

**MINUTES OF THE PUBLIC MEETING** of the Toronto Police Services Board held on **SEPTEMBER 26, 2002** at 1:30 PM in the Auditorium, 40 College Street, Toronto, Ontario.

**PRESENT:**

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

**ALSO PRESENT:**

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

**#P236.** The Minutes of the Meeting held on **August 20, 2002** were approved.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 26, 2002**

**#P237.           MOMENT OF SILENCE**

A moment of silence was observed in memory of Senior Police Constable Alan Kuzmich of the South Simcoe Police Service who died on August 21, 2002 and RCMP Constable Jimmy Ng, of the Richmond, BC, detachment, who died on September 15, 2002. Both officers died while on duty in traffic-related collisions.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 26, 2002**

**#P238. TORONTO POLICE SERVICE - 2003-2007 CAPITAL PROGRAM  
SUBMISSION**

The Board was in receipt of the following report SEPTEMBER 11, 2002 from Julian Fantino, Chief of Police:

Subject: TORONTO POLICE SERVICE 2003-2007 CAPITAL PROGRAM  
SUBMISSION

Recommendation:

It is recommended that:

1. The Board approve the 2003-2007 Capital Program as reflected in this report, with a 2003 request of \$25.5 million (M) (excluding cash flow carry forwards from 2002), and a total of \$197.3 M for 2003-2007;
2. The Board approve a request of \$9M for 43 Division in 2003 and 2004, to be funded as a separate item in the Capital submission from City accounts;
3. The Board approve a request of \$14.6M for the Traffic Services and Central Garage Facility in 2003-2005, to be funded as a separate item in the Capital Submission from the Waterfront Development Program;
4. The Board authorise the Chairman to approve, subject to ratification by the Board, changes to the capital budget submission during the time between meetings of the Board; and
5. The Board forward this report to City Budget Services.

Background :

Attachment A provides a financial summary of the Toronto Police Service's 2003-2007 Capital Program submission and a summary of the requests for the years 2008-2012, as per City of Toronto instructions. Details of this submission are outlined in this report.

The City of Toronto's criteria for defining a capital budget item for the 2003-2007 capital budget are similar to prior years. The criteria are outlined as follows:

- Capital expenditures must relate to items that have a useful life of at least 10 years;
- Expenditures must relate to the acquisition, betterment or replacement of a physical asset; and
- Expenditures must be at a minimum of \$50,000.

In addition, starting with 2003 the new requirement for capital planning is to focus on a full 10-year plan, include Corporate Service management fees, and identify land costs.

Business cases have been prepared for each new capital project. Corporate Planning and Budgeting & Control evaluated and prioritised each project according to predetermined criteria. The Command and I have conducted a review of all new projects to identify that the Capital program reflects legitimate, bona fide needs of the Toronto Police Service for the effective delivery of policing services. TPS is aware that the City continues to experience significant budget pressures. Projects have been deferred, deleted or phased in wherever possible.

#### City target:

Target information from the City for 2003-2007 Capital Program was received August 07, 2002 with a target of \$14.8M, which is 59% of the 2003 portion of the 2002-2006 Capital budget submission. The City has since re-evaluated the target for a new amount of \$20.5M, which is 82% of the 2003 portion of the 2002-2006 Capital budget submission. There will be further discussion on the target at a meeting to be held by the City on September 20, 2002. Results of that meeting will be provided as a verbal update at the September Board meeting.

Targets have been set for all Agencies, Boards, Commissions and Departments (ABCDs), with the exception of TTC and Solid Waste Management. These targets were developed not on the basis of prior approval or priority, but based on the total amount of debt that the City can afford, and a subsequent percentage allocation. Given fiscal realities, it has been concluded that the City can afford no new debt other than for TTC and Solid Waste Management.

There are two items of note relating to the City guidelines:

#### Management Fees

Neither the original target nor the revised target takes into consideration the issue of City of Toronto Management Fees. Budget guidelines indicate that Project Management Fees are to be included in each project. Fees charged by the Design, Construction and Asset Preservation (DCAP) Section of Facilities and Real Estate apply to all work performed for capital projects. The Project Management fee is 4% of the project total, for projects ranging over \$2M. The Service has included management fees for all applicable projects in the capital submission. For the year 2003, this amounts to \$0.8M.

Project management has been provided previously by the City's DCAP section at no cost to the Service. The introduction of the management fee by DCAP is in response to City direction to recover costs. It is the Service's position that this recovery should not impact the capital submission as there is an offsetting operating budget reduction for DCAP. Further, it should be the Service's responsibility to ensure cost effectiveness by evaluating the competitiveness of the service provided against other providers.

## Land Policy

At its June 18,19,20, 2002 meeting, Council adopted a policy governing “Land Transactions among City ABCDs and proceeds from sale of surplus City-owned Real property.”

This policy recommends that City-owned property that is jurisdictionally transferred between ABCDs shall be at no cost to the ABCD receiving the property. Where City-owned property is declared surplus and sold, net proceeds are to be deposited in the City reserve fund, and allocated for the future capital requirements of the ABCD releasing the property (if that ABCD held the property for a minimum of 10 years).

The City’s Capital Budget guidelines indicate that each project should reflect the value of land to be acquired (if applicable), as well as the value of the land to be released (if applicable). In order to clarify the budget guidelines vis-à-vis the land policy approved by Council, Service staff met with the City CAO. The City CAO has recommended that the following interpretation be applied:

- Include land costs to show full cost of project;
- Offset any City-Owned land at full value, as this is an opportunity cost only;
- Offset other land at full value, as funds should be included in the LARF (Land acquisition reserve fund).

The submission before you today has taken this approach. It should be noted that total land acquisition costs for projects in 2003 is \$14.5M; \$4.2M represents the opportunity cost of using City-owned land; \$10.3M represents the amount required from the LARF (excludes the Traffic Services and Central Garage Facility).

### 2003-2007 Submission:

The 2003-2007 submission can be broken down into two categories:

- A. On-going projects: Projects which have been approved to begin in 2002 or previous years; and
- B. Projects with no funding approval: Projects that are to begin in 2003 or future years, and have no funding approval from the City.

Each project in the Capital Submission must be submitted into one of five category definitions:

- Health and Safety
- Legislated/City Policy
- State of Good Repair
- Service Improvement and Enhancement
- Growth Related

These categories will be used by the City to establish capital priorities; however, only the first three are considered in the City’s 2003 target. All projects proposed in the capital program have been evaluated and categorised according to these categories.

## **A. On-going Projects**

There are 12 projects in this category (excluding 43 Division, which is discussed separately). These are listed below, by City category:

### **State of Good Repair**

#### **1 51 Division (\$18.6M)**

This Project was initiated in 2001 and is expected to be completed by 2003. It provides for the construction of a new 51 Division at Parliament and Front. The building has been acquired and is being renovated. Costs have increased by \$2.1M from last year's submission (from \$16.48M to \$18.58M) due to inflation (\$0.5M), City of Toronto management fees (\$0.6M), and unforeseen costs related to the historical portion of the building (\$1M).

#### **2 Time Resource Management System (TRMS) (\$4.5M)**

This Project was initiated in 2001 and is expected to be completed by 2003. It provides for the replacement of the Service's Time and Attendance system (DECS), and interfaces with HRMS (PeopleSoft system). Using this system, the Service will have access to more current and reliable information, which will ultimately lead to a more effective management of resources and costs. There is no change to the funding as previously approved.

#### **3 State of Good Repair – Corporate (\$14.6 over 5 years)**

This project provides funds for the on-going maintenance and repair of Police-occupied buildings, which is managed by the City of Toronto Corporate Services staff in conjunction with TPS Facilities Management staff. The scope of Corporate Service's work includes major repairs or replacement to structural items such as roofs, HVACs, windows, etc. There is an increased cost from last year's submission of \$0.3M due to inflation and some realignment of projects.

#### **4 State of Good Repair – Police (\$5.8M over 5 years)**

This project provides funds for the on-going maintenance and repair of Police-occupied buildings, which is managed by TPS' Facilities Management. The scope of Facilities Management work includes flooring replacement, window coverings, painting, etc. There is an increased cost from last year's submission of \$0.7M due to inflation and change in priorities due to facility replacement deferment.

#### **5 11 Division (\$12.4M)**

This project was initiated in 2001 and is expected to be completed by 2005. It provides for the construction of a new 11 Division. It has been the Service's intent to realign the boundary between 11 and 14 Division, and this will be done in conjunction with this construction. A TTC site meeting the established criteria has been identified, and City Real Estate is pursuing acquisition. This site could also house the Parking Enforcement West operations.

## **6 Firearms / Defensive Tactics and Applicant Testing Facility (\$44.1M)**

This project provides for the construction of a new Police College (replacing C.O. Bick), as well as a training facility for Firearms / Defensive Tactics. The Site will provide classroom training, firearms training and an applicant testing facility.

Final requirements for this new site will be studied in the coming months, and the 2004-2008 submission will provide more specific details. At this time, only Police Vehicle Operations (PVO) costs are included in 2003. Previously, this case assumed PVO, including a skid-pad, would be located at this site. This operation will now be housed in a Fire Department-owned location, and costs are included here for accommodation requirements at that site.

Costs have increased by \$24M due to change in scope (\$22.3M) and City of Toronto management fees (\$1.8M). The change in scope is significant, as previous plans assumed a smaller facility, supplemental to C.O. Bick, would be constructed. Current plans assume a single facility, replacing C.O. Bick.

### Service Improvement and Enhancement Projects:

## **7 Video Tape Storage and Processing (\$3.1M)**

This project provides for the acquisition of hardware and software for digital storage of tapes (evidence), which would reduce the hard copy storage requirement and allow quick access to video data. This project addresses the current space shortage for storing videotapes.

An RFP issued earlier this year indicated higher than expected costs. The RFP had to be re-issued (mid-2002) with scope changes to reduce costs. Project completion date has been delayed to mid-2003. As a result there is \$1.5M cashflow carryforward expected to 2003. There is no change to the funding as previously approved.

## **8 Emergency Generators (\$2.4M)**

This project was initiated in 2000 and is expected to be completed by 2004. It provides for the installation of emergency generators at 18 front-line Police facilities to ensure that the Service's operations are not interrupted during power outages. Funds are committed, as a purchase order has been issued for provision of generators. There is no change to the funding as previously approved.

## **9 Automated Vehicle Location System (AVLS) (\$2.1M)**

This project was initiated in 2001 and is expected to be completed by 2003. It provides for the acquisition and installation of vehicle location devices in police vehicles. This system connects to the TPS Computer Aided Dispatch System to assist management in deployment issues and enhance officer safety. A contract has been awarded to Motorola and Intergraph. There is no change to the funding as previously approved.

**10 Livescan Fingerprinting System (\$5M)**

This project was initiated in 2002 and is expected to be completed by 2004. It provides for the replacement of the present manual system with an inkless electronic system. It allows for the exchange of information with various regional police services, and provincial and federal agencies. A contract has been awarded to Printrak (a Motorola company). There is no change to the funding as previously approved.

**11 Police Integration Systems (Internal & External) (\$5.3M)**

This project was initiated in 2002 and is expected to be completed by 2005. It provides for the creation of network connections between various systems (internally and externally). It allows for the internal exchange of information between RICI, AFIS, MCM, as well as external exchange of information between other regional police services, and provincial and federal agencies. Initial development work has commenced. There is no change to the funding as previously approved.

**12 TPS Headquarters Renovation (\$1.9M)**

This project provides funds for required renovations within Headquarters as a result of organization realignment and to maximize the efficient use of space. 2003 funds are earmarked for the moves associated with Human Resources' physical amalgamation on the 9<sup>th</sup> floor. There is no change to the funding as previously approved.

**B. Projects with no funding approval**

There are 18 projects in this category. These are listed below, by City category:

Health and Safety:

**1 Communication Centre Workstations (\$3.6M)**

This project is expected to start in 2004 and be completed by 2005. It would provide for the replacement of current 9-1-1 workstations with state-of-the-art workstations that would reduce injuries and sick leave (and related costs) as well as increase productivity. The Communications Centre experiences large numbers of Injured on Duty (IOD) claims and these numbers are rising drastically. An ergonomic study is to be completed by the end of September 2002, for an assessment of the existing furniture and to determine if this is the cause of the injury claims.

State of Good Repair

**2 23 Division (\$11.9M)**

This project is expected to start in 2003 (with land acquisition in 2002), and be completed by 2005. It would provide funding for the construction of a new 23 Division. Land has been identified for this facility, and City Real Estate is pursuing acquisition.



This project was identified in previous Capital submissions, and costs have increased by \$1.3M (from \$10.6M to \$11.9M) due to inflation (\$0.7M) and City of Toronto management fees (\$0.6M).

### **3 54 Division (\$9.3M)**

This project is expected to start in 2003, and be completed by 2006. It provides funding for a new 54 Division. TPS has an opportunity to acquire the East York Civic Centre, which could house the new D54 and PEO East facility. It is assumed that the land cost is zero as Civic Centre property is City-owned.

This project was identified in previous Capital submissions to commence in year 2005. Costs have decreased by \$1.8M (from \$11.1M to \$9.3M), as this will now be a renovation as opposed to the previously-assumed construction project. Timing has been accelerated under the assumption that this property will be acquired.

### **4 14 Division (\$12.9M)**

This project is expected to start in 2004 and be completed by 2007. It would provide funding for the construction of a new 14 Division. This project was identified in previous Capital submissions, and costs have increased by \$1.7M (from \$11.2M to \$12.9M) due to inflation (\$1.1M) and City of Toronto management fees (\$0.6M). A site for this facility has been proposed.

### **5 Boat Replacements (\$1.3M)**

This project is expected to start in 2003 and be completed by 2005 (previous years have included boat replacements, but no funding is approved for 2003 and beyond). This project provides for the replacement of 5 vessels based on a lifecycle plan that was developed in 1998 based on the results of an independent survey in 1997, which found many structural and mechanical issues with most of the boats. The 2 boats identified for 2003 require immediate replacement due to lack of structural and mechanical integrity.

