



The following *draft* Minutes of the meeting of the Toronto Police Services Board held on October 14, 2005 are subject to adoption at its next regularly scheduled meeting.

The Minutes of the meeting held on September 06, 2005 previously circulated in draft form were approved by the Toronto Police Service Board at its meeting held on October 14, 2005.

MINUTES OF THE PUBLIC MEETING of the Toronto Police Services Board held on **OCTOBER 14, 2005** at 1:30 PM in Committee Room 1, Toronto City Hall, Toronto, Ontario.

PRESENT:

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

ALSO PRESENT:

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 14, 2005**

**#P313. APPLICATION SUBMISSION: SAFER COMMUNITIES – 1,000
OFFICERS PARTNERSHIP PROGRAM**

The Board was in receipt of the following report OCTOBER 03, 2005 from William Blair, Chief of Police:

Subject: SAFER COMMUNITIES – 1,000 OFFICER PARTNERSHIP APPLICATION

Recommendation:

It is recommended that the Board forward a copy of this report to the City's Policy and Finance Committee with the following recommendations:

1. That Toronto City Council authorize the City of Toronto to sign, with the Toronto Police Services Board and the Toronto Police Service, an application to the Ministry of Community Safety and Correctional Services for the cost-sharing of 250 police officers,
2. That these 250 officers include the 46 officers approved by Council in March, 2005 and the 150 officers approved by Council on September 30, 2005, bringing the 2005 authorized strength to 5,456; and,
3. That the remaining 54 officers to be covered by this application be considered by the Board and by Council, mid-year 2006, for an operating expense in the 2007 budget.

Background:

On August 12, 2005, the Honourable Monte Kwinter, Minister of Community Safety and Correctional Services introduced the application process for the Safer Communities - 1,000 Officers Partnership Program and announced that the program would continue in perpetuity. The program will provide \$37.1M a year to help municipalities to hire 1,000 new police officers across the province by sharing the cost, up to half the salary and benefit costs, capped at \$35,000 per year, for each new hire. It should be noted that the salary plus benefit cost for a First Class Police Constable is approximately \$80,400 (plus premium pay), leaving the Service with a cost of \$45,400 per officer (i.e. 56% of the costs) in the latter years of the program. Across the province, half of the new officers will be assigned to community policing duties and the other half will be assigned to six key areas identified by the Government - youth crime, guns and gangs, organised crime (marijuana grow ops), dangerous offenders, domestic violence and protection of children from internet luring and child pornography. New hires will be measured against the reported benchmark of each police services' uniform strength set as at October 23, 2003, when the program was originally announced; police services will only receive funding for

sworn positions in excess of the reported benchmark. Due to officer hiring by some police services in anticipation of the program, the Province will fund 400 of the 1,000 officers effective May 18, 2005 and the remaining 600 officers effective April 1, 2006.

At its meeting of September 20, 2005, the City's Policy and Finance Committee considered reports from the City's Budget Advisory Committee, City Finance, and the Toronto Police Services Board specific to hiring additional police officers in conjunction with the Safer Communities – 1,000 Officers Partnership Program. The Committee passed a motion to City Council that “authority be granted immediately to hire an additional 50 police officers in December 2005 and that priority be given in the Police Services budget to hiring additional officers in 2006 (phased over April and August 2006 classes)”.

The Toronto Police Service Application, submitted to the Ministry of Community Safety and Correctional Services on September 30, 2005, for funding under the Safer Communities – 1,000 Officers Partnership Program included a request for partial funding for 250 additional officers (Attachment 1). The Application specified the deployment of additional officers as 175 officers to community policing and 75 officers to the key areas - youth crime, guns and gangs, organised crime (marijuana grow ops), dangerous offenders, domestic violence and protection of children from internet luring and child pornography.

Based on the proposed timing of recruit hiring, all recruits would be hired by December 2006 and deployed by May 2007. It should be noted that all new officers would be assigned to community policing functions in the divisions; experienced officers would be assigned to specialised areas.

Budget Impact:

As noted above, the additional staffing under the Safer Communities program will be measured against the self-reported uniform staffing level of the police service on October 23, 2003; the authorised uniform strength of the Toronto Police Service on the program benchmark date was 5,260. The application for 250 additional officers would increase the Established Strength to 5,510 officers; 46 of these additional officer positions – uniform resource requirements identified for 43 Division and the implementation of Justice Ferguson's recommendations – were approved by City Council in March 2005. The net budget impact of 250 additional officers is noted in the chart below. The hiring of these additional police officers will not impact on the capital budget.

	2005 Cost (\$M)	2006 Cost (\$M)	2007 Cost (\$M)	2008 Cost (\$M)	2009 Cost (\$M)	Full Cost (as at 2010) (\$M)
Costs ¹ (recruiting, salary, and outfitting)	\$1.1	\$9.7	\$14.8	\$16.8	\$18.8	\$20.1
Program Grant ²	(\$0.8)	(\$4.3)	(\$7.4)	(\$8.3)	(\$8.7)	(\$8.8)
Net Cost	\$0.3	\$5.4	\$7.4	\$8.5	\$10.1	\$11.3
Council Approved Increase	(\$0.8)	(\$2.6)	(\$3.0)	(\$3.3)	(\$3.7)	(\$3.7)
Net Budget Impact	(\$0.5)	\$2.8	\$4.4	\$5.2	\$6.4	\$7.6

¹ Costs based on recruit hiring as follows: 46 recruits in August 2005, 50 in December 2005, 50 in April 2006, 86 in August 2006, and 18 in December 2006.

² It is estimated that the Toronto Police Service will be eligible for reimbursement of 50% of costs for up to 100 new positions from August 2005.

³ Funding for 46 additional uniform positions were approved by City Council in March 2005. Therefore, these costs were already included in 2006 Operating Budget base.

Authorisation:

On September 14, 2005 the Ministry advised that an authorised signatory from the chief of police, the police services board and the municipal council is required to sign the Safer Communities – 1,000 Officers Partnership Application Form. Chief Blair signed the Application and, based on my standing authority to sign all grant funding applications and contracts on behalf of the Board (Min. No. P66/02 refers), I signed the Application on behalf of the Board in order that the Application could be submitted by the September 30, 2005 due date. The Ministry accepted the Toronto Police Service Application without the authorised signatory of the municipal council, on the basis that the Service would pursue such authorisation. Thus, it is still necessary that Council authorise the appropriate City officials to sign the Application on behalf of the City of Toronto.

It is therefore recommended that the Board forward a copy of this report to the City's Policy and Finance Committee with a recommendation that Toronto City Council authorize the City of Toronto to sign, with the Toronto Police Services Board and the Toronto Police Service, an application to the Ministry of Community Safety and Correctional Services for funding for an additional 250 officers under the Safer Communities – 1,000 Officers Partnership.

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 14, 2005**

**#P314. RESIGNATION OF THE CHAIR & ELECTIONS OF THE CHAIR AND
VICE-CHAIR**

Resignation of the Chair:

Councillor Pam McConnell officially advised the Board of her resignation from the position of Chair of the Toronto Police Services Board and read a prepared statement outlining the reasons for her decision, as well as her desire to continue working with the Board as its Vice-Chair. A copy of Councillor McConnell's statement is on file in the Board office.

The Board acknowledged Councillor McConnell's resignation and unanimously approved the following Motion:

THAT the Board extend its appreciation to Councillor McConnell for the tremendous work she has accomplished as Chair and commend her for a job well-done.

Election of the Chair:

Given that Councillor McConnell resigned from the position of Chair, the Board was required to conduct an election for a new Chair. The Board Administrator requested nominations for the position of Chair of the Toronto Police Services Board.

Councillor Pam McConnell nominated Dr. Alok Mukherjee; this nomination was seconded by Mr. Hamlin Grange.

There were no further nominations.

The Board voted and, based upon one nomination for the office of Chair, Toronto Police Services Board, Dr. Alok Mukherjee was declared elected by acclamation Chair of the Board for the remainder of 2005 and until his successor is appointed.

Dr. Mukherjee assumed the position of Chair and delivered a statement to the Board recognizing the challenges ahead and acknowledging the leadership role performed by former Chair McConnell during a very difficult time in the Board's history.

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Election of the Vice-Chair:

Given that the position of Vice-Chair became vacant upon the election of Dr. Mukherjee as Chair, Dr. Mukherjee indicated that the Board would be required to elect a new Vice-Chair and he nominated Councillor Pam McConnell for this position. Mr. Hamlin Grange seconded the nomination.

There were no further nominations.

The Board voted and, based upon one nomination for the office of Vice-Chair, Toronto Police Services Board, Councillor Pam McConnell was declared elected by acclamation Vice-Chair of the Board for the remainder of 2005 and until her successor is appointed.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 14, 2005**

**#P315. RESPONSE TO REQUEST FOR REVIEW OF A COMPLAINT ABOUT
POLICE POLICIES AND SERVICES (FILE NO. 2005 –EXT – 0116)**

The Board was in receipt of the following report September 06, 2005 from William Blair, Chief of Police:

Subject: REQUEST FOR REVIEW OF A COMPLAINT ABOUT POLICE POLICIES
AND SERVICES (TPS FILE NO. 2005-EXT-0116)

Recommendation:

It is recommended that:

- (1) The Board receive the complaint summarized in this report.
- (2) The Board determine whether to concur with my decision that no further action be taken with respect to this complaint.
- (3) The complainant and myself to be advised of the outcome of the Board's decision.

Background :

The Toronto Police Services Board has received a request to review my disposition of a complaint about the policies of and services provided by the Toronto Police Service.

Legislated Requirements:

The Police Services Act establishes that the Chief of Police is responsible for adjudicating complaints about the policies of and services provided by the Toronto Police Service. Once the Chief of Police has determined that no further action will be taken regarding a complaint, the complainant must be notified and provided with the reasons for the decision. The complainant must be further advised that an opportunity exists to request that the Board to review the decision of the Chief.

In reviewing a policy or service complaint, the Board has procedural options. The Board may:

- Review the complaint and take any action, or no action, in response to the complaint, as it considers appropriate; or
- Appoint a committee of at least three Board members who will review the complaint and provide recommendations to the Board; or
- Hold a public meeting with respect to the complaint.

Circumstances Leading To The Complaint:

On October 1, 2004, the complainant stated that her husband complained about a “bad case of heartburn,” a condition which he often experienced. He took his usual prescription medication, a “couple of calcium-magnesium antacids” and proceeded as per usual. She and her husband made their way to a Community Gardening Conference being held in a downtown hotel.

The complainant’s husband was pulling a bundle buggy containing literature. It was his intention to go directly to the hotel to set up the information table while the complainant went to the opening ceremonies.

The complainant’s husband exited the streetcar at the Bay Street stop intending to get a Bay Street bus if one was in sight. The complainant exited the streetcar at Victoria Street. She last saw her husband at 8:45 a.m. on the south-east corner of Bay Street at Dundas Street. They had arranged to meet at the conference around 10:30 a.m. to 11:00 a.m. after the opening events had concluded.

At approximately 9:00 a.m. the complainant’s husband was located in a slumped position on a bench outside of Police Headquarters by Police. A 9-1-1 call was placed for Emergency Medical Services (EMS) to respond.

Police officers began first aid assessment of the situation. A pulse and breathing was detected and the complainant’s husband was placed in the recovery position. Fire and EMS personnel attended the scene and first aid was continued. EMS noted that upon their arrival the complainant’s husband’s vital signs were absent.

The complainant’s husband was transported to Toronto General Hospital where he was pronounced dead.

Nature of the Complaint and Discussion:

The complainant filed a complaint regarding the policies and services of the Toronto Police Service which are detailed below with my response to each issue:

The content of First Aid and CPR training provided to Service members

- Standard First Aid and CPR – Level “C” training is mandatory for divisional and traffic sergeants and constables.

The protocol followed for providing assistance in a Medical Emergency.

- Members who come upon an unconscious, injured or apparently ill person who appears to require medical attention shall if necessary and if qualified in standard first aid treatment, perform first aid on the person and transport to the nearest hospital if safe to do so or ensure an ambulance is called in emergency situations.

The current CPR – AR certification status of involved officers.

- All of the officers who had initial contact with the complainant's husband were current as regards their CPR – AR training.

The location of defibrillator at 40 College Street.

- The defibrillator is located on the second floor of 40 College Street inside the Medical Advisory Services.

Number of staff members familiar with the defibrillator's location and qualified to operate it.

- All members of the Occupational Health and Safety and all nursing staff are familiar with the location of the defibrillator. There are three nurses and one nursing supervisor in the Unit and one nurse was qualified to operate the defibrillator at the time of the incident.

The medical qualification necessary to legally pronounce death and whether our members are qualified to make such a pronouncement.

- Only a qualified medical practitioner has the authority to pronounce death. The exceptions to this rule are instances where death appears obvious as in decapitation, transection or decomposition. Death can also be declared where a base hospital physician has declared death through consultation with an on scene paramedic. Any person who has not been pronounced dead by a qualified medical practitioner or does not fall within the above noted exceptions must be treated as a living patient.

The procedures followed by Freedom of Information Unit (F.O.I.) regarding the completeness and accuracy of information provided to requesters.

- The procedures followed by the F.O.I. Unit are in compliance with the Municipal Freedom of Information and Protection of Privacy legislation. The information provided to the complainant was truthful, accurate and complete.

Location of the Toronto Police Service (TPS) Communication Centre.

- The TPS Communication Centre is located at 703 Don Mills Road, Toronto.

Video surveillance availability at 40 College Street.

- Video surveillance is installed at 40 College Street. Cameras are located at the front door, rear door and lobby area. The courtyard where the complainant's husband was discovered is not covered by video surveillance.

The Chief's Decision and Reason:

Detective Chris Blackwell (4207), Professional Standards Unit-Conduct Investigations investigated the policies and services complaint and the findings were reported through the appropriate chain of command to the complainant and myself.

On June 23, 2005, the Service corresponded with the complainant to advise that the complaint had been reviewed and no further action would be taken. The Service gave the following reason for the decision:

After careful review of the facts in this case, I find insufficient evidence to support the allegations you have made. Therefore, based on the information available, it is my decision that no further action is taken in this matter.

Conclusion:

Pursuant to the notification of the status and determination of the complaint from the Service, the complainant requested that the Board review my decision. It is the Board's responsibility to review my reason and determine whether it is satisfied that my decision to take no further action is reasonable.

Therefore it is recommend that:

- (1) The Board review the policies and services complaint summarized in this report.
- (2) The Board determine whether it will concur with the decision that no further action be taken with respect to the complaint.
- (3) The complainant and myself be notified of the outcome of the Board's review.

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

Ms. Maria Kasstan was in attendance and made a deputation to the Board regarding the foregoing matter. Ms. Kasstan also provided the Board with a written copy of her oral submission; copy on file in the Board office.

Following Ms. Kasstan's deputation, the Board approved the following Motions:

- 1. THAT Ms. Kasstan's deputation and written submission be received;**
- 2. THAT, with regard to the foregoing report from Chief Blair:**
 - (a) the Board approve recommendations No. 1 and No. 3 and receive No. 2;**
 - (b) the Chief of Police provide a report to the Board on the current Service procedures, practices and training protocols with respect to the use of defibrillators in and around police facilities; and**
 - (c) the report noted in (b) contain any recommendations that the Chief may wish to provide to the Board with respect to defibrillators and the feasibility of installing additional security cameras to ensure that all angles within the courtyards of 40 College Street can be captured by video surveillance.**

A copy of the Service's Report of Investigation regarding this complaint about service and policy was considered during the in-camera meeting (Min. No. C266/05 refers).

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**#P316. RESPONSE TO REQUEST FOR REVIEW OF A COMPLAINT ABOUT
POLICE POLICY (FILE NO. 2005-EXT-0056)**

The Board was in receipt of a report, dated September 08, 2005, from William Blair, Chief of Police, containing a response to a request for a review of a complaint about police policy.

Consideration of the foregoing report was deferred to the Board's December 15, 2005 meeting.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 14, 2005**

**#P317. SEARCH OF PERSONS PROCEDURE (01-02) – EXCERPTS FROM THE
PROCEDURE**

The Board was in receipt of the following report September 22, 2005 from William Blair, Chief of Police:

Subject: SEARCH OF PERSONS PROCEDURE (01-02)

Recommendation:

It is recommended that the Board receive the following report.

Background :

At its meeting of September 6, 2005, the Board approved the following motions: (Board Minute # P288/05 refers)

- 1. That the deputation by Mr. Sewell be received;**
- 2. That Mr. Sewell's written submission be referred to Chief Blair for review and that he provide a report to the Board for its October 14, 2005 in-camera meeting indicating whether the points of concern identified by Mr. Sewell as items (a) through (f) in his written submission are addressed in the revised Service Procedure;**
- 3. That Chief Blair provide a report to the Board for its October 14, 2005 public meeting indicating whether portions of the new Service Procedure could be released publicly or whether an additional version of the Service Procedure could be produced which is suitable for releasing publicly.**

This Board report addresses motion #3. Motion #2 is addressed and will be provided to the Board in a separate Board report for the Board's Confidential Agenda.

Response to Motion #3:

The Service Procedure entitled "Search of Persons" was recently reviewed and published on September 22, 2005. Attached to this Board report are excerpts from this procedure, which are suitable for release to the public.

The shaded sections of the excerpts provided, relate specifically to the points of concern identified by Mr. Sewell.

Conclusion:

It is recommended that the Board receive this report.

Deputy Chief Jane Dick, Executive Command, will be in attendance to answer questions from Board members.

Mr. John Sewell, Toronto Police Accountability Coalition, was in attendance and made a deputation to the Board regarding the foregoing matter. Mr. Sewell also provided the Board with a written copy of his oral submission; copy on file in the Board office.

Mr. Sewell's deputation contained three specific recommendations which are reprinted below:

- "1. The full strip search policy be made public.**
- 2. The following procedure be appended to the new policy:**

That in respect to strip searches the Search of Person Template forms be forwarded to the Chief on a monthly basis so the Chief may report quarterly to the Board on the number of strip searches undertaken, including the percentage of strip searches which uncovered dangerous or contraband material.

- 3. That on an interim basis, transgendered, transsexual and intersexed persons be permitted to choose whether the strip search will be conducted by a male or female officer, and that this interim policy be revisited once the result of the discussions regarding the settlement of the Toronto Women's Bathhouse matter are concluded."**

Chief Blair responded to questions by the Board in light of the three recommendations proposed by Mr. Sewell.

With regard to recommendation no. 1, Chief Blair advised the Board that the Service has reviewed, and subsequently released publicly, in the form of the excerpts attached to this report, portions of the Search of Persons Procedure. However, he believes there are other aspects of this Procedure which, if released publicly, could potentially place the officers involved at risk or the persons in custody at risk.

With regard to recommendation no. 2, Chief Blair agreed to consider a process by which the Board would be provided with regular reports on the number of searches conducted. With regard to recommendation no. 3, Chief Blair advised the Board that the Service's practise has been to take the person's wishes into consideration.

The Board received the foregoing report from Chief Blair and approved the following Motions:

- 1. THAT the deputation and written submission from Mr. Sewell be received;**
- 2. THAT Chair Mukherjee and Chief Blair meet to discuss the importance of this public policy;**
- 3. THAT Chief Blair conduct a further review of the current Service Procedure governing searches of persons to determine whether there are additional portions of the Procedure that could be released publicly;**
- 4. THAT, if the results of the review in Motion No. 3 indicate that there are no additional aspects that can be released publicly, Chief Blair is to provide a report to the Board for an in-camera meeting on the reasons why additional portions of the Procedure cannot be released publicly;**
- 5. THAT recommendation no. 2 in Mr. Sewell's written submission be referred to Chief Blair for review and that he submit a report to the Board identifying a process for providing regular reports on searches of persons to the Board; and**
- 6. THAT the Chair and Vice-Chair provide the draft policies arising from the Toronto Women's Bathhouse Committee settlement to the Board for approval as soon as possible.**

The Board noted that any member who would like to participate in the meeting between Chair Mukherjee and Chief Blair regarding the search of persons procedure is welcome to attend.

The Board also noted that an additional report regarding the decision to release excerpts of the procedure publicly was considered during the in-camera meeting (Min. No. C268/05 refers).

Excerpts from Toronto Police Service Procedure 01-02 Search of Persons

ARREST & RELEASE

01 – 02 Search of Persons

New Amended Reviewed – No Amendments

Issued: R.O. 2005.09.22-0960

Replaces: R.O. 2003.04.22-0523

Rationale

The right to search a person is of paramount importance to the safety of prisoners, police officers, court officers and all other persons employed within the criminal justice system. It is critical that officers make a proper evaluation of the potential risks, ensure that the appropriate level of search is conducted, and that they are diligent while searching persons in custody.

In December 2001, the Supreme Court of Canada made a ruling in the case of R. v. Golden, which directly impacted on the search of persons incident to arrest.

The lawful authority for searching a person comes from statute or common law. Officers conducting searches must be able to articulate their authority/grounds for doing so. Information has been included in this procedure that will assist officers in properly assessing the appropriate level of search to be conducted, and identify some of the risks that must be addressed. (See Appendix B)

In the absence of clear direction in the form of legislation, the courts have expressed some concerns with “routine police department policy applicable to all arrestees”. As a result, although this procedure outlines the risk factors, and places an obligation on police officers to address them, the decision as to what level of search is appropriate must be assessed on a case by case basis.

The Toronto Police Service agrees with the courts that clear legislative prescription as to when and how strip searches should be conducted would be of assistance to the police and to the courts.

Excerpts from Toronto Police Service Procedure 01-02 Search of Persons

Definitions

Level 3 Search

means a search that includes the removal of some or all of a person's clothing and a visual inspection of the body. More specifically, a Level 3 search involves the removal of clothing that fully exposes the undergarments or an area of the body normally covered by undergarments. (genitalia, buttocks, women's breasts)

NOTE: *The mere fact that portions of a person's body normally covered by undergarments are exposed because of the way the person was dressed when taken into custody does not constitute a Level 3 search, if the removal of such clothing was not caused by the police. (i.e. the arrest of a naked person does not in itself constitute a Level 3 search.)*

Due to the high degree of intrusiveness of this type of search, it shall only be conducted when it is reasonable and necessary, considering the purpose and the grounds that exist at the time, which justify the search.

A Level 3 search is equivalent to the term "strip search" used by the courts and other government agencies.

Procedure

Searches of persons shall be conducted keeping in mind that the safety of Service members, the person being searched, and the public, is paramount. All searches of the person should be conducted thoroughly and in a methodical manner. Searches of the person shall not be conducted in an abusive fashion or be conducted to intimidate, ridicule or induce admissions.

Peace officers shall not use any more force than is necessary and reasonable under the circumstances to conduct a search.

All searches of the person shall be conducted by police officers of the same sex unless circumstances make it impractical to do so, having regard to the immediate risk of injury, escape, or the destruction of evidence.

