The following *draft* Minutes of the meeting of the Toronto Police Services Board held on September 14, 2011 are subject to adoption at its next regularly scheduled meeting.

The Minutes of the meeting held on August 17, 2011, previously circulated in draft form, were approved by the Toronto Police Services Board at its meeting held on September 14, 2011.

MINUTES OF THE PUBLIC MEETING of the Toronto Police Services Board held on **SEPTEMBER 14, 2011** at 1:30 PM in the Auditorium, 40 College Street, Toronto, Ontario.

PRESENT: **Dr. Alok Mukherjee,** Chair
                         Mr. Michael Thompson, Councillor & Vice-Chair
                         Ms. Judi Cohen, Member
                         Mr. Chin Lee, Councillor & Member
                         Dr. Dhun Noria, Member
                         Ms. Frances Nunziata, Councillor & Member

ABSENT:

ALSO PRESENT: **Mr. William Blair**, Chief of Police
                         Mr. Albert Cohen, City of Toronto - Legal Services Division
                         Ms. Karlene Bennett, Research Assistant

THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 14, 2011

#P221.   INTRODUCTIONS

The following members of the Service were introduced to the Board and congratulated on their recent appointments and/or promotions:

Promoted to the rank of Staff Inspector

Scott WEIDMARK

Promoted to the rank of Detective Sergeant

Debra HOUSTON

Promoted to the rank of Sergeant

Michael ADAM
Jared BABINEAU
Robert GOUDIE
Panayiotis KARAGAN
Ian KENNEDY
Boyd LI
Daryl LINQUIST
Shari MacKAY
Robert MCKENZIE
Sharon MYERS
Vijay SHETTY
Robert STOLF

#P222.   ASSESSMENT OF THE KPMG CORE SERVICE REVIEW SUMMARY AND SERVICE PROFILES REPORT

The Board was in receipt of the following report August 29, 2011 from Alok Mukherjee, Chair:

Subject: ASSESSMENT OF THE KPMG CORE SERVICE REVIEW SUMMARY AND SERVICE PROFILES REPORT

Recommendation:

It is recommended that the Board forward this report to the City of Toronto Executive Committee for its information.

Financial Implications:

No financial implications arise from the approval of the recommendation in this report.

Background/Purpose:

At its meeting on July 21, 2011 the Board received a report from Joseph Pennachetti, City Manager, City of Toronto. Mr. Pennachetti's report included a copy of the City of Toronto Core Service Review Project conducted by KPMG LLP. This report identified some options and opportunities for the Toronto Police Service. The report did not identify any options and opportunities for the Toronto Police Services Board.

The Board received the report and asked that the Chief of Police provide his assessment of the options/opportunities identified in the Core Service Review report and directed that this assessment be provided to the Board's Budget Sub-Committee (BSC) (Board Minute P172/11 refers).

The Board further directed that, following the Board's BSC review, the Chair submit a report, with any appropriate recommendations, to the Board's September 14, 2011 meeting.

Discussion:

At its meeting on August 16, 2011, the Board's BSC received the Chief's assessment of the options and opportunities for the Toronto Police Service identified by KPMG in their Core Service Review Report. The Chief's assessment is appended to this report in the form of a memorandum, dated August 12, 2011, from Chief Blair to Acting Chair Michael Thompson. The BSC reviewed the assessment and agreed that it should be included on the agenda of the

Board's September 14, 2011 meeting with a recommendation that it be forwarded to the City of Toronto Executive Committee for information.

At the August 16, 2011 meeting, the Board's BSC did not reach any conclusions as a result of the Chiefs' assessment. Rather, the information was part of the input on which the BSC's ongoing consideration of the 2012 budget reduction target was based. At this point, therefore, the BSC makes no recommendations to the Board on the Chief's assessment of the KPMG Core Service Review.

I note, however, that the Board has already referred the options/opportunities pertaining to paid duty to the City of Toronto's Transportation Services department, because the Board agrees with the Chief of Police that this properly falls under the City's jurisdiction. With respect to options/opportunities potentially resulting from changes to certain practices that are a part of the collective agreement with the Toronto Police Association, the Chief is correct in stating that these come under the Board's jurisdiction. I will be recommending that the Board give consideration to the feasibility of discussing theses options/opportunities with the Toronto Police Association.

Conclusion:

It is recommended that the Board forward this report to the City of Toronto Executive Committee for its information.

The Board received the foregoing report.

TO:	**Councillor Michael Thompson**	FROM:	**Wm. S. Blair**
	Acting Chair		**Chief of Police**
		DATE:	**2011/08/12**
			YYYY/MM/DD

RE: **KPMG Core Service Review Report Assessment**

As requested in your correspondence to me (TPS649, 2011.08.02 – see attached), the following is my assessment of the options/opportunities identified in the Core service Review prepared by KPMG.