### **6 Replacement of Call Centre Management Tools (\$0.4M)**

This project is expected to start in 2003. It would provide for the replacement of 4 call centre management tools which are currently obsolete (the original products were purchased in 1995, and are no longer supported by the provider). Three of the call centres work 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 Supervisors to allocate staff appropriately. They also provide statistics on call duration, time of call, number of calls abandoned, deflected, etc. The fourth call centre works in conjunction with our administrative phone system, which helps TPS to monitor call performance with our Help Desk, Occurrence reporting, Switchboard, Crime Stoppers.

### **7 Furniture Lifecycle Replacement (\$2M)**

This project is expected to start in 2003 and be completed by 2006 (four-year phased approach). It would provide funding for the on-going management of the furniture replacement program currently adopted by the Service. This would allow the Service to

be proactive in providing proper furniture to members of the Service, to avoid Occupational Health & Safety issues.

## **8 Future Long Term Facilities Projects (\$151.1M)**

The continuation of the long-term facilities plan is reflected in the Capital submission. Facilities are to be renovated/replaced in priority order, determined by Occupational Health/Employment Equity requirements.

- 41 Division: Construction of a new 41 Division, with a cost of \$12.9M, would start in 2004, and be completed by 2007.
- 52 Division: Renovation of the existing 52 Division, at a cost of \$6.6M, would start in 2005, and be completed by 2007.
- 32 Division: Renovation of the existing 32 Division, at a cost of \$7.3M, would start in 2006, and be completed by 2007.
- Detective Support Services: Construction of a consolidated facility for all Detective Services, with a cost of \$20.0M, would begin in 2006 and be completed by 2009.
- Future Facilities: Facilities beginning in 2007-2012 have been included at a cost of \$104.3M. These have been included to assist the City in its 10-year planning; however, the Board is not being asked to approve these projects at this time.

### Service Improvement and Enhancement Projects:

## **9 Police Command Centre (PCC) (\$0.7M)**

This project would provide funds for the renovation and equipping of a Police Command Centre at 703 Don Mills, one floor above the City of Toronto's Emergency Operations Centre (EOC). This location would be equipped with state-of-the art technology, with sufficient space to accommodate government officials, police personnel and other agencies.

This facility would also be used to manage and direct the security of the inhabitants of the City/Community in the event of a massive event/disaster. Training of personnel with respect to managing events/disasters would be conducted at the facility.

## **10 HRMS Additional Functionality (\$0.9M)**

This project is expected to start in 2003 and be completed by 2004. It would provide funding for additional opportunities in the HRMS system by implementing more PeopleSoft functionality. The business case proposes the implementation of modules that were included in the integrated system purchased by TPS. The benefits expected from this project include: elimination of duplicate entry related to security management, elimination of duplicate entry related to PeopleSoft/DECS interfaces, reduction in operating costs (the full impact of these to be determined), streamlined business processes, and improved corporate reporting.

**11 Mobile Personal Communications to Police Information Systems (\$3.1M)**

This project is expected to start in 2003 and be completed by 2006. It would equip police officers and civilians that are not in vehicles with personal communication devices, which allows them remote and portable access to the Service's information system. Currently they are "disconnected" from access to police information (i.e. foot patrol, motorcycles, bicycles, mounted and unmarked police vehicles).

**12 Digital Conversion and Storage (\$3.9M)**

This project represents the combination of Mini-Photolab Replacement, Digital Photography conversion and phase 2 of videotape storage requirements. It provides for replacement of current cameras with digital cameras, replacement of a mini-photolab with a photo printer and digitizing videos to reduce storage, processing and handling.

A Service-wide strategy will be explored in 2003, and will be finalised for the 2004–2008 submission. It is expected that this project may have some financial payback (the full impact of operating costs to be determined). An amount of \$3.8M is allocated to this project as an estimate; the 2004-2008 submission will provide a more accurate amount.

**13 Automated Fuel System (\$0.4M)**

This project is expected to start in 2004 and be completed by 2005. It provides for the installation of an Automated Fuel Management System at twenty-two Toronto Police Service sites within the City of Toronto. The system will provide accurate and timely information regarding fuel utilisation, which increases the ability for management decision making, and at the same time expedites the delivery of fuel to the Service's vehicles.

**14 Investigative Voice Radio System (\$4.6M)**

This project is expected to start in 2004 and be completed by 2006. It would provide for the migration of investigative services users from the existing investigative services radio system to the new emergency services voice radio network. This migration would provide encryption capability for users, enough capacity to meet existing needs, and the potential for interoperability with neighbouring police services.

**15 TRMS Additional Functionality (\$2.9M)**

This project is expected to start in 2004 and be completed in 2006. It would build on the current TRMS implementation by providing additional functionality through the on-going integration of TRMS (WorkBrain) and PeopleSoft.

The TRMS and HRMS systems would be enhanced to further support Activity Based Costing, workforce Optimisation related to Scheduling and Deployment, Employee Portal Solution, Mobile Access for Reporting Time and Activities in order to gauge workforce effectiveness, use of Proximity Readers throughout the Service for Time & Attendance reporting, Court Scheduling for officers attending POA court (replacement of the CASC system).

**16 Strong Authentication (Computer Security) (\$2.1M)**

This project is expected to start in 2004 and be completed in 2006. It would investigate Strong Authentication solutions and implement a selected solution Service-wide. Strong Authentication provides the ability to identify accurately and reliably an individual requesting access to a computer.

**17 Reporting Tools (\$0.5M)**

This project would start in 2004 and be completed in 2005. It would provide funding for the implementation of a standard, official query and reporting tool to allow access to the myriad of Police Information Systems. Currently, there are a variety of reporting tools used across the Service. There is no simple mechanism to extract data from the various systems.

**18 Mobile Command Centre(s) (\$1.1M)**

This project would start in 2004. The full scope will be determined during 2003. It provides for purchase and modification of vehicles to be used as Mobile Command Centres.

**Other Projects – Request for Separate City Funding**

The Service's position is that funds allocated to these projects should not impact on TPS budget envelope. There are 2 projects under this category.

**1 43 Division (\$9.0M)**

This project was initiated in 2001 and is expected to be completed in 2004. It provides funds for the construction of a new division in Scarborough. This is a City-initiated project and the funding has been provided from City Reserves for \$3.4M for 2001 and 2002. During Council deliberations in 2002, this project was approved with the full understanding that future funding will not affect the overall target or budget of the Service. An additional \$9M is required for 2003 and 2004 if this project is to be completed.

**2 Traffic Services and Central Garage Facilities (\$14.6M)**

This project is expected to start in 2003 and be completed by 2005. The relocation of the current facilities and construction of a new facility is required due to the proposed Front Street expansion, resulting from the Waterfront Development Program.

The funding for this project should be provided from the Waterfront Development project, and the full cost of \$14.6M is shown here. However, discussions with the City have concluded that the Waterfront Development project should cover only those costs required to establish "the same" facility at a new site. Any costs related to upgrading the facility would be a TPS cost. The split between "base" and "upgrade" costs is being determined. Upon determination, funds may be added to TPS' request to cover upgrade costs, and the funds requested from the Waterfront Development project may be adjusted. The site for this location may be co-located with 14 division, for which a site has been proposed.

### 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 net operating budget impact in future years, if the 2003-2007 capital budget is approved as submitted.

#### **Net Operating Budget impact in future years (\$000's)**

<b>Impact</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
Incremental change, year to year	0	1038	577	696	200

It is the Service's expectation that City Council would recognise these costs in the respective operating budgets for the above years. Total operating impact for 2003-2007 is \$6.6M.

### Summary

Attachment A summarises the 2003-2007 Capital program request in priority order. The 2003-2007 request is comprised of:

#### **2003-2007 Capital Request (\$000's)**

<b>State of Good Repair</b>	160,956
<b>Service Improvement</b>	32,699
<b>Health and Safety</b>	3,640
<b>Total 2003-2007 Request</b>	<b>197,295</b>

The 2003 portion of the 5-year program can be further broken down as follows:

#### **2003 portion of the Capital submission (000's)**

On-going projects, as submitted in 2002	22,039
Inflation	705
Management Fees	776
Change in scope/estimated cost	1,737
Cash flow change (deferrals to future years)	(3,792)
<b>Total 2003 request for on-going projects</b>	<b>21,465</b>
2003 projects with no funding approval	4,009
<b>Total 2003 Request</b>	<b>25,475</b>

The 2003 land cost to the City is \$14.5M, with a total of \$22.3M for 2003-2007 (excluding \$17.4M in 2003 for the Traffic Services and Central Garage Facility).

It is recommended that the Board approve the 2003-2007 Capital Program as reflected in this report, with a 2003 request of \$25.5 million (M) (excluding cash flow carry forwards from 2002), and a total of \$197.3M for 2003-2007. It is also recommended that the Board approve a request of \$9M for 43 Division (in 2003 and 2004) and a request of \$14.6M for the Traffic Services and Central Garage Facility (in 2003-2005), both to be funded as separate items in the Capital Submission, from City accounts.

As discussions with the City and its Committees progress, decisions may be required regarding the capital budget during the time between meetings of the Board. It is recommended that the Board authorise the Chairman to approve, subject to ratification by the Board, changes to the capital budget submission during the time between meetings of the Board.

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

**Mr. Frank Chen, Chief Administrative Officer, and Mr. Angelo Cristofaro, Director, Finance and Administration, presented details of the 2003 – 2007 capital program submission to the Board.**

**The Board approved the following Motions:**

- 1. THAT the foregoing report be approved as a “target” and that staff from the Toronto Police Service and City of Toronto Finance Department continue to negotiate with the objective to achieve a mutually agreed upon amount; and**
- 2. THAT staff from the Toronto Police Service and City of Toronto Finance Department determine a satisfactory resolution to the issue of management fees.**

## CAPITAL BUDGET 2003-2007 (\$000's)

Project Name	Plan to end of 2002	2002 C/F C/F	2003-2007 Plan					2003-2007 Total Plan	2008-2012 Total Plan	Total Project Plan	Service Prior.
			2003	2004	2005	2006	2007				
On-going Projects:											
Video Tape Storage & Processing	3,131	1,516	0	0	0	0	0	0	0	3,131	SI
Emergency Generators	1,030	0	880	500	0	0	0	1,380	0	2,410	SI
51 Division (Parliament & Front)	10,030	0	8,550	0	0	0	0	8,550	0	18,580	SG
51 Division-Land value	0	0	-2,500	0	0	0	0	-2,500	0	-2,500	SG
51 Division-Land value	0	0	2,500	0	0	0	0	2,500	0	2,500	SG
Automated Vehicle Location System	1,939	0	200	0	0	0	0	200	0	2,139	SI
Time Resource Management System (TRMS)	3,900	0	600	0	0	0	0	600	0	4,500	SG
Livescan Fingerprinting System	300	0	1,163	3,517	0	0	0	4,679	0	4,979	SI
Police Integration Systems (internal & external)	250	0	1,500	1,950	1,550	0	0	5,000	0	5,250	SI
State-of-Good-Repair – Corporate	9,020	0	2,875	3,267	2,378	3,339	2,764	14,623	12,143	35,786	SG
State-of-Good-Repair – Police	2,570	0	1,690	1,035	1,035	1,035	1,035	5,830	5,175	13,575	SG
TPS Headquarters Renovation	525	0	624	237	263	250	0	1,374	0	1,898	SI
43 Division	1,790	990	1,900	0	0	0	0	1,900	0	3,690	GR
43 Division-City funding	-1,190	-990	-1,900	0	0	0	0	-1,900	0	-3,090	GR
43 Division-City funding-Land	1,600	0	0	0	0	0	0	0	0	1,600	GR
43 Division-City funding-Land	-1,600	0	0	0	0	0	0	0	0	-1,600	GR
11 Division (640 Lansdowne Ave.)	600	580	1,584	6,032	4,134	0	0	11,750	0	12,350	SG
11 Division- Land Value-City Owned	0	0	2,500	0	0	-1,700	0	800	0	800	SG
11 Division- Land Value-City Owned	0	0	-2,500	0	0	1,700	0	-800	0	-800	SG
Firearms Def.Tactics/Applicant Testing Facility-(Birmingham Dr)	500	0	1,800	6,000	11,000	14,000	8,800	41,600	2,000	44,100	SG
Firearms Def.Tactics/Applicant Testing Facility-Land Value	0	0	5,789	0	0	0	0	5,789	0	5,789	SG
Firearms Def.Tactics/Applicant Testing Facility-Land Value	0	0	-5,789	0	0	0	0	-5,789	0	-5,789	SG
Total On-going Projects:	34,395	2,096	21,466	22,538	20,360	18,624	12,599	95,586	19,318	149,299	
2003 Projects:											
23 Division (Kipling and Finch)	0	0	624	6,864	4,412	0	0	11,900	0	11,900	16 SG
23 Division-Land Value	1,600	0	265	0	0	-1,200	0	-935	0	665	SG