Excerpts from Toronto Police Service Procedure 01-02 Search of Persons

Grounds for Searching a Person

For a search to be lawful it must be reasonable and justified given all the circumstances, and it must be conducted for a valid reason.

Search of a person without Warrant is *prima facie* unreasonable under s.8 of the Charter. The onus is on the officer conducting a search to demonstrate that the search is justified in law, necessary and reasonable. Searches conducted simply as a matter of routine or *standard procedure* are not justified in law. However, for safety reasons, except in extenuating circumstances, all persons under arrest must be searched prior to being placed in a police vehicle, prior to being brought into a police station, and prior to being placed in a police cell.

Stronger grounds are required as the level of intrusiveness of a search increases. The decision as to the appropriate level of search rests with the searching officer. The more intrusive the search the more justification is required, and officers must be able to articulate the need for the more intrusive search. (See Appendix B)

Search Authorities

A police officer may search a person

- with a person's consent
- when authorized by statute
- after an arrest has been made (common law - incident to an arrest)

Consent Search

Consent search generally applies to persons who are not under arrest. A police officer must be able to demonstrate that consent for a search was informed and freely given. A person giving consent for a search must understand the possible consequences of the search prior to giving consent. A consent search, in most instances, should not be used where other lawful authority exists.

Search Authorized by Statute

Specific statutes contain search provisions that can be used when circumstances warrant. The related statute should be referred to prior to conducting such searches; for example: the Criminal Code, the Controlled Drugs and Substances Act, and the Liquor Licence Act.

Recording Searches

Full details of **all** searches shall be recorded in the memorandum book including the grounds for the level of search conducted. A TPS 101 shall be submitted for all Level 3 and Level 4 searches.

Excerpts from Toronto Police Service Procedure 01-02 Search of Persons

Police Officer

5. When a Level 3 search is deemed necessary, the searching officers shall

- consult with the OIC and advise of the grounds and circumstances
- search the person in a private area and ensure the search is not videotaped
- be of the same sex as the person being searched, except in exigent circumstances
- ensure only two members of the same sex as the person being searched are present during the search, unless additional officers are required to assist
- where appropriate, ask the person to remove clothing one article at a time

NOTE: *The search shall not involve the removal of any more articles of clothing than necessary, or any more visual inspection of the person's body than is necessary to achieve the objectives of the search. A person should not be left in a completely naked state after a search.*

- inspect each article of clothing in a methodical manner
- permit the person to replace articles of clothing after inspection, where appropriate
- provide replacement clothing for articles seized as evidence as soon as possible
- complete the "Search of Person Template", outlining
 - the authority to search based on the grounds and circumstances that existed at the time
 - the date and time the search was conducted
 - the location where the search was conducted
 - the badge numbers of the searching officers
 - the badge number of the OIC
 - the results of the search (weapons/evidence found)
- have the OIC approve and sign the completed "Search of Person Template"

Excerpts from Toronto Police Service Procedure 01-02 Search of Persons

Officer in Charge

7. When in charge of a unit where persons are detained, shall ensure that

- the decision to search a person has been evaluated based on the risk factors found in Appendix B, and
 - where reasonable grounds to conduct a Level 3 search exist, ensure a Level 3 search is conducted
 - where reasonable grounds do not exist, ensure a Level 2 search is conducted

- searches are conducted appropriately and that a “Search of Person Template” is submitted for all Level 3 and Level 4 searches

Excerpts from Toronto Police Service Procedure 01-02 Search of Persons

APPENDIX 'B' – Procedure 01-02

Risk Assessment – Level of Search

New **X** **Amended** **Reviewed – No Amendments**

Issued: R.O. 2005.09.22-0960

Replaces: NEW

The right to search as an incident to a lawful arrest is found in Common Law, and has been upheld by the Supreme Court, as long as the search is conducted for a valid objective and is not conducted in an abusive fashion. (Cloutier, 1990)

As an incident to arrest a police officer may search for

- weapons
- anything that could cause injury (including drugs and alcohol)
- anything that could assist in a person's escape
- evidence

For safety reasons, every person who is brought into a police facility under arrest shall be subject to a search.

When assessing the level of search, the OIC/police officer shall on a case by case basis, evaluate the circumstances relevant to the individual to be searched and determine the appropriate level of search required to address any risk factors, keeping in mind that the safety of the officers, the individual and to others is paramount. The OIC is responsible for ensuring that the level of search appropriately addresses the risk factors associated to the current arrest including, those related to the person, and logistical issues such as the type of transportation and contact with others that this individual is expected to encounter.

Excerpts from Toronto Police Service Procedure 01-02 Search of Persons

Prohibitions:

Level 3 searches shall not be videotaped. Any benefit to videotaping the search is outweighed by the potential of causing unnecessary embarrassment to the person being searched. Further, in cases where a searching area has video equipment installed, the person being searched will be advised that the search is not being videotaped.

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TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 14, 2005**

**#P318. SEARCH OF PERSONS PROCEDURE (01-02) – IMPLEMENTATION OF
AMENDED PROCEDURE**

The Board was in receipt of the following report September 19, 2005 from Pam McConnell, Chair:

Subject: SEARCH OF PERSONS PROCEDURE (01-02)

Recommendation:

It is recommended that the Board direct the Chief to implement the amended procedure entitled Search of Persons (Toronto Police Service Procedure 01-02).

Background :

At its meeting of March 8, 2005, the Board passed a motion asking then-Interim Chief Boyd to “amend Toronto Police Service Procedure 01-02 entitled “Search of Persons” to remove the automatic Level 3 search for persons held in custody pending a Show Cause hearing and insert, instead, a requirement that officers engage in a case-by-case analysis prior to a person being subject to a Level 3 search as a consequence of being introduced into the prison population”. (Board Minute # P75/05 refers)

In a report received at the Board’s September 6, 2005 confidential meeting, the Board was provided with a draft version of an amended procedure (Min. No. C239/05 refers.) This information was provided on the confidential agenda due to its sensitive nature.

At the public meeting on September 6, 2005, the Board received an additional report from the Chief regarding this issue. In this report, the Chief noted that he was “...confident that [the] current procedure [was] consistent with the legal issues raised in, and [was] not in violation of the Supreme Court of Canada decision in the matter of *R. v. Golden*.” The Chief also indicated that “...to change the procedure would negatively affect the safety of all individuals involved in administering the justice system in Toronto, and would seriously expose both the Service and the Board to corporate liability should an injury or death occur as a result of a failure to conduct the appropriate search.” However, the Chief was mindful of the Board’s direction to revise the current procedure.

It is the opinion of the Board that the amendments made to the procedure were necessary in light of the *Golden* decision. Thus, the Board directs the Chief to implement the amended procedure dealing with Search of Persons, as contained in the confidential agenda of September 6, 2005.

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 14, 2005**

**#P319. VISIT TO ISRAEL ORGANIZED BY THE MINISTRY OF COMMUNITY
SAFETY AND CORRECTIONAL SERVICES AND THE ONTARIO
ASSOCIATION OF CHIEFS OF POLICE**

The following persons were in attendance and made deputations to the Board with regard to concerns regarding a visit to Israel in March 2005 by chiefs of police from a number of Ontario municipalities, including a representative from the Toronto Police Service:

- Mr. Khaled Mouammar *
- Mr. Ali Mallah *
- Professor David Noble, York University *
- Ms. Susan Howard-Azzeh, Co-President, Niagara Palestinian Assoc. *
- Mr. Ahmed Motiar, Director, Movement for Universal Justice *
- Ms. Judith Weisman, Jewish Women's Committee to End the Occupation
- Mr. Hazem Jamjoum, University of Toronto Arab Students' Collective
- Mr. Kole Kilibarda
- Mr. Adam Hanieh – deputation delivered by Ms. Rafeef Ziadah on behalf of Mr. Hanieh
- Ms. Hilani Shehadeh
- Mr. Dylan Penner
- Ms. Lara Ghaddar
- Ms. Carolyn Parrish, MP, Mississauga-Erindale – deputation delivered by Mr. Elias Hazineh on behalf of Ms. Parrish *
- Professor Abigail Bakan, Queen's University *

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

The Board was also in receipt of a written submission, dated October 14, 2005, from Henry Evans-Tenbrinke. A copy of Mr. Evans-Tenbrinke's written submission is on file in the Board office.

Following the deputations, the Board approved the following Motions:

- 1. THAT the deputations and written submissions be received; and**
- 2. THAT the Chair review the comments and recommendations contained in the submissions and that he prepare a full report on any policy matters that may be developed as a result of the submissions, and that the report be submitted to the Board for approval at a future meeting.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 14, 2005**

#P320. LEGAL INDEMNIFICATION: CASE No. SH/2005

The Board was in receipt of the following report July 27, 2005 from William Blair, Chief of Police:

Subject: LEGAL INDEMNIFICATION - CASE NO. SH/2005

Recommendation:

It is recommended that: the Board deny payment of an account from Mr. Andrew McKay, Barrister and Solicitor, in the total amount of \$2,193.50 for his representation of a court officer in a criminal matter.

Background:

A court officer has requested payment of legal fees under the legal indemnification clause of the Unit "C" Collective Agreement. The statement of account from Mr. Andrew McKay, Barrister and Solicitor, in the amount of \$2,193.50 for representing the aforementioned court officer has been received.

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

It is recommended that this account be denied.

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

The Board referred the foregoing report back to the Chief of Police for re-consideration. Additional information regarding the recommendation to deny legal indemnification in this case was considered during the in-camera meeting (Min. No. C262/05 refers).

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 14, 2005**

**#P321. BY-LAW NO. 153 – AMENDMENT TO BOARD FINANCIAL BY-LAW
NO. 147**

The Board was in receipt of the following report September 26, 2005 from William Blair, Chief of Police:

Subject: AMENDMENT TO BOARD FINANCIAL BY-LAW NO. 147

Recommendation:

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

Background:

At its meeting held on May 29, 2003 (Minute No. P132/03 refers), the Board enacted a new financial by-law, By-law No. 147 (the “By-law”).

The By-law currently provides that where there is an “existing agreement”, as defined in the By-law, the Chief of Police can make an award and commitment for any amount through the existing agreement. The Chief can only do so if there is an appropriation for the purpose of the award and commitment in the budget in the year in which the award or commitment are made, and the amount payable under the commitment, in the year in which the award and commitment are made, does not exceed the amount of the appropriation.

An “existing agreement” is defined in the By-law as an agreement between a public agency and a vendor for the supply of goods or services at the prices specified in the agreement and which allows the Service to acquire the goods or services at such prices. In addition, in order to qualify as an existing agreement, competitive prices for the goods or services must have been obtained by way of a public bidding process and the agreement must have been awarded to the vendor that offered the goods and services at the lowest price meeting specifications.

A similar situation arises in respect to vendors of record and pre-qualified suppliers approved by the Board. First, a “vendor of record” is a vendor that is approved by the Board and is a vendor of particular goods or service over a specific period of time. However, at the time the vendor of record is approved by the Board, no purchase is necessarily being made since it is anticipated that a series of purchases of goods or services will be made over the period of time for which the person has been awarded vendor of record status. For example, if a vendor is approved to provide office furniture to the Service over a three year period, it is possible that a series of furniture purchases

will be made from that vendor over the time period provided there are funds in the budget to allow the purchases to be made.

Second, a pre-qualified supplier is one who has participated in a pre-qualification process and who has been approved by the Board to participate, along with other pre-qualified suppliers, in subsequent solicitations for the goods or services that were the subject of the pre-qualification process. Once again, although the Board has approved those suppliers that will be entitled to participate in subsequent solicitations, at the time of the selection no purchase is being made. Subsequent purchases from the pre-qualified suppliers may be made over the period of the qualification following solicitations made to the pre-qualified group.

Given the concept of an existing agreement, it is recommended that the Board also enact amendments to the By-law to define a vendor of record and a pre-qualified supplier. In addition, the Board should enact additions to the By-law to authorize the Chief to make awards and commitments in excess of his current delegated authority of \$500,000.00 in respect to a vendor of record, provided there are funds in the budget for that purpose. The Board should also amend the By-law to authorize the Chief to make such awards and commitments in respect to a pre-qualified supplier, provided there are funds in the budget for that purpose, there has been a competitive purchasing process, and the award is being made to the lowest bidder meeting specifications. A similar request in relation to vendors of record was submitted to the Board at its meeting of October 16, 2003 (Minute No. P278/03 refers) and at that time was rejected by the Board. It is being recommended again, along with the recommendation in respect to the treatment of pre-qualified suppliers, as this will expedite the process for purchases in situations where the Board has already selected either the vendor or the group of suppliers for the purchase of the relevant goods or services over an approved period of time.

Staff members of the City Legal Department have reviewed this report and have drafted the attached amending by-law in accordance with the Service's direction. City Legal staff members are not commenting on the policy rationales underlying these proposed amendments.

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

The Board approved the foregoing.

TORONTO POLICE SERVICES BOARD

BY-LAW No. 153

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

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

WHEREAS it is desirable to amend the By-law to clarify a number of matters respecting the authority to make Awards and enter into Commitments, as those terms are defined in the By-law;

The Toronto Police Services Board HEREBY ENACTS as follows:

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

“Pre-qualified Supplier” means a Bidder or Proponent who has participated in a pre-qualification process and has been approved by the Board to participate in subsequent Solicitations for the Goods or Services that were the subject of the pre-qualification process;

“Vendor of Record” means a Bidder or Proponent to whom an Award has been made for the provision of specified Goods or Services as may be requested by the Board or the TPS from time to time during the time frame specified in the Award, without a Commitment being made for a specified expenditure amount.

2. Subsection 17(8) of the By-law is deleted and the following substituted therefor:

Provided that the condition set out in clause 17(5)(a) has been met, the Chief of Police may make an Award and Commitment for any amount when the relevant Goods and Services are being obtained:

- (a) through an Existing Agreement; or
- (b) from a Vendor of Record.

3. The following is added as subsection 17(8a) of the By-law:

Provided that the conditions set out in clauses 17(5)(a), (b) and (c) have been met, the Chief of Police may make an Award and Commitment for any amount when the relevant Goods and Services are being obtained from a Pre-qualified Supplier.

4. This by-law shall come into force on the date of its enactment.

ENACTED AND PASSED this 14th day of October 2005.

Alok Mukherjee
Chair

Approved:
Min. No.
P321/05

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 14, 2005**

#P322. NEW NO. 43 DIVISION FURNITURE AND EQUIPMENT PURCHASE

The Board was in receipt of the following report September 19, 2005 from William Blair, Chief of Police:

Subject: NEW 43 DIVISION FURNITURE AND EQUIPMENT PURCHASE

Recommendation:

It is recommended that: the Board approve the purchase of furniture and equipment for the new 43 Division in the amount of \$1,020,496.05, all taxes included, from the Service's "Vendor of Record", Mayhew & Associates Inc.

Background:

The Toronto Police Services Board at its meeting of July 29, 2004 approved the award of "Vendor of Record" status for the provision of furniture and related services to Mayhew & Associates Inc. (BM#P229/04 refers).

Given this approval, the 43 Division Architect (Nelson Wong Architect Inc.), Toronto Police Service (TPS) staff, and Mayhew & Associates personnel, developed an acceptable furniture layout and an associated "Bill of Materials". The "Bill of Materials" was subsequently adjusted to account for any existing furniture and equipment that could be re-deployed. This recommended contract award represents the new furniture and equipment that is required to properly equip the new 43 Division. The appropriate TPS personnel have reviewed the proposal and have determined it to be fair and reasonable.

Funding for the above purchase is available within the capital budget program for the new 43 Division.

Therefore, it is recommended that the Board approve the purchase of furniture and equipment for the new 43 Division in the amount of \$1,020,496.05, all taxes included, from the Service's "Vendor of Record", Mayhew & Associates Inc.

Mr. Angelo Cristofaro, Acting Chief Administrative Officer, Administrative Command, will be in attendance to answer any questions the Board members 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 OCTOBER 14, 2005**

#P323. FEE STRUCTURE FOR EXTERNAL LEGAL SERVICES

The Board was in receipt of the following report September 13, 2005 from Albert Cohen, City of Toronto – Legal Services Division:

Subject: Fee Structure for External Legal Services

Recommendation:

It is recommended that the Board adopt the legal fee and disbursements policy attached as Appendix “A” to this report, to apply to the Board’s retention of external legal counsel.

Background:

At its meeting held on June 13, 2005, the Board considered my report regarding a process for selecting external legal counsel and establishing a fee structure for external legal services (Minute No. P191/05 refers). At that meeting the Board adopted two of the recommendations contained in my report but deferred consideration of the third recommendation respecting adoption of a fee schedule for external counsel to its meeting of July 12, 2005.

In considering the matter at its July meeting, the Board requested the City Solicitor to provide a further report to the Board on the development of a tariff for outside legal services that is not inconsistent with the tariff currently being considered by City of Toronto Council. The City’s proposed tariff was contained in a report on indemnification of management and excluded City employees for legal costs incurred in the course of defending claims arising from their employment activities.

The Board should note that at its meeting held on July 19, 20 and 21, 2005, City Council did not adopt the proposed employee indemnification policy but referred it back to the City’s Executive Director of Human Resources to be re-submitted along with a policy on indemnification of Council members. Therefore, it is currently impossible to determine whether the draft tariff attached to this report will be consistent with the one that may ultimately be adopted by City Council.

Discussion:

Attached as Appendix “A” to this report is a draft policy establishing Board approved rates for legal fees for external legal counsel and disbursements for legal costs that mirrors the relevant portion of the policy considered by City Council.

In addition, the attached policy contains a clause addressing increases to the tariff and deviations from the policy which is similar to those contained in the draft City policy.

The Board approved the foregoing.

APPENDIX "A"

TORONTO POLICE SERVICES BOARD

TPSB POL – 000

Fees for External Legal Counsel

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

Board Authority: BM/yr

Board Authority:

BOARD POLICY

It is the policy of the Toronto Police Services Board that when external legal counsel is retained, such legal counsel shall be paid in accordance with the Costs Grid set out below and in accordance with Part II (Disbursements) of Tariff "A" to the Rules of Civil Procedure, as amended (hereinafter collectively referred to as the "Tariff").

The Board, on advice from the City Solicitor, shall review the Costs Grid in the Tariff from time to time.

Despite the Tariff, the City Solicitor shall assess the reasonableness of the bill submitted by external legal counsel and make a recommendation to the Board for its final decision.

In exceptional circumstances, the Board, upon the recommendation of the City Solicitor, may reimburse for rates in excess of those set out in the Tariff.

Costs Grid

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

REPORTING: The City Solicitor shall report to the Board on the Costs Grid from time to time as required.

LEGISLATIVE REFERENCE

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 14, 2005**

**#P324. SEXUAL ASSAULT AUDIT STEERING COMMITTEE – CHANGE IN
MEMBERSHIP**

The Board was in receipt of the following report September 20, 2005 from Pam McConnell, Chair:

Subject: SEXUAL ASSAULT AUDIT STEERING COMMITTEE – CHANGE IN
MEMBERSHIP

Recommendation:

It is recommended that the Board amend its decision to refer to Jane Doe as a “Special Advisor” to the Sexual Assault Audit Steering Committee and, instead, name her as a community member.

Background:

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

At this time, the Board approved a number of motions, including the adoption of all 25 recommendations contained in the Auditor General’s report. The Board also approved the establishment of a Steering Committee to provide expertise with respect to the implementation of the recommendations. The motion required the Board to “ensure that the Steering Committee also includes at least three senior officers from the Service and an equal number of women from the anti-violence community with knowledge of the audit process.”

Subsequently, the Board posted an application for community members to serve on the Steering Committee and, at its April 7, 2005 meeting, approved a report from the Chair selecting three women from among the applicants (Min. No. P148/05 refers.) The report received by the Board also appointed Jane Doe to serve as a Special Advisor to the Steering Committee as “a full participant in the process.” It was the successful civil case of Jane Doe that led to Toronto City Council passing a motion requiring that the City Auditor conduct an audit regarding the handling of sexual assault cases by the Toronto Police Service. She served as a consultant to the audit and has been an extremely active member of the women’s anti-violence community.

Through the work of the Steering Committee, it has become clear that Jane Doe’s role is more appropriately that of a community member rather than a Special Advisor. She participates fully in the Steering Committee process and represents the women’s anti-violence community. As her role in the process is identical to that of the other three women who serve as community members, I submit that her title be changed from that of “Special Advisor” to that of “community member.”

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 14, 2005**

**#P325. REQUEST FOR FUNDS: 42ND ANNUAL FBI NATIONAL ACADEMY
ASSOCIATES TRAINING CONFERENCE: JULY 15-19, 2006**

The Board was in receipt of the following report September 19, 2005 from William Blair, Chief of Police:

Subject: 42ND ANNUAL FBI NATIONAL ACADEMY ASSOCIATES TRAINING
CONFERENCE – JULY 15 – 19, 2006

Recommendation:

It is recommended that:

- (1) The Board approve sponsorship of the 2006 FBI National Academy Associates Training Conference in the amount of \$50,000.00, to be provided from the Board's Special Fund, to fund the president's reception to be held at the Ricoh Coliseum
- (2) The Toronto Police Services Board members participate in the Opening Ceremonies on Sunday, July 16, 2006 by welcoming delegates to the conference
- (3) The Toronto Police Services Board members accept an invitation to participate in all aspects of the conference and to serve as hosts at the president's reception on the evening of Sunday, July 16, 2006

Background:

The FBI National Academy Associates (FBINAA) is recognized globally, among government leaders, law enforcement agencies and our communities, as the premier provider of law enforcement expertise, training, education and information. Our hallmarks are our leadership, teamwork and the courage of our members, and our ability to anticipate and effectively respond to global and community law enforcement needs, ensuring the safety of the citizens we serve.

The Toronto Police Service has been awarded the privilege of hosting the 42nd Annual FBINAA National Training Conference and Law Enforcement Exposition in 2006. This is the first time the National Conference has been held outside of the United States. Deputy Chief of Police Kim Derry, has been appointed the Chair of the Conference that will be held at the Sheraton Conference Centre on Queen Street West. Representatives from the Canadian Federal, Provincial and Municipal Governments along with their U.S. counterparts will be in attendance. I am pleased to extend a personal invitation to every member of the Toronto Police Services Board to attend and participate in the conference program and networking activities.

The FBINAA Training Conference will attract more than 2,000 delegates from around the world, their companions and children. Each year, the national conference is conducted in a different city to advance the education of the members. Our training will be centred on transnational and cross border crime, e-crime and best practices. This training will focus on financial, technological crimes in addition to intelligence sharing. A dedicated group of law enforcement professionals have been busy planning every detail, from comprehensive training to special activities designed to treat our delegates and their families to Toronto hospitality. In addition, the conference will be hosting a youth leadership component of up to 200 youth delegates, who have graduated from the FBI National Academy Youth Program initiated in 1999.

