopter air support unit.

The evaluation essentially examines whether the helicopter improved the efficiency and effectiveness of police operations and whether it had a deterrent effect on rates of crime in the City. We also determined the views of Toronto residents and members of the Toronto Police Service with respect to the use of helicopters in police operations.

Our evaluation methods included:

- the review of various studies and evaluations pertaining to police helicopters;
- the review of all event logs received from the Air Support Unit;
- interviews with police ground officers involved in calls where the helicopter intervened;
- an independent public opinion poll conducted by Environics Research Group;
- focus group meetings with police flight observers;
- focus group meetings with police officers assigned to other units and civilian members of the Toronto Police Service (Police Dog Services and Communications Centre);
- a survey of Toronto Police Service members at large;
- the review and analysis of citizen comments received during the pilot project; and
- the review and analysis of information compiled during the pilot project.

Conclusions:

During the pilot project, the police helicopter demonstrated the ability to respond more quickly to calls and provided an aerial perspective that assisted operations with deployment decisions. The helicopter was effective in increasing the likelihood of apprehensions when supporting police ground officers, particularly at calls related to residential break and enters, crowd scenes, vandalism and stolen vehicles. It also helped diffuse potentially dangerous situations and police ground officers indicated they experienced an increased feeling of safety when the helicopter was present at an event. The helicopter was efficient in conducting search and rescue operations. However, there was no evidence to suggest, based on the six-month pilot project, that the helicopter was effective in regard to deterring high speed vehicle pursuits.

Based on an independent public opinion poll commissioned by Audit Services and conducted by Environics Research Group Limited, 87 percent of Toronto residents are supportive of the use of a police helicopter. In addition, even when residents were advised that the annual cost of the helicopter service would likely be in the range of \$3 million, the majority of residents (68 percent) maintained their support for the use of a helicopter by the Toronto Police Service.

Our survey of police officers indicated an overwhelming level of support (96 percent) for the use of a helicopter in police operations.

Police helicopters do not make arrests. They act as a support tool that can enhance the effectiveness of police activities at particular events. The benefits the helicopter provides come at a relatively high cost, as the helicopter and the on board auxiliary equipment are expensive tools. It is important to appreciate that the helicopter is of little value without the on board auxiliary equipment.

Based on the contract in effect during the pilot project, an air support unit would cost the City approximately \$2.1 million on an annual basis, not including the cost of police personnel (four police flight observers and a sergeant), which would add another \$500 thousand to the ongoing cost of the program. The actual annual cost of an air support unit would only be known following a competitive bidding process.

The helicopter, by virtue of its speed, aerial perspective, thermal imaging and searchlight capabilities can support operations in a manner that police ground officers on foot, in cruisers or on bicycles, cannot. Nonetheless, some would argue that it may be preferable to hire additional police officers in a community policing capacity than invest in a helicopter. This, of course, is a decision to be made by the Toronto Police Services Board and City Council. The cost of a helicopter unit is equivalent to the cost of hiring approximately 25 additional police officers.

The benefits of the helicopter, in terms of officer time saved, increased apprehensions and enhanced officer safety are extremely difficult to quantify. Although we have attempted to estimate police ground officer time saved by the helicopter, this exercise is speculative, since we can not estimate the savings with any degree of accuracy and completeness.

Further, the assumptions supporting the estimates were provided by police ground officers, again based on an educated guess, which could not be independently verified. Time saved related to increased apprehensions is even more difficult to estimate and the value attributed to enhanced officer safety, impossible to quantify. While other studies have attempted to quantify the cost or benefits the helicopter provides at specific types of calls, no study has prepared a full cost-benefit analysis.

During the six months of the pilot project, the helicopter attended 789 out of 125,085 high priority calls (0.6 percent) serviced by police during that time. It would, therefore, be overly optimistic to conclude that one helicopter operating approximately eight hours per day, six days per week would have any sustainable impact on the level of crime. Even if focus patrols were effective in reducing crime in a particular area of the City, it would be difficult to determine, with any degree of certainty, if one helicopter could have any sustainable deterrent effect on rates of crime in the City as a whole. In fact, the City of Toronto did not appear to experience any crime deterrent benefits by using a helicopter to support police operations during the pilot project.

We can conclude from our evaluation that the helicopter did make a positive contribution at many of the calls it attended. However, it was not possible to determine if the benefits provided by the helicopter outweighed its cost. Prior to a final decision on whether a permanent air support unit should be established, other less expensive options, such as procuring the services of one helicopter instead of two, using a less expensive helicopter, considering the use of a fixed-

wing aircraft, and exploring the possibility of sharing helicopters with other jurisdictions in the GTA, warrant further consideration by the Toronto Police Service. These options may reduce the cost of an air support unit and help bridge the gap between the cost and any dollar value placed on the benefits that the helicopter provides.

The limitations of the helicopter and its equipment must also be recognized and protocols developed and/or revised to properly integrate an air support unit into daily police operations. In this regard, the provision of training to police flight observers, as well as to support units, is a necessity.

The issue of helicopter noise, which is a significant concern to a certain segment of the public, must also be given proper attention.

The Calgary and Region of York Police Services have obtained a helicopter through private donations. While the initial capital cost of the helicopter can be financed by private funds, there continues to be regular maintenance, fuel and other operational costs including pilot salaries that are ongoing and must be funded through the annual operating budget. Eventually, further funding would have to be found to replace the helicopter. These cost factors, as well as the issue and implications of private funding impacting public policy decisions, should be considered if this avenue is to be pursued.

Is the value added by helicopter patrols worth the cost? Value in this regard is subjective, and can vary depending on the perspective of an individual or group. The Toronto Police Services Board must consider the need for a helicopter in terms of the value of the benefits it provides to the Toronto Police Service's operations and in comparison to other policing needs and initiatives. City Council, on the other hand, must assess the need and value added by the police helicopter relative to competing priorities in the City.

The helicopter has demonstrated that it can effectively assist and add value to police ground units at specific calls. It can be argued that the cost of the helicopter, at approximately \$2 to \$3 million, is marginal relative to the Toronto Police Service 2000 operating budget of over \$557 million. However, in absolute dollars, the cost of the helicopter is a significant expenditure that must be considered in the context of competing priorities within both the City and the Toronto Police Service and at a time when continued funding for some programs is being carefully scrutinised.

A copy of the complete evaluation report with detailed analysis and results of the helicopter pilot project is attached.

Jeffrey Griffiths, City Auditor, and Tony Veneziano, Director, Audit Services, City of Toronto, were in attendance and discussed the following issues pertaining to the evaluation:

- objectives of the evaluation
- components of the evaluation plan
- reviews conducted of other evaluations of Air Support programs, e.g. Durham/York Region, Peel, Halton & Hamilton-Wentworth
- surveys conducted of other jurisdictions in North America and the U.K. with helicopters
- consideration of residents' opinions and front-line officers in the evaluation process
- operational benefits and operating costs of the Air Support Service in Toronto

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

- Helen Armstrong, Coordinator, Stop the Choppers *
- John Sewell *
- Richard Boehnke *

* written submissions also provided; copies are on file in the Board office.

Mr. Griffiths and Mr. Veneziano responded to questions by the Board about the evaluation.

The Board was advised that the data contained in Table 2.1: Survey of Helicopter Use by Police Services, located on page 19 of the evaluation report, may have changed since the evaluation report was completed in March 2001. The Board inquired whether the data in this table could be updated by the City Auditor and forwarded to the Board and that, if possible, the revised table identify any police services that may have *access to* the use of helicopters.

The Board approved the following Motion:

1. THAT the Board approve the following with regard to each of the City Auditor's recommendations:
 - (a) Recommendation no. 1 – report received and referred to Chief Fantino for review;

cont...d

- (b) Recommendation no. 3 – recommendation received at this time and request Chief Fantino to provide a report to the Board following his review of the City Auditor’s evaluation and that it include comments on both the content of the evaluation and the issues identified in recommendation no. 3; and**
- (c) Recommendation no. 2 – recommendation received, the report will be provided to City of Toronto Policy & Finance Committee after the Board has reviewed the Chief’s report noted in (b) and considered recommendation no. 3.**

A copy of the Executive Summary to the complete evaluation report is appended to this Minute for information. A copy of the complete evaluation report is on file in the Board office.

Executive Summary

Toronto City Council, during its 2000 operating budget deliberations, approved a six-month pilot project for an air support unit in the Toronto Police Service. In approving this project, Council requested the City Auditor to conduct an independent evaluation of the air support unit.

This report contains various observations and conclusions which could be used to support a wide range of opinions in regard to the use of a helicopter to support police operations. It is important that these observations and conclusions not be taken out of context to support individual positions but rather, the report be viewed in its entirety.

The main objectives of this evaluation were:

- to provide the Chief of Police, the Toronto Police Services Board and City Council with the necessary information to assist them in making an informed decision regarding the establishment of a permanent helicopter air support unit in the City of Toronto; and
- to perform an independent analysis of the benefits of helicopters in policing activities in general and, more specifically, in Toronto.

The Toronto Police Service prepared a business case for an Air Service Unit in July 1998. In this business case, the proposed mission statement for the Air Service Unit was “to increase both public and officer safety by providing swift response to life threatening incidents and crimes in progress.”

The business case, and a more recent report (March 2000) from the Mayor's office, outlined various benefits that could be expected from the use of a helicopter in day to day police operations. These benefits were reported to include:

The Evaluation of the Air Support Unit Pilot Project – Toronto Police Service

- enhanced operational decision making and the facilitation of ground units to be more economically, effectively and safely deployed at large disturbances, public events, crime scenes;
- reduced crime (commercial and residential break and enters, auto thefts) in high crime areas;
- enhanced apprehension of criminals;
- increased recovery of stolen property (especially vehicles);
- enhanced public safety by assisting other emergency services;
- enhanced officer safety;
- the provision of control, observation and support services during vehicle pursuits;
- conduct of searches for missing and suspect persons;
- the provision of rapid response to calls;
- assistance in drug detection and eradication; and
- the provision of video footage as evidence.

Our evaluation procedures included:

- a review of various studies and evaluations pertaining to police helicopters;
- the review of all event logs received from the Air Support Unit;
- interviews with certain police ground officers who were assisted by the helicopter;
- an independent public opinion poll commissioned by Audit Services and conducted by Environics Research Group;
- focus group meetings with police flight observers;
- focus group meetings with police officers assigned to other units and civilian members of the Toronto Police Service (Police Dog Services and Communications Centre);
- a survey of Toronto Police Service members at large;
- the review and analysis of citizen comments received during the pilot project; and
- the review and analysis of all information compiled during the pilot project.

The Evaluation of the Air Support Unit Pilot Project – Toronto Police Service

The Toronto Police Service Air Support Unit pilot project operated from August 1, 2000 to January 31, 2001. During that time the helicopter was in the air, on average, eight hours per day, six days per week. In total, it logged 1,088 hours of flight time and attended 789 calls during the pilot project.