## ATTACHMENT A

## CAPITAL BUDGET 2003-2007 (\$000'S)

Project Name	Plan to end of 2002	2002 C/F C/F	2003-2007 Plan					2003-2007 Total Plan	2008-2012 Total Plan	Total Project Plan	Service Prior.	
			2003	2004	2005	2006	2007					
23 Division-Land Value	-1,600	0	-265	0	0	1,200	0	935	0	-665		SG
54 Division (East York Civic Centre)	0	0	312	1,080	5,062	2,806	0	9,260	0	9,260	16	SG
54 Division-Land Value-City Owned	0	0	1,708	0	0	-1,800	0	-92	0	-92		SG
54 Division-Land Value-City Owned	0	0	-1,708	0	0	1,800	0	92	0	92		SG
14 Division (1100 King St)	0	0	0	624	3,432	6,604	2,250	12,910	0	12,910	16	SG
14 Division-Land Value	0	0	4,230	0	0	0	0	4,230	-1,500	2,730		SG
14 Division-Land Value	0	0	-4,230	0	0	0	0	-4,230	1,500	-2,730		SG
Boat Replacements	0	0	500	270	500	0	0	1,270	0	1,270	14	SG
Replacement of Call Centre Management Tools	0	0	368	0	0	0	0	368	0	368	13	SG
Police Command Centre	0	0	605	120	0	0	0	725	0	725	12	SI
HRMS additional functionality	0	0	900	0	0	0	0	900	0	900	10	SI
Furniture lifecycle replacement	0	0	500	500	500	500	0	2,000	0	2,000	5	SG
Mobile Personal Communication	0	0	200	900	1,000	1,000	0	3,100	0	3,100		SI
Total 2003 Capital submission	1,600	0	4,009	10,358	14,906	10,910	2,250	42,433	0	42,433		
Projects beginning after 2003:												
Digital Conversion & Storage	0	0	0	1,563	1,250	0	1,000	3,747	100	3,913		SI
Communication centre workstations	0	0	0	2,260	1,380	0	0	3,640	0	3,640		HS
Automated Fuel System (change in scope)	0	0	0	78	350	0	0	428	0	428		SI
Investigative Voice Radio System	0	0	0	1,500	1,500	1,575	0	4,575	0	4,575		SI
41 Division (TBD)	0	0	0	624	3,432	6,604	2,250	12,910	0	12,910		SG
41 Division-Land Value	0	0	0	3,254	0	0	0	3,254	-3,200	54		SG
41 Division-Land Value	0	0	0	-3,254	0	0	0	-3,254	3,200	-54		SG
TRMS additional functionality	0	0	0	1,550	1,000	300	0	2,850	0	2,850		SI
Strong Authentication-computer security	0	0	0	500	1,075	550	0	2,125	0	2,125		SI
Reporting Tools	0	0	0	300	200	0	0	500	0	500		SI
Mobile Command Centre(s)	0	0	0	750	300	0	0	1,050	0	1,050		SI
52 Division	0	0	0	0	1,664	2,184	2,737	6,585	0	6,585		SG
32 Division	0	0	0	0	0	4,160	3,140	7,300	0	7,300		SG
Detective support services	0	0	0	0	0	500	5,500	6,000	14,000	20,000		SG



ATTACHMENT A

CAPITAL BUDGET 2003-2007 (\$000'S)

Project Name	Plan to end of 2002	2002 C/F C/F	2003-2007 Plan					2003-2007 Total Plan	2008-2012 Total Plan	Total Project Plan	Service Prior.	
			2003	2004	2005	2006	2007					
Detective support services-Land	0	0	0	0	0	11,716	0	11,716	0	11,716		SG
Detective support services-Land	0	0	0	0	0	-11,716	0	-11,716	0	-11,716		SG
Additional Facilities (Post 32) –Schedule available	0	0	0	0	0	0	7,500	7,500	96,800	104,300		SG
Total after 2003 Capital submission	0	0	0	9,051	12,151	15,873	22,127	59,276	110,900	170,176		
TOTAL CAPITAL SUBMISSION:	34,395	2,096	25,475	42,020	47,417	45,407	36,976	197,295	130,218	361,908		
Other Projects( Separate City funding):												
43 Division	0	0	3,280	5,730	0	0	0	9,010	0	9,010		
Traffic Services and Garage Facility	0	0	1,000	6,400	7,200	0	0	14,600	0	14,600		
Traffic Services and Garage Facility- Land Value	0	0	17,359	0	0	-3,800	0	13,559	0	13,559		
Traffic Services and Garage Facility- Land Value	0	0	-17,359	0	0	3,800	0	-13,559	0	-13,559		
Total Other Projects	0	0	4,280	12,130	7,200	0	0	23,610	0	23,610		

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 26, 2002**

**#P239. TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT -  
2003-2007 CAPITAL PROGRAM SUBMISSION**

The Board was in receipt of the following report SEPTEMBER 11, 2002 from Julian Fantino, Chief of Police:

Subject: PARKING ENFORCEMENT 2003-2007 CAPITAL PROGRAM SUBMISSION

Recommendation:

It is recommended that:

1. The Board approve the 2003-2007 Parking Enforcement Capital Program as reflected in this report, with a 2003 request of \$2.4 million (M), and a total of \$6.3M for 2003-2007;
2. The Board authorise the Chairman to approve, subject to ratification by the Board, changes to the capital budget submission during the time between meetings of the Board; and
3. The Board forward this report to City Budget Services.

Background :

Attachment A provides a financial summary of Parking Enforcement's 2003-2007 Capital Program submission. Details of this submission are outlined in this report.

The City of Toronto's criteria for defining a capital budget item for the 2003-2007 capital budget are similar to prior years. The criteria are outlined as follows:

- Capital expenditures must relate to items that have a useful life of at least 10 years;
- Expenditures must relate to the acquisition, betterment or replacement of a physical asset;  
and
- Expenditures must be at a minimum of \$50,000.

In addition, starting with 2003 the new requirement for capital planning is to focus on a full 10-year plan, include Corporate Service management fees, and identify land costs.

Business cases have been prepared for each new capital project. Corporate Planning and Budgeting & Control evaluated and prioritised each project according to predetermined criteria. The Command and I have conducted a review of all new projects to identify that the Capital program reflects legitimate, bona fide needs of Parking Enforcement for the effective delivery of services. TPS is aware that the City continues to experience significant budget pressures. Projects have been deferred, deleted or phased in wherever possible.

### City target:

Targets have been set for all Agencies, Boards, Commissions and Departments (ABCDs), with the exception of TTC and Solid Waste Management. Targets have been based on the total amount of debt that the City can afford. Given fiscal realities, it has been concluded that the City can afford no new debt other than for TTC and Solid Waste Management. Since there has been no previous Capital program for Parking Enforcement, no target has been established for 2003.

There are two items of note relating to the City guidelines:

### Management Fees

Budget guidelines indicate that Project Management Fees are to be included in each project. Fees charged by the Design, Construction and Asset Preservation (DCAP) Section of Facilities and Real Estate apply to all work performed for capital projects. The Project Management fee is 4% of the project total, for projects ranging over \$2M. The submission has included management fees for all applicable projects in the capital submission. For the year 2003, this amounts to \$0.53M.

The introduction of the management fee by DCAP is in response to City direction to recover costs. It is our position that this recovery should not impact the capital submission as there is an offsetting operating budget reduction for DCAP. Further it should be the Service's responsibility to ensure cost effectiveness of the service provided against other providers.

### Land Policy

At its June 18,19,20, 2002 meeting, Council adopted a policy governing "Land Transactions among City ABCDs and proceeds from sale of surplus City-owned Real property."

This policy recommends that City-owned property that is jurisdictionally transferred between ABCDs shall be at no cost to the ABCD receiving the property. Where City-owned property is declared surplus and sold, net proceeds are to be deposited in the City reserve fund, and allocated for the future capital requirements of the ABCD releasing the property (if that ABCD held the property for a minimum of 10 years).

The City's Capital Budget guidelines indicate that each project should reflect the value of land to be acquired (if applicable), as well as the value of the land to be released (if applicable). In order to clarify the budget guidelines vis-à-vis the land policy approved by Council, Service staff met with the City CAO. The City CAO has recommended that the following interpretation be applied:

- Include land costs to show full cost of project;
- Offset any City-Owned land at full value, as this is an opportunity cost only;
- Offset other land at full value, as funds should be included in the LARF (Land acquisition reserve fund).

The submission before you today has taken this approach. It should be noted that the opportunity cost of using City-owned land in 2003 is \$1.7M.

### **2003 Projects with No Funding**

For these projects starting in 2003 the City of Toronto has not provided funding as the projects have yet to obtain approval to proceed. There are 2 projects under this category.

#### **PEO East (\$2.4M)**

This project is expected to start in 2003 and be completed by 2004. It would provide funding for the inclusion of Parking Enforcement East offices at the new 54 division. Currently, PEO East is leased, and the lease expires in June 2004. Combining PEO East with 54 division will provide on-going operating budget savings, due to the reduction in lease costs.

The capital submission reflects the inclusion of PEO East with the new 54 Division. However, a review of the best possible location for Parking Enforcement is being explored.

#### **Handheld Parking Devices (\$2.9M)**

This project is expected to start in 2003 and be completed by 2005. It would provide funding for the implementation of Handheld Parking Devices. This 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. This project would provide a return on investment in less than 4 years.

### **After 2003 Projects with No Funding**

For these projects starting after 2003 the City of Toronto has not provided funding as the projects have yet to obtain approval to proceed. There is 1 project in this category.

#### **PEO West (\$1M)**

This project is expected to start in 2004 and be completed by 2005. It would provide funding for the inclusion of Parking Enforcement West offices at the new 11 division. Currently, PEO West is leased, and the lease expires in December 2005. Combining PEO West with 11 division will provide on-going operating budget savings, due to the reduction in lease costs.

The capital submission reflects the inclusion of PEO West with the new 11 Division. However, a review of the best possible location for Parking Enforcement is being explored.

## **Operating Budget Impacts**

Many capital projects incur subsequent operating costs such as maintenance costs, or result in operating savings. The following table identifies the net operating budget impact in future years, if the 2003-2007 capital budget is approved as submitted.

### **Net Operating Budget impact in future years (\$000's)**

<b>Impact</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
Incremental change, year to year	-25	-295	-573	-285	0

**(Note: Long-term benefits relating to the handheld parking devices are not reflected here, as these benefits will be seen in the Parking Tag revenue collected by the City).**

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

## **Summary**

Attachment A summarises the 2003-2007 Capital program request. 2003 land cost to the City is \$1.7M with a total of \$4.2M for 2003-2007. It is recommended that the Board approve the 2003-2007 Parking Enforcement's Capital Program as reflected in this report, with a 2003 request of \$2.4 million (M), and a total of \$6.3M for 2003-2007.

As discussions with the City and its Committees progress, decisions may be required regarding the capital budget during the time between meetings of the Board. It is recommended that the Board authorise the Chairman to approve, subject to ratification by the Board, changes to the capital budget submission during the time between meetings of the Board.

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

**Mr. Frank Chen, Chief Administrative Officer, and Mr. Angelo Cristofaro, Director, Finance and Administration, presented details of the 2003 – 2007 capital program submission to the Board.**

**The Board approved the foregoing report.**

**ATTACHMENT A**

**PARKING ENFORCEMENT CAPITAL BUDGET 2003-2007 (000's)**

Project Name	Plan to end of 2002	2002 C/F C/F	2003-2007 Plan					2003-2007 Total Plan	2008-2012 Total Plan	Total Project Plan
			2003	2004	2005	2006	2007			
PEO East ( with D 54)	0	0	1,253	317	858	0	0	2,428	0	2,428
PEO East ( with D 54)-Land	0	0	1,707	0	0	0	0	1,707	0	1,707
PEO East ( with D 54)-Land	0	0	-1,707	0	0	0	0	-1,707	0	-1,707
Handheld Parking Ticket Device	0	0	1,156	1,666	50	0	0	2,872	0	2,872
PEO West ( with D 11)	0	0	0	889	73	0	0	962	0	962
PEO West ( with D 11)- Land	0	0	0	2,500	0	0	0	2,500	0	2,500
PEO West ( with D 11)- Land	0	0	0	-2,500	0	0	0	-2,500	0	-2,500
<b>Total Parking Enforcement</b>	<b>0</b>	<b>0</b>	<b>2,409</b>	<b>2,872</b>	<b>981</b>	<b>0</b>	<b>0</b>	<b>6,262</b>	<b>0</b>	<b>6,262</b>

**OPERATING IMPACT-PARKING ENFORCEMENT  
(000'S)**

	Plan		2003-2007				2003-2007	2008-2012	Total
Project Name	to end of	2003	2004	2005	2006	2007	Proj. Total	Proj. Total	Project
	2002						Plan	Plan	
<b>Parking Enforcement proposed case:</b>									
PEO East (With D 54)	0.0	0.0	0.0	-927.0	-927.0	-927.0	-2,781.0	-4,635.0	-7,416.0
Handheld Parking Ticket Device	0.0	-25.0	-320.0	34.0	34.0	34.0	-243.0	0.0	-243.0
PEO West (With D 11)	0.0	0.0	0.0	0.0	-280.0	-280.0	-560.0	-1,400.0	-1,960.0
<b>Total Parking Enforcement:</b>	<b>0.0</b>	<b>-25.0</b>	<b>-320.0</b>	<b>-893.0</b>	<b>-1,173.0</b>	<b>-1,173.0</b>	<b>-3,584.0</b>	<b>-6,035.0</b>	<b>-9,619.0</b>
<b>Total Parking Enforcement excl Land:</b>	<b>0.0</b>	<b>-25.0</b>	<b>-320.0</b>	<b>-893.0</b>	<b>-1,173.0</b>	<b>-1,173.0</b>	<b>-3,584.0</b>	<b>-6,035.0</b>	<b>-9,619.0</b>

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 26, 2002**

**#P240. AIR SUPPORT UNIT**

The Board was in receipt of the following report AUGUST 28, 2002 from Julian Fantino, Chief of Police:

Subject: AIR SUPPORT UNIT PILOT PROJECT

Recommendation:

It is recommended:

1. that the Board approve the use of a single helicopter as the preferred option selected by the Service;
2. that the Board approve the performance indicators and recommended annual reporting structure of those indicators; and
3. that a copy of this report be provided to the City of Toronto Policy and Finance Committee for information.

Background :

The Board at its meeting on February 28, 2002, was in receipt of a report which reviewed the City Auditor's evaluation of the six month Air Support Unit Pilot Project (Board Minute P58/02 refers). The Board requested that, the Chief prepare a further report to include the following:

Motion 1

- *all options reviewed by the Service with respect to the establishment of an Air Support Unit;*
- *the preferred option selected by the Service forwarded to the Board for approval;*
- *specific proposed performance indicators and a recommended annual reporting structure of those indicators to the Board for approval;*
- *a comprehensive plan for optimal integration of the proposed permanent helicopter air support unit with other police operations, including the development or revision of operating policies, procedures and protocol, as well as the necessary training of appropriate officers and support units;*

Motion 2

- *“explore using a single helicopter and co-ordinated patrols with other GTA police services to reduce costs and whether a quieter model of helicopter can be donated to the Service”*

Motion 1 – Bullets 1 & 2 – Options Reviewed & Preferred Option



On February 28, 2002, the Board was in receipt of a report (Board Minute P58/02) which detailed the different options reviewed by the Service, including the use of one helicopter as opposed to two, a shared Greater Toronto Area (GTA) helicopter and a fixed-wing aircraft.