Over the years, it has become customary for Police Services Boards to support and participate in various conferences in their jurisdiction. In 1987, the Toronto Police Service hosted the International Association of Chiefs of Police (IACP) conference and the Board donated \$210,000. In 1996, TPS hosted the Ontario Association of Chiefs of Police (OACP) conference and the Board donated \$100,000. In 2001, TPS hosted the IACP conference, and the Board donated \$100,000. In 2002 the OACP conference was once again allocated \$20,000 and \$45,000, in June 2005. The Chair of the Toronto Police Services Board delivered a message of welcome at the official opening ceremonies and members of the Board served as sponsors and hosts for a reception at these conferences. The projected cost of the President's Reception on July 16, 2006 is \$150,000.

The budget for the conference is set at about \$1.3 million. While a considerable portion of the conference expenses are covered through delegate registrations and support from the FBINAA national office, additional financial support is derived through private and public sector sponsorships. Toronto Police Service Directive 18-08 requires that the Board be notified of corporate donations that exceed \$1,500. Our conference planning team is currently negotiating with a number of corporations who have expressed interest in sponsoring the conference in a variety of ways. At the conclusion of the conference, and after all expenses and funding activities have been reconciled, the Board will be provided with a financial summary which will meet the requirements of Service Directive 18-08.

Therefore, it is recommended that:

1. The Board approve sponsorship of the 2006 FBI National Academy Associates Training Conference in the amount of \$50,000.00, to be provided from the Board's Special Fund, to fund the president's reception to be held at the Ricoh Coliseum
2. The Toronto Police Services Board members participate in the Opening Ceremonies on Sunday, July 16, 2006 by welcoming delegates to the conference
3. The Toronto Police Services Board members accept an invitation to participate in all aspects of the conference and to serve as hosts at the president's reception on the evening of Sunday, July 16, 2006.

Deputy Chief Kim Derry, Divisional Policing Command, will be available 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 OCTOBER 14, 2005**

**#P326. REQUEST FOR FUNDS: FITNESS EQUIPMENT AT THE NEW NO. 43
DIVISION**

The Board was in receipt of the following report September 14, 2005 from William Blair, Chief of Police:

Subject: REQUEST FOR FUNDS FOR FITNESS EQUIPMENT AT THE NEW NO. 43
DIVISION

Recommendation:

It is recommended that: the Board approve funding in the amount of \$11,752.21 (representing one third of the cost) to purchase fitness equipment for the new No. 43 Division fitness room located at 4331 Lawrence Avenue East.

Background:

The new No. 43 Division will open in January, 2006. Approximately two hundred and forty five uniform and civilian personnel will be assigned to the new Division. A fitness room has been built at this new police facility.

Fitness equipment is required by personnel endeavouring to improve or maintain their level of fitness. The fitness equipment will allow members to perform both cardiovascular and muscular/strength exercise. The personal benefits of exercise are well documented and obvious. The benefits to the Service in supporting fitness can include reduced absenteeism, increased productivity and increased job satisfaction.

As a result of the above, one third of the funding for fitness equipment, in the amount of \$11,752.21 is requested from the Special Fund. This request is made in accordance with Board Policy # 15, Fitness Facilities that states:

“To offset the cost of equipment for fitness facilities, the Board will endeavour to obtain the maximum amount of government funding possible. The balance of the cost will be shared according to the Board’s current policy: 1/3 payable by the Board, 1/3 payable by the Toronto Police Amateur Athletic Association and 1/3 payable by the members.”

Description and Cost of Equipment:

1	Nautilus T914 heavy commercial treadmill	\$6,180.00
1	Nautilus E916 heavy commercial elliptical	\$5,790.00
1	Stairmaster Momentum 3400CE upright bike	\$3,475.00
1	Matrix seated leg extension	\$2,395.00
1	Matrix leg curl	\$2,200.00
1	Matrix 4 stack cable cross-over jungle	\$5,320.00
1	Matrix flat pad hyperextension	\$535.00
1	Matrix power rack	\$600.00
1	Matrix super adjustable bench	\$550.00
1	Matrix flat bench	\$200.00
2	Matrix Olympic plate tree	\$240.00
2	York 300Ib Olympic set	\$440.00
1	Set York Olympic plates	\$110.40
1	York Olympic Eazy curl bar w/collar	\$80.00
1	Set York Pro welded dumbbells 5Ib-80Ib	\$1,062.55
2	Matrix 6ft. 2 tier step dumbbell rack	\$720.00
1	ATF 75Ib heavy bag	\$140.00
1	Matrix wall mounted bag hanger	\$200.00
	Delivery and Installation	\$420.00
	Sub Total	\$30,657.95
	GST	\$2,146.06
	PST	<u>\$2,452.64</u>
	TOTAL	\$35,256.64

It is therefore recommended that the Board approve funding in the amount of \$11,752.21 (representing one third of the cost) to purchase fitness equipment for the new No. 43 Division fitness room located at 4331 Lawrence Avenue East.

Deputy Chief Kim Derry, Divisional Policing 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 OCTOBER 14, 2005**

**#P327. REQUEST FOR FUNDS: LAW ENFORCEMENT ABORIGINAL AND
DIVERSITY (L.E.A.D.) NETWORK “BUILDING TRUST” CONFERENCE**

The Board was in receipt of the following report August 21, 2005 from William Blair, Chief of Police:

Subject: REQUEST FOR FUNDS: LAW ENFORCEMENT ABORIGINAL AND
DIVERSITY (L.E.A.D.) NETWORK “BUILDING TRUST” CONFERENCE

Recommendation:

It is recommended that: the Board approve funding from the Board’s Special Fund in the amount of \$25,000.00 to support the Law Enforcement Aboriginal and Diversity (L.E.A.D.) Network Conference being held from April 30 to May 3, 2006, in Toronto.

Background:

The Law Enforcement Aboriginal and Diversity (L.E.A.D.) Network emerged from a series of discussions which took place among grassroots delegates at two conferences sponsored by the Secretary of State for Multiculturalism, which were held in Ottawa and Winnipeg during 2003. Conference participants from across Canada recognized the need to “achieve a common professional approach by all Canadian law enforcement agencies to relationships with Aboriginal and diverse communities.” At its Annual Conference in August 2003 the Canadian Association of Chiefs of Police (C.A.C.P.) entered into an agreement with Canadian Heritage, Multiculturalism Branch, to collaborate in the development of the proposed network.

Subsequently, a network of police officers, functioning at the national, provincial/territorial, regional, municipal, and Aboriginal community levels throughout Canada, was formed with the goal of improving the capacity of law enforcement agencies to better serve Aboriginal, ethnocultural and ethnoracial communities. The L.E.A.D. Network has since established a Steering Committee and Working Group and has created an infrastructure to connect officers from all parts of Canada, enabling them to share best practices in diversity issues, such as training, human resources and community consultation. In December of 2004, a five-year business plan was completed, submitted and accepted by the Minister of State for Multiculturalism, The Honourable Raymond Chan, thereby bringing sustainability to the L.E.A.D. Network. Staff Inspector Robin Breen of the Community Liaison Unit has participated as the Service’s designate on the L.E.A.D. Network since its inception.

The L.E.A.D. Network is currently arranging a third conference with the theme of “Building Trust” being held from April 30 to May 3, 2006, at the Royal York Hotel in Toronto. Its purpose is to “bring together more closely the key principals in providing quality service to Aboriginal and diverse communities” and “to come to a co-operative understanding in seeking solutions on the challenges facing the public and police on building relationships of trust”. The conference planning team anticipates an attendance in excess of 800 police and community delegates.

This national conference is being co-hosted by the Royal Canadian Mounted Police (R.C.M.P.) and the Ontario Provincial Police (O.P.P.). It is being planned and organized with the support of the L.E.A.D. Network, Canadian Association of Chiefs of Police (C.A.C.P.), Canadian Heritage, First Nations Policing, and the Association of Black Law Enforcers (A.B.L.E.). The Conference Chairs are Commissioner Gwen Boniface of the O.P.P., Acting Commissioner Michel Séguin of the R.C.M.P. and Chief Brian Rupert of the Treaty Three Police Service.

To date, financial support for this conference has surpassed \$100,000.00, with Canadian Heritage contributing \$50,000.00, and the R.C.M.P. and O.P.P. contributing \$25,000.00 respectively. Other major federal and provincial government agencies and police services have expressed an interest in becoming involved and financially supporting this conference.

The Toronto Police Service has received a formal invitation from Mr. Peter Cuthbert, Executive Director, C.A.C.P., to become involved in the hosting and sponsoring of this event.

The nature of this conference and the fact that it is being held in Toronto, the most cosmopolitan city in Canada, provides an opportunity for the Toronto Police Service to publicly reinforce its ongoing commitment to the diverse communities it serves. The local venue will also enable maximum participation by both members of the Service and its community partners.

The potential benefits to the Board, the Service and the community are not only significant but consistent with the work of the Board/Service Race Relations Joint Working Group and other continuing efforts to achieve excellence in diversity relations. The conference will offer a unique opportunity to share information, make new contacts and gain further insights into methods by which Service members may better meet the policing needs of all of the citizens of Toronto.

As a leader in diversity relations, the Toronto Police Service’s active participation, as well as financial contribution, is essential to the success of this conference.

It is therefore recommended that the Board approve funding from the Board’s Special Fund in the amount of \$25,000.00 to support the Law Enforcement Aboriginal and Diversity (L.E.A.D.) Network Conference being held from April 30 to May 3, 2006, in Toronto.

Deputy Chief Keith Forde, Human Resources Command, will be present to answer any questions that Board members may have.

The Board approved the foregoing.

May 13, 2005

Chief William Blair
Toronto Police Service
40 College Street
Toronto, ON
M5G 2J3

**Subject: Law Enforcement Aboriginal & Diversity Network
(LEAD) Conference “Building Trust”
April 30-May 3, 2006
Toronto, Ontario, Royal York Hotel**

Chief Blair:

In reference to the above subject, I am writing you on behalf of the conference planning team to extend an invitation to you and your police service to become involved in hosting and sponsoring this strategic event.

As you are aware, the Ministry of Heritage Canada, through the Multiculturalism branch, entered into an agreement with the CACP to develop a Law Enforcement Aboriginal & Diversity Network (LEAD). The Network's purpose is to improve the capacity of law enforcement agencies across Canada to serve Aboriginal, ethnocultural and ethnoracial communities. One of the main objectives of the LEAD initiative is to support and enable law enforcement agencies to collaborate with community organizations to identify barriers to effective collaboration and to develop and implement strategies to overcome these barriers. S/Insp. Robin Brien, a member of your service, plays an important role in advancing the objectives of this project.

One of the deliverables of the LEAD initiative is the hosting of a conference on “Building Trust”, with the objective to “bring together more closely the key principles in providing quality service to Aboriginal and diverse communities and to come to a co-operative understanding and seek solutions on the challenges facing the public and police on building relationships of trust”. The conference is planned as noted above and to date the conference hosts are the OPP, RCMP, CACP, ABLE, First Nations Policing and the LEAD Network. The Conference Chairs are Commr. Gwen Boniface, A/Commr. Michel Séguin and Chief Brian Rupert.

Financial contributions to this date have exceeded \$100,000 with the OPP and RCMP contributing \$25,000 each, Multiculturalism Canada \$50,000. Other major Federal and Provincial government agencies and services have expressed interest in becoming involved and financially supporting this initiative.

The conference planning team, led by C/Supt. Susan Dunn, OPP, made up of numerous police agencies and community representatives, seek your support, involvement and financial assistance in the design and delivery of this conference. In Winnipeg 2003, this conference attracted over 700 front line officers and community members. The planning team believe that in 2006, attendance will exceed 800 delegates. Those presently involved would welcome Toronto Police Service's support and partnership in this endeavour.

Sincerely,

Peter Cuthbert
Executive Director

CC. C/Supt. Susan Dunn
C/Supt. Gary Grant
Supt. Ken Cenzura

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 14, 2005**

**#P328. SPECIAL CONSTABLES – APPOINTMENTS – TORONTO
COMMUNITY HOUSING CORPORATION**

The Board was in receipt of the following report September 09, 2005 from William Blair, Chief of Police:

Subject: APPOINTMENT OF SPECIAL CONSTABLES FOR THE TORONTO
COMMUNITY HOUSING CORPORATION (TCHC)

Recommendation:

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

Background:

Under Section 53 of the Police Services Act of Ontario (the Act), the Board is authorized to appoint special constables, subject to the approval of the Minister. Pursuant to this authority, the Board entered into an agreement with the former Metropolitan Toronto Housing Authority (MTHA), now called the Toronto Community Housing Corporation (TCHC), for the administration of special constables as a pilot project (Board Minute #414/99, refers).

At its meeting on January 29, 1998, the Board approved that requests for appointment of special constables, who are not members of the Service, be forwarded to the Board with the Chief's recommendation, for the Board's consideration (Board Minute #41/98, refers).

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

The Service has received a request from Ms. Terry Skelton, Director, TCHC, Community Safety Unit, that the following individuals be appointed as special constables.

1. Yevgeni VERCHENKO
2. Edmund ROCK

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

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

The TCHC has advised that the applicants meet the TCHC hiring criteria and have successfully completed the mandatory training program conducted by the TCHC for their special constables.

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

Deputy Chief Keith Forde, Human Resources Command, will be in attendance to respond to any questions that Board members 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 OCTOBER 14, 2005**

#P329. JOB DESCRIPTION – GENERAL LEDGER ACCOUNTS CLERK

The Board was in receipt of the following report September 08, 2005 from William Blair, Chief of Police:

Subject: NEW JOB DESCRIPTION -- GENERAL LEDGER ACCOUNTS CLERK

Recommendation:

It is recommended that: the Board approve the attached new job description and job classification for the position of General Ledger Accounts Clerk (A06090).

Background:

Prior to the System Application Products (SAP) financial system being implemented in October 2001, the Toronto Police Service operated under a separate and distinct financial system from the City necessitating duplicate entry of TPS records into the City's system. This resulted in TPS dedicating one employee whose responsibility was to reconcile City records with ours to ensure that both sets of numbers were accurate and consistent.

Since the implementation of SAP, the reconciliation role has evolved to include reviews and analyses of general ledger accounts and accounting journal entries. This position is also responsible for making necessary adjustments to accounts in compliance with established policies, procedures and methodology. A job description for this new position entitled General Ledger Accounts Clerk has been developed.

Based on the attached job description, Compensation and Benefits has assessed this position as a Class A06 (35-hour) job within the Unit "A" Collective Agreement. This classification carries a current salary range of \$41,447 to \$ 46,665 per annum (2004 rates). This position will be created through the deletion of a Class A6 Payroll Coordinator position resulting in no net increase to the Unit's establishment and no impact on the budget.

It is hereby recommended that the Board approve the attached job description and job classification for the position of General Ledger Accounts Clerk (A06090). Upon approval of this recommendation by the Board, the Toronto Police Association will be notified, as required by the Collective Agreement.

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

The Board approved the foregoing.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points: 364.0 (D/T)
Pay Class: A06

JOB TITLE:	General Ledger Accounts Clerk	JOB NO.:	A06090.3
BRANCH:	Administrative Command, Finance & Admin.	SUPERSEDES:	New
UNIT:	Financial Management	HOURS OF WORK:	35 SHIFTS: 1
SECTION:	Accounting	NO. OF INCUMBENTS IN THIS JOB:	1
REPORTS TO:	Analyst, Accounting	DATE PREPARED:	2005.08.10

SUMMARY OF FUNCTION: Performs reviews and analyses of general ledger accounts, accounting journal entries, reconciliations, and makes necessary adjustments in compliance with established policies, procedures, practices and methodology.

DIRECTION EXERCISED: None.

MACHINES & EQUIPMENT USED: Microcomputer with associated software and other related office equipment as may be required.

DUTIES AND RESPONSIBILITIES:

1. Performs reviews and analyses of specific general ledger accounts ensuring accounting transactions are accurately recorded in accordance with the Generally Accepted Accounting Principles (GAAP), Federal and Provincial Tax legislation and Municipal and Board by-laws.
2. Evaluates journal entry requests and prepares adjusting entries to reallocate, reclassify or correct accounting transactions ensuring consistent compliance with established policies, procedures, practices and methodology. Prepares periodic adjustments to various Reserve accounts, analyzes and calculates self-assessed taxes owing and performs adjustments as required.
3. Performs the correction and clearing of three way match discrepancies generated from Accounts Payable transactions. Provides corrective measures and follow through.
4. Prepares for the bi-weekly payroll interface to SAP by reviewing, analyzing and verifying Payroll paysheet, preparing bank transfers, and coordinates the postings of the General Ledger information with the City of Toronto Financial Accounting Systems and Procedures (FASP) group.
5. Participates in the evaluation of accounting policies, procedures, methods and practices to ensure integrity of internal control; assists in special projects as assigned; performs ad hoc reporting and conducts financial research when required.
6. Assists in the annual preparation of working papers and other required yearend reports to be used in the consolidation of the financial statements.
7. Liaises with Service personnel, unit commanders, City Finance and City Departments on accounting issues in a variety of situations. Maintains in-depth knowledge of Generally Accepted Accounting Principles (GAAP), commodity taxation, Board by-laws, policies and procedures to provide advice and assistance to section staff and Service personnel.
8. Performs typical duties inherent to the position.

mch117682

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 14, 2005**

#P330. JOB DESCRIPTION – APPLICATIONS COORDINATOR, PAYROLL

The Board was in receipt of the following report September 08, 2005 from William Blair, Chief of Police:

Subject: NEW JOB DESCRIPTION – APPLICATIONS COORDINATOR, PAYROLL

Recommendation:

It is recommended that: the Board approve the attached new job description and job classification for the position of Applications Coordinator, Payroll (A08058).

Background:

The implementation of the Time Resource Management System (TRMS) resulted in changes to the business processes between Financial Management and the Enterprise Resources Management Systems Unit (ERMS). These two units have determined that the creation of a new position, with payroll expertise, working closely with the ERMS Unit in addressing payroll specific issues would ensure that systems impacting Payroll Services are effectively supported. This new position, the Applications Coordinator, Payroll would also provide valuable input in the development and administration of payroll systems and payroll processing.

The new job has been evaluated by Compensation and Benefits to be in Job Class A08 (35-hour) within the Unit 'A' Collective Agreement with an annual salary range of \$47,719 to \$53,986 (2004 rates). This position will be staffed using the unit's existing budget and establishment through the deletion of a Class A10 position.

It is hereby recommended that the Board approve the attached job description for the position of Applications Coordinator, Payroll. Upon approval of the Board, the Toronto Police Association will be notified, as required by the Collective Agreement.

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

The Board approved the foregoing.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points: 422.5 (D/T)
Pay Class A08

JOB TITLE: Applications Co-ordinator, Payroll	JOB NO.: A08058.3
BRANCH: Administrative Command, Finance & Admin.	SUPERSEDES: New
UNIT: Financial Management	HOURS OF WORK: 35 SHIFTS: 1
SECTION:	NO. OF INCUMBENTS IN THIS JOB: 1
REPORTS TO: Manager, Financial Management	DATE PREPARED: 2005.08.10

DUTIES AND RESPONSIBILITIES: (contd.)

6. Maintains current knowledge and understanding of:
 - Service organizational structure and position management as they relate to payroll changes.
 - integration between HRMS payroll and key applications such as TRMS and SAP financials
 - payroll business practices and identifies and promotes best practices with the payroll systems
 - all Service collective agreements, labour relations interpretations, base benefit requirements, time entry exceptions and Service work schedules as they affect payroll
7. Participates in projects and may be required to lead small projects under the governance of the ERMS unit by providing project leadership, functional specifications, configuration of tables and testing as they relate to the Payroll module.
8. Liaises with IT for issue resolution relating to interfaces, pay runs and other systems issues and prepares specifications on amendments to existing programs to comply with collective agreement changes.
9. Conducts reviews and tax research as required, utilizing the services of the CRA, PaySource, The Canadian Payroll Association and other legislative and interpretative materials. Represents Payroll Services at ERMS meetings. Performs technical coordinator functions for banking service provider standalone systems. Analyzes and determines how Federal and Provincial budgets affect payroll.
10. Performs other related duties inherent to the position..

mc#118482

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 14, 2005**

**#P331. eCOPS PROJECT – RESPONSE TO RECOMMENDATIONS
CONTAINED IN THE AUDITOR GENERAL’S REPORT ENTITLED
*REVIEW OF THE ENTERPRISE CASE AND OCCURRENCE
PROCESSING SYSTEM (ECOPS) PROJECT – TORONTO POLICE
SERVICE***

The Board was in receipt of the following report September 14, 2005 from William Blair, Chief of Police:

Subject: RESPONSE TO THE AUDITOR GENERAL RECOMMENDATIONS

Recommendation:

It is recommended that:

- (1) the Board receive this report; and,
- (2) the Board forward a copy of this report to the City Audit Committee for information.

Background:

At its meeting held on June 13, 2005, the Board received a presentation from Mr. Jeffrey Griffiths, Auditor General, City of Toronto, with respect to his report entitled *Review of the Enterprise Case and Occurrence Processing System (eCOPS) Project – Toronto Police Service*. (#P186/05 refers.) At that meeting, the Board approved the following motion:

THAT the Board request the Chief of Police to provide a report to the Board regarding the implementation of the recommendations for its October 14, 2005 meeting.

Information Technology Services (ITS) is in the process of restructuring its project management framework. The initial step was to create and staff a Project Management Office (PMO) which was accomplished in April, 2005. Through this office, ITS has formalized the project management process which includes:

- the development of portfolio and project management frameworks with supporting documentation;
- the training of senior ITS management on the documentation and approval requirements;
- the training and certification of ITS project managers through the Project Management Institute;
- the formalization of the roles of Service project sponsors and their responsibility in the project development process;
- the presentation and approval of the project methodology by the Service’s Information Technology Steering Committee (ITSC);

- the framework for reporting, reviewing and approving the project portfolio through regular meetings of the ITSC.

As well, ITS has undertaken a review of all of its IT processes with a target of standardizing and formalizing its own processes through the adoption of industry standard ITIL (IT Infrastructure Library) practices. IT Governance Framework is an ongoing program. A separate report entitled *IT Governance Framework – Progress Report* will be submitted to the Board for its October, 2005 meeting.

The following represents the course of action to address the specific recommendations contained in Appendix 1 of the Auditor General’s report presented to the Board on June 13, 2005.