Based on an independent public opinion poll commissioned by Audit Services and conducted by Environics Research Group Limited, 87 percent of Toronto residents are supportive of the use of a police helicopter. In addition, even when residents were advised that the annual cost of the helicopter service would likely be in the range of \$3 million, the majority of residents (68 percent) maintained their support for the use of a helicopter in police operations.

Our survey of police officers indicated an overwhelming level of support (96 percent) for the use of a helicopter in police operations.

Based on our evaluation of the operations of the helicopter during the six-month pilot project, our conclusions are as follows:

- The benefits provided by a police helicopter are a direct result of its unique aerial perspective. The helicopter, in most circumstances, is particularly effective in searches for both missing persons and suspects. The helicopter is unhampered by terrain, can bypass ground obstacles and saves time, particularly in the conduct of searches. However, due to the building density, its search capabilities in the downtown core is limited.
- Due to its speed, the helicopter is more likely to be first on the scene than a ground unit. The advance arrival of the helicopter allows it to visually "clear" the area prior to the police ground units' arrival. Depending on the circumstances, it can also cancel ground units thus saving officer time.
- The helicopter is more effective on a general patrol as opposed to being used on an "as needed" standby basis.

The Evaluation of the Air Support Unit Pilot Project – Toronto Police Service

- The use of the helicopter increased the likelihood of apprehensions by police ground units for certain types of crime, in particular, residential break and enter, robberies, vandalism and stolen vehicles.
- The helicopter is viewed by certain residents as noisy, intrusive and too expensive. Noise is an inevitable consequence of helicopter activities, especially at low altitudes. When a helicopter is involved in an occurrence, the helicopter is more effective at lower rather than high altitudes. As a result, the helicopter is noisiest when it is most effective.

Contrary to public perception, the usefulness of the helicopter during the six-month pilot project was limited in relation to vehicle pursuits. The helicopter supported 2 out of 76 vehicle pursuits that occurred during the pilot project. Neither of these pursuits was a high-speed chase. The likelihood of the helicopter being able to respond to a high-speed chase was, at best, remote, since it effectively had to be at the right place at the right time. We were advised by one of the Police Communications dispatchers that vehicle "pursuits on average are very quick and if they are more than two minutes long, then it is very unusual." This short time frame would limit the effectiveness of a helicopter to respond to a vehicle pursuit. While the helicopter did not participate in a high speed vehicle pursuit, its surveillance capabilities may in a number of instances have prevented the need to initiate such a pursuit.

The Toronto Police Service received 125,085 high priority calls during the period of the pilot project. The majority (77 percent) of calls attended by the helicopter were high priority calls. However, these calls consisted of only 0.5 percent of all high priority calls received by the Toronto Police Service during the six-month pilot project. Consequently, any differences from a pre and post comparison of crime data for the City of Toronto cannot, in our view, be attributed exclusively to the helicopter. Other variables, such as demographics, a general downward trend in criminal activity and the health of the economy can all affect crime rates. During the pilot project the City did not appear to experience any crime deterrent benefits.

The Evaluation of the Air Support Unit Pilot Project – Toronto Police Service

The cost of the six-month pilot project was \$1.038 million, which was funded by private donations, as well as a provincial grant. A turnkey lease contract provided 1,000 hours of flight time and included two Bell Jet Ranger 206 B3 helicopters, pilots, maintenance and fuel. The cost did not include the salaries of police personnel (one sergeant and four police constables) directly involved in the project, who were re-deployed from other areas of the Toronto Police Service.

Based on the contract in effect during the pilot project, the annual cost of an air support unit is estimated to be in the range of \$2 to \$3 million. The final costs would be dependent on various factors, such as:

- the number of helicopters required;
- the type of helicopter required;
- the hours of operation; and
- the operational model decided upon (shared resources, fixed wing, etc.).

Placing a dollar value on the benefits attributed to the use of a helicopter to compare against its cost is extremely difficult and, in many cases, subjective. Benefits such as enhanced public and police officer safety cannot be quantified in dollars.

We have not conducted an analysis of the relative costs to purchase a helicopter compared to the costs to lease. Such a comparison would only be possible subsequent to responses received from a request for proposal process.

In the event that an ongoing air support unit is established for the City of Toronto, this report suggests alternatives that could potentially reduce the cost of an air support unit without significantly compromising its benefits.

In summary, a police helicopter can enhance officer and public safety, increase the apprehension of offenders, locate lost people, and patrol large areas of the City. However, in the view of certain residents, a police helicopter is noisy, intrusive, frightening and expensive.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2001**

#P314. PROFESSIONAL STANDARDS 2001 INTERIM REPORT

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

Subject: Professional Standards 2001 Interim Report

Recommendation:

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

Background:

At its meeting of June 13, 1996, the Board approved the replacement of all previously submitted Professional Standards reports with the Toronto Police Service Professional Standards Report, to be submitted on a semi annual basis (Board Minute No. 199/96 refers). Revised and additional reporting requirements, as outlined in Direction 32 of the Toronto Police Services Board's Complaints Policy Directive, have been integrated into the appropriate sections of the report. Further, the semi-annual reporting requirements for suspect apprehension pursuits have been incorporated into the report as a separate section, and will be a permanent feature of the report in the future (Board Minute No. 233/2000 refers). The Toronto Police Service Professional Standards 2001 Interim Report is appended to this report. It is recommended that the Board receive this report from Professional Standards for information.

Staff Superintendent David Dicks, Professional Standards, will be in attendance to answer any questions if required.

Staff Superintendent David Dicks, Professional Standards, and Susan Deane, Corporate Planning, were in attendance and responded to questions by the Board about this report.

The Board was advised that the Ontario Civilian Commission on Police Services recently announced that a Toronto officer would be honoured as the first recipient of an OCCPS award for excellence in processing complaints.

The Board received the foregoing.

Executive Summary

The *Toronto Police Service Professional Standards Report* was designed to amalgamate all Professional Standards reporting requirements into a single report to facilitate comparison, examination of trends, and a more comprehensive analysis of officer conduct and discipline. The proposed report format, based on the anticipated data capture and analysis capabilities of the Professional Standards Information System (PSIS), was approved by the Board at its meeting of June 13, 1996 (Minute 199/96 refers). Revisions to the appropriate sections of the *Toronto Police Service Professional Standards Report*, as required by Direction 32 of the Toronto Police Services Board's *Complaints Policy Directive*, have been incorporated into this report (Board Minute 5/98 refers).

Highlights

- During the first half of 2001, a total of 374 complaints were made by members of the public - 279 complaints about officer conduct, one about Service policy and one about the level of service provided¹. The number of complaints made in the first six months of 2001 is only very slightly less than the 376 reported in the first half of 2001, and about equal to the average level of complaints in the first six months of the previous five years.
- A definitive reason for the increase in the level of complaints in the current period from those recorded in the first six months of 1998 and 1999 is not known, however, it is believed that a number of issues have impacted the level of complaints – changes to the way in which complaints are recorded in respect of informal resolution, an increase in the number of police officers on the street, a renewed emphasis on traffic safety and enforcement, and provisions to make a complaint on the internet.
- The revised Police Services Act, 1990 provides that if a complainant is not satisfied with the classification of their complaint, the complainant may request that the Ontario Civilian Commission on Police Services (OCCPS) review the classification and, if appropriate, reclassify the complaint. Of the 281 complaints recorded and classified during the first half of 2001, complainants challenged five classifications, all conduct of a less serious nature. These challenges were reviewed by OCCPS; four files were returned to this Service for further investigation. Of the 453 complaints that were concluded during this period, OCCPS reviewed 71 disposition decisions at the request of the complainant; three decisions were returned by OCCPS for further investigation, and six files are outstanding.
- During the first six months of 2001, a total of 131 charges, relating to 29 cases of alleged misconduct, were laid against a total of 24 police officers. The number of cases opened in the first six months of 2001 is about 16% less than the average number of cases for the first half of the past five years and is, with the exception of 1999, the lowest level since before 1992.

¹ 93 external complaints were not classified as they were not subject to investigation under the provisions of the *Act*.

- The number of charges laid during the first six months of 2001 remains high, about 19% above the average number of charges laid in the first half of each of the past five years. However, it should be noted that 60 charges, 46% of all charges laid during this period, were laid in two cases, both involving the same officer.
- During this period, Police Services Act charges were laid against 24 individual officers, less than one half of one percent of all officers or approximately one in every 215 officers of this Service. It is interesting to note that about 75% of all charges laid during this period were laid against 4 officers.
- In respect of the 30 cases concluded in the current period, alcohol was determined to be a contributing factor in seven cases - about one in every four cases concluded.
- During the period January 1 to June 30, 2001, a total of 930 Use of Force Reports were submitted. The total number of reports submitted during the first six months of 2001 is the highest level reported for a six month period; it is approximately 18% higher than the total number of reports submitted during the first half of 2000, and almost 27% higher than the average number of reports submitted in the first half of the previous five years.
- Although the exact reason for this increase is not known, a number of potential influences should be noted - in-service and recruit training which stressed the importance of reporting use of force, Emergency Task Force policy in regards to reporting and expanded response, increased number of police officers assigned to front line positions, and the legislated requirement for individual officers to put in separate Use of Force Reports.
- Firearms, including automatic weapons and shotguns, and edged weapons, almost exclusively knives, remained the top two subject weapons and accounted for 73% of weapons used by suspects or found in the subjects' possession. Replica firearms, pellet guns and air rifles accounted for about 11% of all weapons found.
- During the first six months of 2001, a total of 152 Service Awards were presented to members of the Toronto Police Service, including nine Merit Marks, 30 Commendations, and 113 Teamwork Commendations.
- The inaugural Employee Suggestion Program cash reward was awarded in April 2001. This cash award was created to encourage members to submit suggestions which would realise cost-savings, increase public and/or officer safety, promote efficiency, or offer general improvements to the organisation and service delivery.
- During the first nine months of 2001, a total of 135 Fail to Stop Reports were submitted. Officers cited 'Criminal Offences' as the reason for pursuing a vehicle in six in ten pursuits. In more than half of all reported pursuits, the vehicle was stopped. A total of 23 injuries were sustained, mostly by suspects, in a total of 17 personal injury collisions.

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TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2001**

**#P315. RESPONSE BY THE SOLICITOR GENERAL - RELEASE OF HIGH-
RISK OFFENDERS**

The Board was in receipt of the attached report OCTOBER 11, 2001 from The Honourable David Turnbull, Solicitor General, regarding the release of high-risk offenders.

The Board received the foregoing.