However, given the cost, and after careful examination of the options the Service concluded that the operation of a single helicopter is the preferred option. Having a single helicopter will pose limitations on the operational flexibility and availability as was experienced during the pilot project, but these limitations could be mitigated by the development of an integrated flight/maintenance schedule with other Greater Toronto Area (GTA) air support units. The proposed schedule would ensure availability from Durham or York Regional Police during scheduled maintenance days.

The reasons for not selecting either of the remaining options, that being, a shared GTA helicopter and a fixed wing aircraft, are explained below.

The second reviewed option was a shared GTA helicopter with Durham and/or York Regional Police. This option will not accommodate the Toronto Police Service general patrol mission profile. One of the primary benefits of a helicopter is response time. Given the size of the region, the response time to calls for service would be significantly compromised.

The final option reviewed was a fixed-wing aircraft. This type of aircraft can provide certain types of air support to front-line operations, but is limited in terms of manoeuvrability and the operational flexibility of a helicopter cannot be achieved.

The Service is working on developing a financial plan for the acquisition of a suitably equipped helicopter. Options being considered include, but are not limited to, the creation of a charitable foundation, fund raising ventures, grant applications to relevant federal and provincial agencies, and seeking donations from entities interested in supporting this venture. The Board will be kept advised of the progress of this issue.

#### Motion 1 – Bullets 3 – Reporting Structure/Performance Indicators

The Chief will be reporting to the Board on the operation of the Air Support Unit at the six-month and eighteen-month mark after its inception and as directed by the Board thereafter.

The report will include both process based and results based performance indicators. The process based indicators will be captured by gathering statistical data on hours flown, number of calls attended, first on scene and average response time.

The purpose of results based indicators is to capture information to evaluate the impact directly attributable to the helicopter. It will be important to use measurable indicators, for example, utilizing the previous year's statistical information in comparison to the current year for the helicopter. The areas that will be examined are the number of apprehensions, time spent at calls, "clearing" of scout cars, number of pursuits, and length of time of pursuits will begin to illustrate the helicopter's impact.

As this process progresses the Air Support Unit Task Force will ensure that all performance indicators are defined in the context of the Service's Business Plan.

#### Motion 1 – Bullet 4 – Integration Plan

Meetings have been held with representatives of numerous Toronto Police Service units to identify individual unit requirements of an air support unit.

At this point it is premature to begin to articulate a plan until a determination has been made with respect to the type of helicopter the Service acquires. As stated in the Auditor's report, "the limitations of different helicopters and their equipment must be considered and are an integral part of any integration/training plan that would be created."

An Air Support Unit Task Force has been established and is working towards reviewing and revising existing procedures and creating new procedures, policies, and protocols to ensure the development of a complete integration "plan" for the Air Support Unit and other internal policing operations. The need for comprehensive training for Air Support Unit members, as well as other Service members, has been recognized and will be developed to ensure the best possible results.

Once the specific type of helicopter and equipment has been selected, the Task Force will develop the internal integration plan and a report to the Board will be submitted at the appropriate time.

#### Motion 2 – Co-ordinated Service & a Quieter Model of Helicopter

Our Service has met with both York Regional and Durham Regional Police Services and discussed co-ordinating helicopter patrols to reduce costs. Both Services have agreed with the Toronto Police Service to a co-ordinated air support effort, in principle. It is important to note, this does not mean the participating police services will be pooling helicopter resources for regular helicopter patrols of the other regions on a daily basis. It can be best described as co-ordinated availability which will include the development of a flight/maintenance schedule that would ensure coverage by one of the neighbouring air support units on scheduled maintenance days and vice versa.

The noise signature of a helicopter has been and will continue to be an important part of the criteria utilized in evaluating any aircraft. Other criteria include the acquisition, operational costs and the matching of the operational ability of the aircraft to the required tasks will be considered.

#### Conclusion

It is recommended that the Board approve:

1. the use of a single helicopter as the preferred option selected by the Service;

2. the performance indicators and recommended annual reporting structure of those indicators; as provided for in this report; and
3. that a copy of this report be provided to the City of Toronto Policy and Finance Committee for information.

Deputy Chief Michael Boyd, Policing Support Command, will be in attendance to respond to any questions that the Board may have regarding this matter.

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

- **Anthony Rapoport \***
- **John Liss**
- **John Sewell \***
- **Tooker Gomberg**
- **Gail Pearce, Noise Watch \***
- **Vance Latchford, Latchford & Associates**

\* written submissions were also provided.

The Board was also in receipt of e-mail correspondence, dated September 25, 2002, from Professor Joanne Naiman, Department of Sociology, Ryerson University. Copies of the deputants' written submissions and Professor Naiman's correspondence are on file in the Board office.

**The Board discussed this matter and approved the following Motions:**

1. **THAT the Board approve recommendation no. 1 with the following amendment: inserting the words "in principle", so that the recommendation now reads:**

**That the Board approve in principle the use of a single helicopter as the preferred option selected by the Service;**

2. **THAT recommendation no. 2 be approved;**
3. **THAT the financial plan and the financial impacts of the project and all agreements be submitted to the Board for approval;**

**continued**

4. **THAT recommendation no. 3 be deferred until the financial plan, noted in Motion no. 3, is provided to the Board for approval;**
5. **THAT the Chairman contact the York, Durham and Peel Regional Police Services Boards with the view to establish a coordinated Air Support Unit that is shared between all four police services; and**

**6. THAT the deputations and written submissions be received.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 26, 2002**

**#P241. RELOCATION OF TORONTO POLICE CONTRACT No. 3 DISTRICT  
POUND OPERATED BY ABRAMS TOWING SERVICES LTD.**

The Board was in receipt of the following report AUGUST 23, 2002 from Julian Fantino, Chief of Police:

Subject: RELOCATION OF THE TORONTO POLICE CONTRACT POUND #3  
DISTRICT, OPERATED BY ABRAMS TOWING SERVICES LTD. (MAIN  
OFFICE BUILDING ONLY)

Recommendation:

It is recommended that:

1. The Board approve the relocation of the office for the 3 District Police Contract Pound, effective October 1, 2002 to the location described in this report; and
2. The Board authorize the Board Chairman to execute an agreement with Abrams Towing Services Ltd. to amend the current towing contract to reflect the change in pound office location, in a form approved by the City solicitor.

Background :

Appended to this letter is a proposal by Abrams Towing Services Ltd. to relocate their Police pound office.

Abrams Towing Services Ltd. holds the current Towing & Pounds Service contract for 3 District and lease the property that is being used for the storage of vehicles that are towed under the contract. Abrams also leases, from another source, the property that is being used for the Police office and the company offices. The offices and the Police pound are currently separated by a common laneway.

Abrams Towing has leased another adjoining building to the pound property and have proposed to move their offices and the Police office to this location. The proposed pound building site is located at 124-126 LePage Court, which is directly opposite the current pound location.

Abrams Towing notified the Unit Commander of Traffic Services, Superintendent G. Grant, by letter on April 2, 2002, as required by the contract.

The contract states that:

#### CHANGE OF POUND LOCATION

42. The Operator shall provide ninety (90) days advance notice in writing to the Unit Commander of its intention to change the location of the Operator's Pound, which change in location shall only be permitted upon approval of the Board.

From an operational perspective, one week from the date of Board approval is required to notify all members of the Service of the change of pound office location. A date of October 1, 2002 is recommended.

The proposed pound building site was inspected by staff and conforms to all requirements as put forth in the original quotation request. The lease for the proposed pound office was reviewed by staff in the City Legal division and has been found to conform to all requirements of the quotation request.

Therefore it is recommended that the Board approve the relocation of the office for the 3 District Police Contract Pound, effective October 1, 2002 to the location described in this report. It is also recommended that the Board authorize the Board Chairman to execute an agreement with Abrams Towing Services Ltd. to amend the current towing contract to reflect the change in pound office location, in a form approved by the City solicitor.

Deputy Chief Michael Boyd, Policing Support Command, will be in attendance to respond to any questions that the Board may have regarding this matter.

**The Board approved the foregoing.**

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# ABRAMS

**TOWING SERVICES LTD.**  
"Service Across Ontario"

(416) 398-2500  
1-800-267-4594  
Fax: (416) 398-6189

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April 2, 2002

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

**ATTN: Supt. G. Grant**  
*Unit Commander, Traffic Services*

**RE: 3 DISTRICT POUND OFFICES – REQUEST FOR CHANGES**

Dear Mr. Grant,

Please accept this letter as a formal request to move our pound offices from their current location in the rear of our building at **30-A Ashwarren Rd.** to a building we have purchased at **124-126 Lepage Court.**

Although the current offices are very useable, they happen to be in the rear of a very high traffic industrial unit. The new offices at 124-126 Lepage Ct. are on a very well lit street with much easier access for the public. The pound offices would be located at the front of the building with a larger area for customers claiming their vehicles including a generous parking area.

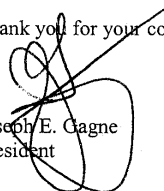
The current Ashwarren office has a driveway running between it and the pound. Similarly, the new Lepage office has a roadway between the office and the pound.

The advantages of the Lepage site are: - **easier access from street for customer convenience**  
- **more customer parking**  
- **well lit for customer safety**  
- **additional pound space (in addition to existing pound)**  
- **additional office/release counter space (will expedite the vehicle release process)**

The above mentioned advantages would provide a more professional image for The Toronto Police Service as well as Abrams Towing Services Ltd.

We anticipate being prepared to move into this location at the end of April 2002.

Thank you for your consideration in this matter,

  
Joseph E. Gagne  
President

cc: **Sgt. Adam Okonowski, 1173**  
*Pounds Supervisor*

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 26, 2002**

**#P242. COMMUNITY DONATION – COMPUTER EQUIPMENT FOR CRIME  
PREVENTION AND COMMUNITY SAFETY INITIATIVES IN No. 52  
DIVISION**

The Board was in receipt of the following report JULY 25, 2002 from Julian Fantino, Chief of Police:

Subject: COMMUNITY DONATION: NEW COMPUTER EQUIPMENT

Recommendation:

It is recommended that: the board accept the donation of two new computers, a scanner and a printer, valued at \$5,622.35 (including taxes) from the South Rosedale Ratepayers Association, to be used for Crime Prevention and Community Safety initiatives in No. 52 Division.

Background:

The Board at its meeting on March 27, 2002 approved a similar donation of computer equipment from the South Rosedale Ratepayers Association. (Board Minute #76/02 refers).

No. 52 Division has been involved in community based policing initiatives for several years. The Community Response Unit has endeavoured to promote positive interaction and communications with the residents, business and community organizations of the various crime activities and ways of preventing them. As a result of these efforts, the community has identified several areas where communications could be improved.

The program known as Autodialler or Town Crier would provide a valuable crime prevention strategy, particularly with the ever increasing business community and the mass construction of condominiums in No. 52 Division. As an example, it is anticipated there will be an increase of some 4000 residential suites available by the end of the year 2002.

The South Rosedale Ratepayers Association has identified the Autodialler program as one of the crime prevention initiatives they strongly support and as such they have purchased a computer for the Crime Prevention Office. This program could be used as a valuable crime prevention tool in delivering accurate timely information on crime trends, safety messages and important policing issues.

In addition, the South Rosedale Ratepayers Association has purchased a second stand-alone computer, scanner and printer for the Crime Management Office in No. 52 Division. This equipment will facilitate the receiving and transmitting, electronically of crime prevention



material to various business groups and organizations. Crime Prevention pamphlets and other brochures could be transferred digitally in reply to requests from the public.

The Community Response and the Crowd Management Unit could likewise utilise the computer equipment for intelligence purposes in monitoring Internet information, for the numerous special events and demonstrations occurring within No. 52 Division.

These two computers similar to No. 51 Division will be operated out of Crime Prevention and Crime Management Offices and will be independent from the Service's Intranet.

Unfortunately, the Service's Intranet is unable to fulfil these capabilities at this time.

Mr. Tony Ventura, Project Leader of Service Requests at Information Technology Services has been provided with the specifications of the proposed computer equipment. He reports, the equipment meets this Service's needs and standards and supports the acceptance of this donation.

The donation is consistent with Service Policy 18-08 Donations and is in keeping with the 2002-2004 Service Priorities: "Community Safety and Satisfaction."

The South Rosedale Ratepayers Association has requested a tax receipt.

Deputy Chief Steven Reesor of Policing Support Command will be in attendance to answer any questions if required.

**The Board approved the foregoing and agreed to send a letter of appreciation to the South Rosedale Ratepayers Association.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 26, 2002**

**#P243. REVISED BOARD MEETING DATES FOR 2002 AND BOARD MEETING  
DATES FOR 2003 – JANUARY TO MARCH**

The Board was in receipt of the following report SEPTEMBER 11, 2002 from Norman Gardner, Chairman:

Subject: REVISED BOARD MEETING DATES FOR 2002 and BOARD MEETING  
DATES FOR 2003 - JANUARY TO MARCH

Recommendation:

It is recommended that:

- (1) the following revised 2002 Board meeting dates be approved for the period October to December; and
- (2) the following dates be approved as 2003 Board meeting dates for the period January to March.

Background:

The Board at its meeting on November 23, 2001 approved meeting dates for the period October to December for the year 2002 (Board Minute #P341 refers). City Council has revised their meeting schedule and advised agencies, boards and commissions of the revisions for the duration of the year. Council further requested that wherever possible avoid scheduling meetings, which conflict with City Council and Standing Committees. Based on Council's schedule, I recommend that the Board approve the revised schedule for the remainder of the year.

Thursday, October 24, 2002  
Thursday, November 21, 2002  
Wednesday, December 11, 2002

The confidential meeting will commence at 10:30 AM and the public meeting will commence at 1:30 PM.

The Special Board meeting scheduled for Thursday, November 7, 2002 for consideration of the operating and capital budgets only will remain unchanged. The meeting will commence at 5:00 PM.

City Council has also approved its meeting dates for the year 2003. I recommend that the Board approve Board meeting dates for the period of January to March. I will forward a complete schedule for the entire year of 2003 by year-end.

Thursday, January 30, 2003  
Thursday, February 20, 2003  
Thursday, March 27, 2003.