1. In order to establish clear authority and responsibility for the management of all information technology projects, the Chief of Police ensure that uniform and consistent guidelines for the development of all information technology projects are clearly articulated. The uniform and consistent guidelines should, at a minimum, include the following requirements:

- *information technology projects be staffed and managed by experienced and proficient technology professionals;*

Action: ITS is ensuring that all Information Technology projects are properly staffed and managed. The Director has formed a Project Management Office led by Manager John Denomy. Manager John Denomy was hired on April 5, 2005. He is a certified Project Management Professional (PMP), and has led 13 major projects/initiatives in the private and public sectors over the past 15 years. To date that manager has:

- Established a portfolio management framework and a project management framework. The frameworks were presented to and approved by the Information Technology Steering Committee (ITSC). The frameworks include very high standards for project management that are now in place throughout our Information Technology Services (ITS) organization. For instance, every new project will have a project charter (14 in place at this time), a detailed project plan in Microsoft Project, schedule, work and cost estimating, with progress reporting and tracking for each task (schedule, work and cost) occurring every 2 weeks.
- Developed a training and certification program for the management team and 25 project managers. The training plan includes;
 - A ½ day training workshop on the frameworks and related standards (Completed).
 - A ½ workshop to develop Microsoft Project basic skills (Completed).
 - A ½ day workshop to develop Microsoft Project advanced skills (Completed).
 - A 2 day self-directed basic project management course.
 - A project management skills inventory for all managers and project managers (To be conducted 4Q05).

- A 14 day PMP certification training curriculum for 10 of our project managers (To commence in 2006). The 10 project managers will be fully certified by successfully completing a 3 hour examination.
 - A 2 day Associate PMP certification training curriculum for 15 of our project managers (To commence in 2006). The 15 project managers will be fully certified by successfully completing a 3 hour examination. We intend to have them complete full PMP certification over the next 5 year period.
 - Established a formal project review process to be completed for major projects by the Project Management Office. In addition, selected projects are presented to the ITSC who serve as an oversight body.
 - Developed a comprehensive project tracking and progress reporting system. A database has been established to include the key information pertinent to our projects. This database is updated each month and reported in a dashboard fashion to the ITSC by the ITS management team.
- *budgets (including staff time) should be complete, detailed and based on verifiable assumptions. Budgets for major projects should be reviewed and approved by an independent and third party such as the Professional Standards – Quality Assurance Unit;*

Action: ITS has been making changes to its project development process through the newly initiated Project Management Office. The IT Steering Committee (ITSC) will play a vital role in approving all projects. They will review each project at three critical stages prior to approval: the Idea stage, the Feasibility stage and the Business Case stage. Project budgets, including staff time, are included in each stage to complement the decision and prioritization process.

The budget for all projects will be based on a detailed project plan, derived from the project charter. It will include an allocation for project management disciplines, structured upon defined deliverables and will include internal staff time as well as all other expenditures.

The budget, as part of the project plan, and the project charter will be approved, with appropriate formal sign-off by the ITS project manager, ITS resource manager(s), IT project management office, the project sponsor, project steering committee, ITSC, Chief of Police or the Toronto Police Services Board.

In addition to participating as a member of the ITSC, the Finance Department will continue to play a vital role and will review and sign-off on each business case prior to presentation.

The Audit and Quality Assurance Unit will review all large projects for compliance to the IT project development framework prior to their submission to the ITSC. Large projects have been identified by ITS to be those in excess of \$500,000. This compliance review, along with the appropriate sign-off by the Finance Department, will help to ensure that complete, detailed and verifiable assumptions have been utilized for new project development.

- *all expenditures be systematically tracked throughout the projects life cycle. Such expenditures should be reviewed and approved by an independent third party.*

Action: Monthly progress reviews will be conducted for each project with the sponsor (and project steering committee, if established) and will include tracking of project costs (actual and projected) against the original baseline, including internal staff time costs. Any budget increases require formal authorization based upon pre-defined levels of authority documented in the project charter (project manager, sponsor, project steering committee, ITSC, Chief of Police or Toronto Police Services Board).

The formal project reviews with the ITSC include the tracking of the budget versus the actual expenditures on each project.

- *a baseline project schedule with detailed attainable should be developed. Milestones should be reported on a regular basis and should be subject to verification by an independent third party; and*

Action: Monthly progress reviews will be conducted for each project with the sponsor (and project steering committee if established) and will include tracking of project activities, deliverables and milestones against the original baseline. Any schedule revisions will require formal authorization based upon pre-defined levels of authority documented in the project charter.

The formal project reviews with the ITSC include the tracking of the progress versus the baseline targets.

- *users be included in the development of all functional requirements.*

Action: User involvement is a key part of the portfolio and project management frameworks. The idea originator, with assistance from ITS, will prepare the documentation for review with the ITSC for each project at the three critical stages prior to approval.

The originator (or designate) will sign-off on the project charter and project plan for the project.

Modifications to the scope (requirements) of the project will be managed and approved through a formal change management process. Changes will be authorized based upon pre-defined levels of authority documented in the project charter.

2. ***The Chief of Police ensure that future technology projects include details on all potential development options, including the possibilities of outsourcing such activities.***

Action: The ITSC, acting under the authority of the Chief of Police, will review and approve all projects at three critical stages prior to approval (Idea, Feasibility and Business Case). During the reviews the committee, which includes the ITS Director and PMO, will ensure that all potential development options, including outsourcing and commercial off the shelf solutions (COTS) have been considered.

The ITS Director will also review key project decisions with the Chief of Police during regular quarterly reviews or as warranted.

3. ***The Chief of Police ensure the reporting to the Police Services Board is accurate and timely. Original budgets for all large scale technology projects should be approved by the Toronto Police Services Board. Any costs projected to be in excess of original budget should be reported to the Toronto Police Services Board for approval on a timely basis and all such requests include a justification analysis.***

Action: Monthly progress reviews will be conducted for each project with the sponsor (and project steering committee if established) and will include tracking of project costs (actual and projected) against the original baseline, including internal staff time costs. Any budget increases will require formal authorization based upon pre-defined levels of authority documented in the project charter (project manager, sponsor, project steering committee, ITSC, Chief of Police or Toronto Police Services Board).

The Finance Department, as a member of the ITSC, will ensure the validity of the budget increase should the required increase warrant the approval of the ITSC, Chief of Police or Toronto Police Services Board.

4. ***The Chief of Police, by September 2005, report to the Toronto Police Services Board on the status of the implementation of recommendations contained in the Auditor General's report, entitled "Information Technology Service Unit Review – Toronto Police Service", December 2002, and the Auditor General's report entitled "Selection and Hiring of Professional and Consulting Services Review", dated June 19, 2001.***

Action: The ITS responses to the "Information Technology Service Unit Review – Toronto Police Service" audit has been submitted, reviewed and discussed with the Auditor General's Office. That report is provided as an appendix to

this Board letter. (Appendix A). As well, ITS has scheduled quarterly updates and is scheduling meetings with the Auditor General's Office to discuss status and progress on the recommendations.

Board Minute No. P80/02 outlines the action taken by the TPS relative to the Auditor General's report entitled *Selection and Hiring of Professional and Consulting Services Review*.

5. ***The Chief of Police, give consideration to the development of a process where responses to individual audit recommendations are validated by an independent third party.***

Action: Responses to individual audit recommendations will be validated by the Professional Standards – Quality Assurance Unit.

6. ***The Chief of Police and the City's Deputy City Manager and Chief Financial Officer develop an ongoing protocol and working relationship in order to ensure that:***

- *technology developments do not occur in isolation from each other;*
- *technology developments are in accordance with the long-term objectives of both organizations; and*
- *the purchase of any computer hardware and software is co-coordinated.*

Action: The ITS Director has initiated regular meetings with his counterparts at the City and the Toronto Transit Commission (TTC) to share project development initiatives and long term objectives. The intent of these meetings is to identify common initiatives and areas where there is benefit in working together to reduce costs, pool resources, etc.

7. ***The Chief of Police ensure that the implementation of new information systems are not initiated until Privacy Impact Assessment evaluations are completed. The requirement for a Privacy Impact Assessment be mandatory in all business cases supporting systems development where personal information is involved and the costs relating thereto be an integral part of project implementation costs.***

Action: Working with the TPS Risk Management Office, ITS will develop standard procedures to ensure the privacy and protection of personal information policies and practices are followed. The feasibility studies and business cases will include an evaluation as to the requirement for a separate Privacy Impact Assessment or the adoption of our standard procedures.

8. ***The Chief Administrative Officer report periodically to the Chief of Police on major information technology projects and related information technology priorities. The reporting process should include at minimum for each project:***

- *a detailed description of the project;*
- *progress to date;*
- *budget and milestones;*

- *return on investment; and*
- *any related performance measures.*

Consideration be given to providing this information to the Toronto Police Services Board.

Action ITS has already implemented review procedures for major projects (eCOPS in particular) with the Chief of Police. The review procedures include all of the items outlined in the recommendation. The review is conducted by the Chief Administrative Officer and the Director, ITS.

Overall, all projects are reviewed and approved by the ITSC which is a working committee, designated by the Chief of Police, for these purposes.

The Board receives updates on major technology projects through the operating and capital variance reports.

9. *The Chief of Police be requested to review and report on the course of action required to ensure that all major information technology systems developed by police services throughout Canada are developed on a coordinated and integrated basis.*

Action: This recommendation is already in place and is an on-going effort within a number of established frameworks.

The TPS is a member of the Common Police Environment Group (CPEG) and, the Ontario Association of Chiefs of Police (OACP) IT Committee and the Common Solutions Design Committee. In partnership with other police services in Ontario, with representation from the RCMP and a number of Provincial ministries, (Justice Technology Services (JTS), Public Safety and Security, and Community Safety and Correctional Services), one of the objectives of the groups was ‘to develop an integrated and seamless information and technology resource common to all police services’.

One of the outcomes of the meetings and discussions was to create a strategy for sharing information regardless of technology. With that, it was concluded that Ontario information sharing should be based on the following strategies:

- each Service will continue to use its own Records Management System (RMS).
- The Ontario information sharing infrastructure should therefore be multi-cluster, multi-vendor infrastructure, each vendor being responsible for developing a suitable information sharing interface for its software.

Based on this strategy, the TPS is already in the process of establishing the interfaces required to share TPS information and is targeting 2005 year end for completion.

As well, the TPS is a member of the Canadian Police Information Centre (CPIC) Advisory Committee and CPIC IT Subcommittee, which plans and provides Federal facilities for information sharing and IT direction across Canada.

10. The Chief of Police be required to report to the Toronto Police Services Board for its September 2005 meeting in connection with the implementation of all audit recommendations.

Action: On June 13, 2005, the Board requested the Chief of Police provide a report to the Board regarding the implementation of the recommendations for its October 14, 2005 meeting.

11. The Police Services Board forward this report to the City's Audit Committee for information purposes.

Action: This report includes a recommendation to forward a copy to the City Audit Committee.

It is therefore recommended that the Board receive this report and forward a copy of this report to the City's Audit Committee for information.

Mr. Angelo Cristofaro, Acting Chief Administrative Officer, Administrative Command, will be in attendance to answer any questions that the Board members may have.

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

<p>1. In order to assist the Information Technology Steering Committee to carry out its mandate the Director, Information Technology Services should:</p> <p>(a) Review the size and composition of the committee relative to its mandate;</p> <p>(b) Provide committee members with an Information Technology delivery plan, that includes information on on-going work and projects, upcoming projects, technology life cycles, and other information considered meaningful to the effective operation of the committee;</p> <p>(c) develop criteria to facilitate information technology decisions, including enhancements to existing systems, and new projects;</p>	<p>May 9, 2005. Closed. The size and composition is stated/maintained within the ITSC Mandate.</p> <p>February 14, 2005. The Information Technology Steering Committee (ITSC) representatives include the Chief Administrative Officer (CAO), all the Staff Superintendents (S/Supts) and Directors of the Toronto Police Service (TPS).</p> <p>(Original response). Complete.</p> <p>May 9, 2005. Closed. Manager John Denomy commenced April 5, 2005 as the Unit Commander of the Project Management Office.</p> <p>February 14, 2005. At present the ITSC reviews a current Project List that represents a portfolio of all projects and technology life cycles. This portfolio will be managed by the Project Management Office (PMO).</p> <p>(Original response). In place.</p> <p>July 5, 2005. Closed. In addition to the established business case review of each initiative, we have developed a project scorecard to assist with the prioritization of projects. The scorecard is based on the widely accepted balanced scorecard methodology and includes 5 categories, namely:</p>	<p>Director Giannotta</p> <p>Director Giannotta</p> <p>Director Giannotta & Manager Denomy</p>	<p>Cel</p> <p>Cel</p> <p>Cel & John</p> <p>Not applicable</p> <p>Not applicable</p> <p>Not applicable</p>
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<p>(d) develop an investment decision making process for information technology solutions or projects that requires the Information Technology Steering Committee to consider short and long term impacts, cross unit impacts, business justification, benefits to be realized, strategic contribution, and</p>	<p>1. Financial 2. Customer 3. Workforce 4. Process/Technology; and 5. Development/Implementation</p> <p>The categories are further broken down into 17 criteria which are evaluated or scored by the Project Management Office (PMO), Finance and Police Liaison. The scorecard was approved by the IT Steering Committee on May 18, 2005 and is now in full operation.</p> <p>February 14, 2005. The ITSC currently follows an in-house decision making model based on business case review of each initiative. The criteria is contained in the Project Scoring Template document. The major categories of this document are Service Priorities, Police Services Act & Regulation, Core Functions, Legislated Responsibility and Risk Associated with Not Funding/Undertaking Project. This process will be under review by the PMO. It is my intent to ensure that the process is reviewed with the intent to improve the criteria for decision making and that the decisions are made from a portfolio perspective and not in isolation.</p> <p>(Original response) Complete.</p> <p>July 5, 2005. Closed. We have developed and implemented a Portfolio Management Framework approved by the ITSC on May 18, 2005. The Process Model consists of 7 major processes, namely;</p> <p>1. Identification 2. Preliminary Evaluation</p>	<p>Director Giannotta Manager Denomy.</p> <p>Cel & John</p>	<p>Not applicable.</p>
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<p>compliance with the Service's technology architecture and direction.</p>	<p>3. Business Case 4. Strategic Selection 5. Strategic Timing 6. Approval, and 7. Portfolio Analysis</p> <p>The process includes three potential reviews with the ITSC for each project, prioritization and selection, scheduling and ongoing portfolio analysis, beyond the life of the project to validate the achievement of the planned business case benefits. The comprehensive business case along with the extensive review process addresses all of the suggested recommendations.</p> <p>February 14, 2005. The Manager of the PMO is scheduled to commence employment on April 5, 2005. This will be a key objective. The intent is to provide an update on progress by the end of the Second Quarter to the ITSC and the Auditor General's Office.</p> <p>(Original Response) Complete.</p>		
<p>2. To establish accountability for IT projects and enhancements, mechanisms be developed to enable the measurement of benefits to be realized, and deliverables to be achieved, and the business user be required to report to the Information Technology Steering Committee on the actual benefits achieved and explain, when applicable, shortcomings in realizing previously defined benefits.</p>	<p>July 5, 2005. The last process in the Portfolio Management Framework, the Portfolio Analysis Process (See Item 7 under topic 1d above) provides the ongoing monitoring of all projects through the project lifecycle by the PMO. Projects are continually evaluated against the original expectations set out by the ITSC including business case (costs/benefits), and project progress (scope, schedule, cost, quality, etc). The analysis extends beyond the project life cycle for tracking of the business case.</p>	<p>Manager Denomy John</p>	<p>Not applicable</p>

	<p>February 14, 2005. All projects require business cases where benefits are identified based on the deliverables. The owner of the business case is accountable to report at the ITSC during the project on the progress of meeting the actual benefits (both tangible and intangible). The PMO will be charged to audit and record the end achievable benefits by project with the appropriate sign-offs.</p> <p>(Original Response) Agreed.</p>		
<p>3. The Information Technology Steering Committee meet on a regular basis (at least quarterly) and report to the Chief and Senior Command Service on a regular basis on the status of IT projects and enhancements.</p>	<p>May 9, 2005. Closed. Please find below the pre-scheduled ITSC dates for Year 2005. ITSC meeting dates for future years will be scheduled at the beginning of each year. Agendas, Minutes and any relevant documentation from the meetings are kept on file.</p> <p>Mar 30, 2005 May 18, 2005 July 13, 2005 Sept 21, 2005 Oct 19, 2005 Nov 23, 2005 Dec 14, 2005</p> <p>February 14, 2005. The ITSC will be meeting on a monthly basis commencing in the First Quarter of 2005.</p> <p>(Original response) Complete.</p>	<p>Director Giannotta</p> <p>Cel</p>	<p>Not applicable</p>
<p>4. In developing and updating the Information Technology Strategic plan any assumptions, on which such a plan is based, should be clearly stated to allow management the</p>	<p>May 9, 2005 Closed. – Assumptions have been clearly stated in the TPS Business Plan 2002-2004.</p>	<p>Director Giannotta</p> <p>Cel</p>	<p>Not Applicable</p>

opportunity to validate such assumptions before approving the plan.	February 14, 2005. The validation and clarification of assumptions that apply to the Information Technology Strategic Plan are confirmed on a yearly basis as part of the yearly planning process and is communicated through the ITSC to Corporate Planning. (Original Response) Agreed; this will be done in the 2003 plan		
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**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 14, 2005**

**#P332. eCOPS PROJECT – RESPONSE TO CITY OF TORONTO REQUEST
FOR REPORT REGARDING THE eCOPS PROJECT**

The Board was in receipt of the following report September 14, 2005 from William Blair, Chief of Police:

Subject: REPORT ON eCOPS REQUESTED BY THE CITY AUDIT COMMITTEE

Recommendation:

It is recommended that:

1. the Board receive this report; and,
2. the Board forward a copy of this report to the City Audit Committee for information.

Background:

The City of Toronto Audit Committee reviewed the Auditor General's report on the eCOPS project (Enterprise Case and Occurrence Processing System) at its meeting on July 12, 2005 and requested the Chief of Police to report to the next meeting of the Audit Committee:

- (a) on the total costs for the Enterprise Case and Occurrence Processing System (eCOPS) project;
- (b) with a breakdown of the internal staff time allocated to this project and the costs incurred for maintenance and staff training;
- (c) on the implementation of eCOPS and include comparatives with other off the shelf systems used by other jurisdictions.

The following information has been compiled for this request.

- (a) on the total costs for the Enterprise Case and Occurrence Processing System (eCOPS) project;**

The final project development costs, as submitted to the Auditor General were \$17.6M. This total was also reported to the Board at its June 13, 2005 meeting (Minute #P186/05 refers). The Service's breakdown of the project development costs, directly related to the eCOPS project, is as follows:

eCOPS Development Costs (\$,000)

Consulting/Contract	14,374.9
Hardware/Software/Training	909.0
Internal Staff Time (i)	1,782.9
<u>Staff Training Costs (ii)</u>	<u>563.3</u>
Total	\$17,630.1

- i) Internal staff time represents 31.2 person years for the development of this project.
- ii) There were two internal training sessions for users of eCOPS – one in late 2003 and the other in late 2004. Overall there were 9.6 person years of internal instructor time dedicated for the user training sessions.

(b) with a breakdown of the internal staff time allocated to this project and the costs incurred for maintenance and staff training;

The internal staff time and staff training costs during the development of the eCOPS project are reflected in item (a) above and total approximately \$2.3M.

The costs for supporting this system can be separated into two distinct parts:

Maintenance - costs required to keep the system operational;

Additional Functionality - costs required to provide additional functionality to the product as prioritized by the Service.

Additional Functionality is typically not included in “ongoing maintenance costs” as it is discretionary and dependent on Service priorities. For completeness, both costs have been provided.

Costs Incurred for Maintenance (\$,000)

The eCOPS system was implemented in phases commencing in 2002. The costs incurred for maintenance (projected to year end 2005) are as follows:

	Incurred to Year end <u>2005</u>	Annual Costs Beyond <u>2005</u>
Consulting/Contract	1,575.6	0.0
Hardware/Software	731.0	324.9
<u>Internal staff costs</u>	<u>246.0</u>	<u>246.0</u>
Total	\$2,552.6	\$570.9

Projected Costs for Additional Functionality:

	<u>2005</u>	<u>2006</u>	<u>2007</u>
Consulting/Contract	246.1	0.0	0.0
Internal staff costs	617.1	512.6	225.0
Total	\$863.2	\$512.6	\$225.0

The above costs are included within the Service's base budget and therefore there is no impact on the budget. The internal staff contribution related to additional functionality will be prioritized based on Service requirements.

(c) **on the implementation of eCOPS and include comparatives with other off the shelf systems used by other jurisdictions.**

The four main Records Management Systems (RMS) being used by agencies in this province are:

- eCOPS** - (Enterprise Case and Occurrence Processing System) used by the Toronto Police Service (TPS)
- Niche** - used by 46 agencies, large and small
- Versaterm** - used by numerous, small/mid-size agencies
- Northern Patrol** - servicing some agencies in Northern Ontario

The Toronto Police Service compared features and functionality of 3 of the 4 major RMS applications currently in use in Ontario. Northern Patrol was not examined as it is not considered a viable alternative to Niche, Versaterm or eCOPS.

During the months of April and May 2005, several members of the TPS attended the Belleville Police Service, London Police Service, and the Ontario Provincial Police (OPP) in Orillia. There they met with representatives of each respective agency in order to examine and evaluate the technology and functionality of their RMS.

The TPS uses the eCOPS application. Most of the data entry is done by the attending officer in a mobile workstation, thus ensuring the strategic intent of providing a greater police officer presence on the streets of Toronto. eCOPS features automated CPIC (Canadian Police Information Centre) downloads, eliminating clerical intervention and providing tangible business case savings (a reduction in clerical staff) exceeding \$4M per year. Both Niche and Versaterm do not provide this function and could therefore not be a viable alternative to eCOPS based on the same business case.

The Belleville Police Service uses the Niche application. Data is gathered by an officer and entry is facilitated by a clerk at the station. There were no staff reductions or cost savings identified as a benefit in the implementation of Niche at Belleville Police Service.

The London Police Service uses the Versaterm application. Most of the data entry is done by the attending officer in a mobile workstation; however, CPIC entries are still the responsibility of a clerk. The software vendor estimates that the implementation of the Versaterm application into an agency as large as the Toronto Police Service would take approximately 2.5 years. This also assumes that a business transformation initiative has been completed as a prerequisite. There were no staff reductions or cost savings identified as a benefit in the implementation of Versaterm at London Police Service.

The OPP use the Niche application. The attending officer gathers data and then enters it into the RMS on a desktop located at the station. Some detachments use a Dictaphone to “call down” the occurrence reports and entry is facilitated by a clerk at the station. The implementation of the new RMS to the OPP based on their business process took approximately 18 months and took a total of 2.5 years before the application was stabilized within the OPP environment and user community. There were no staff reductions or cost savings identified as a benefit in the implementation of Niche at the OPP.

Niche and Versaterm have been engineered so that, to varying degrees, three major stand alone components in their Service information systems are linked together. Computer Aided Dispatch (CAD), Criminal Information Processing System (CIPS) and RMS are seamlessly integrated in the Niche application. This functionality provides tangible user benefits by reducing upfront data entry, and simplifying searching and statistical reporting. Users of the eCOPS system must re-key tombstone information when accessing multiple applications.

It was difficult to thoroughly evaluate the different record management systems of the three police agencies due to the different business processes as well as vast differences in staffing, workload, service demands, and analytical needs.