**Ministry of the
Solicitor General**

Office of the
Minister

25 Grosvenor St.
11th Floor
Toronto, Ontario M7A 1Y6
Tel: 416 326-5075
Fax: 416 326-5085

**Ministère du
Solliciteur général**

Bureau du
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Télé: 416 326-5085



CM01-04243

OCT 11 2001

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

Norm

Dear Mr. Gardner:



Premier Mike Harris has asked me to respond to your letter regarding the release of high-risk offenders into the community and your recommendations for the management of them. I welcome the opportunity to respond.

I appreciate your concern about this matter. As you may know, this ministry initiated a review of police practices in the area of high-risk offender management in order to develop guidelines and implement supports to ensure a coordinated response to high-risk offenders. Issues related to community notifications are being addressed as part of this review.

As you can appreciate, the process for developing ministry guidelines is complex. Specific details are being worked out through consultation with key stakeholders, including representatives of the Toronto Police Service. A draft guideline was recently shared for review and stakeholder feedback, and further consultation is planned.

To date, consultations on the draft guideline content have considered the effectiveness of various management strategies, including the use of judicial restraint orders, (e.g. Where Injury or Damage Feared sec. 810, *Criminal Code of Canada*), community notification advisory committees and corrections and police protocols.

Your specific recommendations regarding funding for treatment of high-risk offenders, as well as standardized protocols for processing judicial restraint orders will also continue to be considered in this review.

The Ministry of Health and Long-Term Care is responsible for administering the health care system and providing appropriate treatment services to the Ontario public. Therefore, I have forwarded a copy of your letter to the Honourable Tony Clement, Minister of Health and Long-Term Care, for his consideration.

Mr. Norman Gardner
Page two

I have also forwarded a copy of your letter to my colleague, the Honourable David Young, Attorney General, to respond to issues related to the development of guidelines for Crown Attorneys on judicial restraint orders.

The release to the community of anyone identified as a high-risk and potentially dangerous offender has presented challenges for the police, correctional agencies, the courts and the community. The Ontario government is committed to enhancing public safety through the development of guidelines and best practices for the management of high-risk offenders.

I trust that this information is of assistance to you. Thank you for bringing your concerns to my attention.

Sincerely,

A handwritten signature in black ink, appearing to read "David", with a long horizontal stroke extending to the right.

David Turnbull
Solicitor General

c: Michael D. Harris, MPP
Premier

Honourable David Young
Attorney General

Honourable Tony Clement
Minister of Health and Long-Term Care

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2001**

#P316. POLICE SERVICES BOARD'S 2002 OPERATING BUDGET REQUEST

The Board was in receipt of the following report OCTOBER 31, 2001 from Norman Gardner, Chairman:

Subject: POLICE SERVICES BOARD'S 2002 OPERATING BUDGET REQUEST

Recommendation:

It is recommended that the Board approve a net operating budget request of \$1.441 million for 2002.

Background:

In accordance with Section 39(1) of the Police Services Act the Board is required to:

“...submit operating and capital estimates to the municipal council that will show, separately, the amounts that will be required, (a) to maintain the police force and provide it with equipment and facilities; and (b) to pay the expenses of the board's operation other than the remuneration of board members”.

The following is a summary of the 2002 operating budget request (in thousands).

Salaries/ Benefits	\$732.0
Materials	7.0
Equipment	0.0
Services	<u>702.0</u>
TOTAL NET REQUEST	\$1,441.0

2001 Approved Budget	<u>1,261.0</u>
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Net Increase	\$ 180.0
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The requested net increase of \$0.18M in 2002 over 2001 is a result of:

	<u>Increase/(Decrease)</u>
Salaries/Benefits	(54.0)
Equipment	(3.0)
Services	<u>237.0</u>
	180.0

Salaries and Benefits

A new position, requested and approved in 2001, is no longer required.

Equipment

The reduction is due to the removal of a one-time expenditure.

Services

The overall increase to the Board's budget request is found in this grouping of accounts. Specifically, the increase is due to an increase of \$0.125M in the Professional and Consulting account and an increase of \$0.122M in the Public Relations and Promotions account (other small decreases result in the overall increase of \$0.237M).

Professional and Consulting

This account provides funds for labour relations legal costs.

Sixteen (16) grievances are scheduled for arbitration for 2002 compared to an average of 6-8 scheduled in previous years. During the first three months of 2002 thirty-nine days have already been scheduled to hear cases. Of the 16 grievances, 6 are policy grievances and 6 are terminations. Typically these types of cases take between 5-10 days of hearings. The increase in the cost of litigation is due to the current confrontational labour relations' climate. The costs have been estimated by multiplying the number of grievances (16) by the average number of days (5) by the average cost per day (\$0.006). The budget allotted in this account in 2001 was \$0.395M and is projected to be overspent. Therefore, we are requesting an additional \$0.125M for 2002, for a total of \$0.52M.

Public Relations and Promotions

This account currently provides funds for promotional items for the Board, and catering for meetings of the Board.

Due to depletion of the balance in the Special Fund, it can no longer be relied upon to cover the expenses of the employee recognition programs: 25 year watch, retirement luncheons (new program), school crossing guard recognition, civilian long service and Service awards (medals, merit marks commendations, community citations etc). For this reason, it is recommended that additional operating funds of \$0.12M be requested to cover these annual costs. The budget allotted in this account area in 2001 was \$0.02M, and the recommended increase of \$0.12M would result in a total request of \$0.14M for this account.

Summary

The 2002 operating budget request represents a 14.3% increase over the 2001 budget. This increase is almost entirely due to an anticipated increase in grievances and the inclusion of employee recognition programs (formerly funded from the Special Fund) in the operating budget.

The Board expressed concern at the proposed 14.3% increase over the 2001 budget and approved the following Motions:

- 1. THAT the foregoing budget request be referred back to Chairman Gardner and that he submit a report for the December 13, 2001 meeting which identifies where reductions can be made to produce a 2002 budget that is flatlined at 2001 levels plus inflation; and**
- 2. THAT the revised budget request also include options, based upon those possible reductions, for the Board to consider in order to determine the 2002 budget.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2001**

**#P317. STATUS REPORT ON OCCUPATIONAL HEALTH AND SAFETY
ISSUES**

The Board was in receipt of the following report NOVEMBER 02, 2001 from Julian Fantino, Chief of Police:

Subject: STATUS REPORT ON OCCUPATIONAL HEALTH AND SAFETY ISSUES

Recommendation:

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

Background:

At its meeting held on May 24, 2001, the Board received a report from Norman Gardner, Chairman, requesting the Chief of Police provide a status report on Occupational Health and Safety Act issues (Board Minute P152/01 refers).

Specifically, the Chairman requested a report for the July 26, 2001 Board meeting to provide the following information.

- (a) In consultation with the City of Toronto Legal Department, a brief synopsis of the Board's obligations under the Occupational Health and Safety Act.
- (b) A comprehensive list of all facilities, activities, equipment and other significant areas where there is a risk of, or an actual breach, of the obligations of the Board, as the employer, to ensure compliance with the Act.
- (c) A priority list of action that the Service will take to achieve compliance with the Act, including target dates for compliance and an assessment of the risk, to the Board, where it is projected that compliance will not be achieved,
- (d) The cost of all required action and, specifically, which items identified in the list requested in item (b) will be dealt with in the 2001 – 2005 capital program,
- (e) The contingency plans that are in place to address potential Ministry of Labour orders to comply with the Act,
- (f) The number of Ministry of Labour Orders issued since the 1995 Nelson Wong report and the status of each.

Several delays were requested due to complexity of the request, and consequently at its October 9, 2001 meeting the Board received and approved an interim report that responded to items (a) (c), (d), (e), and (f).

This final report is submitted in response to item (b).

(b) There are forty-four premises occupied by members of the Toronto Police Service. These premises include typical police stations, specialised units such as the E.T.F., Marine Unit and Forensic Identification, vehicle garages, and courthouses.

Members of Occupational Health Services have audited each building. No life-threatening issues were identified, although deficiencies were noted at almost every location. Among the deficiencies identified is the lack of fingerprint dusting tables at divisions and units with Scenes of Crimes Officers assigned to them. Fingerprint powders are recognised respiratory irritants and present a recognised health and safety risk to any employee exposed to them. Fingerprint dusting tables with self-contained negative pressure ventilation and air filtration systems are required at all seventeen Divisions.

Other general and commonly observed deficiencies include:

- poor building security;
- poor heating, ventilation and air conditioning maintenance;
- air management systems that re-circulate air from the cells into the main building;
- leaking pipes;
- leaking roofs;
- insufficient electrical power;
- change rooms and lockers in general access hallways;
- insufficient hygiene facilities, especially for female employees.

Many of the deficiencies identified are a direct result of the age of the building, and/or the purpose for which they were originally designed. Renovated factories and warehouses, converted offices, and former courthouses are included in the list of premises now occupied by the Service. A detailed listing of the audit results has been provided in a separate report to the Board for its confidential meeting.

Any or all of the foregoing are potential violations of the Act. As referred to in the legal opinion provided by Mr. H.W.O. Doyle, City Solicitor, the potential maximum penalty for each violation is \$500,000.00 per offence. Fortunately, the maximum penalty has apparently never been imposed, and it is likely it would only be considered in the event of a fatality. However, a significant potential liability does exist.

It is the opinion of the Occupational Health and Safety unit that the prioritised list of facility repairs and replacement identified in the 2002 – 2006 Capital Program will provide an adequate risk management strategy with the provision that 43 Division, which is currently number two on the list, is not a health and safety issue.

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

The Board received the foregoing.

The results of the audits were considered by the Board during the in-camera portion of the meeting (Min. No. C214/01 refers).

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2001**

**#P318. SPECIAL FUND REQUEST – VICTIM SERVICES VOLUNTEER
APPRECIATION EVENT**

The Board was in receipt of the following report NOVEMBER 05, 2001 from Julian Fantino, Chief of Police:

Subject: VICTIM SERVICES VOLUNTEER APPRECIATION EVENT

Recommendation:

It is recommended that: the Board approve an expenditure not to exceed \$3,500.00 from the Special Fund to provide a volunteer appreciation event for Victim Services.

Background:

The Victim Services Program has been recruiting, training and appreciating the work of community volunteers since 1991. Volunteers are trained in areas such as crisis intervention, responding to spousal assault, bereavement counselling, elder abuse, and working with the judicial system on behalf of victims. Since its inception, the Victim Services Program has met with a great deal of success. Over time, police officers have increasingly called upon the Victim Services Program and the role of the volunteers has become increasingly important.

Over the past several years, the Board has funded a volunteer appreciation event to demonstrate the Board's gratitude for the valuable work done by the volunteers of the Victim Services Program. But, presently, there is a moratorium on the use of the Board's Special Fund, announced earlier this year in Routine Order 2001.05.08-0732. The Routine Order states, 'Requests For Funding From Board's Special Fund – The Toronto Police Services Board, in its spending projections from the Special Fund in 2001, has earmarked funds to recognize members of the Service, including the 25-Year Watch Presentation, Corporate Awards and Civilian Long Service recognition. In order to ensure that the Board continues its tradition of recognizing long and meritorious service, effective immediately, the Board is unable to accept any requests for financial assistance from the Special Fund.'