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 26, 2002**

**#P244. NEW POSITION – SAP ADMINISTRATOR, FINANCE AND  
ADMINISTRATION**

The Board was in receipt of the following report SEPTEMBER 6, 2002 from Julian Fantino, Chief of Police:

Subject: NEW POSITION - SAP ADMINISTRATOR, FINANCE AND  
ADMINISTRATION

Recommendation:

It is recommended that:

1. the Board approve the job description for the position of SAP Administrator (A10038) in the Unit 'A' Collective Agreement, and
2. the Board approve the change in establishment by deleting one Accounts Receivable Clerk, Financial Management position, and adding a SAP Administrator (Class 10, 35 hour) position within Finance and Administration (F&A).

Background:

On October 1<sup>st</sup>, 2001, the Toronto Police Service implemented its new financial system, Systems, Application, Products (SAP). Its financial component is an industry leader and provides the Service with better management information, real time data and more efficient business processes. SAP is also the system currently utilized by the City of Toronto and therefore the software, as well as overall ownership, resides with the City.

In order to maximize the benefits of the SAP system, the Service conducted a review and as a result modified current business processes. To this end, various job descriptions have changed and affected members have been trained. Furthermore, it had been expected that the implementation of the new financial system would have the greatest impact on the finance staff. Some of the more significant responsibilities that have been added to the Finance & Administration area include:

- Co-ordination and testing of regular system upgrades (3 per year)
- Establishing and maintaining appropriate systems documentation
- Analyzing and correcting SAP related problems
- Liaising with the City and participating in various user groups
- Updating of all training materials and user manuals
- Provision of guidance and advice to all Service users, etc.

The above tasks, upon implementation of SAP, became Service responsibilities. Although the SAP system resides on the City's network and is maintained by the City, the TPS has been configured as a separate company within SAP. The separate company allows TPS to have control over its financial information, business processes and structure. City staff provide overall maintenance, security administration and IT support. As a result, the Service does not require its own support structure for SAP. However, there are tasks that are specific to the Service and must be performed by Service staff.

During the past year, F&A has managed these tasks by assigning the additional responsibilities to various individuals within the F&A directorate. This has resulted in the deferral of projects, delays in service and the creation of additional overtime. In addition, there has not been a consistent and co-ordinated approach to the management of related issues. Having now utilized this system for almost one year, a need has been identified to centralize this function and acquire the services of an individual who is qualified to perform all of these tasks. As a result, a new job description has been developed for the position of a SAP Administrator.

#### Budget/Cost Impact

The new position has been evaluated by the Compensation and Benefits unit as a 35-hour, Class 10 position (A10038) in the Unit 'A' Collective Agreement, with a current salary range of \$52,208 to \$60,294 per annum, effective January 01, 2002. The recommended job description is appended to this report.

There will be no increase to the establishment of the F&A directorate with the creation of the new position. The annualized impact of adding the new position of SAP Administrator and the deletion of one Accounts Receivable Clerk position will result in an approximate increase of \$22,708 per annum, based upon the difference between the maximum job rates of the positions. The Chief Administrative Officer has confirmed the availability of funds, from gapping savings, in the year 2002 Operating Budget to accommodate the salary differential for this new position.

It is hereby recommended that the Board approve the creation of this new job description and the change in establishment. Subject to Board approval, the Toronto Police Association will be notified accordingly.

Mr. Frank Chen, Chief Administrative Officer, and Mr. Angelo Cristofaro, Director, Finance & Administration, will be in attendance to respond to any questions the Board may have.

**Mr. Frank Chen, Chief Administrative Officer, was in attendance and responded to questions by the Board about this report.**

**The Board approved the foregoing.**





**TORONTO POLICE SERVICE**  
**JOB DESCRIPTION**

Date Approved:  
Board Minute No.:  
Total Points:  
Pay Class A10

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<b>JOB TITLE:</b> SAP Administrator	<b>JOB NO.:</b> A10038
<b>BRANCH:</b> Corporate Support Command	<b>SUPERSEDES:</b> New
<b>UNIT:</b> Finance and Administration	<b>HOURS OF WORK:</b> 35 <b>SHIFTS:</b> 1
<b>SECTION:</b>	<b>NO. OF INCUMBENTS IN THIS JOB:</b> 1
<b>REPORTS TO:</b> Director, Finance & Administration	<b>DATE PREPARED:</b> 30 May 2002

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

9. Develops and maintains professional relationships with appropriate unit departmental personnel through providing advice and guidance on the use of the SAP financial system in conjunction with various reporting structures, etc.
10. Oversees new user training and modifies programs as required; identifies training requirements, develops courseware and provides intermediate user training in the form of site visits, workshops, or any other forums deemed to be effective.
11. Provides end user support by responding to problems identified on Calltrack, telephone requests, etc; receives and evaluates viability of user suggestions, requests and complaints and submits those deemed viable for research and implementation.
12. Participates on project teams that require financial and technical expertise involving the SAP financial system; monitor service feedback and develop performance indicators and standards to measure operational effectiveness/employee objectives.
13. Liaise with the appropriate members of other organizations using SAP to learn, problem-solve and fully exploit the functionality of the application; promotes new techniques, ideas and innovative approaches to further continuous improvement.
14. Defines and maintains service level agreements; ensures deliverables are met and documented and resolves priority conflicts.
15. Maintains current knowledge of Service organizational structure, financial and purchasing policies and the SAP application.
16. Performs other typical duties and tasks inherent to the position.

*dg:76014*

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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 SEPTEMBER 26, 2002**

**#P245.           TERMINATION OF SPECIAL CONSTABLE STATUS**

The Board was in receipt of the following report AUGUST 9, 2002 from Julian Fantino, Chief of Police:

Subject:       TORONTO COMMUNITY HOUSING CORPORATION (TCHC) -  
                  TERMINATION OF SPECIAL CONSTABLE STATUS

Recommendation:

It is recommended that:

- (1)     the Board approve the termination of the special constable status of nine (9) employees of TCHC listed in this report as special constables for the TCHC, and
- (2)     the Board notify the Ministry of Public Safety and Security of the special constable terminations.

Background :

On October 19, 1999, a request was made to the Board to approve the appointment of TCHC Community Patrol Officers (formerly Metropolitan Toronto Housing Authority - MTHA) as special constables. Approval was subject to an agreement being satisfactory to the Chief of Police and in the form acceptable to the Minister of Public Safety and Security (Minute #414/99 refers). The Ministry approved the request of the TCHC to have some of its security officers appointed by the Board as special constables. On March 8, 2000, the Toronto Police Service Board entered into an agreement with the TCHC.

Appended to this report is a notice from Ms. Terry Skelton, Director of Security, TCHC, requesting that the Toronto Police Service Board terminate the special constable status of nine (9) TCHC employees. The TCHC has recently reviewed their Special Constable Program and determined that eight (8) of their staff do not require special constable status. In addition, another TCHC employee (Ola Adanijo) recently resigned his employment with TCHC and will no longer require special constable status.

The TCHC has requested that the following employees of TCHC be terminated as special constables.

Name:

Appointment Date:

Board Minute:



Ola Adanijo	2000.11.23	500/00
Chuck Beckett	2001.09.25	246/01
Pamela Boyce-Richard	2001.10.18	286/01
Jo-Anne Harvey	2000.11.23	500/00
John Main	2000.11.23	500/00
Dan McKinnon	2000.11.23	500/00
Ron Raper	2000.11.23	500/00
Gurmeet Singh	2000.11.23	500/00
Lionel White	2000.11.23	500/00

It is hereby recommended that the Board terminate the special constable status of the individuals listed in this report and notify the Ministry of the terminations.

Deputy Chief Michael Boyd, Policing Support Command, will be in attendance to respond to questions from Board members.

**The Board approved the foregoing.**

Toronto Community  
Housing Corporation  
365 Bloor St E.  
8<sup>th</sup> Floor  
Toronto, ON M5B 1W2



July 16, 2002

Staff Sergeant Gordon Barratt  
Toronto Police Services  
40 College Street  
Toronto, Ontario  
M5G 2J3

Dear Staff Sergeant Barratt,

**Re: Special Constable Program at Toronto Community Housing Corporation**

We have recently reviewed our Special Constable Program at the TCHC and have determined that eight of our staff do not require this status in the direct operation of their work duties, as per our agreement with Toronto Police Services. The specific staff and their positions are noted below:

<b>Pamela Boyce-Richard</b>	Field Administrator
<b>Chuck Beckett</b>	Field Administrator
<b>Dan McKinnon</b>	Regional Security Advisor
<b>Ron Raper</b>	Regional Security Advisor
<b>Lionel White</b>	Regional Security Advisor
<b>Gurmeet Singh</b>	Regional Security Advisor
<b>John Main</b>	Legal Investigator
<b>Jo-Anne Harvey</b>	Information Analyst

In addition **Ola Adanijo**, Field Supervisor who had Special Constable status recently resigned his employment with TCHC.

It is therefore requested that the Special Constable designation for the staff noted be cancelled, according to the Toronto Police Services and the Ministry of Public Security and Safety established procedures.

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2.

The TCHC Security Services will be interested in proceeding in the near future with the selection process for additional Special Constable designations to qualified staff, up to the agreed maximum of 55. We will liaise closely with your office in order to adhere to protocol and guidelines for this activity.

Kindly contact me should additional information be required regarding this request.

Yours truly,



Terry Skelton  
Director, Security Services

416 969-6035

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 26, 2002**

**#P246. 2002 OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO  
POLICE SERVICE AS AT JULY 31, 2002 AND USE OF ANY YEAR-END  
SURPLUS FUNDS**

The Board was in receipt of the following report SEPTEMBER 4, 2002 from Julian Fantino, Chief of Police:

Subject: 2002 OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO  
POLICE SERVICE AS AT JULY 31, 2002

Recommendation:

It is recommended that:

- (1) the Board receive this report;
- (2) the Board approve the use of any year-end surplus funds (currently projected to be \$0.5M) identified within the Service budget to offset the impact of the salary settlement;
- (3) the Board request Toronto City Council to consider using TPS' annual OMERS contribution to the Employee Reserve Fund to offset any remaining amount of the 2002 salary impact that is not funded by the Service's year-end surplus, up to a maximum of \$4.8M;
- (4) the Board forward this report to the City Chief Financial Officer and Treasurer, to the Budget Advisory Committee (BAC) and to Policy and Finance (P&F).

Background:

Toronto City Council, at its meeting of March 4 to 8, 2002, approved the Toronto Police Service (TPS) Operating Budget at a net amount of \$587.2 Million (M), an increase of 1.5% over the 2001 Net Operating Budget. The Council-approved budget provides sufficient funding to maintain current services. The budget also provides additional funding for the creation of an Anti-Gang Unit in the amount of \$0.7M as well as funding for costs related to the City taking over Provincial Offences Act courts. In addition to the approved budget, City Council also approved one-time funding for World Youth Days at a net amount of \$2.7M bringing the Service's total operating budget to \$589.9M.

2002 Operating Budget Variance

As at July 31, 2002, the Service is projecting a year-end surplus of \$0.5M. This surplus is \$0.2M higher than that reported in the June 30, 2002 variance report. This does not include the impact of the salary settlement for 2002, which is discussed further below.

STAFFING

Net savings of \$0.2M are projected for salaries to year-end (an increase of \$0.2M compared to last month).

The Service continuously evaluates staffing data and the related impact on the Service's expenditures. Last month, a decline in separations was observed, and the salary costs were adjusted; however, it was unclear whether the decline would continue throughout the year and result in reduced separations overall. The Service has assessed the impact of the collective agreement and other trends. The projected uniform separations for 2002 continues to decline, and is currently estimated at 325. This is 75 less than reported last month. As at July 31, 2002 there were 258 separations compared to 303 at the same point in time last year. The Service will continue to evaluate data as it becomes available and any impact on separation figures will be reported in future variance and Human Resource strategy reports. At this time, the gross savings as a result of separations is estimated at \$5.2M, due to continued declining attrition. These gross savings are \$0.3M less than those reported last month.

As identified in previous variance reports, the Service has embarked on in-year strategies to cope with the staffing shortfall (as compared to the approved target strength). These strategies include the increased use of overtime and callbacks, and the granting of fewer days off. In addition, the Service is attempting to increase the number of lateral entries through aggressive recruiting, incentives to attract and retain new hires (e.g. lieu time credits) and the hiring of part-time police officers. These actions result in a projected 2002 cost of \$4.9M (unchanged from last month). Details of separations and hiring along with staffing strategies were provided in the Human Resource Strategy report at the Board meeting of May 30, 2002 (Board Minute #P136 refers).

The Service has incurred additional salary expenses related to policing protests at the PC Convention and providing increased resources during the OPSEU strike (for a total cost of \$0.6M). However, costs related to policing World Youth Day have proven to be somewhat less than originally expected. Final calculations are still pending, but current estimates indicate savings of \$0.5M. These events result in a net cost of \$0.1M.

The net impact of the above on the staffing budget is a \$0.2M favourable variance.

### BENEFITS

A net savings of \$0.3M is projected in the benefits category to year-end, also unchanged from last month. As a result of cost containment initiatives initiated during 2001, the Service has continued the favourable trend in medical and dental costs and is projecting a \$0.8M favourable variance for benefits. However, additional costs for WSIB in the amount of \$0.5M result in a net savings of \$0.3M.

### IMPACT OF SALARY SETTLEMENT

The Board and the Toronto Police Association have ratified the 2002-2004 collective agreement. The estimated net impact on 2002 expenditures is \$18.8M. This estimate does not include any impact of salary increases for Senior Officers, Command Officers or Excluded staff.

Historically, it has been the City's practice to allocate funds in the City's operating budget for each collective agreement that is not settled for the coming year. Whenever any collective agreement is settled for the Service, TPS requests an in-year budget adjustment from the City, to reallocate funds from the City to the Service.

The Service's 2002 Operating budget did not include any allowances for salary increases (as per City guidelines), and it was confirmed with the City that an amount had been budgeted in the City's accounts. Upon ratification this year, City staff have indicated that a provision was made for salary increases of 3%. The Service's share of this provision is estimated to be \$14.6M (\$4.2M less than the required \$18.8M). At the August Board meeting, Councillor Soknacki of the City's Budget Advisory Committee requested that the Board consider all possibilities of absorbing the difference of \$4.2M before requesting a draw from the City.