The technology and system architecture used by the TPS is very advanced as compared to the Niche and Versaterm environments. In order to enhance both Niche and Versaterm to the next technology generation (similar to eCOPS, 3-tier and Java based), both organizations would require major investment and time to complete such an endeavour. The TPS was unable to confirm future technology directions and costs from either vendor through our discussions.

The overall impression from the majority of personnel who attended the site visits was that the Niche RMS system was the most comprehensive, integrated RMS system from a functional perspective, although the mobile component was behind Versaterm and eCOPS. None of the applications are static and on-going enhancements must be incorporated to satisfy the respective user groups/agencies.

eCOPS is further ahead than both Niche and Versaterm from a technology perspective. From a functional perspective, the eCOPS user group, compiles and prioritizes functional enhancements that satisfy TPS requirements. The TPS has introduced effective control mechanisms to continue enhancement development at a constant speed and control costs

through a managed release strategy. The TPS was unable to ascertain the methodology or dollar commitment to on-going enhancement development and delivery from either vendor.

In general, given our investment, an increase in the visible presence of our police officers in the streets and the realization of over \$4M in annualized savings through the elimination of 70 clerks, we are committed to making eCOPS work and we are not intending on changing systems in the near future. As we have already experienced, a change in business processes and technology to an organization the size of the TPS holds many challenges. The capacity to change, the re-education of both civilians and police officers, the time it takes to become proficient and acceptance of the change has a huge impact on the organization. A change of this magnitude disrupts the day to day operations of the Service and our ability to effectively and efficiently police the streets of Toronto. We are committed to continually research and evaluate the best possible solutions that will enable the TPS to effectively and efficiently manage information and assist our police officers in their duties in the streets of Toronto.

It is therefore recommended that the Board receive this report and forward a copy of this report to the City Audit Committee for information.

Mr. Angelo Cristofaro, Acting Chief Administrative Officer, Administrative Command, will be in attendance to answer any questions that the Board members may have.

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 14, 2005**

#P333. IT GOVERNANCE FRAMEWORK – PROGRESS REPORT

The Board was in receipt of the following report September 13, 2005 from William Blair, Chief of Police:

Subject: IT GOVERNANCE FRAMEWORK – PROGRESS REPORT

Recommendation:

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

Background:

The Chair of the Board requested in an internal memorandum dated June 22, 2005, (Appendix A) that the Chief provide an update for the October 2005 meeting of the Police Services Board (PSB) on the status of the recommendations made in the following reports:

- September 23, 2004 – Minute No. P321/04 – IT Governance Framework
- June 13, 2005 – Minute No. P186/05 – Review of Enterprise Case and Occurrence Processing System (eCOPS) Project (will be provided as a separate report to the October 2005 Police Services Board meeting)
- Business Cases – Frequency of Submissions and Reports. Submitted to the August 2005 Police Services Board meeting (BM #P268/05 refers).

This report addresses the status of implementation of the IT Governance Framework recommended to the Board at the September 23, 2004 meeting (BM #P321/04 refers).

The purpose of the IT Governance Framework initiative is to address the following goals of the Board, detailed in the February 26, 2004 report (BM #P35/04 refers).

1. Strategic planning should be performed and should fit in with the overall strategic plan of the Service.
2. The Framework should be capable of being updated and monitored as required.
3. It should form the basis for other planning, annual and long-term budgets and the prioritization of IT projects.
4. It should establish appropriate procedures to ensure that the Service is aware of technology trends and should allow for periodic assessment to determine how it can better position itself.
5. There should be key performance indicators that are routinely monitored and benchmarked against other police services.
6. The Framework should help manage relationships with third-party service providers as well as others, such as temporary staff and consultants.

7. It should provide a comprehensive strategy to address IT staff recruitment, retention, training and appropriate project assignment.
8. It should identify members of the Service (and Board, if necessary) who have specific responsibility for IT governance.
9. It should ensure that all members of the Service are aware of, and in compliance with, the Service's information and security policies.
10. There should be periodic risk assessments and a method of ensuring data integrity.
11. The Framework should have an audit function that provides for regular review, by either a City auditor or an external auditor. The objectives of the audit should be clearly detailed.
12. It should include a consideration of privacy policy and legislation.
13. It should provide a business continuity plan in the case of interruptions in service. This should be regularly tested.
14. It should consider and address legal implications that pertain to the use of software, hardware, service agreements and copyright laws. This information should then be made available to Service members.
15. It should support the further development of a standardized board report format for all IT initiatives that would include certain basic information and would make reference to how an initiative fits within the overall Framework.

The September 23, 2004 report on Implementation of Information Technology Governance Framework (BM #P321/04 refers) recommended the following approach to fulfil those goals:

1. Initiate an IT Governance Implementation Project. The external/internal team will be small, but will include planners and unit commanders in addition to progressive IT management representatives. The composition of the steering committee (which is already in place) includes the Deputy Chiefs and the Chief Administrative Officer, as well as the Directors of ITS, and Finance and Administration.
2. Conduct a high-level review of the existing approach (process, roles, and techniques) to the development of TPS business strategies and plans, to the development of associated IT strategies and plan, and to IT project and service prioritization methods.
3. Conduct a high-level assessment of the current IT Services.
4. Define IT portfolios, IT governance principles and responsibilities (which activities need to be governed; which policies, regulations need to be governed; who should govern what; and how).
5. Establish a current industry "best practices" formal methodology for the evaluation, prioritization and planning of IT projects and ongoing support.
6. Detail the IT governance objectives and measures.
7. Selection of a suitable IT service management framework(s).
8. Development of a framework implementation (adaptation and transition) plan.
9. Adapt the framework's business processes, principles and controls to the TPS environment.
10. Review and plan for the organizational impact of change.
11. Implement new IT business processes, methods, principles and organization.
12. Conduct the post-implementation review, including ongoing quality improvement initiatives.

Outlined below is the status of each item:

- 1. Initiate an IT Governance Implementation Project. The external/internal team will be small, but will include planners and unit commanders in addition to progressive IT management representatives. The composition of the steering committee (which is already in place) includes the Deputy Chiefs and the Chief Administrative Officer, as well as the Directors of ITS, and Finance and Administration.*

Phase One of the multi-phase project called Information Technology Service Improvement has been underway since late January 2005. The project team is comprised of two consultants, two members of Information Technology Services (ITS) and, as needed, representatives of all sections of ITS.

Phase One of the Information Technology Service Improvement project is made up of the following steps:

Gather and analyze information related to all ITS Units:

- Step 1 – Initiate Project (January – February 2005)
- Step 2 – Review the Operations of ITS (February – March 2005)
- Step 3 – Review ITS Strategic Intent and Develop Business Process Architecture (March – April 2005)

Focus on the four (4) specific business processes – Resolve Incidents, Resolve Problems, Fulfill Service Requests and Manage Customer Relationships:

- Step 4 – Redesign ITS Business Processes (April – August 2005)
- Step 5 – Redesign ITS Organization (3Q05)
- Step 6 – Specify Enabling Technology Requirements (3Q05)
- Step 7 – Develop ITS Performance Model (3Q05)
- Step 8 – Develop Transition Plan (4Q05)
- Step 9 – Implement Transition (4Q05 – 1Q06)
- Step 10 – Review Results (2Q06)

Phase Two of the project will address the remaining business processes; Conduct Research and Development, Manage Infrastructure, Manage Security and Deliver Information Technology Solutions. This will be initiated in 3Q06.

Input and representation for TPS' diverse business needs have been gathered via a series of Stakeholder meetings. Specifically three separate sessions were held to gather requirements and feedback from Senior Management and the Command, the Planning, Supervisory and Management personnel and end user representatives from a cross section of Units.

Representatives of the Planning, Supervisory and Management personnel and the end user community have also participated in the Process Re-design Workshops.

A Steering Committee for the Information Technology Service Improvement project was formed comprised of four (4) Managers from the Information Technology Services Unit (ITS).

The Information Technology Steering Committee (ITSC) has been provided an overview of the project as well as a report on the status of the timetable and budget.

2. *Conduct a high-level review of the existing approach (process, roles, and techniques) to the development of TPS business strategies and plans, to the development of associated IT strategies and plan, and to IT project and service prioritization methods.*

The Director of ITS, Cel Giannotta has undertaken a review of the TPS business strategies and plans, IT strategies and plans, and the prioritization methods for IT projects and services.

The Information Technology Steering Committee (ITSC) has reviewed the portfolio of projects and approved a process to evaluate and prioritize new projects as well as those already in progress.

The Project Management Office was formed in April 2005. In place are formal processes to review, evaluate, rate, document and prioritize projects. In addition to the foregoing processes, initial training in the project management methodology and techniques has been delivered to twenty-five (25) members of ITS.

In conjunction with the Director's review, Step Three of Phase One of the Information Technology Service Improvement project delivered:

- Stakeholders Analysis;
- Goals, objectives and drivers for change;
- Confirmed statement of the business vision;
- Business process architecture, including, for each key process:
 - Business scope of the process and customers;
 - Boundaries;
 - Critical Success Factors or process qualities to be optimized and measured;
 - Constraints and assumptions;
 - Process strengths, weaknesses, opportunities, and threats;
- The business processes to be re-designed in Step 4 of Phase One
- Formation of Process Design Teams;
- Identification of management information needs

3. *Conduct a high-level assessment of the current IT Services.*

Delivered in Step Two of Phase One of the Information Technology Service Improvement:

- Review of sample procedural documentation;
- Interviews of ITS personnel and TPS stakeholders;
- Review of the ITS portfolio (infrastructure, applications, etc.);
- Review of enabling technologies (Tivoli, Service Centre, Novadigm, telephony, etc.).

- Orientation sessions for the Steering Committee and Working Group on project and Information Technology Infrastructure Library (ITIL) processes
 - A report on ITS activity definitions, analysis of strengths, weaknesses, opportunities, and threats and relevant constraints, influences and dependencies.
4. *Define IT portfolios, IT governance principles and responsibilities (which activities need to be governed; which policies, regulations need to be governed; who should govern what; and how).*

The Director has led a review of the IT portfolios, governance principles and responsibilities.

The formation of a Project Management Office in April 2005 addresses the project and project management segment and has defined methodologies, framework and monitoring processes for all projects.

The initiation of the Information Technology Service Improvement project addresses in two (2) phases ITS business processes:

- | | |
|-----------|---|
| Phase One | Resolve Incidents, Resolve Problems, Fulfil Service Requests and Manage Customer Relationships |
| Phase Two | Conduct Research and Development, Manage Infrastructure, Manage Security and Deliver Information Technology Solutions |

5. *Establish a current industry “best practices” formal methodology for the evaluation, prioritization and planning of IT projects and ongoing support.*

Project Management:

A formal methodology has been defined and approved by the ITSC for the evaluation of each project at three (3) critical stages prior to approval, they are;

- Idea Stage
- Feasibility Stage
- Business Case Stage

The evaluation process by the ITSC includes the ITS Director and the ITS Project Management Office to ensure all potential development options, including outsourcing and commercial off the shelf solutions have been considered. It is worth noting, however, that in certain instances traditional in-house application development is the most attractive solution. Based upon pre-established guidelines, the ITS Director reviews key project decisions with the Chief of Police during regular quarterly reviews or as warranted.

The projects are prioritized by the ITSC based on alignment with corporate strategies and resource availability. Once initiated, projects are formally reviewed and tracked by the Project Management Office and the ITSC. Upon project completion the initiatives are assessed to ensure achievement of the business goals, benefits and objectives.

Ongoing Support:

Through Steps 2 and 3 of Phase One of the Information Technology Service Improvement project, analysis was conducted to compare current activities to ITIL based best practices. ITIL will continue to be used as the guideline for ongoing support activities.

6. *Detail the IT governance objectives and measures.*

Step 3 of Phase One of the Information Technology Service Improvement project delivered a report on goals, objectives and drivers for change; and confirmed statement of the business vision.

Step 7 of Phase One of the Information Technology Service Improvement project - Develop ITS Performance Model, (3Q05) will deliver a series of performance measures based on ITIL best practices and Control Objectives for Information and Related Technology (CoBit) standards for the following business processes - Resolve Incidents, Resolve Problems, Fulfil Service Requests and Manage Customer Relationships.

Phase Two of Information Technology Service Improvement project will address the Conduct Research and Development, Manage Infrastructure, Manage Security and Deliver Information Technology Solutions processes.

7. *Selection of a suitable IT service management framework(s).*

Step 1 through Step 3 of Phase One of the Information Technology Service Improvement project reviewed IT Service management frameworks, conducted gap analysis and selected ITIL and CoBit as the guiding frameworks.

Step 7 of Phase One of the Information Technology Service Improvement project - Develop ITS Performance Model, (3Q05) will recommend the specifics from two industry standard frameworks for IT service management.

8. *Development of a framework implementation (adaptation and transition) plan.*

The creation of the adaptation and transition plan will occur in Step 8 – Develop Transition Plan (3Q05) of Phase One of the Information Technology Service Improvement project.

9. *Adapt the framework's business processes, principles and controls to the TPS environment.*

A combination of the work done Step 8 – Develop Transition Plan (3Q05) and Step 9 – Implement Transition (4Q05 – 1Q06) of Phase One of the Information Technology Service Improvement project will address the adaptation of the ITIL and CoBit frameworks to ITS.

The work will be repeated in Phase Two of Information Technology Service Improvement project for the Conduct Research and Development, Manage Infrastructure, Manage Security and Deliver Information Technology Solutions processes.

10. Review and plan for the organizational impact of change.

A combination of the work done in Step 5 – Redesign ITS Organization (3Q05), Step 8 – Develop Transition Plan (3Q05) and Step 9 – Implement Transition (4Q05 – 1Q06) of Phase One of the Information Technology Service Improvement project will review and plan for the organizational impact of the change.

The work will be repeated in Phase Two of Information Technology Service Improvement project for the Conduct Research and Development, Manage Infrastructure, Manage Security and Deliver Information Technology Solutions processes.

11. Implement new IT business processes, methods, principles and organization.

Step 9 – Implement Transition (4Q05 – 1Q06) of Phase One of the Information Technology Service Improvement project will implement the new business processes, methods, principles and organization.

The work will be repeated in Phase Two of Information Technology Service Improvement project for the Conduct Research and Development, Manage Infrastructure, Manage Security and Deliver Information Technology Solutions processes

12. Conduct the post-implementation review, including ongoing quality improvement initiatives.

Step 10 – Review Results (2Q06) of Phase One of the Information Technology Service Improvement project will review the results.

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

Mr. Angelo Cristofaro, Acting Chief Administrative Officer, Administrative Command, will be in attendance to answer any questions the Board members may have.

The Board received the foregoing.

INTERNAL CORRESPONDENCE



TO: William Blair FROM: Councillor Pam McConnell
Chief Chair
 DATE: 2005/06/22
 RE: IT GOVERNANCE FRAMEWORK: REQUEST FOR UPDATE

Chief Blair:

At its February 26, 2004 meeting, the Board requested the Chief to develop an IT Governance Framework for the Service that reflected the overall strategic plan and priorities of the Service. (Min. No. P35/04 refers.) In response, the Chief provided a report outlining the implementation of the Service's IT Governance Framework for the Board's September 23, 2004 meeting. (Min. No. P321.04 refers.)

The IT Governance Framework, as outlined, was built upon a number of important premises. Firstly, the Service would "improve the efficiency and "audit-ability" of the IT services through business process improvement." Secondly, the Service would "implement a more structured approach to formulating IT strategies, and to defining, evaluating and prioritizing IT projects based on their business impact," assessing new projects as well as monitoring those that are ongoing. The report noted that the goals and priorities articulated by the Board in its earlier report would be met by the proposed model. The report also set out a high-level implementation approach, stated, at that time, to be "currently underway."

At the Board's June 13th meeting, the Board heard a presentation from Mr. Jeffrey Griffiths, Auditor General, City of Toronto, with respect to his report entitled *Review of the Enterprise Case and Occurrence Processing System (eCOPS) Project - Toronto Police Service*. (Min. No. P 186/05 refers.)

At this time, the Board approved the recommendations made in the report, received a status update report regarding eCOPS from the Chief, requested the Chief to provide a report regarding implementation of the recommendations for the October 2005 Board meeting and asked the Chief to review the Service's current audit system.

which the Toronto Police Service will submit reports to the Board related business cases.

Given the information that the Board has recently received with respect to the eCOPS project, I believe that a submission containing a status update on the Service's IT Governance Framework, to be provided at the same time the Board receives the above-noted reports, would be helpful.

Sincerely,



Councillor Pam McConnell
Chair

cc: Members, Toronto Police Services Board
Jeffrey Griffiths, Auditor General, City of Toronto
Frank Chen, Chief Administrative Officer
~~Cel Gianatta, Director, Information Technology Services~~
Deirdre Williams, Board Administrator, Toronto Police Services Board

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 14, 2005**

#P334. LONG TERM FACILITIES PLAN – STATUS UPDATE

The Board was in receipt of the following report August 25, 2005 from William Blair, Chief of Police:

Subject: LONG-TERM FACILITIES PLAN – STATUS UPDATE

Recommendation:

It is recommended that:

1. the Board receive this report; and
2. the Board forward a copy of this report to the City Budget Advisory Committee for information.

Background :

City Council, in approving the Service's 2005-2009 Capital Program, approved the following motion:

“the Toronto Police Service report back to the Budget Advisory Committee, prior to the start of the 2006 Capital Budget process on a 5 year plan for new and replacement facilities, regarding future year projections that reflect the Service's ability to spend and the City's ability to fund any new and replacement facilities as well as the operating budget consequences thereof”.

The Toronto Police Service (TPS) Long-term Facilities Program (LTF) was originally developed in 1996 following completion of the Occupational Health & Safety/Employment Equity (OHS/EE) study. The LTF Program was initially included in the 1997-2001 TPS Capital Budget submission. The OHS/EE study was completed in co-operation with TPS field staff and City staff.

The OHS/EE study was commissioned by the TPS in an effort to determine the state-of-repair of the existing TPS facilities and to determine how best to rectify deficiencies. The study evaluated all TPS facilities on; (i) safety, (ii) health, (iii) employment equity, (iv) spatial/function, (v) crowded building, (vi) crowded site, (vii) regulatory compliance, (viii) life cycle costs, (ix) value of capital expenditure and (x) user satisfaction. Based on this evaluation, a degree of urgency was established which determined the priority of the LTF Program.

The original LTF Program was subsequently modified to include impacts from various studies (e.g. Beyond 2000, Boundaries, Model Division) which were not available in 1996. The impacts of these studies on the LTF Program were relatively minor in nature.

The OHS/EE study prioritised the work required by facility and recommended an appropriate course of action including any required remedial work. Seven facilities were recommended for replacement, seventeen facilities were identified as requiring renovations and/or expansion. The OHS/EE study has been, and continues to be, used by TPS and the City as a basis for ongoing work at the various facilities.

Current Status:

Since the inception of the LTF Program in 1997, the following progress has been made:

FACILITY	STATUS
51 DIVISION	Completed, opened May 2004.
11 DIVISION	Land transfer from TTC completed.
23 DIVISION	Construction start, July 2005.
21 DIVISION	Completed, amalgamated with 22 Division.
NEW TRAINING FACILITY	Facility design underway (partnering with the Department of National Defence).
CENTRAL GARAGE	New facility completed, move-in late 2005.
TRAFFIC SERVICES	New facility completed, move-in late 2005.
NEW 43 DIVISION	Scheduled opening January 2006.

The TPS has been and is in the process of addressing approximately 25% of the original LTF Program. In the early years of the LTF Program, the start dates had to be deferred due to funding pressures in the Capital Program. However, in the past few years more progress has been made due to the commitment by the Board and Council to fund the LTF Program.

The remaining projects in the LTF Program are essentially renovations/expansions of existing facilities, and therefore, are not impacted by delays in acquiring land/buildings. As a result of the initial deferrals, the TPS and City have continued to maintain the affected facilities in the optimum operational condition through the State-of-Good-Repair budget.

Future Plan:

The general state-of-repair of TPS facilities has improved over the past eight years due to the continued support of the LTF Program. As an example, the completion of the new 51 Division relieved some of the operational pressures on 52 and 55 Divisions. By reducing these operational pressures, we have been successful in reducing the level of wear and tear and therefore have extended the operational life of these facilities. However, 13, 14, 41, and 54 Divisions continue to be problematic. These facilities have systematic problems that cannot be economically rectified at their current locations.

The TPS reviews its LTF Program annually to ensure that the project priority reflects the operational needs and condition of the facilities. Appendix A provides the project priority list for the LTF Program for the next 10 years based on current conditions. This information is used to develop the Service's five year Capital Program. The Service's operating budget is impacted by the LTF Program when new facilities are constructed. The new facilities are generally larger than the existing ones and, as a result, additional cleaning resources and utility costs are incurred. These costs are managed by the City's Corporate Services Department and are administered on a cost recovery basis to the Service. These impacts are included in the Service's annual operating budget and managed within the approved funding target provided by the City.

Therefore, it is recommended the Board receive this report, and forward a copy of this report to the City Budget Advisory Committee for information.

Mr. Angelo Cristofaro, Acting Chief Administrative Officer, Administrative Command, will be in attendance to answer any questions the Board members may have.

The Board received the foregoing and agreed to forward a copy to the City of Toronto Budget Advisory Committee for information.

APPENDIX "A"

REVISED

LONG-TERM FACILITIES 10 YEAR PROGRAM
2005 – 2015 CAPITAL PROGRAM

PRIORITY	TYPE	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
43 DIVISION	N	>	COMP.									
23 DIVISION	N	START	>	COMP.								
TRAINING FACILITY	N	START	>	>	>	COMP.						
11 DIVISION	N	START	>	>	COMP.							
14 DIVISION (+ SUB)	N		START	>	>	COMP.						
54 DIVISION	N			START	>	>	COMP.					
SIS/INTELLIGENCE	R		START	>	COMP.							
PEMU	N		START	>	>	COMP.						
41 DIVISION	N				START	>	>	COMP.				
13 DIVISION	N					START	>	>	COMP.			
32 DIVISION	R						START	>	COMP.			
52 DIVISION	R							START	>	COMP.		
42 DIVISION	R							START	COMP.			
55 DIVISION	R							START	COMP.			
22 DIVISION	R								START	COMP.		
ETF	R								START	COMP.		
JANE GARAGE	R								START	COMP.		
53 DIVISION	R								START	COMP.		
MARINE UNIT HQ.	R									START	COMP.	
33 DIVISION	R									START	COMP.	
CRANFIELD GARAGE	R									START	COMP.	
12 DIVISION	R										START	COMP.
31 DIVISION	R										START	COMP.

N – New facility.