An exception to this Order is being recommended. These volunteers provide an extremely valuable service and deserve the recognition. For this reason, their event should be considered for funding under the 'employee recognition' definition.

An appreciation evening is planned for December 6, 2001, for the volunteers and the recently trained recruits of the Victim Services Program. A dinner, awards for volunteers, and a social gathering is planned for the evening.

I recommend that the Board approve an expenditure of \$3,500.00 from the Special Fund to provide a volunteer appreciation event for the Victim Services Program.

Deputy Chief Michael Boyd, Policing 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 NOVEMBER 15, 2001**

**#P319. RESPONSE OF THE SENIOR OFFICERS' ORGANIZATION TO THE
TPA EXECUTIVE REQUEST FOR A REVIEW OF THE CHIEF'S
LEADERSHIP**

The Board was in receipt of the attached report OCTOBER 30, 2001 from Kristina J. Kijewski, President, Senior Officers' Organization, regarding the request of the Toronto Police Association Executive for a review of the Chief's leadership.

The Board received the foregoing.

TORONTO POLICE SENIOR OFFICERS' ORGANIZATION

Toronto Police 40 College Street, Toronto, Ontario. M5G 2J3



2001.10.30

Chairman Norman Gardner
Toronto Police Services Board
40 College Street
Toronto M5G 2J3

Dear Sir,

RE: TPA Executive Request for Review of Chief's Leadership

This morning I read articles in local newspapers reporting that the TPA Executive has requested the Board to review the Chief's leadership of the Service. On behalf of the Senior Officers' Organization I wish to advise you that we fully support the leadership of Chief Julian Fantino. We share his vision and agree that the direction in which he is leading the Service is the right one.

The Senior Officers' Organization does not believe that the TPA Executive's request for a review of the Chief's leadership is warranted. Regardless of the Board's decision in this regard, the S.O.O. Executive requests the opportunity to meet with Board members next week and I also request the opportunity to come before the Board during its November 15, 2001 public meeting to make a deputation.

I look forward to hearing from you in this regard.

Yours truly,

Kristina J. Kijewski
Kristina J. Kijewski, President,
Senior Officers' Organization



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2001**

#P320. MEETING TIME - TORONTO POLICE SERVICES BOARD MEETINGS

The Board was in receipt of the attached correspondence NOVEMBER 06, 2001 from A. Milliken Heisey, Q.C., Board Member, recommending new times for meetings of the Board.

Mr. Heisey discussed his recommendation with the Board.

The Board agreed not to change the format of the meetings and that future in-camera meetings will continue to be held at 10:30 AM to be followed by public meetings at 1:30 PM.

The Board received the foregoing correspondence.

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Toronto Police Services Board

From: "Alan Heisey" <heisey@phmlaw.com>
To: "Al Leach (E-mail)" <alleach22@aol.com>; "Councillor Bas Balkissoon (E-mail)" <Councillor_Balkissoon@city.toronto.on.ca>; "Councillor Gloria Lindsay Luby (E-mail)" <councillor_lindsay_luby@city.toronto.on.ca>; "Dr. Benson Lau (E-mail)" <drpslau@yahoo.ca>; "Joanne E. Campbell (TPSB Exec. Dir. (E-mail)" <board@torontopoliceboard.on.ca>; "Mel Lastman (Mayor) (E-mail)" <astein@city.toronto.on.ca>; "Norman Gardner (E-mail)" <Norman.Gardner@Torontopoliceboard.on.ca>
Cc: "Joanne E. Campbell (TPSB Exec. Dir. (E-mail)" <board@torontopoliceboard.on.ca>
Sent: Tuesday 2001 November, 6 10:32 AM
Subject: Meeting Times - November 15, 2001
Fellow Board Members,

I'm writing to request that the Board reconsider the time of day at which we have regular Board meetings, at our next meeting.

Currently the in camera session starts at 1030 am and the pulic session starts at 130 pm. The effect of this timing is that we have a meeting that takes approximately 1/2 a day take the entire working day for those with outside occupations.

The other impact is that by having public sessions during the afternoon it is more difficult for many members of the public to appear before us or simply attend meetings. As an example Council and the Committee of Adjustment have meetings in the evening to accommodate the public.

I will be moving at our November 15 meeting that we start the in camera session at 2 or 3 pm and that the public meeting start at 5 or 6 pm. In my opinion we need to have our proceedings more accessible to the general working public which this shift in time would accomplish.

Dr. Lau has indicated to me that he supports a change to free up part of the working day and create more public accessibility.

Joanne please place on the public supplementary agenda.

AMHeisey

A. Milliken Heisey, Q.C.

Papazian | Heisey | Myers

Barristers & Solicitors

Standard Life Centre, 5th Floor, 121 King St. W., P.O. Box 105, Toronto, ON M5H 3T9

T: 416 601 1800

F: 416 601 1818

This message is solicitor-client privileged and contains confidential information intended only for the person(s) named above. Any other distribution, copying or disclosure is strictly prohibited. If you have received this message in error, please notify us immediately by telephone and delete the message without making a copy.

01.11.06

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2001**

#P321. RESPONSE TO BILL C-36 - PROPOSED *ANTI-TERRORISM ACT*

The Board was in receipt of the attached news release, dated NOVEMBER 08, 2001, issued by the Canadian Association of Police Boards regarding Bill C-36; the proposed *Anti-Terrorism Act*. The news release contained a summary of the CAPB's response and comments to the House of Commons Standing Committee on Justice and Human Rights regarding the proposed *Act*.

The Board was also in receipt of the attached copy of correspondence, dated November 06, 2001, from the Durham Regional Police Services Board to the CAPB indicating its support of Bill C-36 and included comments about funding and other resources issues.

The Board received the foregoing documents and agreed to endorse the position of the CAPB with regard to the proposed *Anti-Terrorism Act*.

CANADIAN ASSOCIATION OF POLICE BOARDS

110 Laurier Avenue West, Ottawa, Ontario K1P 1J1 Tel (613) 560-1212 Fax (613) 560-1380
Email: Wandy.Fedec@city.ottawa.on.ca Website: www.capb.ca

BULLETIN!

8 November 2001

CAPB RESPONDS TO ANTI-TERRORISM ACT

THE ISSUE

On 15 October 2001 the Government of Canada introduced in the House of Commons a new package of anti-terrorism measures as part of its Anti-Terrorism Plan. Bill C-36 takes aim at terrorist organizations and strengthens investigation, prosecution and prevention of terrorist activities at home and abroad.

Both the House of Commons Standing Committee on Justice and Human Rights and the corresponding Senate Committee have been hearing submissions on the Bill over the past few weeks. The CAPB asked to appear before the House of Commons Committee but was unable to get on the speakers' list. We were however invited to submit our comments in writing by November 10th. Because of the tight timeframe, the CAPB Board of Directors has approved a response on behalf of CAPB members. Their response was forwarded to the Committee today and a copy is attached.

The Board would like to acknowledge the assistance of solicitors for the Peel Regional Police Services Board, who provided their expertise in preparing the response.

SUMMARY OF OUR RESPONSE

The CAPB generally supports the proposed amendments to create new criminal offences and establish significant means to assist in the investigation, detection and prevention of terrorist activities, whether in Canada, or targeted at Canadian citizens and institutions beyond Canada's geographical borders. There are, however, two broad areas of concern for the CAPB: civilian governance and oversight; and adequate resources.

1. Civilian Governance and Oversight

As civilian police governors, we must be concerned with accountability and oversight. If greater powers are given to police, it stands to reason that there should be a corresponding greater need for civilian oversight of those powers. A challenge within the legislation is the need to balance the speed and confidentiality of action with sufficient governance and oversight by existing federal, provincial and municipal civilian agencies. The CAPB would not, however, support the establishment of new oversight agencies.

2. Adequate Resources

The CAPB shares concerns already expressed by the Canadian Association of Chiefs of Police (CACFP) and the Canadian Police Association (CPA) regarding the need for adequate resources to enable police to carry out the expanded responsibilities included in Bill C-36. The legislation invests police services throughout Canada with new powers and brings significant new responsibilities that raise a host of financing, manpower, training, education, coordination and related issues.

- 2 -

More than half the population of Canada is policed by municipal police services, but to date there has been no indication that they will receive any direct new funding to assist them in carrying out the provisions of the new legislation. The CAPB questions the fairness of these new costs being borne by the property tax base.

Sunset Clause

Bill C-36 includes a provision for review after three years. While a review suggests accountability and could create obligations for those acting pursuant to the legislation, the CAPB Board of Directors believes the lack of a specific termination date or "sunset clause" is a matter of concern. The Board's submission includes a request that the legislation include a five-year sunset clause for those provisions that most affect civil liberties. However, it also requests that a review of the legislation begin well in advance of the sunset date so that if it is discovered the provisions are still required, there will be minimum interruption to police operations.

Conclusion

The proposed Anti-Terrorist Act is intended to provide organizations responsible for public safety and security with the tools necessary to detect and eliminate terrorist threats, while at the same time ensuring minimal encroachment on individual freedoms. It is a very fine and difficult line to walk. Law enforcement and intelligence agencies must be given the resources in terms of funding, manpower and training to make the proper decisions and fulfil their obligations effectively. The possibility of an unnecessary or unwarranted restriction of individual liberties should be treated as seriously as the possibility of undetected terrorist activity. It is essential that the necessary means are provided to ensure the new powers being created, and the responsibilities that come with them, can be effectively and appropriately implemented.

For Further Information:

Wendy Fedec, Executive Director
Canadian Association of Police Boards
Tel: 613-560-1312, Fax: 613-560-1380
E-mail: Wendy.Fedec@city.ottawa.on.ca
Website: www.capb.ca

Bulletin #49 – November 8, 2001
CAPB Responds to Anti-Terrorism Act



Canadian Association of Police Boards
Association canadienne des commissions de police

8 November 2001

Chair and Members of the
Standing Committee on Justice and Human Rights
c/o Marie Danielle Vachon, Clerk
180 Wellington Street
Ottawa, ON K1A 0A6

Dear Chair and Members:

Re: Bill C-36 – Anti-Terrorism Act

I am writing on behalf of the Board of Directors of the Canadian Association of Police Boards (CAPB) to convey our comments on the recently introduced Bill C-36 – the Anti-Terrorism Act.

The Canadian Association of Police Boards is a non-profit, nationally incorporated organization dedicated to the delivery of effective police governance in Canada, working in partnership with the federal government and other national, provincial and local agencies so that Canadians can live and work in safe and secure communities. The Association represents over 50 municipal police boards/commissions across Canada. These boards and commissions employ in excess of 20,000 police personnel, which represents over 50% of municipal police personnel in Canada.