As noted, salary increases for Senior Officers, Command Officers and Excluded staff are not included in the above-mentioned \$18.8M. If a similar increase were approved for these staff, it would cost approximately \$0.6M more. Therefore, the total projected impact of 2002 salary settlements is \$19.4M. Given that the City has allocated \$14.6M to TPS, a difference of \$4.8M is required to be funded.

#### Options for absorbing the \$4.8M

At its meeting of August 20, 2002, the Board requested that I "provide a further report to the Board that includes options identifying any savings that could be achieved in regards to Councillor Soknacki's request to attempt to absorb the \$4.2M difference that may not be available through the City's Corporate Contingency Account" (Board Minute P222/02 refers). Any options should include the consequences of such options.

Service staff have reviewed all possible options for funding this differential.

The Service's operating budget can be broken down as follows:

A:	Discretionary accounts (office supplies, training, membership dues, consulting, etc.)	\$8.9M	1.5%
B:	City chargebacks / contributions	\$18.6M	3.0%
	Contractual obligations / legal costs	\$23.8M	3.9%
	Direct operating costs (gasoline, vehicle parts, clothing, ammunition, etc.)	\$16.1M	2.6%
C:	Salaries, premium pay, benefits	\$545.1M	89.0%
	Total gross budget (net: \$589.9M)	\$612.5M	

#### **A: Reducing Discretionary Accounts**

Of the \$8.9M annual budget for discretionary accounts, \$5.1M has been spent or committed in the form of purchase orders and contracts, as at July 31, 2002. The remaining \$3.8M of unspent / not committed funds are required to carry on day-to-day operations for the remaining 5 months of 2002.

Each month, any savings in these accounts are reflected in the Service's variance report. At this time, no additional savings can be identified here. However, Service staff will continue to monitor and evaluate spending, and future variance reports will identify any additional surpluses that could be applied to the funding differential.

**B: Reducing City Chargebacks / Contractual Obligations / Direct Operating Costs**

There is little flexibility within this grouping to reduce costs. City chargebacks (e.g., caretaking) and contributions to Reserves are mandatory costs, and any reduction would have a negative impact on City accounts. Contractual obligations (e.g., leases, maintenance contracts) and legal costs cannot be reduced at this time. Direct operating costs are based mainly on consumption and are required expenses for staff to perform their duties.

At this time, no savings are projected; however, if favourable variances do result in these accounts, the monthly variance report will reflect such changes.

**C: Reducing Staffing Levels**

As can be seen in the above table, the vast majority of expenditures are in the salary and benefit category. The Board and City Council have approved a uniform target of 5,255 officers. Even with the current hiring strategy, this target will not be attained until early 2003. Salary savings would require a reduction in hiring, and/or layoffs. These actions would have severe operational impacts, and therefore I do not support them, and am not recommending them.

Reducing civilian staff is also not an option at this time. A review of civilian positions has been conducted. The results of this review are yet to be approved by the Command. In the meantime, civilian vacancies have been filled for critical requirements only.

Premium pay expenditures are constantly reviewed and controlled by management. Any savings in premium pay are also reflected in the monthly variance reports. As can be seen in this Board report, savings have been identified as a result of the impact of World Youth Day. These savings have been incorporated in the overall Service variance. However, the Service is also impacted by uncontrollable events (e.g., PC convention, OPSEU strike), and these can increase premium pay costs.

As identified in my staffing strategies, overtime is one of the methods used to offset staffing shortfalls. However, my Command Officers and I remain constantly vigilant to ensure that the use of overtime is kept at a minimum, and there is no possibility of reduction at this time. Again, Service staff continue to monitor and evaluate spending, and future variance reports will identify any additional surpluses that could be applied to the funding differential.

**D: Contributions to City Reserve Accounts**

This option requires City Council approval.

Since 1998, OMERS has instituted a contribution holiday, and TPS has not been contributing to the OMERS pension fund. Since that time, the City has directed that TPS contribute an equivalent amount (that amount which would otherwise be contributed to OMERS) to the City's Employee Reserve Fund. To date, TPS has contributed over \$80M to this fund. It is proposed that the 2002 contribution be reduced by up to \$4.8M, to allow TPS to offset the difference between the impact of the 2002 salary settlements and the City's allocation for same.

Once it is determined how much of the \$4.8M amount can be covered by TPS, the previously-approved Board recommendation (to request City Council to provide for a draw of \$18.8M) will be amended to reflect the final required amount.

### 2002 Adjusted Base Budget

The Service is currently in the process of preparing the 2003 operating budget. At its August, 2002 meeting, the Board approved a request to City Council for an increase of \$18.8M to the 2002 adjusted base budget. An additional request will be made once wage increases for the Senior Officers, Command Officers and Excluded staff are known.

The 2003 cost of any wage settlements (\$25.2M for the Association collective agreement) will be added as a base increase in the 2003 request.

### SUMMARY

As at July 31, 2002 a favourable variance of \$0.5M is projected. The Service continues to monitor and control expenditures. Future variance reports will identify any additional surpluses that could be applied to offset the impact of the salary settlement.

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

**The Board discussed this report and approved the following Motions:**

- 1. THAT recommendations no. 1, 2 and 4 be approved; and**
- 2. THAT recommendation no. 3 be deferred and that, in the interim, City finance staff and Toronto Police Service staff continue to identify efficiencies and savings.**



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 26, 2002**

**#P247. EXTENSION OF VOICE AND DATA NETWORK SERVICES**

The Board was in receipt of the following report AUGUST 12, 2002 from Julian Fantino, Chief of Police:

Subject: EXTENSION OF VOICE AND DATA NETWORK SERVICES

Recommendation:

It is recommended that:

- 1) the Board approve the extension of the service agreements with Bell Canada for voice and data services from January 15, 2002 to January 14, 2004, consistent with the City of Toronto's agreements for these services.
- 2) the Board authorize the Chairman to execute the agreement on behalf of the Board which is satisfactory to the City Solicitor as to form.

Background:

The Service uses Bell Canada as its supplier for Voice and Data Network Services. The City of Toronto negotiated a long-term service agreement, from January 15, 1997 to January 14, 2002, with Bell Canada which provides these services at a reduced corporate rate for the City, its Boards and Commissions. The agreement negotiated by the City met the Service's needs and allowed the Service to take advantage of the reduced rates.

The City has extended their current agreement with Bell Canada at the current corporate rates for an additional two-year period. The term of the extension is from January 15, 2002 ending on January 14, 2004. The Service is required to execute this agreement to be eligible for the reduced rates. Alternatively, the Service could negotiate its own cost reductions, however, it could not match the volume of the City's corporate agreement and would not result in the same reductions. It is recommended that the Service follow the City's agreement for corporate cost reductions for the provision of these services.

With these corporate cost reductions, the Service currently spends \$1.567 million per year on voice network services and \$1.461 million for its data network services.

The Service is involved with the City's formulation of a long-term strategy to address these requirements for the future.

Funding is available in the operating budget for these purposes.

Mr. Frank Chen, Chief Administrative Officer, will be in attendance at the Board meeting to respond to any questions in this respect.

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 26, 2002**

**#P248. EXTENSION OF DEVELOPMENT RESOURCES FOR OCCURRENCE  
RE-ENGINEERING**

The Board was in receipt of the following report SEPTEMBER 4, 2002 from Julian Fantino, Chief of Police:

Subject: EXTENSION OF DEVELOPMENT RESOURCES FOR OCCURRENCE RE-ENGINEERING

Recommendation:

It is recommended that: The Board approve the extension of development resources from IBM Canada Ltd, up to a total of \$750,000 including taxes.

Background:

In the update to the Board provided at the February 28, 2002 meeting (Board Minute # P41/02 refers), Information Technology Services (ITS) indicated that the target date to complete the deployment of the eCOPS application was December 31, 2002.

Since this update, Unified Search deployment was successfully completed, and Quality Assurance on the first component of the core eCOPS application is nearing completion.

However, many unforeseen challenges have combined to impede project progress. These challenges have included the need to implement a mandatory technology upgrade, unanticipated database problems, instability of the RCMP's CPIC testing environment, and diversion of resources to implement Unified Search. To ensure that all possible risks and contingencies were being adequately dealt with, a Program Manager who reports directly to the C.A.O. was contracted in June 2002.

Part of the plan presented in February called for resources to be progressively released from the project as various milestones were met; most of those releases have taken place. There is a requirement, however, to retain three of the IBM resources beyond the date originally anticipated. This will enable them to complete work that was deferred because of the technical problems mentioned. In addition, it will alleviate some of the risk associated with having a reduced number of critical expert resources available to the project.

Under the guidance of the eCOPS Steering Committee and the Program Manager, the project continues to progress through its remaining testing phases and eCOPS will be ready for deployment in early 2003. The business benefits will begin to accrue later in 2003.

The assignment of these resources, and the anticipated cost of their extensions, is as follows:

<b>Assignment</b>	<b>2002 Requirement</b>	<b>2003 Requirement</b>	<b>Total</b>
Application Development	\$250,000	\$250,000	\$500,000
Environment Development	\$250,000		\$250,000

This will bring the total commitment to IBM Canada on this project to \$7,360,000. This commitment has been made in stages since the inception of the project to facilitate better control of the company's performance. Two current Purchase Orders will be affected (Nos.6006803 and 6006979).

As was identified in the February Board minutes, ITS is using salary gap dollars from unfilled permanent vacancies to support the funding of these contracts.

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

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

**THAT Chief Fantino submit a report to the November 21, 2002 Board meeting outlining:**

- **a "snapshot" of the current status of the project and a solid identification of real timelines for implementation;**
- **the total cost for the entire project including infrastructure such as wireless networks, mobile workstations, other hardware, software and development costs, salaries associated with the project and future costs or estimates for technology upgrades and maintenance;**
- **the total original project costs and the reasons for the differences; and**
- **statistics on the use of the Unified Search tool to determine its actual usage as opposed to projected.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 26, 2002**

**#P249. SEMI-ANNUAL REPORT: JANUARY – JUNE 2002 – CONSULTING  
EXPENDITURES**

The Board was in receipt of the following report SEPTEMBER 4, 2002 from Julian Fantino, Chief of Police:

Subject: SEMI-ANNUAL REPORT OF ALL CONSULTING EXPENDITURES

Recommendation:

It is recommended that:

- 1) the Board receive the semi-annual report of all consulting expenditures, and
- 2) the Board forward a copy of this report to the City Chief Financial Officer & Treasurer

Background:

At its meeting of March 27, 2002 (BM #P80 refers), the Board approved a motion that the Service report on a semi-annual basis on all consulting expenditures. The following is a list of actual expenditures (for operating and capital), up to and including June 30, 2002, according to project categories as defined by the City of Toronto.

<u>Project Category</u>	<u>Actual Expenditure to June 30, 2002</u>
Technical/Professional	\$ 263,812.67
System Development	1,048,174.01
Research & Development	61,798.22
Management	5,887.50
Legal	118,993.81
Creative Communications	0.00
<b>TOTAL</b>	<b>\$1,498,666.21</b>

Technical/Professional resources are required for architectural, environmental, financial and spacial studies.

The System Development category has incurred the majority of the consulting expenditures to date. These can be attributed to Occurrence Re-engineering and the Peoplesoft upgrade projects.

Research and Development sources were essential for the completion of an audit of the life, medical and dental benefits.

Management resources reflect services related to the promotional process and the development of the Toronto Police Services Board Governance Retreat.

Legal consultants were used mainly for services in the area of employment and labour law issues.

Mr. Frank Chen, Chief Administrative Officer, Corporate Support Command, will be available to answer any questions.

**The Board received the foregoing report and agreed to forward a copy to the Chief Financial Officer and Treasurer, City of Toronto.**

**The Board also approved the following Motion:**

**THAT, in future, the semi-annual reports identify each consultant contract individually, the specific project, the total dollar amount, the particular company or individual hired for the consulting contract and any over expenditures for individual contracts.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 26, 2002**

**#P250. AUTOMATIC VEHICLE LOCATION SYSTEM**

The Board was in receipt of the following report AUGUST 23, 2002 from Julian Fantino, Chief of Police:

Subject: AUTOMATIC VEHICLE LOCATION SYSTEM

Recommendation:

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

Background :

On November 15, 2001 the Board approved the award of the Automatic Vehicle Location (AVL) system contract to Motorola Canada for an approximate amount of \$2,139,000.00 including taxes (Board Minute #298/2001 refers). The Contract included provisions that would allow TPS to make changes, remove items if required and deal with Motorola's partners and sub-contractors directly. Subsequent to executing the contract, TPS determined that the Computer Aided Dispatch (CAD) component of the AVL system should be removed from the Motorola contract and negotiated directly with Intergraph Canada Inc. The decision was made in order to allow the Service better control over the CAD component of the AVL system and avoid the pass through costs from Motorola on Intergraph products. The change to the Motorola contract was executed on December 27, 2001 and the \$2,139,000.00 was reduced by \$198,981.00.

Given that the Service's communications CAD is an Intergraph product and AVL is an added feature to CAD, it is necessary to use Intergraph as the sole supplier of the software interface between AVL and our CAD. Therefore, a separate contract will be executed with Intergraph Canada Inc. for approximately \$198,981.00 to provide the CAD component of the AVL system. By-Law 100 states that the Chief has authority to approve expenditures and contracts up to \$500,000, therefore this does not require the Board's approval. Intergraph has signed the contract and TPS is scheduled to sign in September 2002. The work is expected to be completed in February 2003.

The total approved project funding is not affected and any costs avoided will be directed towards acquiring more units.

Frank Chen, CAO - Corporate Support Command, will be in attendance to respond to 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 SEPTEMBER 26, 2002**

**#P251. ENHANCED EMERGENCY MANAGEMENT**

The Board was in receipt of the following report SEPTEMBER 26, 2002 from Julian Fantino, Chief of Police:

Subject: 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), I was directed by the Board to report quarterly on the progress of the Enhanced Emergency Management Plan. This report is in response to that direction.

The Board was last updated at the June 27, 2002 Board meeting (Board Minute P172/02 refers).

The Joint Operations Steering Group consisting of representatives from the Toronto Police Service (TPS), Toronto Fire Department (TFD), Emergency Medical Services (EMS), City of Toronto and Toronto Public Health continues to meet, and training and upgrades are on schedule.