R – Renovation/ expansion of existing facility

ME05068

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 14, 2005**

**#P335. SPECIAL FUND EXPENDITURES: NATIONAL BLACK POLICE
ASSOCIATION'S 2005 ANNUAL TRAINING EDUCATION & TRAINING
CONFERENCE**

The Board was in receipt of the following report September 22, 2005 from William Blair, Chief of Police:

Subject: SPECIAL FUND EXPENDITURES: NATIONAL BLACK POLICE
ASSOCIATION'S 33rd ANNUAL NATIONAL EDUCATION & TRAINING
CONFERENCE

Recommendation:

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

Background:

At its meeting on May 12, 2005, the Board approved a new policy governing expenditures from the Special Fund which includes a provision that recipients of funding file a report that accounts for the use of the funds and the return of any unexpended monies (Board Minute P157/05 refers).

At the same meeting, the Board approved a request for funding from the Board Special Fund in the amount of \$50,000.00 to support the hosting of the National Black Police Association's (N.B.P.A.) 33rd Annual National Education & Training Conference. The Board also approved that, given the amount of funds contributed by the Board in this case, that a copy of the report filed following the conference be provided to the Board for information (Board Minute P160/05 refers).

Attached to this report is a letter dated September 16, 2005, from W. Chris Bullen, President, Association of Black Law Enforcers, hosting organization, containing a financial report that accounts for the use of the funds from the Special Fund in compliance with the approved Board Minute. The correspondence also extends appreciation to the Board for its financial contribution.

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

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

The Board requested that, in future, when the Service provides a report following a conference for which the Board contributed financial assistance, the report should be substantive. It should include highlights of the conference, details of the topics discussed, emerging issues and recommendations, if any, that resulted from the conference proceedings.

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

THAT, in future, requests for financial assistance from the Special Fund for conferences will be conditional upon the Service providing a comprehensive report to the Board following the conference.



ASSOCIATION OF BLACK LAW ENFORCERS

522 Oakwood Avenue, 2nd Floor, Toronto, Ontario M6E 2X1
Tel: 416 652 5055 Fax: 416 652 3011

Website : www.ablenet.ca Email: info@ablenet.ca
Email: info@ablenet.ca

September 16, 2005

Ms. Pam McConnell
Chairperson
Toronto Police Services Board
40 College Street
Toronto Ontario M5G 2J3

RE: National Black Police Association's (NBPA) 33rd Annual Education & Training Conference:

Dear Ms. McConnell:

On behalf of the Association of Black Law Enforcers, host for the 2005 National Black Police Association's 33rd Annual National Education & Training Conference, please accept our sincere appreciation for your support and financial contribution of \$50,000.00.

We are pleased to advise you that the conference attracted over 500 delegates from the United States of America, United Kingdom, the Caribbean, South Africa and Canada. Delegates had the opportunity to participate in training presented by a number of speakers on a variety of relevant contemporary law enforcement, criminal justice and community safety issues. Our strategic focus on relationship building through the Community Policing Town Hall meeting, Youth Leadership Seminar, Basketball Game and Memorial March contributed to the success of this year's conference.

Throughout the week long conference, delegates met and listened to the leaders of our great city: The Mayor, the Minister of Community Safety and Correctional Services, the Chairperson, Toronto Police Services Board, the Chief of Police, Toronto Police Service, the President of the National Black Police Association, the President of Association of Black Law Enforcers and other dignitaries.

Attendees participated in various activities that provided them with the opportunity to network and at the same time be exposed to our truly diverse and beautiful city. The consistent, positive media attention and feedback from both delegates and members of the community were clear indicators of the success of this event. I wish to emphasize that our achievements would not have been possible without the personal and financial support of the Toronto Police Services Board. It should be noted that significant progress was achieved in creating international networks of interest, expertise and support that will positively impact the ability of the Toronto Police Service to effectively respond to the following:

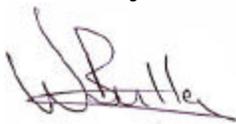
- Crime Management and Community Safety as it relates to gun crimes and violence.
- The cultivation and maintenance of meaningful partnerships and relationships within the Black community that are essential to the delivery of an effective community based policing strategy.
- Equity and fairness issues in the delivery of law enforcement service; specifically, racial profiling, recruitment, retention and promotion.

These issues and responses will be discussed further in the official conference report that will be available for distribution by mid October 2005. A copy of this report will be submitted to the Board.

The Toronto Police Service has consistently demonstrated its commitment to improve and facilitate educational opportunities for everyone in our communities and the world community. In accordance with the request referenced in **Board Minute P160/05**, it is our pleasure to submit the attached financial statement reflecting expenditures directly related to the Board's contribution.

Once again, we thank the Board for its generous support.

Yours truly,

A handwritten signature in dark ink, appearing to read 'W. Chris Bullen', written over a horizontal line.

W. Chris Bullen
President

att.

National Black Police Association's 33rd Annual National Education & Training Conference

Financial Report

August 13 to August 21 2005

Source of Revenue:

Toronto Police Services Board **\$ 50,000.00**

Operating Expenses:

Admin Support - Office Supplies, Postage and incidentals	\$ 1,248.32
Basket ball T-Shirts & Referees fees	1,151.34
City Host Reception-DELTA TORONTO EAST HOTEL	23,272.20
Conference Program-Pamphlets & Posters	4,744.56
Food/Beverages (coffee, tea, juice) & allowances for Volunteers lunch - Operation Centre	4,499.05
Horace Rose/Food for Memorial Marchers	1,700.00
Official Conference Report prepared by PHd. Candidate	4,000.00
Pins Memorabilia	2,228.75
Rental of Facility & Equipment - Town Hall Meeting -use of buildings	4,113.94
Service/Rental Equipment	410.19
TTC Transportation - Buses	716.90
Volunteers T-Shirts - NBPA/ABLE insignia	1,914.75
Total Operating Expenses	<u>\$ 50,000.00</u>

Total Oper. & Admin. Expenses. **\$ 50,000.00**

Expenses Over Revenue **\$ -**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 14, 2005**

**#P336. ANNUAL REPORT 2005: RE-ORGANIZATION OF CORPORATE
INFORMATION SERVICES**

The Board was in receipt of the following report September 09, 2005 from William Blair, Chief of Police:

Subject: REORGANIZATION OF CORPORATE INFORMATION SERVICES -
ANNUAL REPORT

Recommendation:

It is recommended that: the Board receive this annual report on the reorganization of Records Management Services (RMS), formerly known as Corporate Information Services.

Background:

The commencement of the Occurrence Re-engineering Project in 1996 brought about organizational and staffing changes within the unit formerly referred to as Records and Information Security. The unit was renamed Corporate Information Services in 1997 and was restructured into two distinct areas currently known as Operations and Information Access (P107/97 refers). The Unit was most recently renamed Records Management Services (RMS) (P218/05 refers) and shall be referred to as RMS for the remainder of the report.

The Board subsequently made a motion that in October of each year, the Chief of Police provide an update on the status of staffing changes associated with the progression of the Occurrence Re-engineering Project (P107/97 refers).

The Occurrence Re-engineering Project was originally presented to the Board as a capital budget initiative designed to revamp and automate the traditional method of occurrence processing involving manual data entry, and to roll out mobile data workstations Service-wide.

The Enterprise Case and Occurrence Processing System (eCOPS) Project was intended to deliver an enhanced records management system, as well as staff reductions with corresponding annualized savings. At its September 23, 2004 meeting, the Board was informed that the target downsizing of staff within RMS would be reduced by 70 positions (P329/04 refers) from the original target of 139 staff (C52/97 refers).

As of year-end 2004, RMS had achieved the cumulative reduction of 70 staff, adjusting its overall complement from 220 authorized positions to 150 (P400/04 refers). The projected annualized savings resulting from the reduction in staff is \$4.1M commencing in 2004 (P329/04 refers).

The Occurrence Re-engineering Project identified the opportunity to downsize the management and supervisory overhead associated with records management, which has taken place gradually due to retirements. Effective January 1, 2005, the management team was restructured to include a complement of one (1) Manager who provides integrated leadership for the unit, and two (2) Assistant Managers who are responsible for overseeing the day to day operations in RMS – Operations and RMS – Information Access.

This report outlines the ongoing initiatives to finalize the new organizational structure within RMS, as reported to the Board at its December 16, 2004 meeting (P400/04 refers). New positions were created to manage, support, and administer eCOPS, associated applications, and functionality in the new decentralized environment (P350/04 refers). Job descriptions have been approved by the evaluation committee, and the selection process has commenced. Interviews for these positions will take place in September 2005, and the final selection process will be concluded by October 2005.

In preparation for the downsizing within RMS, a number of temporary personnel were retained on a long-term basis so that permanent staff would not be outplaced with the progressive reduction in staff. At present, RMS – Operations and RMS – Information Access still has a total combined complement of 42 temporary personnel.

As the downsizing of the unit is now complete, Human Resources – Employment Unit has initiated a strategy to address the challenges imposed on RMS by the frequent turnover of temporary staff. A selection process is currently underway to appoint successful candidates as permanent members in order to stabilize labour turnover and provide proper staff development and succession opportunities within RMS. These processes will be completed by year-end.

Conclusion:

It is recommended that the Board receive this annual report on the reorganization of Records Management Services (RMS), formerly known as Corporate Information Services.

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

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 14, 2005**

**#P337. QUARTERLY REPORT: DEVELOPMENT OF TECHNOLOGY TO
ELECTRONICALLY GATHER STATISTICS ON COMPLETE
SEARCHES: APRIL – JUNE 2005**

The Board was in receipt of the following report September 14, 2005 from William Blair, Chief of Police:

Subject: QUARTERLY REPORT: APRIL TO JUNE 2005: REPORT ON COMPLETE SEARCHES

Recommendation:

It is recommended that:

- (1) the Board receive this report, and
- (2) the Board approve the deletion of this quarterly report and that updates on the Criminal Information Processing System (CIPS) enhancements be included in the quarterly Capital Budget Variance Report.

Background:

At its meeting of December 14, 2000, the Board requested quarterly status reports (Board Minute P529 refers), as follows:

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

CIPS is the computerized case preparation system used by the Service to record all arrest information and has been identified as the best medium for collecting data relating to complete searches. CIPS functionality was to be incorporated into the Service’s Records Management System called eCOPS (Enterprise Case and Occurrence Management System).

The Board was advised at the meeting of September 24, 2004 (Board Minute #P329/04) that the delivery of the Case Management component of eCOPS, which includes the CIPS functions, has been deferred pending the preparation and evaluation of a business case. The statistical component was to be evaluated and assigned a priority within that business case.

As an interim measure, a complete search template has been added to the CIPS application. This interim template allows the Service to record complete search events, however, it does not allow for the automatic query and reporting functions requested by the Board.

A 2006 Capital Business Case for “Case Management”, including the gathering of statistics on complete searches, has now been submitted for approval. If the Capital Budget for this project is approved, all future reporting on this initiative will be managed by the quarterly Capital Budget Variance Report.

It is recommended that the Board receive this report, approve the deletion of this quarterly report, and that updates on the CIPS enhancements be included in the quarterly Capital Budget Variance Report.

Mr. Angelo Cristofaro, Acting Chief Administrative Officer, Administrative Command, will be in attendance to answer questions from Board members.

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 14, 2005**

**#P338. QUARTERLY REPORT: DOMESTIC VIOLENCE STATISTICS:
APRIL – JUNE 2005**

The Board was in receipt of the following report September 07, 2005 from William Blair, Chief of Police:

Subject: QUARTERLY REPORT: APRIL - JUNE 2005 - DOMESTIC VIOLENCE

Recommendation

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

Background

In February 2004, the Board received a report from the Chief of Police entitled “Response to Recommendations of the Community Safety Task Force”. This report was held by the Board pending a meeting with all key stakeholders to review and assess the status of the core issues and recommendations raised in the report by the Woman Abuse Work Group (WAWG) of the City of Toronto.

On June 18, 2004, a meeting of the key stakeholders was held to review the report and provide status updates on the core issues and recommendations. Following this meeting of the key stakeholders, the Board, at its meeting on June 21, 2004, approved the recommendations outlined in the report (Board Minute P208/2004 refers).

The following recommendation contained in that report is specifically directed towards the Toronto Police Service:

Recommendation 3

“THAT the Board request from the Chief of Police, quarterly submissions of the Domestic Violence Quality Control Reports.”

The Toronto Police Service has been providing quarterly Domestic Violence Quality Control Reports to the Ministry of Community Safety and Correctional Services since 2002. In accordance with the direction provided by the Board, appended to this report are the second quarter results of the Domestic Violence Quality Control Reporting for April to June 2005.

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

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

The Board received the foregoing report and requested that future quarterly reports be amended by inserting an additional column identifying a year-to-date comparison with the previous year.

TORONTO POLICE SERVICE
DOMESTIC VIOLENCE OCCURRENCES
QUARTERLY REPORT
Apr - Jun/2005

1. OCCURRENCES:	Male	Female
(a) Total number of occurrences	2184	464
(b) Number of occurrences where both parties were charged(dual charges)	n/a	12
(c) Number of occurrences where charges not laid	98	22
(d) Number of occurrences where charges laid by police	1850	388
(e) Number of occurrences not concluded(No arrest, pending resolution by police)	236	54

2 Type of Relationship Between Victim and Accused*:		
(a) Female victim -male accused		1850
(b) Male victim - female accused		388
*of those charged	TOTAL	2238

3 Type of Charges laid(include all charges laid involving the partner):	Male	Female	Total
a) Assault - (CC Section 245)	978	179	1157
b) Assault/Weapon/or Causing Bodily Harm (cc Section 245.1)	240	105	345
c) Aggravated Assault (c.c. Section 245.2)	7	6	13
d) Sexual Assault	40	0	40
e) Sexual Assault / Weapon or Cause Bodily harm	0	0	0
f) Aggravated Sexual Assault	0	0	0
g) Murder	1	0	1
h) Attempted Murder	3	0	3
i) Manslaughter	0	0	0
j) Criminal Harassment	92	12	104
k) Intimidation	3	0	3
l) Uttering Threats	425	84	509
Grand Total	1850	388	2238

4 Weapons Causing Injury(Number of Occurrences):	
(a) Firearms	6
(b) Other weapons(Note: Includes means like Telephone for Criminal Harassment)	375

5 Domestic Violence Homicides:	Male	Female
(a) Total number of domestic violence homicides(M/F breakdown N/A)	0	1
(b) Number of domestic violence homicide victims	0	1
(c) Number of domestic violence homicide victims involving accused with prior charges or awaiting trial for charges relating to domestic violence	0	1
(d) Number of homicides involving the use of a weapon	0	1
TOTAL	0	1

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 14, 2005**

**#P339. QUARTERLY REPORT: ENHANCED EMERGENCY MANAGEMENT:
JULY – SEPTEMBER 2005**

The Board was in receipt of the following report September 12, 2005 from William Blair, Chief of Police:

Subject: QUARTERLY REPORT: JULY – SEPTEMBER 2005 - ENHANCED
EMERGENCY MANAGEMENT

Recommendation:

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

Background:

At its meeting of December 13, 2001 (Board Minute P356/01 refers), Chief of Police Julian Fantino was directed by the Board to report quarterly on the progress of Enhanced Emergency Management. This report is in response to that direction. The Board was last updated at the July 12, 2005 Board meeting (Board Minute P133/05 refers).

The Emergency Management Operations Unit is responsible for the emergency preparedness of the Toronto Police Service (TPS), and the Service's capability to mitigate, plan/prepare, respond to, and facilitate the recovery from, all emergencies and disasters that may affect Toronto. The Emergency Management Operations Unit has been involved in the following activities since the last report.

General Operations:

CBRN:

The Joint Chemical, Biological, Radiological and Nuclear (CBRN) team continues to respond to calls for service. As reported in the previous quarterly report, there had been a 300% increase in calls for Service for the period January to February 2005 versus the period January to February 2004. This marked increase in calls for Service may be attributed to an increase in front line responder awareness as a result of the release of Service Procedure (10-8) – Chemical, Biological, Radiological and Nuclear Agent Events in February 2005. These calls have now reduced to below previously observed levels for this quarter's reporting period.

Emergency Management Operations Unit:

Emergency Management Operations Unit (EMOU) staff were involved in responses to hazardous material situations throughout the period. Additionally, EMOU staff continue to monitor reportable events from the Pickering Nuclear Station, as prescribed through the Provincial Nuclear Emergency Response Plan (PNERP).

During this reporting period EMOU staff continued to assist and advise TPS units with respect to potential escalation of emergent situations. This included the flooding of the Don Valley Parkway and the Finch Avenue West / Sentinel Drive bridge washout on Friday, August 19, 2005.

Members of EMOU attended the World Conference on Disaster Management in July. The new Command Vehicle was put on display for a select audience during the conference. EMOU personnel also met with counterparts from other services across the country. The conference proved to be very useful as an information gathering and dissemination tool.

HUSAR:

Heavy Urban Search and Rescue (HUSAR) is a Toronto Fire Service (TFS) led initiative with TPS and Emergency Medical Services (EMS) components. Joint HUSAR training with TFS is ongoing. Police Dog Services (PDS) and the Public Safety Unit (PSU) form the TPS portion of the team. TPS is maintaining its support with respect to staffing within the team (2 search technicians, 2 search specialists, 4 cadaver dogs with handlers, 4 general search dogs with handlers). All off-duty training and overtime costs are borne by the Toronto HUSAR budget.

A three day deployment exercise is planned for September 26–28, 2005 in the greater Toronto area. The goal of the exercise is to test all aspects of the “Team’s” deployment capability over a protracted period of time including returning back to a state of readiness upon return to Toronto. Team members will be on site for the duration of the exercise so as to simulate a remote deployment. They will be working 8-12 hour shifts, dependent upon the nature of the response scenarios, and subject to emergent redeployment during the exercise. The nature of the exercise is to simulate deployment as accurately as possible.

It is important that TPS continue to maintain its involvement as an active partner in this venture, as well as enhance the depth of staff support so as to enable an expanded deployment of the joint HUSAR team.

No emergencies involving HUSAR occurred during this reporting period. However, the team has been monitoring events in the wake of hurricane Katrina should deployment in United States be required to assist in relief efforts.

Major Exercises:

The (TPS) Emergency Management Operations Unit has been involved in supporting and planning for number of operational activities scheduled for 2005.

The unit is presently finalizing plans for another field level exercise in an effort to follow-up to last year's major exercise at Humber College (Exercise Collaboration 04). The main planning conference for this year's exercise was held in May. This conference confirmed the proposal for a TPS led CBRN based exercise entitled Exercise City Core 05. Partners include TPS, Toronto Fire Service and Emergency Medical Services, along with Cadillac Fairview and the Toronto Transit Commission (TTC). The purpose of this undertaking is to test the joint CBRN team in a police led event involving chemical, biological, nuclear, or radiological weapons in the heart of the city's financial district. The Toronto Dominion Centre and the King Subway Station will provide the forum for this exercise.

Both Cadillac Fairview, who own the TD Centre, and the TTC, are working closely with TPS in preparation for this event. Additionally, Mayor David Miller has advised Mr. Warren Leonard, from the City's Office of Emergency Management, that the Emergency Operations Centre (EOC) be activated with appropriate representation from the emergency services and the City of Toronto infrastructure services (Public Works, Social Services, Public Health, etc). Deputy Chief of Police Tony Warr will be the Toronto Police Service Command representative. The exercise is scheduled for September 18, 2005.

Other Activities:

The Province of Ontario is preparing to enact legislation for a standardized Incident Management System (IMS) used to facilitate command and control for emergency and disaster situations. TPS adopted IMS many years ago and is currently providing assistance to the Province with the development of a Provincial IMS standard that will be implemented across Ontario either late this year or in early 2006. The Ministry of Correctional Services and Community Safety is preparing to release its plan for the Provincial Incident Management System (PIMS). TPS continues to provide representation on various committees that Emergency Management Ontario (EMO) has struck, with the most recent meeting having taken place September 8, 2005 at the Ministry of Community Safety and Correctional Services. The Service's continued representation will ensure that these new provincial standards will enhance and/or compliment what is already practiced by the Toronto Police Service.

Renovations to the Police Command Centre (PCC) are nearing completion. Actual construction has been completed, and the installation of video technology with outside source interface (Toronto Compass Cameras and TPS Video Services Link-up) is very near completion. Remaining computer workstation hardware and infrastructure has been identified and approved by Information Technology Services (ITS) with delivery and installation scheduled to take place during September 2006. The facility is capable of becoming operational should the need arise.

The new Mobile Command Vehicle (MCV) has been completed and delivered. It has gone through an extensive operational review to ensure that all systems are performing optimally, and it is now fully operational as the Primary Command Unit for major incidents.

The Emergency Management Operations Unit, the Occupational Health and Safety Unit and Toronto Public Health are continuing in their preparation of a Pandemic Influenza plan for the TPS. Public health authorities have advised that there is a potential for a major viral outbreak. Some possible influenzas, such as the Avian Bird Flu, may be imported from other countries. Potentially, other infectious outbreaks could also occur as a result of the devastation and highly unsanitary conditions caused by hurricane “Katrina.” The potential effect from such diseases could pose serious risks to our capability to maintain effective policing operations.

The Emergency Management Operations Unit along with the Toronto Office of Emergency Management continues to identify, analyze and account for both City and TPS specific critical infrastructure. The purposes of this is to provide for both operational and business continuity activities to ensure that core city services continue if critical infrastructure is affected by an emergent or disastrous event.

The Joint Operations Steering Committee, made up of deputy chief level representatives from TPS, TFS, EMS, and Public Health, along with Works and Emergency Services, continues to meet in order to facilitate and harmonize emergency operations between the emergency response agencies. Joint emergency planning continues with respect to CBRN, HUSAR, medical pandemic planning and general joint emergency preparedness, including specific risk and hazard analysis for Toronto.

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

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 14, 2005**

**#P340. RESPONSE TO BOARD'S RECOMMENDATION REGARDING THE
SCADDING COURT COMMUNITY CENTRE'S COMMUNITY
EDUCATION AND ACCESS TO POLICE COMPLAINTS
DEMONSTRATION PROJECT**

The Board was in receipt of correspondence, dated September 15, 2005, from Michael Bryant, Attorney General, containing a response to the Board's earlier recommendation pertaining to the Scadding Court Community Centre's Community Education and Access to Police Complaints Demonstration Project. A copy of the correspondence is appended to this Minute for information.

The Board received the foregoing.

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

Procureur général
Édifce McMurtry-Scott
720, rue Bay
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Toronto ON M5G 2K1
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Télec.: 416-326-4016



Our Reference #: M05-06077

SEP 15 2005

Ms. Pam McConnell
Chair
Toronto Police Services Board
40 College Street
Toronto, ON
MSG 2J3



Dear Ms. McConnell:

Thank you for your letter dated August 9, 2005, informing me of the Toronto Police Services Board's recommendation regarding the Scadding Court Community Centre's Community Education and Access to Police Complaints Demonstration Project (CEAPC).

As you know, we are currently in the process of reviewing the recommendations made by the Honourable Patrick J. LeSage on the province's police complaints system. This government is committed to a police complaints system that has the confidence of the public and the respect of the police. We realize that a strong police complaints system that is fair and equitable to both the public and the police is important to the people of Ontario.