In the wake of the shocking attacks of 11 September 2001, it is clear that sweeping changes are needed to the Criminal Code and other related pieces of federal legislation if we are to effectively fight terrorism. The CAPB generally supports the proposed amendments to create new criminal offences and establish significant means to assist in the investigation, detection and prevention of terrorist activities whether in Canada, or targeted at Canadian citizens and institutions beyond Canada's geographical borders. There are, however, two broad areas of concern that we wish to highlight.

1. Civilian Governance and Oversight

As civilian police governors, one concern we have is that of accountability and oversight. It stands to reason that as greater powers are given to police, there is correspondingly a greater need for civilian oversight.

From 1992 to 1994, Justice Wallace Oppal from the Supreme Court of British Columbia, Canada, undertook a Royal Commission of Inquiry into Policing in that province. He found, and I quote, "The subject of governance may be the most important issue examined by this Inquiry."

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He went on to state that there are two principles fundamental to policing in a democratic society. The first is the right of police to be independent from political interference or fears of political interference in investigative and operational matters. The second, and this speaks to the core of this bill, is that the police who enforce our laws are ultimately responsible to civilian authorities.

As the civilian governors of municipal police services, we represent the second principle in action. Because of our role, and in the exercise of our responsibilities, we know how difficult, how challenging, and how absolutely necessary it is to have adequate, comprehensive and effective governance and oversight of our police services.

A challenge within this legislation is the need to balance the speed and confidentiality of action with sufficient governance and oversight by existing federal, provincial and municipal civilian agencies to ensure that the basic fundamental tenets set out by Justice Oppal are maintained.

2. **Adequate Resources**

While the legislation invests police services throughout Canada with new powers, it also brings significant responsibilities. Police services must act decisively to prevent terrorist activities while respecting the rights and civil liberties of the citizens and residents of Canada. The careful balancing of these two objectives must also occur while continuing to provide all the standard police services required before September 11, 2001. Adequate resources are therefore a significant priority and our primary area of concern with regard to the new legislation.

Besides a recognition that the Federal Court may have to be expanded by up to 15 judges to deal with legal applications and issues arising from the government's anti-terrorism initiative, little is said in the proposed legislation regarding the resources necessary to implement these steps. Under the present governance structure, much of these new and expanded responsibilities will fall to local law enforcement agencies. The new and expanded obligations contemplated by the legislation raise a host of financing, manpower, training, education, coordination and related issues. While the following does not purport to be an exhaustive list, police services and boards (and municipal Councils) may now have to actively consider at least the following issues:

- Developing/augmenting expertise to identify and respond to sophisticated international computer and financial crime including internet monitoring, tracking of assets, accounting, auditing;
- Developing/augmenting expertise with respect to chemical, biological, nuclear and other similar weapons;
- Developing and implementing proactive security measures for public places and institutions;
- Educating/training personnel with respect to new powers, new legal procedures (investigative hearings, protective custody and preventative arrests), and unfamiliar courts (e.g. Federal Court);

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- Greater coordination between police and other agencies including those conducting law enforcement, health, emergency, intelligence operations both within and beyond Canada. This could include the development and maintenance of data bases/procedures/policies in coordination with these agencies; and
- Generating the funds necessary to provide "adequate and effective" police services under this new regime.

More than one half of the population of Canada is policed by municipal police services, but to date there has been no indication that they will receive any direct new funding to assist them in carrying out the provisions of the new legislation. We question the fairness of these new costs being borne by the property tax base. The comments that follow will further highlight ways in which the new legislation will impact on municipal law enforcement agencies already stretched to the limit.

Terrorism Defined

Bill C-36 contains a wide-ranging definition of terrorist activity whether committed inside or outside of Canada. Until the broad definition of terrorist activity is refined through judicial interpretations, the appropriate application of the law will rest on reason and common sense supplemented by expert training and education. Education concerning the adopted terms of international anti-terrorist conventions and any interpretations of those conventions will also be extremely important. Police Services are being asked to enter largely uncharted waters and any expertise that does exist must be made available through the provision of appropriate resources.

Surveillance

The provisions of the Act dealing with surveillance would seem to be intended to recognise that the investigation of terrorist groups and activities are likely to be a long term, and by necessity, secret process. It also must be recognised that such surveillance is manpower and technology intensive. It is not enough that the information simply be collected, it must be carefully analysed and in some cases translated or decoded to be of any use in the fight against terrorism, all of which takes proper training and adequate resources.

Investigative Hearings

An individual who is ordered to attend an investigative hearing has the right to be represented by counsel. Unspecified privilege claims (e.g. solicitor/client) can be asserted to avoid disclosure of information but the witness cannot refuse to provide information in order to avoid self-incrimination. Thus, the investigative hearing appears to over ride what is considered to be the fundamental right to silence. However, the legislation does provide that evidence obtained from an individual or any evidence derived from that evidence cannot be used in any criminal proceedings against the individual unless it a perjury offence.

While the investigative hearing can be an effective tool it can also create a substantial obligation on the law enforcement agency seeking the order. For example, the judge being asked to make the order for a hearing also has the authority to impose conditions to protect the interests of the person subject to the order or the interests of third parties. The judge can also impose conditions to protect the on-going investigation.

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The realistic ability of a police service to protect an individual who will essentially be forced to provide information must be considered when an order is sought. If a protection order is made it is not likely that lack of resources will be an acceptable answer to the Court should the individual come to harm. Careful consideration should be given to the likely value of information to be obtained from an investigative hearing as against the possible long term and expensive protection obligation that may result.

List of Terrorist Groups

The only comment we would make with regard to the provision that would allow a list of terrorist entities to be created, is that there is nothing to indicate what factors the Solicitor General should consider as reasonable grounds for recommending a group be placed on the list. Nor does it indicate what agencies would be providing information to the Solicitor General. Presumably information would be received from law enforcement and intelligence agencies inside and outside Canada.

Preventative Arrest

As with the provision dealing with a list of terrorist groups, the legislation does not indicate what factors are to be considered by the Attorney General when consent to an information is being sought. The decisions made will only be as good as the information on which they are based. An individual's liberty can be severely restricted based on a standard of reasonable suspicion that is substantially lower than the usual standard required to impose such restrictions.

Other Offences

The legislation also creates new less complicated offences and procedures but they will still require manpower and resources to properly enforce. Mischief done to religious property which is "motivated by bias, prejudice or hate based on religion, race, colour or ethnic origin" is now a distinct criminal offence. In addition, it will be possible to seek an order for the removal of material coming within the definition of "hate propaganda" from computers and websites. Law enforcement agencies are being asked to walk a fine line between intolerance that crosses the line into criminal behaviour, and freedom of expression.

With regard to the provision that charitable organizations be targeted if they are found to be laundering money, the CAPB Board would like to see this provision extended to any organization found laundering money.

Review / Sunset Clause

Bill C-36 creates sweeping new measures and powers for law enforcement and intelligence agencies, and includes a provision for review after three years. The review suggests accountability and could create obligations for those acting pursuant to the legislation. Nonetheless, the lack of a specific termination date or "sunset clause" is a matter of concern for many people, including the CAPB Board of Directors. We would ask that the legislation include a five-year sunset clause for those provisions that most affect civil liberties, and we would expect that a review of the legislation would begin well in advance of the sunset date so that if it is decided the provisions are still required, there will be minimum interruption to police operations.

- 5 -

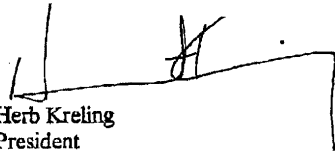
Substantial resources will be necessary to implement the new legislation, but resources will also be necessary to assess and analyse what has or has not been achieved.

Conclusion

The proposed Anti-Terrorist Act is intended to provide those organizations responsible for public safety and security with the tools necessary to detect and eliminate terrorist threats, while at the same time ensuring minimal encroachment on individual freedoms. It is a very fine and difficult line to walk. Law enforcement and intelligence agencies must be given the resources in terms of funding, manpower and training to make the proper decisions and fulfil their obligations effectively. The possibility of an unnecessary or unwarranted restriction of individual liberties should be treated as seriously as the possibility of undetected terrorist activity. It is essential that the necessary means are provided to ensure that the new powers being created and the responsibilities which come with those powers, can be effectively and appropriately implemented.

On behalf of the CAPB Board of Directors, I would like to thank you for the opportunity to comment on this very significant piece of legislation.

Sincerely,



Herb Kreling
President
Canadian Association of Police Boards

cc: The Honourable L. MacAulay, Solicitor General of Canada
The Honourable A. McLellan, Justice Minister and Attorney General of Canada



DURHAM REGIONAL POLICE SERVICES BOARD

R. Boychyn, Chair * K. Ashe, Vice-Chair *
J. Moskaluk, Member * R. Nicol, Member * D. Moffatt, Member

November 6, 2001

Wendy Fedec
Executive Director
Canadian Association of Police Boards
Ottawa City Hall
110 Laurier Avenue West
Ottawa, ON K1P 1J1



Dear Ms. Fedec:

RE: Response to CAPB - Bill C-36

The Durham Regional Police Services Board supports the changes to Criminal Code as proposed in Bill C-36. With regard to increased powers granted to police, the Board wishes the Canadian Association of Police Services Boards to seek clarification as to whether these powers will be extended to all police services including municipal police, or whether these powers will be granted to only some police organizations such as the RCMP.

The Board feels that existing oversight organizations at the Federal, Provincial and Municipal levels remain appropriate in the event that Bill C-36 is passed. More specifically, the Board believes that any new governance bodies created in response to Bill C-36 would only convolute governance matters. Of note, the Federal Government has already established a cabinet-level antiterrorism committee to coordinate responses by key ministries. That committee includes the ministers of Foreign Affairs and International Trade as Chair, with the Deputy Prime Minister and the Ministers of Transport, Defence, Immigration, Finance, Revenue, Intergovernmental Affairs and Justice, as well as the Solicitor-General, as members. Civilian oversight of counter-terrorist initiatives is seen by this Board as an extension of existing federal safeguard responsibilities.

The main impact of Bill C-36 on municipalities will be financial. The media has reported that the Federal Government has committed over one billion dollars to federal-level counter-terrorism initiatives since 11 Sept 01, and suggests that this commitment will reach several billion dollars over the next few years. In Ontario, the government has spent a further 20 million dollars on provincial-level initiatives. Meanwhile, most municipalities will be very hard-pressed to fund an increased level of police services, consistent with Bill C-36, without financial assistance. This is an obvious concern in Durham Region, where there exists two previously-undefended nuclear power generation

facilities and undefended lakefront international border, in addition to an undefended airport, several undefended water purification plants and the many key lines of communication and energy transmission common to other large municipalities. The increased annual cost of municipal police services in response to counter-terrorism and vigilance in Durham Region alone is estimated to be approximately 2.3 million dollars in the first year. These efforts are the minimum required to compliment federal and provincial-level responsibilities and efforts.