Heavy Urban Search and Rescue (HUSAR) is a Toronto Fire Service lead initiative with a Toronto Police component. Eleven members of the Toronto Police Service have received basic training in HUSAR from the Vancouver and Texas HUSAR Teams. Further training for two of these members is scheduled in Vancouver for two weeks in September 2002. All costs for the training have been taken from the Enhanced Emergency Management budget.

Sergeant Chris May has been identified as the Toronto Police Service lead for the Joint Chemical, Biological, Radiological and Nuclear (CBRN) Project and has been assigned to the Emergency Management Section of the Public Safety Unit. Representatives from TFD and EMS join him on this joint project. Sgt. May has been purchasing equipment for the CBRN Team utilizing funds as approved from the Enhanced Emergency Management budget.

Initial training, provided by *NBC Team Ltd.* (staffed by ex-Department of National Defence Nuclear, Biological and Chemical instructors) began in July 2002 and included nine members from Toronto Fire, nine from Toronto Emergency Medical Services and six from Toronto Police. Of the six TPS members, four were from the Emergency Task Force and two from Forensic Services. (Six more courses are scheduled which will result in a total of twenty-seven TPS members trained.) In August 2002 several team members attended at the Defence Research Establishment Suffield (DRES) in Alberta where they received "live agent" training. Members



of this group were deployed as an 'on site' assessment team this summer during the Molson Indy Race in Toronto and the Papal visit in the event of a CBRN threat.

In addition, training for other members of the Toronto Police Service who will play different roles in response to these types of threats will be delivered in the near future. Also, all members of the TPS will be educated as to the hazards presented and the appropriate response to CBRN events.

A table top exercise, designed to test communications links and response capabilities of the Toronto Police Service and the Ontario Provincial Police to a terrorist incident involving the use of a chemical weapon, has been prepared. The actual exercise will take place during the late fall of 2002.

Learning from the experience of September 11, 2001, the Emergency Management Section of the Public Safety Unit is working with a number of other agencies, both internal and external to the City, to develop a more detailed plan to prepare for and handle the safe evacuation of the City of Toronto in the event of a similar emergency. The Emergency Management Section will also be reviewing the McKinsey and Company Reports. These reports have been recently released, and deal with improving NYPD and FDNY emergency preparedness and response in the aftermath of the September 11/2001 terrorist attack at the World Trade Center.

Members of the Public Safety Unit attended the annual conference on Disaster Management in Toronto in July 2002. This is in furtherance of our efforts to increase our knowledge and enhance our response capability to disasters.

The City of Toronto Joint Office of Emergency Management has written a draft of the new City of Toronto Emergency Plan. At this time the plan has not been sent to Committee. Once the Committee has approved the plan it will be sent to City Council for final approval and disseminated to all agencies.

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

**Chief Fantino advised that emergency first response to any terrorist incidents that might occur in the City of Toronto will be provided by the municipality – police, fire and**

**ambulance and he commented on the lack of response by the federal government to acknowledge his requests for a funded co-ordinated effort. He further advised that he has also contacted all Toronto-area MP's and outlined the need for a multi-jurisdictional co-ordinated approach to deal with emergency response to terrorist incidents in Toronto and that a dedicated investigative unit to review terrorism issues at local levels needs to be established.**

**Chairman Gardner updated the Board on discussions that occurred at the September 12, 2002 meeting of the Big 12 police services boards in Ontario with respect to cost-recovery for public order support for federal and provincial initiatives.**

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

**THAT Chief Fantino extract from the proposed 2003 operating budget the specific funds which have been allocated to deal with issues related to emergency preparedness and that he provide a list of those funds to the Board for review and that the Board forward correspondence to the federal and provincial governments requesting reimbursement of the costs that will be incurred by the Toronto Police Service.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 26, 2002**

**#P252. STATUS UPDATE – RETENTION OF MEMORANDUM BOOKS**

The Board was in receipt of the following report AUGUST 9, 2002 from Julian Fantino, Chief of Police:

Subject: STATUS UPDATE - REVISED RECORD RETENTION SCHEDULE

Recommendation:

It is recommended that: the Board receive the foregoing for information purposes.

Background :

At its meeting of December 13, 2001, the Board received information that a working committee had been convened to examine the various implications of a modified memorandum (memo) book retention period. This was recommended by Police Adequacy and Effectiveness of Police Services Regulation, extending memo book retention to 15+ years where cases of some significance are involved (Board Minutes #P94/01 and P351/01 refer).

With representation from the field, squads, administration and information technology services, the committee met and examined those matters over a period of 6 months. At the same time the opportunity was taken to address significant tracking, retrieval and storage issues within the existing program of retaining all memo books in divisions.

The following were considered as possible solutions in order to leverage existing technology and address the issues outlined above:

- 1) Sharing existing Property and Evidence Management processes and facilities for archival storage,
- 2) Utilizing Video tape management processes for tracking and archival storage,
- 3) Introducing and sharing tracking processes and archival storage with City Archives.

Each option presents unique challenges; for example, management and availability of memo books during the most active periods; and ease and location of data input were major issues with 1) and 2). Additionally, for efficiency, the solution needs the ability to utilize bar coding.

Following evaluation, the 3<sup>rd</sup> option was determined by the committee as the most suitable and is currently in the process of being presented to the Information and Technology unit to assess project costs and implementation dates. It is anticipated this will be an issue for the 2004 budget process and if funding is approved it is anticipated that implementation will be the same year.

In the interim, the Service already provides permanent retention of major case notes (equivalent to a memo book) and associated files, meeting the Adequacy recommendation to retain memo books for 15 + years where cases of significance are involved.

No revision of the Record Retention Schedule is required in relation to this matter.

Mr. Frank Chen, Chief Administrative Officer, will be in attendance to answer any questions the Board may have on this issue.

**The Board received the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 26, 2002**

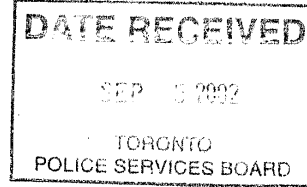
**#P253. LETTER OF APPRECIATION**

The Board was in receipt of the attached correspondence, dated September 4, 2002, from Herb Kreling, President, Canadian Association of Police Boards, with regard to financial assistance that was provided to the CAPB for its 13<sup>th</sup> Annual Meeting and Conference.

**The Board received the foregoing.**



Canadian Association of Police Boards  
Association canadienne des commissions de police



4 September 2002

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

Dear Norm:

On behalf of the Canadian Association of Police Boards, I would like to convey to you and your fellow Board members a sincere thank you for the support you provided during the CAPB's Thirteenth Annual Meeting and Conference.

In particular, I wish to thank the Toronto Police Services Board for its generous financial sponsorship of the banquet and hospitality suite on Friday, 23 August 2002. The banquet was a highlight of the conference, and was a significant contributing factor in making it a huge success. I know that everyone in attendance thoroughly enjoyed the evening. Thanks also for your board's contribution to the golf BBQ raffle – your donation helped to raise money for a very worthwhile organization in our community.

On behalf of the CAPB Board of Directors, 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,

Herb Kreling  
President  
Canadian Association of Police Boards

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 26, 2002**

**#P254. REQUEST FOR EXTENSION OF TIME TO SUBMIT REPORT: EFFECT  
OF THE NEW *MUNICIPAL ACT* UPON THE TORONTO POLICE  
SERVICE**

The Board was in receipt of the following report SEPTEMBER 12, 2002 from Julian Fantino, Chief of Police:

Subject: REQUEST FOR TIME EXTENSION TO SUBMIT REPORT - EFFECT OF  
THE PROPOSED NEW MUNICIPAL ACT - ONTARIO BILL 111 ON THE  
TORONTO POLICE SERVICE

Recommendation:

It is recommended that: the Board approve an extension of one (1) month to submit a report detailing the impact of the proposed changes to the Municipal Act, on the Toronto Police Service's ability to address various concerns in the City of Toronto.

Background:

Since July 2001, the Board has received a number of deputations, regarding the need for increased street level drug enforcement, particularly within No. 51 and 52 Divisions. The Board also received a report dated June 26, 2001, from the Chief of Police, entitled "Response to Increased Levels of Street Level Drug Enforcement Required" (Board Minute No. P197/01, refers). This report addressed several Motions approved by the Board at its meeting on April 19, 2001 (Board Minutes P110/01 and P157/01, refer). The Board subsequently requested the Service's assistance in addressing the following Motion:

**That the Police Services Board and the City of Toronto request the province to provide enabling legislation to assist the Municipality in addressing drug-related problems in relation to the amendments to the Municipal Act.**

In order to correctly assess and respond to this issue, two (2) time extensions were granted by the Board; the first on October 18, 2001 (Board Minute No. P293, refers) and the second on April 25, 2002 (Board Minute No. P113, refers).

Since that time, another issue, specifically, the Fortification of Property By-law, has been identified as one that will undoubtedly impact many areas of the Service.

While work in this new area has already begun and the consultation process is continuing, it is anticipated that an additional one (1) month will be required to provide a comprehensive report that addresses *all* areas of concern arising from changes to the Municipal Act. A draft of the

proposed Fortification of Property By-law will be included with the final submission to the Board.

Therefore, I recommend that the Board approve one final extension of one (1) month to complete the report for submission to the October 2002, Board meeting.

Staff Superintendent David Dicks of Professional Standards will be in attendance to answer any questions concerning this report.

**The Board approved the foregoing. Chief Fantino advised that his report would also include information about the current status of the legislation.**



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 26, 2002**

**#P255. REQUEST FOR FUNDS - TRAVEL EXPENSES - INTERNATIONAL  
ASSOC. OF CHIEFS OF POLICE CIVIL RIGHTS AWARD IN LAW  
ENFORCEMENT**

The Board was in receipt of the following report SEPTEMBER 16, 2002 from Norman Gardner, Chairman:

Subject: REQUEST FOR FUNDS - TRAVEL EXPENSES – INTERNATIONAL  
ASSOCIATION CHIEFS OF POLICE CIVIL RIGHTS AWARD IN LAW  
ENFORCEMENT

Recommendations:

It is recommended that:

- (1) the Board approve the funding for travel expenses for the purposes of allowing two community representatives, Ms. Tam Goossen and Mr. Julian N. Falconer, to jointly receive, with myself, on behalf of the Toronto Police Services Board and Chief Julian Fantino, representing the Toronto Police Service, the International Association of Chiefs of Police (IACP) Civil Rights Award in Law Enforcement at the 2002 IACP Annual Conference which is being held in Minneapolis, Minnesota;
- (2) the Board approve an expenditure an amount not to exceed \$2,200.00 (\$CDN) from the Board's Special Fund; and
- (3) the Board invite Ms. Tam Goossen and Mr. Julian N. Falconer, co-chairs of the community conference, to attend the October Board Meeting to present the Board with copies of the final conference report entitled, "The Alternatives to Lethal Force by Police".

Background:

The IACP Civil Rights Award is given to a law enforcement agency and/or individual in recognition of exceptional innovation in the investigation, elimination and/or prevention of civil rights violations. This year, on October 7, 2002, at its conference in Minneapolis, Minnesota, the IACP will jointly honour community and police representatives, from Toronto and the Toronto Police Service for participation and leadership shown by the Service at "The Alternatives to Lethal Force by Police" community conference held in June 2000. The award's goal is to recognize the efforts and relentless dedication to continually improving services within the area of human rights; strengthening police/community relations in the area of human rights; effectively using resources to promote human rights within both the Service and the community and developing creative and innovative approaches that promote human rights within the Service and the community.

The Toronto Police Services Board had supported this conference from its inception in goodwill and funding. (Board Minutes P216/00, P283/00 and P427/00 refer). To ensure that all of the stakeholders are recognized, I am recommending that the Board approve an expenditure from its Special Fund to allow the community members the ability to attend the IACP Conference in Minneapolis to receive this prestigious award.

I also recommend that an invitation be extended to the community representatives, Ms. Tam Goossen and Mr. Julian N. Falconer, to attend the October Board Meeting to provide them with the opportunity to present the conference report entitled, "The Alternatives to Lethal Force by Police" to the Board. The conference was responsible for greatly improving relations in police, race and mental health relations in the City of Toronto.

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 26, 2002**

**#P256. COMMUNITY DONATION - TRANSIT SHELTER POSTERS FROM  
VIACOM OUTDOOR**

The Board was in receipt of the following report SEPTEMBER 16, 2002 from Julian Fantino, Chief of Police:

Subject: DONATION OF \$2325.00 WORTH OF TRANSIT SHELTER POSTERS FROM  
VIACOM OUTDOOR

Recommendation:

It is recommended that: the Board approve the donation of \$2324.00 worth of transit shelter posters from VIACOM OUTDOOR to support the Toronto Police Service's efforts in solving the murder of Ms. Lin Tao.

Background:

Lin Tao was 19-year-old Chinese visa student in her third year of studies at York University. On Sunday, February 10, 2002, at approximately 8:00 PM, Lin Tao was walking home from her driving school class near Keele Street and Finch Avenue West. When she reached a dark area at the rear of a nearby apartment building, a male grabbed her from behind and brutally stabbed her in the neck. The suspect was frightened off by a witness and ran from the scene. Lin Tao was transported to hospital where she was pronounced dead.

Homicide Squad investigators and 31 Division personnel immediately began an intensive investigation. Appeals to the public for information were made through the media and community meetings at York University. A composite of the suspect, a good clothing description and substantial forensic evidence has been developed. Hundreds of leads have been examined, yet the suspect remains unidentified.

A number of investigative avenues continue to be explored, including the recent authorization of a \$50,000.00 reward for information leading to the conviction of the person responsible for the death of Lin Tao. Reward posters in both English and Chinese have already been prepared and distributed.

As the beginning of the school year approached, the investigators decided to prompt further attention to the homicide by having large posters displayed on three transit shelters around the York University campus and the Toronto Asian communities. The company responsible for transit shelter advertising, VIACOM OUTDOOR, was contacted to determine whether the request could be accommodated. Mr. Mike Salmon, National Account Manager at VIACOM OUTDOOR, advised that given the nature of the request, the posters and space would be provided at no cost to the Toronto Police as a public service.