I very much appreciate your taking the time to inform me of the Board's recommendation in regard to the CEAPC, and I will give it careful consideration. I have also taken the liberty of forwarding it to ministry officials for more detailed study.

Thank you again for your letter.

Yours truly,

A handwritten signature in black ink, appearing to read "Michael Bryant".

Michael Bryant
Attorney General



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 14, 2005**

**#P341. RESPONSE TO BOARD'S RECOMMENDATION TO AMEND THE
POLICE SERVICES ACT WITH REGARD TO ISSUES INVOLVING
MEMBERS OF POLICE SERVICES BOARDS**

The Board was in receipt of correspondence, dated September 21, 2005, from Monte Kwinter, Minister of Community Safety and Correctional Services, containing a response to the Board's earlier recommendation to amend the *Police Services Act* with regard to issues involving members of police services boards. A copy of the correspondence is appended to this Minute for information.

The Board received the foregoing.

Ministry of Community Safety
and Correctional Services

Office of the Minister

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

Ministère de la Sécurité communautaire
et des Services correctionnels

Bureau du ministre

25, rue Grosvenor
18^e étage
Toronto ON M7A 1Y6
Tél.: 416-325-0408
Télééc.: 416-325-6067



CU05-03415

SEP 21 2005

Ms. Pam McConnell
Chair
Toronto Police Services Board
40 College Street
Toronto ON M5G 2J3



Dear Ms. McConnell:

Thank you for your correspondence requesting consideration of proposed amendments to the *Police Services Act* (PSA) concerning surveillance, records maintenance and criminal investigations involving members of police services boards.

I appreciate the board's concerns about these issues. However, the ministry is not prepared to amend the PSA at this time. If the PSA is amended in the future, the ministry will consult fully with all its stakeholders in the policing community, including the Ontario Association of Police Services Boards, and conduct a careful analysis of all available options.

I have forwarded a copy of the board's recommendations to Mr. Ron Bain, Assistant Deputy Minister, Policing Services Division, for his information and consideration, should a suitable opportunity to amend the PSA arise in the future.

Again, thank you for writing.

Sincerely,

A handwritten signature in black ink, appearing to read "Monte Kwinter".

Monte Kwinter
Minister

c: Mr. Ron Bain

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 14, 2005**

**#P342. LETTER OF APPRECIATION – FINANCIAL CONTRIBUTION
RELATED TO THE CAPB'S 2005 ANNUAL CONFERENCE**

The Board was in receipt of correspondence, dated August 25, 2005, from Lynne Kennedy, President, Canadian Association of Police Boards, with regard to the CAPB's 2005 Annual Conference. A copy of the correspondence is appended to this Minute for information.

The Board received the foregoing.



Canadian Association of Police Boards
Association canadienne des commissions de police

25 August 2005

Ms. Pam McConnell, Chair
Toronto Police Services Board
40 College Street
Toronto, ON M5G 2J3

Dear Ms. McConnell:

On behalf of the Board of Directors and members of the Canadian Association of Police Boards, I would like to convey a sincere thank you to the Toronto Police Services Board for the support it provided during the CAPB's Sixteenth Annual Conference held in Ottawa, August 17-20, 2005. In particular, I wish to thank you for the generous financial contribution, which helped to offset the cost of meals provided to delegates.

A conference of this nature simply cannot be contemplated without the goodwill and assistance of many individuals and organizations. Your contribution was much appreciated and helped to make the conference a great success.

We are very grateful for your Board's long-standing support of the CAPB and commitment to improving police governance. I would like to wish you and your Board much success in the future, and I look forward to continuing to work together on issues of police governance.

Sincerely,

Lynne Kennedy
President
Canadian Association of Police Boards

DATE RECEIVED

AUG 30 2005

TORONTO
POLICE SERVICES BOARD

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 14, 2005**

**#P343. REQUEST FOR EXTENSION OF TIME TO SUBMIT REPORT:
REVIEW OF THE CURRENT TORONTO POLICE SERVICE AUDIT
PROCESS**

The Board was in receipt of the following report September 09, 2005 from William Blair, Chief of Police:

Subject: REQUEST FOR AN EXTENSION TO SUBMIT A REPORT DEALING WITH
THE CURRENT INTERNAL AUDIT PROCESS

Recommendation:

It is recommended that the Board approve a request for a two-month extension to submit the report dealing with the current internal audit process.

Background:

At its meeting on June 13, 2005, the Board received a report from the Auditor General dealing with a review of the information technology project called Enterprise Case and Occurrence Processing System (eCOPS). The Board approved the recommendations made by the Auditor General in his report *Review of the Enterprise Case and Occurrence Processing system (eCOPS) Project* dated April 2005. (BM# P186/05 refers.)

At the same time, the Board approved motion #4 to review the Service's current audit system in consultation with the Auditor General. Recommendations are to be submitted to the Board during the 2006 operating budget deliberations.

An examination of relevant issues and factors has begun in consultation with the Auditor General. The review will encompass an examination of the role and mandate of the Audit & Quality Assurance Unit. In addition, the reporting process and structure of the unit will be reviewed and compared to other similar audit functions found within the City of Toronto. This will necessitate a review of staffing needs and comparison to existing resources in order to determine whether any shortfalls exist and the level and expertise of personnel required to fill these gaps. The Auditor General has agreed to act as a resource in the preparation of this report. A final report outlining the audit process including any proposed changes will then be prepared and presented to the Board. However, in order for a thorough review to occur, additional time is required.

It is therefore recommended that the Board approve a request for a two-month extension to submit the report.

Deputy Chief Jane Dick, Executive Command, will be in attendance to answer any questions that the Board members 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 OCTOBER 14, 2005**

**#P344. REQUEST FOR EXTENSION OF TIME TO SUBMIT REPORT:
EXPANSION OF THE MOBILE CRISIS INTERVENTION TEAM
PROJECT**

The Board was in receipt of the following report August 30, 2005 from William Blair, Chief of Police:

Subject: MOBILE CRISIS INTERVENTION TEAM

Recommendation:

It is recommended that: the Board approve the request for a two-month extension of time to submit a response to the Board's motions regarding the Mobile Crisis Intervention Team.

Background:

At its meeting of October 26, 2000, the Board approved the Services' participation in a joint partnership with St. Michael's Hospital Mobile Crisis Intervention Team (MCIT) to improve the response and provision of services to emotionally disturbed persons (EDP) for a two-year term. (Board Minute #478/2000 refers). The Board, at its meeting of July 29, 2004, approved the continuation of this partnership with St. Michael's Hospital for a two-year term ending July 31, 2006. (Board Minute #P210/2004 refers). At its meeting of March 8, 2005, the Board requested the Service provide a report on the possibility of developing similar partnerships in other Divisions and identify the financial or resource benefits that may result from such new partnerships and any training issues that may be involved. (Board Minute #P69/2005 refers).

At its meeting of June 13, 2005, the Board approved the following motion:

“THAT the Board request the Chief of Police to prepare a further report, after consultation with the community stakeholders, that would:

- (a) outline potential different designs of the MCIT model for the different divisions targeted for expansion of the MCIT model, taking into account partnerships with local hospitals and services available in each community; and
- (b) suggest modifications to the existing MCIT model currently operating in No. 51 and No. 52 Divisions, including increased community consultation and enhanced cooperation with services available in the community.” (Board Minute P195/2005 refers).

To implement the MCIT program, extensive community and agency consultation and cooperation was necessary. Much of that work has been started and some of it has been completed. However, over the past few months several unexpected events have occurred, not the least of which is the increase in gun violence in the City of Toronto, that have diverted both community and police resources. While work on the MCIT has resumed and to ensure optimum results, the Service is requesting a two-month extension of time to submit a response to the Board's motions regarding the Mobile Crisis Intervention Team.

Deputy Chief Kim Derry, Divisional Policing 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 OCTOBER 14, 2005**

#P345. OUTSTANDING & PENDING REPORTS - PUBLIC

The Board was in receipt of the following report September 26, 2005 from Pam McConnell, Chair:

Subject: OUTSTANDING & PENDING REPORTS - PUBLIC

Recommendations:

It is recommended that:

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

Background:

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

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

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

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 14, 2005**

#P346. CORRESPONDENCE

The Board was in receipt of a summary of the public correspondence received in the Board office between July 13, 2005 and September 19, 2005. A copy of the summary is on file in the Board office.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 14, 2005**

**#P347. TORONTO POLICE SERVICE 2006-2010 CAPITAL PROGRAM
SUBMISSION**

The Board was in receipt of the following report October 05, 2005 from William Blair, Chief of Police:

Subject: TORONTO POLICE SERVICE 2006-2010 CAPITAL PROGRAM
SUBMISSION

Recommendation:

It is recommended that:

- (1) the Board approve the 2006 –2010 Capital Program with a 2006 request of \$31.42 million (M) (excluding cash flow carry forwards from 2005) and a total of \$171.17M for 2006-2010; and
- (2) the Board forward this report to the City Manager for information.

Background:

The Service's Capital Program, as submitted, addresses the Service's Infrastructure priority. The projects identified meet the operational requirements in the areas of state-of-good-repair, occupational health and safety, officer and public safety and lifecycle replacements.

Attachment A provides a financial summary of the Toronto Police Service's 2006-2010 Capital Program submission and a summary of the requests for the years 2011-2015, as per City of Toronto instructions. Details of this submission are outlined in this report.

Business cases have been prepared for each new capital project. These have been evaluated and prioritised in relation to the Service Goals and Objectives. The Command and I have conducted a review of all projects to ensure that the Capital Program reflects legitimate, bona fide needs of the Toronto Police Service (TPS) for the effective delivery of services. Moreover, the Board's Budget Sub-Committee (comprised of the Board members, City Budget Advisory Committee members assigned to review the Service budget, TPS staff and City staff) held two meetings to review the capital program in detail. The input from the Board's Budget Sub-Committee has been incorporated into this submission and I support the capital program request.

City Financial Target

The Deputy City Manager and Chief Financial Officer has provided the Service with a target of \$36.95M for the year 2006. TPS staff and I met with the City Manager, Deputy City Manager and Chief Financial Officer and City staff on September 19, 2005 to discuss the 2006–2010 capital program. At this meeting the Service was requested to develop a capital plan that would achieve a target of \$35M each year for the years 2007–2010. TPS is aware that the City continues to experience significant budget pressures and as a result, projects have been deferred, deleted or phased in wherever possible.

2006-2010 Submission

The 2006-2010 submission is segregated into three categories for presentation purposes:

- A. Facility Projects
- B. Information Technology Projects
- C. Replacement / Maintenance / Equipment Projects

This report provides information for ongoing projects and projects that are scheduled to begin in 2006. Operating cost impacts of on going and 2006 new projects are also identified.

A. Facility Projects

43 Division (\$14.7M) – On going

This project is for the construction of a new division on City-owned land at 4331 Lawrence Avenue East. Construction of the new division commenced in 2004 and completion is expected in December 2005 with occupancy in early 2006.

23 Division (\$17.2M) – On going

This project provides for the construction of a new 23 Division (with a central lock-up) at Finch and Kipling. The sod-turning ceremony took place on July 08, 2005. Construction of the new division has started and completion is expected in 2007.

New Training Facility (Replacement of C.O. Bick College) (\$50.9M) – On going

This project provides for the construction of a new Police College and a training facility for Firearms / Defensive Tactics at Birmingham Drive. The new facility will provide classroom-training, firearms training and the ability to interact with the community. This project also includes funding for the Police Vehicle Operations (PVO) function. The PVO function will be housed in a Fire Department-owned facility at 40-50 Toryork Drive.

The Department of National Defence (DND) has approached the Service and expressed interest in partnering in the new college facility. Discussions between TPS, the City and DND have commenced in order to reach a partnership agreement. If a partnership with DND is achieved then the design would incorporate their requirements and there would also be a cost contribution to the project by DND. At this time, the project cost does not include any monies from DND.

Environmental review by the Ministry Of Environment (MOE) has begun. It is expected that construction will commence mid-year 2006.

11 Division (\$16.9M) – On going

This project provides for the construction of a new 11 Division. A Toronto Transit Commission (TTC) site, meeting the established criteria, at 640 Lansdowne Avenue has been identified for use by TPS. TPS has asked the City to start the Environmental Assessment and the progress on this site will be reported to the Board.

14 Division (\$19.7M) – On going

This project provides funding for construction of a new 14 Division. City Real Estate, on behalf of the Service, is pursuing the acquisition of a suitable site. There are three potential sites that are being investigated and the Service is waiting for response from City Real Estate.

B. Information Technology Projects

Voice Logging Recording System (\$0.97M) – On going

This project provides for replacement of the Communication Centre Voice Logging Recording Systems at 703 Don Mills Road, 4330 Dufferin Street and the Central Alternate Response unit based on the equipment lifecycle. The project commenced in 2005 and completion is in 2006. Integrity of continuous recordings for 911 calls is essential, along with all other phone communications, as well as the Voice Radio System. This system architecture allows for long term archiving from both sites, immediate retrieval, increased access points for multiple users and the potential for further expansion.

Investigative Voice Radio System (\$3.6M) – On going

This project provides for the migration of investigative services users from the old investigative services radio system to the new emergency services voice radio network. This migration provides for encryption capability for users, enough capacity to meet existing needs, the potential for interoperability with neighbouring police services, new mobile and portable field radios for investigative services personnel and voice-radio communications beyond the boundaries of the City of Toronto and the Province.

SmartZone Upgrade (\$0.5M Net) – On going

This project provides for the upgrade of the joint TPS/ Toronto Fire Services / Emergency Medical Services (EMS) SmartZone voice radio system to version “Z” to ensure continued technical system support from Motorola beyond December 2004.

The radio infrastructure environment needed to be upgraded, as Motorola no longer supported it. The version that ensures full technical support and compliance during the remaining life cycle of the SmartZone Radio System is referred to as the “Z Version”.

The cost for this software upgrade is \$1.5M to be equally divided between Toronto Fire Services, EMS and TPS. The cash flow has been reflected as \$0.5M in 2005 (the Service’s share) and \$1.0M in 2006 (recoverable from Fire and EMS).

Centracom Upgrade (\$0.4M Net) – On going

The latest and final version of the Motorola SmartZone infrastructure is referred to as the “Z Version”. The “Z Version” upgrade requires the Centracom Elite Consoles to operate on a Windows XP platform. This system provides communication between Communication Centre dispatch personnel and the uniform / non-uniform members in the field.

This project provides funding for the Centracom Elite Console upgrade to XP and Windows Server 2003 Operating system. This is required for continued Motorola support until 2012.

The cost for this software upgrade is \$0.8M. At the present time only Toronto Fire Services and TPS utilise Centracom Elite Consoles for their primary means of dispatch communications to field personnel. The total cost of the upgrade is shared equally between both. The cash flow is reflected as \$0.4M in 2005 (the Service’s share) and \$0.4M in 2006 (recoverable from Fire).

Replacement of Call Centre Management Tools (\$0.9M) – On going

This project provides for replacement of 4 ACD MAX Call Centre applications. The ACD MAX works in conjunction with the 911 system, to provide TPS with the ability to generate statistics such as real-time status on call volume, which allows the Supervisors to effectively deploy resources to meet the needs and demands for 911 service.

These statistics also provide the number of calls waiting to be answered, calls in progress and any possible backlog within the system. The additional management reports on call duration, time of call, and abandoned and deflected calls, allows the technical staff to identify any capacity issues and Communications Supervisors the ability to meet staff training requirements.

Call Centre Management Tools will last for at least 5 years and will be maintained for an additional 3 years for a total of 8 years. The coverage date starts in October 2005 and will be maintained at least until 2013.

Automated Vehicle Location System Expansion (\$1.6M) – On going

The first phase of this project was initiated in 2001 and was completed in 2003. The second phase of the Automated Vehicle Location (AVL) system project encompasses the installation of a further 1,000 Global Positioning System (GPS) receivers in remaining cars, not already equipped in the first phase, along with the associated software solution on the mobile workstation for the display of vehicle location. The GPS data would then be transmitted to the Computer Aided Dispatch (CAD) system and display the location of the vehicle. The installations will be made over the next three years and will be completed by 2008.

Strong Authentication – Computer Security (\$1.56M) – On going

This project investigates Strong Authentication solutions and implements a selected solution Service-wide. Strong Authentication provides the capability to accurately and reliably identify an individual electronic user. Digital Certificates provide facilities to secure communication over any network (including the Internet). It provides both integrity of the message from source to destination, and the reliable identification of the individual through Digital Signature. The ever-increasing access to police information has introduced significant security risks both for unauthorised access to information and modification of information. The portability of electronic devices has also increased the possibility of loss or theft of these devices. These security risks can be adequately mitigated with the implementation of a Strong Authentication system coupled with individual digital certificates.

The Royal Canadian Mounted Police (RCMP) and the Ontario Provincial Police (OPP) have implemented Strong Authentication using a token and Personal Identification Number (PIN) coupled with Digital Certificates. As well, the Canadian Police Information Centre (CPIC) Advisory Committee (comprised of all police chiefs throughout Canada) has advocated the migration to a Strong Authentication system for all police agencies. The RCMP and OPP will require TPS to have Strong Authentication in order for staff to access their systems.

HRMS (Human Resource Management System) Additional Functionality (\$3.2M) – On going

There are additional opportunities to improve operational efficiencies by implementing more functionality available in PeopleSoft (the Service's Human Resources (HR) system). This request proposes the implementation of those additional modules, which TPS has already purchased, and additional available functionality be implemented in order to further improve workforce management.

The benefits expected from this project include:

- Streamlined business processes (e.g. payroll efficiencies, benefits enrolment, and security administration)
- Improved corporate reporting (e.g., succession planning, performance management, skills match analysis, online job descriptions)

TRMS (Time Resource Management System) Additional Functionality (\$2.7M) – On going

In order to continue to optimize workforce management, additional business practices can be supported with further enhancements to TRMS (the Service's time and attendance system). These include increased technology access to more workforce segments, expanded use of employee self-service, the use of decision support tools, attention to small cost-saving measures that add up for a cumulative process improvement effect, and the growing focus on optimizing current HR systems by improving legacy systems and connecting existing disparate systems.

TRMS can be enhanced to further support:

- Workflow to support timely reaction to business events
- Court Scheduling for officers attending POA court
- Additional corporate reporting
- Workforce Optimization Related to Scheduling and Deployment
- Employee Portal Solution
- Mobile access for reporting time and activities in order to gauge workforce effectiveness

In-Car Camera Program (\$11.03M)

In-Car Camera Pilot Program – On going

In an attempt to increase officer/community safety, the Police Services Board has directed that the Service undertake a pilot project to evaluate the effectiveness and cost of in-car camera systems and technology. Through this project, the Toronto Police Service will equip 15 cars with in-car cameras, microphones and digital video capture systems.

The pilot will allow the Service to quantify the capital and operating costs of systems and resources required to support the management and disclosure of the video. Further, the pilot project evaluation stage will provide information with respect to the operational pros and cons of such a system.

In-Car Camera Full implementation (\$10.471M) – New 2006

TPS is optimistic that the pilot project will demonstrate many positive outcomes. However a full evaluation of the pilot project is required to accurately determine the operational and financial impacts and the infrastructure required to support in-car camera systems across the entire service.

Through the Pilot Project, the operational support systems, number of temporary personnel required and process and infrastructure have been designed and put in place to provide logistical support for the pilot project. Quantitative and qualitative data gathered from the Pilot User Group will be used to evaluate the effectiveness of those systems, providing valuable insight and information to assist in a go/no go decision to support a full installation.

In preparation to support further investment in this area, the Service has submitted a request for necessary funding for the service-wide installation of in-car camera systems in all 450 marked patrol vehicles. These capital costs are based on assumptions and estimates formulated prior to the evaluation of the pilot project.

Digital Video Asset Management – DVAM II (\$5.7M) – New 2006

The 2003/2004 DVAM I initiative provided digital video file technologies for TPS Media Monitoring, Training Videos, Production Videos, Corporate Communications and Detention Area Monitoring. Digital Video Asset Management II extends network-based digital video data file technology to evidence management for interviews, booking and breath tests.

The technologies exist today that would permit TPS to share evidence with authorized users over network connections and disclose evidence (including video) through secure network technologies. TPS can improve operational efficiency and levels of service by adopting these technologies internally while positioning the organization to provide network-based disclosure of Digital Evidence.

By implementing the technologies and processes of DVAM II, TPS will virtually eliminate physical video media from evidence management and disclosure within the organization.

DVAM II is divided into six phases to stage the financial commitment and manage the conversion to a digital system. These phases are as follows:

- Phase 1 - Homicide, Sexual Assault interviews – Year 2006
- Phase 2 - Breath Test for Traffic Services, 32, 22 and 41 Divisions – Year 2006
- Phase 3 - Interviews – 32, 22 and 14 Divisions – Year 2007
- Phase 4 - Interviews – 11,12 Divisions – Year 2007
- Phase 5 - Interviews – 51, 52, 53 and 54 Divisions – Year 2007
- Phase 6 - Interviews – 31 and 33 Divisions – Year 2008
- Phase 7 - Interviews – 23, 42 and 43 Divisions – Year 2008

DVAM II is also correlated with the In-Car Camera project, as all of the companion computer equipment for In-Car Camera has to be installed at Video Services. The DVAMS server will serve as the central repository for all of the video files recorded in In-Car Camera.

C. Replacement / Maintenance / Equipment projects

Facility Fencing (\$3.7M) – On going

This project addresses site security deficiencies and enhances officer safety by: upgrading existing fencing to an acceptable standard; installing new fencing, where required, to an acceptable standard; installing automatic gates to parking areas; and integrating the gate system(s) into the existing security system to provide Service personnel secure access; and installing appropriate signage.

Occupational Health & Safety Furniture Lifecycle Replacement (\$3.0M) – On going

This project provides funding for the on-going management of the furniture lifecycle replacement program adopted by the Service. This allows the Service to be proactive in providing proper furniture to members of the Service and to address Occupational Health & Safety issues. A major component of the 2005/2006 amounts is the replacement of workstations at the Communication Centre.

State of Good Repair – Police (\$8.9M over 5 years) – On going

This project provides funds for the on-going maintenance and repair for the interior of Police-occupied buildings, and is managed by TPS' Facilities Management. The scope of the work includes flooring replacement, window coverings, painting, and Occupational Health & Safety issues. City Corporate Services is responsible for the State of Good Repair requirements involving the exterior of police facilities and major components such as HVAC.

Advanced TASER Deployment (\$1.1M) – New 2006

The Advanced TASER is a battery powered, hand held, less-lethal conducted energy weapon (CEW) specifically designed to subdue a violent subject within a distance of 21 feet. The Advanced TASER has proven extremely effective, yet it does not cause any permanent harm or serious after effects. The Service will be conducting a pilot program for TASERs and report to the Board on the results of the pilot. Based on Board approval, implementation and use of the Advanced TASER will be in accordance with Ministry guidelines.