Accordingly, the Durham Regional Police Services Board urges the Canadian Association of Police Services Boards to support Bill C-36, provided that federal funding of prudent counter-terrorism activities assigned or implied to be undertaken by municipal police services is provided concurrently. Furthermore, the Durham Regional Police Services Board urges the Canadian Association of Police Services Boards to solicit funding of police services in response to counter-terrorism, rather than funding of new governance or oversight initiatives.

Yours truly,

Robert G. Boychyn

Robert G. Boychyn
Chair

CC: OAPSB
Big 12 Boards
Vancouver PSB
Edmonton PSB
Calgary PSB
Saskatoon PSB

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2001**

**#P322. LIFECYCLE MANAGEMENT PROGRAM 2001 FOR WORKSTATIONS
AND PRINTERS AND VENDOR OF RECORD**

The Board was in receipt of the following report NOVEMBER 08, 2001 from Julian Fantino, Chief of Police:

Subject: LIFECYCLE MANAGEMENT PROGRAM 2001 FOR WORKSTATIONS
AND PRINTERS AND VENDOR OF RECORD

Recommendation:

It is recommended that the Board approve:

- (i) NexInnovations as the vendor of record for the supply and maintenance for new workstations and printers, maintenance and professional services for the next four (4) years, December 1, 2001 until December 31, 2005,
- (ii) IBM Global Financing as the vendor of record for leasing for the next four (4) years, December 1, 2001 until November 30, 2005, and
- (iii) NexInnovations and IBM Global Financing for the supply and leasing services respecting new workstations, printers, professional services to replace 509 workstations and 310 printers at an annual cost of \$619,932 and maintenance of \$107,403 (including all taxes) for the period December 1, 2001 to November 30, 2005.
- (iv) The Chairman to enter into the appropriate agreements subject to the City Solicitor's approval as to form.

Background:

Toronto Police Service (TPS) issued an Request for Proposal (RFP) for the purposes of establishing a vendor of record for the supply and maintenance and professional services of workstations and printers. In addition, the RFP was to establish a vendor of record for leasing services. Once the vendor of record(s) had been established the intent is to engage those vendors for Lifecycle Management 2001. For future lifecycle programs, commencing in 2002 until 2005, subject to funding, the vendors of record would be utilized.

This submission is the second of four (4) lifecycle programs for workstations, printers and laptop computers that are being phased in over a five (5) year period, 2000 to 2003, to accommodate budget pressures.

Within the Toronto Police Service (TPS), virtually every core Policing process has become dependent to varying extents on Information Technology (IT). Our front line uniformed officers use technology in many different ways throughout their normal daily activities - these include radio communication with the 9-1-1 dispatch control centre, inter-officer radio communications, CPIC and MTO checks, MANIX checks, email and voice mail, occurrence inputs, mugshots and fingerprints, etc. The Service has over 100 information systems which provide staff with access to, and analysis of, data related to crime patterns, fraud cases, evidence tracking, pawn shop activity, bicycle registration, towed and tagged vehicles, parade shifts, warrant tracking, court attendance, video tracking, firearms registration, and many other policing activities. Increasingly, IT is being used in more sophisticated and strategic ways, such as crime analysis / prediction and major case management.

The Toronto Police Service (TPS) is required to maintain equipment in a “state of good repair” to support the use of information technology. The purpose of the Lifecycle Management initiative is to replace old workstations and printers with ones that offer faster processing speeds, larger data storage capacity, higher reliability and will operate newer programs and applications. The replacement of old workstations and printers will:

- reduce repairs of equipment not under warranty,
- reduce the effort to support the older workstations and printers,
- minimize upgrades to old workstations and printers to improve functionality,
- lessen the downtime, and inconvenience to the end-user, and,
- realize a tangible reduction of maintenance/repair costs of approximately \$75,500 (this reduction has already been included in the 2002 budget submission).

The Lifecycle Management Program for 2001 replaces 509 networked workstations and 310 printers. The 509 workstations and 310 printers targeted for replacement are between 4 and 6 years old and do not have the capacity to run planned applications, such as Occurrence Reengineering, the new financial system SAP and Lotus Notes electronic mail. The increasing repair rate for both workstations and printers is an indication of the equipment being antiquated and at the end of its lifecycle:

	2000	2001 (est. year end)
Printers - Bench repairs	628	1069
Printers - Repairs by vendor	658	886
Workstations - P166 Workstation	39	49

The Lifecycle Management Program for 2001 does not address 220 standalone/internet workstations, 400 single-sided printers and 200 laptop computers. Those desktop devices are not yet included in a program and will be addressed in the Lifecycle Management Program for 2002.

Operational Impact of Deferral

Should the Lifecycle Management Program for 2001 not take place, a strategic change in the allocation of workstations will be required. The current strategy is to provide the best and fastest equipment to the front line. It will be necessary to remove these better, faster, higher capacity workstations from front line locations and relocate them to areas where specific or newer applications will be used like Occurrence Reengineering, the new financial system SAP and Lotus Notes electronic mail. The effort required to relocate these workstations to strategic locations is estimated to be two (2) person years of effort. In addition, a strategic change in the deployment of applications will also be necessary. The current strategy is to develop or deploy one version of an application to minimize maintenance and development resources. It would be necessary to develop and deploy different versions of applications with different levels of function to match the capacity limitations of the old workstations. This will result in higher support costs to manage the different versions and require more resources to develop, test and maintain multiple versions of the same application. Currently two (2) senior technical resources are dedicated to software distribution and image management. At least one and a half (1.5) net new senior technical personnel, at a cost of \$100,000, would be required to:

- maintain infrastructure consistency
- manage multiple versions of applications
- conduct integration testing
- maintain increased number of workstation images

There will also be increased user dissatisfaction and complaints in regard to the following:

- slow and older workstations
- loss of functionality from standard software packages
- frequent paper jams and breakdowns of printers causing inconvenience of not having the printer available
- slowness of output from printers
- limited hard disk space for application use and local data storage

An increase in support effort is expected with ageing equipment. This will result in either a requirement for additional resources to respond to an increase in the number of breakdowns and in repair costs or a reduction in service levels to the TPS end-user community. One (1) additional intermediate technician, a net new cost of \$45,000, would be required to respond to the increased repair incidents of ageing equipment as well as, maintain the inventory of replacement parts to allow service levels to remain unchanged.

Along with the increase in the resources to respond to breakdowns, TPS will not realize a reduction in maintenance costs of approximately \$75,500 without the Lifecycle 2001 initiative.

A further trend has developed where workstations and printers are beyond repair due to multiple problems or a lack of replacement parts. These workstations and printers will not be replaced and therefore, removed from a Divisions/Units inventory. As a result, Divisions and Units will have to work with fewer workstations and printers than originally assigned to them.

Lifecycle Management Program 2001 Option

On October 18, 2001, a Request for Proposal (RFP. No. 3401-01-3244) was issued for Desktop Equipment, Leasing and Professional Services. The RFP invited proposals to define a vendor of record for leasing services and the supply of workstations, printers, maintenance and professional services for a period of four (4) years, and to lease and supply new equipment to replace 509 workstations and 310 plus the associated maintenance, and professional services. The criteria for vendor selection and the weights assigned to those criteria were as follows:

- Compliance with Requirements and Objectives of the Project (50%)
- Cost (30%)
- Bidder's Record of Performance and Stability (20%)

Nine (9) vendors responded: GE Capital IT Solutions North America Inc., Tenet Computer Group Inc., NexInnovations Inc., The Ram Group, Pioneer Standard Canada Inc., Metafore, Dotcom Enterprises, Nexcap Finance Corporation and MFP Financial Services Ltd.

An evaluation team was formed, comprised of technical staff in Information Technology Services. The following five (5) vendors proposals did not meet the mandatory requirements and were not shortlisted:

- Metafore
- Dotcom Enterprises
- Nexcap Finance Corporation
- Pioneer Standard Canada Inc
- Tenet Computer Group

The remaining four (4) vendors were evaluated against the selection criteria. Their scores were as follows:

	IBM & NexInnovations	MFP Financial & Promethean	IBM & Ram	GE Capital IT Solutions
Total Score	8,033	5,513	5,373	5,345
Rank	1	2	3	4
Annual Cost	\$727,335	\$652,769	\$627,591	\$1,344,537
Four Year Cost	\$2,909,340	\$2,611,077	\$2,510,362	\$5,378,149

IBM Global Financing is recommended as the vendor of record for leasing services.

NexInnovations is recommended as the vendor of record for the provision of new workstations, printers, maintenance and professional services for desktop equipment.

NexInnovations and IBM Global Financing are recommended to supply equipment and leasing services respecting new workstations, printers and professional services to replace 509 workstations and 310 printers at an annual cost of \$619,932 and maintenance of \$107,403 (including all taxes) for the period December 1, 2001 to November 30, 2005.

Mr. Frank Chen, the Chief Administrative Officer, has certified that such funds have been allocated in the Services 2001 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 NOVEMBER 15, 2001**

#P323. QUOTATION FOR PRISONER TRANSPORT VEHICLES

The Board was in receipt of the following report NOVEMBER 01, 2001 from Julian Fantino, Chief of Police:

Subject: QUOTATION FOR PRISONER TRANSPORT VEHICLES

Recommendation:

It is recommended that: the Board award the quotation for the supply and delivery of ten (10) latest model of prisoner transport vehicles, six (6) four-compartment vehicles and four (4) six-compartment vehicles, to Freeway Ford Sales Limited at a cost of \$701,914.00, including taxes.

Background:

Quotations, as noted on the attached summary sheet, have been received for prisoner transport vehicles that are necessary to maintain effective support to police operations within the Service. I recommend that the Board award the quotation to Freeway Ford Sales Limited being the lowest overall bid meeting all specifications. The low bid from Bill Houston Ford Ltd. on the 6 compartment wagons did not meet the cabin chassis specifications identified and therefore was not selected. The Chief Administrative Officer, Corporate Support Command, has certified that funding is available from the City Vehicle Reserve and is within the approved amount for the Service.

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.