It is anticipated that these transit shelter posters will rejuvenate public interest in Lin Tao's murder that may result in the prosecution of the person responsible. Solving this homicide will increase the feeling of safety and security within the community, consistent with the Service's Priority entitled, *Community Safety and Satisfaction*.

This request meets the criteria as outlined in Service Procedure 18-08, "Donations", and creates positive interaction between the business community and our Service. There are no specialized training requirements or other associated costs and a corporate tax receipt is not required to be issued.

It is therefore recommended that the Board approve the donation of \$2324.00 worth of transit shelter posters and space from VIACOM OUTDOOR to support the Toronto Police Service's efforts to solve the murder of Lin Tao.

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

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 26, 2002**

**#P257. AWARD OF EXCAVATING AND SITE GRADING CONTRACT FOR  
THE NEW No. 51 DIVISION PROJECT**

The Board was in receipt of the following report SEPTEMBER 18, 2002 from Julian Fantino, Chief of Police:

Subject: AWARD OF EXCAVATING AND SITE GRADING CONTRACT FOR THE  
NEW 51 DIVISION PROJECT

Recommendation:

It is recommended that: the Board award the excavation and site grading work at the New 51 Division to Cannington Excavating 1989 Limited in the amount of \$936,250, inclusive of all taxes, plus an additional 5% to cover any unforeseen extras to the contract.

Background:

The Toronto Police Services Board as part of the approval process for the 2001 to 2005 Capital Budget approved funding to construct a New 51 Division at 296 Front Street.

On June 18, 2002 at the request of the Toronto Police Service, Purchasing Support Services, the City of Toronto, Management Services, Purchasing and Materials Supply Division issued a "Request for Quotation" (RFQ 3907-02-5174). Seventy-nine (79) firms were invited to bid and four (4) quotations were received.

Upon review of the submissions, the lowest bidder was found to have omitted pricing and was therefore disqualified. The next lowest bidder being Cannington Excavating 1989 Ltd. was found to be in compliance with the tender documents, and met our requirements. Therefore, it is recommended that the Board award the excavation and site grading work at the New 51 Division to Cannington Excavating 1989 Limited in the amount of \$936,250, inclusive of all taxes, plus an additional 5% to cover any unforeseen extras to the contract.

The Chief Administrative Officer, Corporate Support Command, has certified to the availability of funds in the TPS Capital Program to complete this part of the project. Following this award, the Contractor will start work immediately. The planned completion date is June 2003 barring any unforeseen delays.

Mr. Frank Chen, CAO, Corporate Support Command, will be in attendance to answer 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 SEPTEMBER 26, 2002**

**#P258. APOLOGY – MR. JOHN SEWELL**

The Board was in receipt of the following report SEPTEMBER 20, 2002 from Julian Fantino, Chief of Police:

Subject: T.P.S DIRECTIVE - SEARCH OF PERSON

Recommendation:

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

Background :

At it meeting of May 30, 2002, Mr. John Sewell was allowed to make a deputation regarding the Toronto Police Service Directive on Search of the Persons.

During the course of his deputation, Mr. Sewell said that I “had fundamentally misrepresented the court decision” in the case of Regina vs. Golden. Mr. Sewell went on to say that the Standing Orders regarding Search of the Person ‘do not obey the law” and that I felt that I was “above and could disregard the law” (Attachment refers).

Mr. Sewell called into question not only my professional reputation and integrity, but that of every member of the Service and every member of the Police Services Board.

Since these remarks were made at a public meeting of the Police Services Board and were covered by the media, I felt it necessary that a public retraction and apology be made in order to insure that the public confidence in myself, in the Office of the Chief of Police, and in every member of this Service would not be tarnished or diminished by these remarks.

Mr. Sewell has in writing admitted that his remarks were in error and that the assertions about myself as Chief were incorrect. Most importantly, he has apologized without reservations. (Copy of letter attached).

I accept the apology and consider the matter closed.

**The Board received the foregoing.**

**EXCERPT OF POLICE SERVICES BOARD MEETING  
ON THURSDAY, MAY 30, 2002**

Female Voice: This report?

Gloria LUBY: Oh, okay. We have the Chief's Report. Ah any discussion on that? Somebody want to move it?

Male Voice: Moved.

Gloria LUBY: All right. All in favour? It's carried. Our next item, our next deputation is the search of persons. Ah Mister SEWELL is joining us now. And the usual five minutes, Mister SEWELL.

John SEWELL: Thank you very much. I am pleased to be here to address the Board today on the question of police strip searches that our group raised last December, and the brief that is filed with you, and I think people have had a chance to look at it yesterday. It was um-, it's very similar to that we put forth on February the 21st. One obligation that rests on all of us, both as individuals and as members of different organizations, is to do our best to respect the law and to act within it. We may not agree with what the law says, but even while asking for it to be changed it is our duty to uphold it. For strip searches, the law was defined clearly by the Supreme Court of Canada last December. While some might not like that law, this is the law we must uphold. Our group has grave concerns with the report of the Chief of Police, dated May 13th, that's before you, in which the Chief makes it very clear he has no intention of upholding the law. He fundamentally misrepresents the court decision by stating that it requires reasonable grounds when the court is clear there must be reasonable and probable grounds to carry out the search. There is a big difference, as the Chief noted in his January 18th report. You'll notice his Routine Order says you only need reasonable grounds, not reasonable and probable grounds. The policy that the Chief has put in

**EXCERPT OF POLICE SERVICES BOARD MEETING  
ON THURSDAY, MAY 30, 2002**

place through a Routine Order does not obey the law. It does not require the officer to establish reasonable and probable grounds. It does not say, as the Supreme Court is required, that strip searches must not be routine. There is nothing worth in-, worse in society than a Police Chief or a Police Force who feel that they are above the law and can disregard a law they do not like. We are dealing here with a very serious law that impinges upon people who have been arrested but have not yet been taken before a judge. The Supreme Court has stated that these individuals require protection from strip searches. The Chief disagrees and proposes to disregard the key elements of the Supreme Court decision, and this decision is the law of Canada, and subject virtually all of them to a strip search. The Board should not permit this to happen. It is contrary to the law. We need a policy about strip searches that conforms clearly with the laws defined by the Supreme Court of Canada. The Board has had five months to pass a policy in conformity with this decision. It's about time it took effective action. We urge you to adopt our recommendations that put into practice a policy that conforms to the Supreme Court decision and ensures that only where there are reasonable and probable grounds for expecting some contraband item of substance to be concealed on a person, may a strip search be undertaken. We urge you to adopt such a policy in conformity with the Supreme Court of Canada decision.

Norm GARDNER: Any questions of Mister SEWELL? Okay, thank you very much Mister SEWELL.

John SEWELL: Yeah.

Norm GARDNER: Okay, Mister HEISSEN.



**EXCERPT OF POLICE SERVICES BOARD MEETING  
ON THURSDAY, MAY 30, 2002**

Milliken HEISEY: I'm wondering. I see my colleagues, Mister COHEN and Mister WILEY, in another ..(inaudible) conferring, and I'm just wondering if they have any opinion, legal opinion, as to the conformity of the Chief's new ah directive with the Golden Decision. They've had an opportunity to consider it.

Chief FANTINO: Um, first and foremost I take exception to the characterization that has just been very publicly portrayed of me as a lawbreaker, however that can be dealt with in another forum, I'm sure, but I do also take exception to Mister SEWELL coming here as a journalist who writes in widely-publicized documents and is critical of-, of ah-, of me in this fashion, and is also of course engaging in-, in some very serious allegations that I-, I take exception to. Our policy---

John SEWELL: Do I get to respond to---

Chief FANTINO: Our policy---

John SEWELL: ---this nonsense?

Norm GARDNER: Well ye-, I guess you've got the newspaper.

John SEWELL: Well I'm sorry. I presented something in good faith with an understanding of the law. I don't like being run down by that man.

Norm GARDNER: Well it..(inaudible) It's-, it's freedom of speech, John. You've made-, you've made your comments about the Chief. The Chief is responding to your comments and, you know, are we gonna have a tit-for-tat, tit-for-tat ah for the rest of the afternoon? You know, I think ah-, ah we should allow the Chief to go on. We allowed you to go on and say what you

**EXCERPT OF POLICE SERVICES BOARD MEETING  
ON THURSDAY, MAY 30, 2002**

wanted to say, and ah I think basically ah the Chief is going to respond ah to the allegations about the legality of the strip search.

Chief FANTINO: I'm gonna ask Mister WILEY, ah Mister Chairman, to speak to it.

Norm GARDNER: Thank you.

Jerome WILEY: The ah, Mister Chairman, the latest ah Routine Order, which is dated the 17th of May, 2002, contains the following ah paragraph ah which is directly from Golden. "Strip searches should generally only be conducted at the police station, except where there are exigent circumstances requiring that the detainee be searched prior to being transported to the police station. Such exigent circumstances will only be established where the police have reasonable and probable grounds to believe that it is necessary to conduct the search." et cetera, et cetera.

Milliken HEISEY: In your opinion, Mister WILEY, is-, is the ah Routine Order in compliance with the Golden Decision?

Jerome WILEY: Yes.

Milliken HEISEY: And my second question to you is have-, does the Routine Order represent a change in policy from the prior policy?

Jerome WILEY: Yes.

Milliken HEISEY: And that change, in fact, the re-examination of the policy commenced at the time we ah had the Golden atten-, Golden Decision brought to our attention by Mister SEWELL several months ago. Is that right? Is that how it happened? Or did we do it on our own?

**EXCERPT OF POLICE SERVICES BOARD MEETING  
ON THURSDAY, MAY 30, 2002**

Jerome WILEY: At the time that Golden was released---

Milliken HEISEY: All right.

Jerome WILEY: ---I did a quick Routine Order that was put out. It wasn't-, the Routine Order that I-, I wrote initially wasn't clear. Corporate Planning clarified it, and went over it with me, and we both approved it.

Milliken HEISEY: Thank you very much.

Norm GARDNER: I-, I just want to say that the one in your Agenda is actually ah April ah the 25th and ah Mister WILEY's referring to ah a Routine Order of May 17th.

Milliken HEISEY: Does Mister SEWELL, in fact, have the right Routine Order? Maybe he doesn't.

Jerome WILEY: I don't know what he has.

Milliken HEISEY: He has the one in the Agenda? That's not the correct one, I don't think. I think there's been a mistake made.

Jerome WILEY: Well I don't know if there's been any mistake.

Milliken HEISEY: I-, I don't--- A misunderstanding perhaps as to what the-, the Routine Order is that has ultimately been approved by the Chief according to your advice. I think that's my---

Jerome WILEY: It seem-, it seems to me that ah-, ah Mister SEWELL is a little bit out of the loop, yes.

**EXCERPT OF POLICE SERVICES BOARD MEETING  
ON THURSDAY, MAY 30, 2002**

John SEWELL: I got it from the Agenda. Picked up this morning. Today. This afternoon here is a copy of the response.

Norm GARDNER: Umhm.

John SEWELL: Reasonable and probable grounds, reasonable grounds, that's what's on the Agenda.

Norm GARDNER: Yes.

John SEWELL: ...(inaudible) If it says reasonable and probable grounds I am fully willing to apologize, but that is not the document---

Norm GARDNER: Yeah.

John SEWELL: ---I provided.

Norm GARDNER: Okay John. Well as soon as we have something---

John SEWELL: ...(inaudible)

Norm GARDNER: ---in print we'll get one for you.

Gloria LUBY: Clearly there's been a problem---

Norm GARDNER: Thank you.

Gloria LUBY: ---with our paper here, and ah so that's what the issue is.

John SEWELL: I'd like the report that's filed in the Agenda with the Routine Order---

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Norm GARDNER: All right.

John SEWELL: ---..(inaudible)

Norm GARDNER: Okay.

John SEWELL: That's the information you've given us members of the public.

Norm GARDNER: Umhm.

Milliken HEISEY: Well could I ask that we have distributed for the next meeting the-, the correct Routine Order?

John SEWELL: It's important that we see it right now.

Milliken HEISEY: I think that's---

John SEWELL: I'm not---

Milliken HEISEY: I think-, I think---

John SEWELL: ---..(inaudible) serious matter of people being strip searched..(inaudible)-  
--

Milliken HEISEY: Mister SEWELL, please control yourself. I think-, I think it's reasonable for you to be able to see it right now, but I think you've gotta stop talking.

Norm GARDNER: Is there one available that we could get in the next little while?

**EXCERPT OF POLICE SERVICES BOARD MEETING  
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John SEWELL: I hope there's one...(inaudible)

Norm GARDNER: Okay, okay, Mister SEWELL, relax. Relax.

John SEWELL: ---they realize their mistake. ...(inaudible)

(long pause)

Norm GARDNER: I'll tell you, while ah they're looking for this, let's go on to twenty-seven. Ah Sandra NEMO. Okay fine. Go ahead Miss NEMO. You know four minutes and I'll give you a one-minute signal. Thank you.

*(Detective Sergeant COURVOISIER monitored the rest of the video tape and from this point on there was no further information or discussion relevant to the issue.)*

John Sewell 50 Baldwin Street, Toronto ON M5T 1L4 Tel.416-977-5097 <j.sewell@on.aibn.com

September 12, 2002

Mr. Julian Fantino  
Chief of Police  
Toronto Police Services Board  
40 College Street  
Toronto, ON M5G 2J3

Dear Chief Fantino:

On May 30, 2002 at the Police Service Board I stated that you had "fundamentally misrepresented the court decision" of *R. v. Golden* and that the standing orders "do not obey the law" and that you felt that you were "above and could disregard the law." I stated that there was legal significance to the choice of words "reasonable" as opposed to "reasonable and probable" in the recent standing orders regarding strip searches. I now accept that all versions have the same legal meaning. This error led me to make the aforementioned incorrect assertions concerning you as Chief.

I apologize without reservation.

I, of course, have other concerns regarding the frequency of strip searches and we may well engage in a continuing debate on this matter, but I wish the air to be cleared of the aforementioned misstatements.

Yours sincerely,

  
John Sewell

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 26, 2002**

**#P259.           CORRESPONDENCE**

The Board was in receipt of a summary of the public correspondence received in the Board office between August 6, 2002 and September 9, 2002. 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 SEPTEMBER 26, 2002**

**#P260.        ADJOURNMENT**

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Norman Gardner  
Chairman