Other-Than-Debt Expenditures

Based on City of Toronto capital guidelines, several projects are included in the Capital Budget, although these projects are not debt funded and do not impact on the total net capital expenditures. In 2006, these are:

- ◆ Vehicle and equipment replacement (\$5.033M)
A review of the Police fleet several years ago determined an optimum lifecycle replacement plan for each type of vehicle owned by the Service. This was then used to determine the annual amount required to replace vehicles in a timely manner.
- ◆ Workstation, laptop and printer lifecycle plan (\$1.9M)
Until recently, the Service leased all computer equipment. Service direction is to purchase all computer equipment requiring replacement that are not currently on a lease lifecycle replacement plan (consistent with City direction). A purchase lifecycle plan has been developed to replace all equipment not currently on a lease.
- ◆ Server lifecycle plan (\$1.6M)
As Service direction is to purchase all computer equipment not currently leased, a lifecycle plan has been developed to ensure servers are replaced as they become obsolete.
- ◆ IT business resumption plan (\$1.9M)
The project provides funding to ensure all critical systems have business resumption plans in the event primary systems should become unusable.

Operating Budget Impacts

Many capital projects incur subsequent operating costs such as maintenance costs. Each year the operating budget impact is reviewed and updated as part of the annual capital process.

The following table identifies the incremental operating budget impact in 2006 and 2007, based on the submitted 2006-2010 capital budget.

Net Operating Budget Impact of 2006-2010 Program (\$000s)

Operating Impact	2006	2007
Livescan Fingerprinting system – System Maintenance	14	3
Traffic and Garage Service – Building Maintenance	289	0
43 Division – Building Maintenance and staffing	2,420	0
Police Integration System – System Maintenance	150	100
Investigative Voice Radio System – System Maintenance	75	0
Replacement of Call Centre Management Tools – System Maintenance	0	50
Voice Logging Recording System – System Maintenance	0	85
Strong Authentication – System Maintenance	0	65
Jetforms Replacement – System Maintenance	0	40
DVAM II (see below note)	0	0
Advanced TASER Deployment – Replacement of cartridges and TASER	0	80
Incremental Operating Impact	2,948	423

It is the Service's expectation that City Council would recognise these costs in the respective operating budgets for the above years.

Some projects result in operating efficiencies and cost avoidance. DVAM II results in cost avoidance opportunities and efficiencies in three key areas:

- ◆ As TPS is quickly reaching the capacity of its secure video archives, new environmentally controlled storage space will be required. Assuming 9,800 boxes of videos will be generated requiring storage in the years from 2006 to 2010 there would be a cost avoidance.
- ◆ A significant portion of staff time is used for physical movement of VHS video evidence. By moving to digital video technology, the physical movement of the evidence is virtually eliminated. This will result in an estimated cost avoidance for additional staff.
- ◆ Video Management Unit receives over 13,000 requests per year from officers for video files. Each request takes about 10 minutes of officer time. DVAM II eliminates the need for these requests since officers will have access to the file from the server storage video.

Summary

The 2006 portion of the 5-year program is summarised as follows:

2006 portion of the Capital submission (\$000s)

On-going projects	29,368
2006 new projects	3,450
Total 2006 Gross Request	32,818
Less Recovery for SmartZone & Centracom	-1,400
Total 2006 Net Request	31,148
City Financial Target	36,946
Amount under Target	-5,528

It is recommended the Board approve the 2006 –2010 Capital Program with a 2006 request of \$31.42 million (M) (excluding cash flow carry forwards from 2005) and a total of \$171.17M for 2006-2010 and the Board forward this report to the City Manager for information.

Mr. Angelo Cristofaro, Acting Chief Administrative Officer, Administrative Command will be in attendance to answer any questions.

Mr. Angelo Crisotfaro, Acting Chief Financial Officer, was in attendance and delivered a presentation to the Board with regard to the proposed 2006-2010 capital program submission.

The Board approved the foregoing.

Project Name	Plan to end of 2005	2005 Carry Over	2006-2010					2006-2010 Proj. Total Plan	2011-2015 Proj. Total Plan	Total Project
			2006	2007	2008	2009	2010			
Facility Projects										
43 Division	12,700	-1000.0	2,000	0	0	0	0	2,000	0	14,700
23 Division (Kipling and Finch)	8,456	2,032	6,709	2,000	0	0	0	8,709	0	17,165
New Training Facility (Replacement of C.O. Bick College)	7,200	950	2,100	14,720	12,780	14,100	0	43,700	0	50,900
11 Division (640 Lansdowne Ave.)	1,300	200	6,300	3,960.0	3,540	1,800	0	15,600	0	16,900
14 Division	750	740.0	1,000	2,500	5,680	6,617	3,153	18,950	0	19,700
Intelligence / Special Investigation Facility (beyond 2006)	0	0	0	500	2,000	2,500	3,500	8,500	11,500	20,000
Property & Evidence Management Storage (beyond 2006)	0	0	0	250	400	2,000	5,000	7,650	10,950	18,600
54 Division (beyond 2006)	0	0	0	0	400	2,600	5,292	8,292	7,508	15,800
41 Division (beyond 2006)	0	0	0	0	400	2,500	5,950	8,850	6,300	15,150
13 Division (beyond 2006)	0	0	0	0	0	0	4,400	4,400	11,400	15,800
32 Division (beyond 2006)	0	0	0	0	0	0	4,000	4,000	4,050	8,050
Long Term Facility Plan (beyond 2006)	0	0	0	0	0	0	0	0	25,000	25,000
Information Technology Projects										
Police Integration Systems	5,250	1,200	0	0	0	0	0	0	0	5,250
Voice Logging Recording System	673	0	301	0	0	0	0	301	0	974
Investigative Voice Radio System	2,400	-1,200	1,200	0	0	0	0	1,200	0	3,600
SmartZone Upgrade	500	0	1,000	0	0	0	0	1,000	0	1,500
CentreCom Upgrade	400	0	400	0	0	0	0	400	0	800
Replacement of Call Centre Management Tools	590	0	296	0	0	0	0	296	0	886
Automated Vehicle Location System Expansion	385	0	395	405	405	0	0	1,205	0	1,590
Strong Authentication-Computer Security	595	0	960	0	0	0	0	960	0	1,555
Jetform Replacement	1,200	900	0	0	0	0	0	0	0	1,200
HRMS Additional Functionality	500	350	1,415	200	545	500	0	2,660	0	3,160
TRMS Additional Functionality	550	0	1,903	215	0	0	0	2,118	0	2,668
In – Car Camera	538	0	124	5,225	5,146	0	0	10,495	0	11,033
Digital Video Asset Management II	0	0	2,350	2,300	1,015	0	0	5,665	0	5,665
Mobile Personal Communication to Police Information System (beyond 2006)	0	0	0	0	0	262	1,805	2,067	1,430	3,497
Radio Console Dispatch for Communication Centre (beyond 2006)	0	0	0	0	0	220	0	220	0	220

Replacements/Maintenance/Other Projects										
Facility Fencing	1,830	0	915	400	515	0	0	1,830		3,660
Occupational Health & Safety Furniture Lifecycle Replacement	1,500	0	750	375	375	0	0	1,500	0	3,000
State-of-Good-Repair – Police	9,130	0	1,600	1,700	1,800	1,900	1,900	8,900	9,000	27,030
Advanced TASER Deployment	0	0	1,100	0.0	0.0	0.0	0.0	1,100	0	1,100
Total – On going & 2006 New Projects	56,447	4,172	32,818	34,750	35,001	34,999	35,000	172,568	87,138	316,153
Less Recovery (Smartzone & Centrecom)	0.0	0.0	-1,400	0.0	0.0	0.0	0.0	-1,400	0.0	-1,400
Total – 2006 Capital Budget Request	56,447	4,172	31,418	34,750	35,001	34,999	35,000	171,168	87,138	314,753
Other than debt expenditure (Draw from Reserve)										
Vehicle and Equipment Replacement	10,066	0.0	5,033	5,033	5,033	5,033	5,033	25,165	25,165	60,396
Workstation, laptop, printer – lifecycle	5,318	0.0	1,900	0	0	0	0	1,900	0	7,218
Servers – lifecycle	3,079	0.0	1,589	0	0	0	0	1,589	0	4,668
IT business resumption – lifecycle plan	5,254	0.0	1,910	0	0	0	0	1,910	0	7,164
Total – Other than debt expenditure (Draw from Reserve)	23,717	0	10,432	5,033	5,033	5,033	5,033	30,564	25,165	79,446

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 14, 2005**

**#P348. TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT:
2006-2010 CAPITAL PROGRAM SUBMISSION**

The Board was in receipt of the following report October 05, 2005 from William Blair, Chief of Police:

Subject: PARKING ENFORCEMENT 2006-2010 CAPITAL PROGRAM SUBMISSION

Recommendation:

It is recommended that:

- (1) the Board receive this report; and
- (2) the Board forward this report to the City Manager for information.

Background :

Attachment A provides a financial summary of Parking Enforcement's 2006-2010 Capital Program submission. There are no new projects and the submission includes only one previously approved project.

Summary of Capital Projects:

The following table provides a summary of the Parking Enforcement capital program for 2006.

Project (\$000s)	Available funding in 2005	2005 projection	Cash carry forward to 2006
Handheld Parking	4,100	2,600	1,500

Hand Held Parking Device

This project provides for the implementation of Handheld Parking Devices, which would provide Parking Enforcement with more expedient data transfer, an increased ability to locate stolen vehicles, an increased rate for processing tickets, and more enhanced management information.

At this point, the vendor has been selected (Board Minute #P81/2005 refers) and the contract was finalized at the end of September 2005. Also, Information Technology Services (ITS) has reviewed the technology component that is being used to ensure system compatibility. It is expected that the pilot will be ready by February 2006 and the full implementation will take place in June 2006. It is anticipated that \$1.5M of the available funding will be cash carry forward to 2006.

Operating Budget Impacts

The following table identifies the net operating budget impact in future years for the 2006-2010 program.

Operating Budget Impact of 2006-2010 Program (\$000s)

Impact	2006	2007	2008	2009	2010
Operating cost impact	261	450	450	450	450
Operating benefits	0	-320	-320	-320	-320
Net Operating cost impact	261	131	131	131	131

The net operating cost impact is for the purchase of batteries, maintenance of handheld devices and radio frequency costs offset by savings in the purchase of hand written tag books, pagers and geocoding of parking tag data. It is the Service’s expectation that City Council would recognise these costs in the respective operating budgets for the above years.

This project will result in efficiencies and benefits to the City which will be reflected in City budgets.

Summary

There are no new projects in 2006 and no new debt financing is required. It is anticipated that \$1.5M of the available funding will be cash carry forward to 2006.

It is recommended that the Board receive this report and forward it to the City Manager for information.

Mr. Angelo Cristofaro, Acting Chief Administrative Officer, Administrative Command will be in attendance to answer any questions the Board may have.

The Board approved the foregoing.

Attachment A

Project Name	Plan to end of 2005	2005 C/F C/F	2006-2010 Plan					2006-2010 Total Plan	2011-2015 Total Plan	Total Project Plan
			2006	2007	2008	2009	2010			
2006 on going Project:										
Handheld Parking Devices	4,100	1,500	0	0	0	0	0	0	0	4,100
Total 2006 Capital Budget Request	4,100	1,500	0	0	0	0	0	0	0	4,100
Other than debt expenditure (Draw from Reserve):										
Vehicle and Equipment Reserve	434	0	434	434	434	434	434	2,170	2,170	4,340
Total 2006 Draw from Reserve	434	0	434	434	434	434	434	2,170	2,170	4,340
Total 2006 including other than debt	4,534	1,500	434	434	434	434	434	2,170	2,170	8,440

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 14, 2005**

#P349. BY-LAW NO. 152 – NEW ORGANIZATIONAL CHART

The Board was in receipt of the following report October 06, 2005 from William Blair, Chief of Police:

Subject: ORGANIZATIONAL CHART

Recommendation:

It is recommended that: the Board approve draft By-law No. 152 to give effect to the new organizational chart for the Service.

Background:

At its meeting on January 25, 2001, the Board requested that all organizational charts be submitted on an annual basis (Board Minute #P5/01 refers). At its meeting on July 12, 2005, the Board approved a new organizational chart (Board Minute #P218/05 refers).

Due to the recent appointment of the new command structure, additional changes to the organizational chart have been made. It is expected that further modifications may be required once the new Command has had the opportunity to fully assess their respective areas.

As a general practice, sub-units do not appear on the organizational chart. The few sub-units that have been added to the chart over the years have been included for the purpose of relating their location to our members. Sub-units are noted with dashes on the current organizational chart.

In an effort to standardize the organizational chart, all sub-units previously appearing on the chart have been removed. Information regarding the relocation, renaming etc. of sub-units will be communicated to members through Routine Orders. In this way, the information continues to be relayed to our members, the organizational chart is not unnecessarily cluttered and consistency is maintained.

The purpose of this report is to request 16 amendments to the current organizational chart.

1. Name Change – The Toronto Drug Squad has been renamed Drug Squad.
2. Name Change –Special Investigation Services has been renamed Organized Crime Enforcement to better reflect its function.
3. Name Change – Staff Planning and Development has been renamed Staff Planning and Community Mobilization. This change makes the name more descriptive of the role of the Staff Superintendent and the units under that area.

4. Name Change – Diversity Relations has been renamed Community Mobilization. This name more accurately reflects the mandate of this unit, which is made up of the former Community Liaison and Community Programs units. While this unit will have important responsibilities with respect to the relationship between the Toronto Police Service and the diverse community, it also has a broad variety of other responsibilities, including: domestic violence; community safety; services to young people; and others.
5. Name Change – Staff Development has been renamed Staff Planning. This name better reflects the unit's function that includes reviewing, planning, implementing and evaluating initiatives with respect to career development and succession planning, as well as processes such as promotions, transfers, recruit administration, secondments, and general research within the Staff Planning & Community Mobilization area.
6. Relocation of a Unit – Currently, the Duty Desk reports to Corporate Services. The Duty Desk is now a sub-unit reporting to the Risk Management Unit and does not appear on the chart.
7. Relocation of a Unit – Currently, the Employment Unit reports to Human Resources Management. The Employment Unit has been repositioned and will report to Staff Planning & Community Mobilization. This change is made to place all of the proactive units responsible for recruiting, hiring, developing and promoting Service members under one area, as they have complementary mandates. This change will result in one area being responsible for members' deployment and development from recruiting to retirement.
8. Relocation of a Unit – Currently, Audit & Quality Assurance reports to the Risk Management Unit. Audit & Quality Assurance has been repositioned and will report to Corporate Services.
9. Relocation of a Unit – Currently, the Freedom of Information sub-unit reports to the Risk Management Unit. The Freedom of Information sub-unit will return as a sub-unit of Information Access that reports to Records Management Services and will not appear on the chart.
10. Relocation of a Unit – Currently, Centralized Paid Duty reports to Staff Planning & Development. Centralized Paid Duty is now a sub-unit reporting to the Staff Superintendent of Operational Services and not appear on the chart. This change reflects the fact that paid duties are primarily a support for operational units, as opposed to an element of human resource administration.
11. Relocation of a Unit – Special Events sub-unit is moved from Public Safety & Emergency Planning to report to the Staff Superintendent of Operational Services and not appear on the chart. This change will result in both Special Events and Centralized Paid Duty reporting to the Staff Superintendent of Operational Services. This restructuring reflects the close-working relationship between the planning of special events and the assignment of paid duties.
12. Relocation of a Unit - Part of Crime Stoppers is moved from Diversity Relations and is now a sub-unit reporting to the Staff Superintendent of Operational Services and not appear on the chart. Specifically, all aspects of Crime Stoppers (the Coordinator, secretary and all call-takers) except the Student Crime Stoppers Program have been moved to Operational Services, while Student Crime Stoppers remains with Community Mobilization. This change is being made because the vast majority of the work performed by the Coordinator and call-takers supports

units within Detective Services. This move therefore reflects the strong partnership between Crime Stoppers and Detective Services. The three police officers within Student Crime Stoppers, however, will remain at Community Mobilization to allow them to deliver the Student Crime Stoppers Program within the schools, and also to be available for other school-based programs.

13. Addition of Unit – At the January 24, 2005, Confidential Board meeting, the Board approved the appointment of the Manager, Enterprise Architecture, Information Technology Services. (Board Minute #C6/05 refers). The attached organizational chart reflects this addition. Enterprise Architecture is a new office responsible for the overall technology infrastructure planning (current and future), the review of design of all projects, ensuring that the Service follows Information Technology standards, and the researching and risk assessment of the adoption of new technologies.
14. Addition of Unit – At the February 10, 2005, Confidential Board meeting, the Board approved the appointment of the Manager, Project Management Office, Information Technology Services. (Board Minute #C24/05 refers). The attached organizational chart reflects this addition. The Project Management Office is a new unit reporting to Information Technology Services. This Office is responsible for overseeing all projects, the training for project leaders towards Project Management Professional (PMP) designation, ensuring formalized/standardized project methodology, prioritization, planning and reporting, ensuring that projects have measurable deliverables, the independent assessment of progress versus deliverables and independent reporting to the Steering Committee.
15. Addition of Unit – As part of the reorganization in Information Technology Services, a new unit has been created named IT Governance Management. The mandate of this unit will be to implement and maintain standard Information and Technology (IT) governance frameworks, specifically, the IT infrastructure Library (ITIL) and Control Objectives for Information and related Technology (CobiT) frameworks. In addition, this unit would be responsible for maintaining service level agreements for information technology services available across the organization, as well as, developing, managing, and administering service management best practises. There are no costs associated with change at this time.
16. Deletion of Sub-Units – for the purpose of standardizing the chart, in addition to those sub-units already identified in items 1-15, the following sub-units currently on the organizational chart have been deleted from the chart: Covert Operations; Area Courts; Central Courts; CASC; SORT; CARU; Communications Centre; Legal & Prosecutions; Complaints Administration; SIU Liaison; Information Security, Analysis & Assessment; Criminal & Conduct Investigation; Investigative Support; Information Access; Operations; and Analysis Support Section.

Therefore, it is recommended that the Board approve draft By-law No. 152 to give effect to the revised organizational chart.

Deputy Chief Jane Dick, Executive Command, will be in attendance to answer questions from Board members.

The Board approved the foregoing.

TORONTO POLICE SERVICES BOARD

BY-LAW NO. 152

To amend By-law No. 99 establishing rules for the effective management of the Metropolitan Toronto Police Service

The Toronto Police Services Board HEREBY ENACTS as follows:

1. By-law No. 99, a by-law “to make rules for the effective management of the Metropolitan Toronto Police Service” (hereinafter called the “By-law”) is amended by deleting Appendix “A” to the Rules attached as Schedule “A” to the By-law, and forming part thereof, and substituting Schedule “A” attached hereto.
2. This By-law shall come into force on the date of its enactment.

ENACTED AND PASSED THIS 14th day of October 2005.

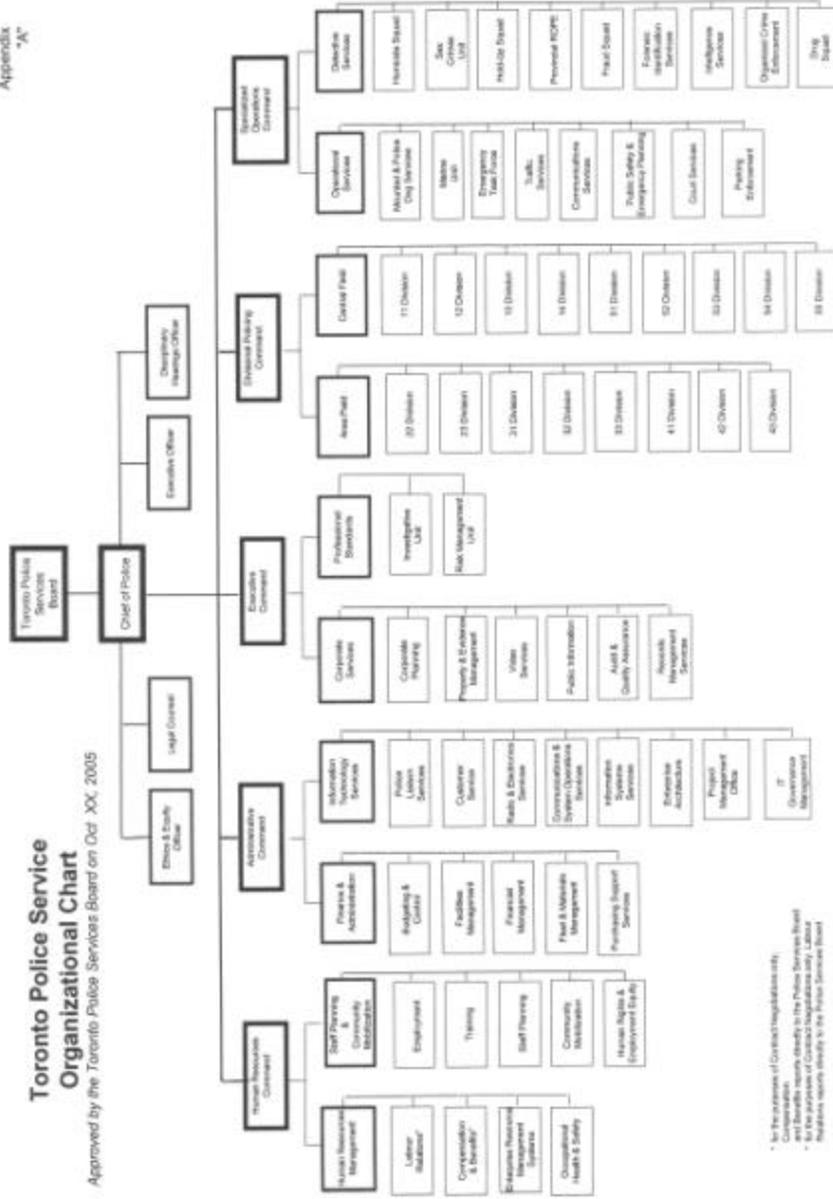
Alok Mukherjee
Chair

<p>Approved: Min. No. P349/05</p>
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SCHEDULE "A" TO BY-LAW NO. 152

Toronto Police Service Organizational Chart

Approved by the Toronto Police Services Board on Oct. XX, 2005



* For the purposes of Contract Negotiations only
 * For the purposes of Contract Negotiations only
 * For the purposes of Contract Negotiations only, Labour Relations Agency directly to the Police Services Board

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
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#P350. IN-CAMERA MEETING – OCTOBER 14, 2005

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

The following members attended the in-camera meeting:

Dr. Alok Mukherjee
Councillor Pam McConnell
The Honourable Hugh Locke, Q.C.
Ms. Judi Cohen
Mr. Hamlin Grange
Councillor John Filion
Mayor David Miller

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#P351. ADJOURNMENT

Dr. Alok Mukherjee
Chair