SUMMARY OF PRICES

6122-013196

SEPTEMBER 20, 2001

FOR THE SUPPLY & DELIVERY OF TEN (10) LATEST MODEL PRISONER TRANSPORT VEHICLES, A) FOUR (4) SIX COMPARTMENT TYPE VEHICLES, B) SIX (6) FOUR COMPARTMENT TYPE VEHICLES, TO THE TORONTO POLICE SERVICES, FLEET MANAGEMENT, 2050 JANE STREET, TORONTO

DESCRIPTION	FREEMAN ROAD	BUCKLE UP	WORTHINGTON
BASE PRICE FOR FOUR (4) LATEST MODEL (6 COMPARTMENT) PRISONER TRANSPORT WAGONS, COMPLETE AS SPECIFIED, DELIVERED, INCLUDING FEDERAL EXCISE TAX FOR AIR CONDITIONING, RUSTPROOFING AND FOUR SETS OF KEYS PER VEHICLE, EXCLUDING GST & ONTARIO RETAIL SALES TAX	612.32	632.52	
	\$68,608.00	\$67,500.00 + MANUALS	\$67,598.00
PRICE FOR FOUR (4) VEHICLE	\$266,032.00	\$230,000.00 + MANUALS	\$270,392.00
YEAR, MAKE AND MODEL OF VEHICLE OFFERED	2002 FORD E450	2002 FORD E350 TO-SPEC	2002 FORD E450
GUARANTEED DELIVERY AFTER RECEIPT OF A PURCHASE ORDER	FIRST - 160 DAYS	90 DAYS	160 DAYS 1 ST UNIT (240 DAYS 10 TH UNIT)
STATE PERIOD FOR WHICH PRICE IS VALID	90 DAYS	90 DAYS	90 DAYS
STATE LAST DATE TO PLACE A FACTORY ORDER	N/A	OPEN	TBD (PAYMENT OF \$30,700.00 EA FOR CHASSIS REQUIRED 30 DAYS AFTER RECEIPT)
DEVIATIONS FROM SPECIFICATION:	4.1, 5.1	4.1, 5.1	5.1
BASE PRICE FOR SIX (6) LATEST MODEL (4 COMPARTMENT) PRISONER TRANSPORT WAGONS COMPLETE AS SPECIFIED, DELIVERED, INCLUDING FEDERAL EXCISE TAX FOR AIR CONDITIONING, RUSTPROOFING AND FOUR SETS OF KEYS PER VEHICLE, EXCLUDING GST & ONTARIO RETAIL SALES TAX			
	\$57,289.00	\$68,750.00 + MANUALS	\$58,484.00
TOTAL FOR SIX (6) VEHICLES	\$344,328.00	\$400,500.00 + MANUALS	\$350,964.00
YEAR, MAKE AND MODEL OF VEHICLE OFFERED	2002 FORD E450	2002 FORD E450 TO-SPEC	2002 E350
GUARANTEED DELIVERY AFTER RECEIPT OF A PURCHASE ORDER	TENTH - 240 DAYS	90 DAYS	160 DAYS 1 ST UNIT (240 DAYS 10 TH UNIT)
STATE PERIOD FOR WHICH PRICE IS VALID	90 DAYS	90 DAYS	90 DAYS
STATE LAST DATE TO PLACE A FACTORY ORDER	N/A	OPEN	TBD (PAYMENT OF \$28,760.00 EA FOR CHASSIS REQUIRED 30 DAYS AFTER RECEIPT)
DEVIATIONS FROM SPECIFICATION	COMPLY	14.0	COMPLY
OPTIONS: STATE THE ADDITIONAL COST PER VEHICLE FOR THE FOLLOWING EXCLUDING ALL TAXES.			
1. THREE SETS OF POWER TRAIN CONTROL/EMISSION DIAGNOSIS MANUALS	N/A	\$1,800.00	\$300.00/EA
2. OTHER MANUALS AVAILABLE			
PARTS MANUAL:	N/A	N/A	\$145.00/EA
SERVICES MANUAL:	N/A	IN	\$250.00
EMISSIONS MANUAL:	N/A	IN	\$85.00
STATE IF ENVIRONMENTALLY PREFERRED PRODUCT/SERVICE IS BEING OFFERED:	YES	YES	YES
STATE BRIEFLY THE ENVIRONMENTAL BENEFIT OF THE PRODUCT/SERVICE OFFERED	ALUMINUM BODY RECYCLABLE	TOTALLY RECYCLABLE	RECYCLABLE MATERIALS & COMPONENTS
TERMS	NET	NET 15 DAYS	NET
CANADIAN CONTENT	100%	100%	100%

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2001**

**#P324. 2001 OPERATING BUDGET VARIANCE REPORT:
AS AT SEPTEMBER 30, 2001**

The Board was in receipt of the following report NOVEMBER 12, 2001 from Julian Fantino, Chief of Police:

Subject: 2001 OPERATING BUDGET VARIANCE REPORT AS AT SEPTEMBER 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 City Policy & Finance Committee.

Background:

Toronto City Council, at its meeting of April 24, 2001, approved the Toronto Police Service (TPS) Operating Budget at a net amount of \$573.8 Million (M), an increase of 3% over the 2000 Net Operating Budget. The approved budget did not include a potential funding requirement of \$7.9 M for increased costs for benefits. However, the Service does have the opportunity to draw from the City's Reserves to accommodate any benefit expenditure increases up to \$7.9M.

2001 Operating Budget Variance

As at September 30, 2001 the Service is projecting a year-end shortfall of \$5.3M. This shortfall is unchanged from that reported to the Board at its October meeting. Details of this variance are provided below.

The recent tragic events in the United States have had an impact on TPS operations. Call outs during the events and the subsequent increase in security measures have created an additional strain on human resources, some of which have had to be met by an increased use of overtime. In addition, the Service has made purchases of equipment and supplies and may have to make additional purchases, to address future potential threats. Additional costs may be expected relating to the security of certain sites, such as the United States Embassy. Estimated impacts have now been included in the current projection as noted below. Long term measures to effectively deal with this threat have been included as part of the 2002 operating budget process.

SALARIES (Including Premium Pay)

A savings of \$1.6 M is projected for salaries, including premium pay. This is \$0.3M less than reported to the Board at its October meeting.

The overall savings is attributed to a higher-than-anticipated number of uniform separations occurring earlier than originally anticipated. As at September 30, 2001, a total of 450 separations were projected for 2001 (this compares to the original budget estimate of 300 and 400 reported to the Board at its October meeting). This is due mainly to members who are newly eligible for OMERS 75 factor leaving at a higher rate than last year and partially to an increase in resignations. As at September 30, 2001 there were 376 separations compared to 237 at the same point in time last year.

Although attrition savings have increased by \$0.6M due to the increase in projected separations, these savings have been offset by other increases. The Ministry of Revenue has determined that the Service is responsible for remitting Employer Health Tax (EHT) on paid duty income earned by TPS employees. Although the Service is currently pursuing legal avenues to reverse this determination, it is likely that the Service will have to pay EHT retroactively to 1999 at a total cost of \$0.5M.

In addition, the Service has had to respond to the tragic events of September 11th and recent OCAP demonstrations by increased use of overtime resulting in an additional pressure for premium pay of \$0.4M. Year to date costs related to the September 11th events for premium pay are \$0.1M, with additional costs to year end projected at \$0.2M (total impact of \$0.3M) assuming the current requirement for intelligence gathering and provision of security. On duty costs related to September 11th are estimated at \$0.4M to date (with a further \$0.3M projected to year end). Attendance at the OCAP demonstration resulted in \$0.1M of premium pay costs (with an additional \$0.1M in on duty costs).

BENEFITS

Current projections indicate that benefits will be overspent overall by \$5.5M (\$5.3M of which relates to the items for which no additional funds were approved in 2001) which is \$1.0M less than that reported to the Board at its October meeting. This decrease is attributed to a decrease in payments related to medical benefits (medical, dental and related costs are projecting to be \$2.6M less than the original requested budget increase of \$7.9M). The over-expenditure is comprised of \$3.8M for medical/dental costs, \$1.2M for Canada Pension Plan (CPP) costs and \$0.3M for WSIB costs. Medical, dental and related administrative costs have continued to increase significantly since 1999 as a result of increased numbers of drug claims, orthopedics, vision care, and psychologist and chiropractor fees. However, as a result of the initiatives presented to the Board at its October meeting, the Service has been able to limit these cost increases. 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. The Service continues to monitor all benefit costs, as well as Clarica's administration of the benefits contract.

NON-SALARY ACCOUNTS

Non-salary accounts are projected to be overspent by \$1.4M, which is an increase of \$0.7M over the amount reported to the Board at its October meeting. This increase is primarily attributed to purchases made in response to the tragic events of September 11th in the amount of \$0.5M (e.g. hazardous materials suits and gas masks). Other expenditures, required under the provincial adequacy standards, have also been made in the amount of \$0.2M (e.g. upper body protection for members of the Public Order Unit). These costs are in addition to the mandatory infrastructure expenditures previously reported to the Board.

PARKING ENFORCEMENT

Toronto City Council, at its meeting of April 24, 2001, approved the TPS Parking Enforcement Operating Budget at a gross amount of \$24.9M. The original Operating Budget request in the amount of \$26.0M was submitted to the Board at its meeting of January 25, 2001. Deferral of the proposal to hire additional 48 Parking Enforcement Officers was the main reason for the reduction from the original Board approved budget. As at September 30, 2001 Parking Enforcement is projecting no year-end variance.

SUMMARY OF VARIANCES

	<u>Savings / (Shortfall)</u>
• Staffing	\$1.6M
• Funded Benefits	\$(0.2)M
• Non-Salary Accounts	<u>\$1.4M</u>
• Service variance before unfunded benefits	\$0.0M
• Unfunded Benefits	<u>\$(5.3)M</u>
Total Shortfall	<u>\$(5.3)M</u>

SUMMARY

The Service continues to monitor and control expenditures to reduce the projected shortfall of \$5.3M and is committed to delivering an effective and efficient policing operation within the approved funding level where possible. Although the Service has been required to make expenditures to address unanticipated events, we have been able to limit the unfavourable variance to just the under-funded benefits. It is therefore recommended that the September 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.

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 and agreed to forward copies to the City of Toronto as requested.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2001**

**#P325. HUMAN RESOURCES STRATEGY – 2002 to 2006
2002 OPERATING BUDGET SUBMISSION
2002 PARKING ENFORCEMENT UNIT BUDGET SUBMISSION**

The Board was in receipt of the following reports:

- NOVEMBER 09, 2001 from Julian Fantino, Chief of Police
RE: HUMAN RESOURCES STRATEGY - 2002 to 2006
- NOVEMBER 12, 2001 from Julian Fantino, Chief of Police:
RE: 2002 OPERATING BUDGET SUBMISSION
- NOVEMBER 12, 2001 from Julian Fantino, Chief of Police:
RE: 2002 PARKING ENFORCEMENT UNIT BUDGET SUBMISSION

The Board approved the following Motions:

- 1. THAT, given the foregoing reports were provided to the Board office on Wednesday, the day prior to the Board meeting, and the Board has not had an opportunity to review the reports in detail, the reports be received by the Board at this time and placed on the December 13, 2001 agenda for consideration;**
- 2. THAT, in the interim, the members of the Operating Budget Working Group meet prior to December 13, 2001 to discuss the reports; and**
- 3. THAT the reports be forwarded to City Budget staff, for information, and that the City be advised the reports are subject to Board review and approval.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2001**

**#P326. QUOTATION FOR THE SUPPLY OF CONSTRUCTION MANAGEMENT
SERVICES FOR THE No. 51 DIVISION PROJECT**

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

Subject: QUOTATION FOR THE SUPPLY OF CONSTRUCTION MANAGEMENT
SERVICES FOR THE 51 DIVISION PROJECT

Recommendation:

It is recommended that: the Board approve the award to the Eastern Construction Company Limited in the amount of \$678,495.00, all taxes included, for the provision of Construction Management Services for the 51 Division project.

Background:

The Toronto Police Services Board at its meeting of November 4, 1996 (BM# 349/96 refers) approved the implementation of the Service's Long-term Facilities Program. The Board subsequently confirmed 51 Division as the Service's top priority for replacement. The TPS Long-term Facilities Program was initially presented to the City as part of the 1997-2001 Capital Program. Subsequently, the City approved the replacement of 51 Division.

The Prime Consultant, in conjunction with the design team, has completed the design, all necessary drawings and specifications related to the project and has made all the necessary permit applications. Currently, only the receipt of the Ministry of Environment (MOE) permit remains outstanding. The issuance of an MOE permit generally takes 6 months. The Toronto Police Service is, at present, 5 months into the application review process. The MOE has indicated there are no problems with the 51 Division application.

On June 5, 2001, at the request of the Toronto Police Service (TPS) and in co-operation with City Corporate Services, the City of Toronto, Management Services, Purchasing and Materials Supply Division, issued a "Request for Information" (RFI 9119-01-7587). The City invited 11 firms to participate in the competition. The TPS/City received 11 proposals.

The proposals were evaluated independently by a selection committee comprising of four members. The committee consisted of representatives from TPS Facilities Management, City Corporate Services and Dunlop Farrow Architects. The submissions were rated on a criteria that included, (i) the ability to meet City/TPS requirements, (ii) the size and capacity of the firm, (iii) the qualifications of the firms staff who will be involved in the project, (iv) the past history of the firm with the City/TPS, (v) the firms past history with Police facilities, (vi) timetable, etc.

Following the RFI evaluation process the top 5 firms were selected to proceed to the “Request for Proposal” phase. The 5 selected firms were;

- (i) Van Bots Construction
- (ii) Bird Construction
- (iii) Dineen Construction
- (iv) Eastern Construction
- (v) Execuway Construction.

On August 21, 2001, at the request of City Corporate Services and in co-operation with the Toronto Police Service, the City of Toronto, Management Services, Purchasing and Materials Supply Division, issued a “Request for Proposal” (RFP 9119-01-7692). The City/TPS received 4 submissions. The same selection committee who previously reviewed the RFI proposal evaluated the submissions.

The Eastern Construction Company Limited submission, being the low bid submitted, was found to be in compliance with the tender documents.

The Chief Administrative Officer, Corporate Support Command, has certified to the availability of funds in the TPS Capital Program. Therefore, it is recommended that the Board approve the award of the Construction Management for 51 Division to the Eastern Construction Company Limited being the submission with the lowest cost meeting specifications.

Following this award, the Construction Manager will review the drawings and specifications for potential cost savings and prepare the sub-trade tender documentation. The sub-trade tenders will be issued through the City of Toronto, Management Services, Purchasing and Materials Supply Division in co-operation with TPS Purchasing Support Services. All sub-trade awards will be issued at the same time, except for site preparation and demolition. The tenders for site preparation (if required) and demolition will be awarded as soon as possible. Providing the issuance of the MOE permit does not delay the project work will start in January 2002 and be completed by June 2003.

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 NOVEMBER 15, 2001**

#P327. FEDERAL CONTROLLED GOODS REGISTRATION PROGRAM

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

Subject: CHAIRMAN AS BOARD AUTHORIZED SIGNATORY IN AN
APPLICATION FOR REGISTRATION UNDER THE CONTROLLED GOODS
REGISTRATION PROGRAM

Recommendation:

It is recommended that: The Board approve the Chairman as the authorized signatory in an application for registration under the Controlled Goods Registration Program.

Background:

The federal government has recently passed new legislation in relation to the purchase, possession and transfer of certain specified "controlled goods," including firearms, ammunition, tear gas, gas masks, body armour, etc. Under the program, each organization that wishes to purchase, possess or transfer a "controlled good" must be registered with the federal government. The program exempted federal and provincial law enforcement agencies from the requirement of registration, however, due to, what is described as an oversight by the federal government, this exemption did not extend to municipal law enforcement agencies.

The necessary paperwork was submitted under the signature of the Chief of Police for the Toronto Police Service to become registered.

Following the incident of September 11th, 2001, certain "controlled goods" were in short supply throughout North America. As such, there was an added urgency in obtaining the registration number. Part way through the registration process, Public Works and Government Services notified the Service that they had determined that applications from municipal law enforcement agencies required the signature of the Chair of the Police Services Board as the "Individual Authorized by the Applicant". Chairman Gardner signed the document and the application was duly processed.

The Service is now registered under the program. The registration is valid for a period of five years, at which time, unless the government moves to exempt municipal law enforcement agencies, the Service will have to submit an application for renewal. As such, I am requesting that the Board approve the Chair as the authorized signatory, on behalf of the Board, for the purposes of the Controlled Goods Registration Program.

Staff Superintendent David Dicks of Professional Standards will be in attendance to answer any questions the Board may have in regard to this matter.

The Board approved the foregoing.

Following the meeting, a certified copy of the registration certificate was provided and is on file in the Board office.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2001**

#P328. AUTOMATIC VEHICLE LOCATION SYSTEM CONTRACT

The Board was in receipt of the following report NOVEMBER 08, 2001 from Julian Fantino, Chief of Police:

Subject: AUTOMATIC VEHICLE LOCATION SYSTEM CONTRACT

Recommendation:

It is recommended that:

- 1) The Board award the contract for the supply and installation of an automated vehicle location (AVL) system to Motorola Canada Inc. for an approximate cost of \$2,139,000.00 including taxes.
- 2) That the Board authorize the Chairman to sign the appropriate agreement subject to the approval of the City Solicitor to form.

Background:

On October 26th 2000, the Board approved spending in the amount of \$2,139,000 over a two year period (2001-2002) for the installation of an automated vehicle location (AVL) system (Board Minute #477/2000 refers) as part of the 2001-2005 Capital Program.

The Automated Vehicle Location (AVL) system project encompasses the installation of Global Positioning System (GPS) receivers with ancillary equipment in marked scout cars. The GPS data on-board vehicle information (including emergency lighting equipment and siren activation, shot-gun rack status, ignition on/off status, etc.) would then be transmitted to the Computer Aided Dispatch (CAD) system and display the location and status of the scout car.

This information would be used to:

1. locate officers requiring assistance,
2. determine scout car nearest to calls for service,
3. provide sophisticated data for resource deployment and analysis, and
4. provide information that would assist with crime and occurrence information management.

The project requires the installation of a data radio network compatible with the existing MWS data network, GPS receivers in the scout cars, the modification of the mobile workstations to receive the GPS data and the installation of software in the CAD system to display the information. Modifications will also have to be made to the software of other affected systems

to be able to process GPS information. The project includes the development of an executive steering committee, a pilot test plan, pilot test evaluation, a system roll-out plan, training, installation and evaluation.

Automatic Vehicle Location (AVL) systems using GPS technology are now being employed by a number of larger police agencies across North America, and AVL has been successfully used by Toronto Emergency Medical Services since 1989.

Since approval of this capital budget item, operational and engineering staff have visited and met with a number of police services from across North America who have implemented AVL systems. During discussions with other police services it was observed that they provided in-vehicle display screens for the location of all AVL equipped vehicles. This provided officers with critical information when responding to assist other officers, and was a crucial timesaver during emergent or tactical events by assisted supervisors in determining the location and placement of their officers. This can be achieved by integrating the AVL system with the next generation of Mobile Work Stations (MWS) in police vehicles. In order to achieve such a goal within the timeframe of the AVL project, it will require that the life-cycle lease of the mobile work stations be advanced from 2004 to 2003. Engineering and operational staff have met with a number of product vendors, including vendors for legacy systems requiring interface with the new AVL system.

The most significant aspect of the evaluation has been the determination that neither the existing data network nor the existing voice network which includes the Toronto Emergency Medical Service and Toronto Fire Service, are suitable for managing the radio traffic anticipated on the AVL network. As a result of such a determination, the current project scope has been extended to include the construction of a new data radio network, compatible with our existing infrastructure. This can be achieved within the original funding allocation. TPS also intends to ensure that equipment and services obtained under this Contract are at the lowest costs possible while maintaining their quality. To that purpose changes may be made, in the future, to the Contract to ensure optimal expenditure of funds.

Product Vendor

Motorola Canada Inc. was the successful bidder for the wireless communications infrastructure in response to a tender that was issued at the commencement of that project. The equipment that has been installed in compliance with that contract is Motorola's proprietary technology. The cost of the AVL data radio network is predicated on the premise that all new equipment will be integrated into the existing sites and infrastructure, and to that end, must be compatible with existing proprietary Motorola equipment. Although dependent upon capacity and loading, it is anticipated that the AVL data network will eventually be integrated into the existing MWS data network for increased functionality. All the wireless infrastructure purchased under this contract must be of the same Motorola proprietary technology as the existing MWS infrastructure and have the capability of being integrated with the MWS network. For this reason it is recommended that TPS enter into a contract with Motorola Canada for the supply and installation of an Automatic Vehicle Location system.

This contract shall include performance provisions and evaluation milestones to ensure Motorola's end-to-end solution is compliant with the performance criteria and operational requirements outlined in the project business case. Further, the contract shall contain change provisions and mechanisms designed to ensure that we can achieve cost optimization where possible by directly purchasing location components as well as software components for existing systems (such as the Intergraph CAD system) from sub-contractors.

Conclusion

In order to commence work on this project this year, we will need time to develop and sign a contract with the vendor, and time for the vendor to deliver the first components of the contract before the end of the calendar year. The next Board meeting will not provide enough time to achieve that goal.

Therefore, I recommend that the Board award the contract for the provisioning of an automated vehicle location (AVL) system to Motorola Canada Inc., and that the Board authorize the Chairman to sign the appropriate agreement subject to the approval of the City Solicitor to form.

Deputy Chief Steve Reesor, Policing Operations Command, will be in to respond to any questions that the Board members may have.

Deputy Chief Steven Reesor, Policing Operations Command, was in attendance and discussed this report with the Board. He advised that Motorola Canada Ltd. is the product vendor of record for the Mobile Work Stations Project and, given that the Service requires that the automatic vehicle locating program integrates with the Mobile Work Stations Project, and given that the technology used by Motorola Canada Inc. in the Mobile Work Stations Project is proprietary, the Service has to sole source the automatic vehicle locating system from Motorola Canada Inc.

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2001**

#P329. ADJOURNMENT

Norman Gardner
Chairman