The first major initiative in the report (pgs.119 and 122) deals with utilizing a business based approach. The Service agrees with this recommendation and for a number of years has employed a business process based approach. Initiatives such as the IRIS project, TAVIS and e-Disclosure utilize contemporary practices to ensure that the most up to date project methodologies are employed and aspects related to efficiencies are explored. Since December 2005, the CAO has instituted continuous improvement as a philosophy that permeates reviews and projects and ensures that all cost/benefit options are fully explored. I remain open and committed to new ways of improvement and have directed my staff to further explore the approach utilized by the UK to gain and improve upon efficiencies. During the brief Core Service Review meeting held with KPMG there was no discussion related to their proposed approach and I have therefore instructed my staff to begin to explore KPMG's methodology and assess if it has achieved its stated goals.

From the literature search done to date related to KPMG's methodology, it appears that the TPS has conducted similar process reviews and restructuring. Several of the examples cited mirror the changes and improvements undertaken by the Service over the last six years. These include call grading opportunities, constant reviews of deployment methodologies and their application, civilianization of administrative functions and the integration of a methodology to evaluate intelligence information.

The Service's Corporate Planning Unit, OSSG, Project Management Unit, Budgeting & Control Unit and Audit & Quality Assurance Unit also continue to review, evaluate and improve upon operational processes and their related costs. It is not possible to determine with any degree of accuracy, the extent of additional efficiencies through the use of the UK model. More detailed information will have to be gathered and explored through the service efficiency reviews announced last month. The proposed potential savings of up to 20% stated in the Core Services report have not been explained in detail and by KPMG's own admission, are highly ambitious and speculative. Knowing that the Service has already instituted a number of changes and continues to do so through various initiatives, the probability of attaining such a result is, in my opinion, low.

The second major opportunity noted (pgs. 119 & 122) relates to the integration of support services with the City. Efficiencies will be further explored through the service reviews which have begun for both facilities and fleet management. Over the years, several reviews have taken place related to fleet management. The last review was conducted by the Auditor General in September 2008. As a result, I believe that it is unlikely that an additional 20% in potential savings can be realized. In addition, it should be noted that the integration of infrastructure services may result in cost savings to the Service, however, the cost of operations transferred would have to be borne by the City. This would equally apply to by-law, parking enforcement, school guard crossing and lifeguarding, and any of the functions transferred or outsourced.

Options and opportunities related to reducing the size of the service (pg. 123) have already begun with the recent introduction of the voluntary exit initiative to senior officers and the implementation of a leaner management structure. I have deferred all hiring in 2011 and instituted a vigorous process to examine and evaluate the staffing of any position that becomes vacant. The reviews related to the uniform deployment model and civilian establishment are also well underway. I am not recommending a reduction in current staffing levels. We must ensure that human resources are properly aligned to operational requirements and that the protection of the people of the City of Toronto is not put at risk. Potential savings of 20%, when translated into full-time equivalent members, would jeopardize the Service's ability to deliver necessary services. It is in my belief that 20% in potential savings is highly overstated in that even reaching 10% would result in functional reductions. I refer the Board back to my report, *Toronto Police Service Preliminary 2012 Operating Budget - Reduction Impacts* (2011.07.20), tabled and deferred at the Confidential Board meeting on 2001.07.21. This report gives further description of the implications of such reductions.

The last remaining large potential savings opportunity relates to changing elements embedded within the Collective Agreements (pg. 123). No underlying data was presented by KPMG for this item. I am not involved in the collective bargaining process, however, through years of observation, the Toronto Police Services Board has not been successful in obtaining significant concessions. As no meaningful analysis was presented with respect to the determination of potential cost savings, it is not possible to comment on the attainment of potential savings other than to note that within the report, KPMG has listed the barriers to this opportunity as high. I concur with this part of the assessment.

The remaining options and opportunities are not noted as being significant in terms of potential savings. The delivery of joint functions such as call taking and dispatch would not necessarily result in cost savings but rather cost transfers from the Toronto Police Service to the City. It should be noted that call taking and dispatch, along with several other areas, are about to be reviewed by City-selected consultants as part of the Service Efficiency Review process. With respect to paid duty assignments, I wish to note again the Toronto Police Service does not assign officers to construction sites; our role is solely to administer the process and recover our costs.

It is important that the Board be aware of past reviews and projects undertaken by the Service. These initiatives have always had the objectives of better connecting to the public we serve as well as improving on performance in an effective and efficient manner. The following sampling of projects and initiatives attests to the fact that we are constantly striving to improve by applying current techniques and methodologies in achieving internal efficiencies and enhancing our community outreach. Over the past six years we have implemented a strong project management framework for both capital and operational projects enabling completed projects within budget, moved 200 officers from support areas to the front-line in 2005, leveraged provincial and federal funds to enhance our delivery of services in priority areas (e.g., TAVIS, PORF- Police Officer Recruitment Fund), introduced DVAMS (digital video asset management system), E-disclosure, Property Disposition Inquiry, and Social Media, all of which have improved our operational processes. Other police services, including those in North America, the UK and elsewhere often seek our advice on a number of issues, including on how to conduct efficient operations.

I continue to support the service efficiency reviews and reconfirm our commitment to seek out all possible opportunities to improve uncompromising service delivery.

William Blair, O.O.M.,
Chief of Police

INTERNAL CORRESPONDENCE

Recvd: 2011.08.09

CS // K.K

TO: **WILLIAM BLAIR**   FROM: **COUNCILLOR MICHAEL THOMPSON**

CHIEF   **ACTING CHAIR**

DATE: **2011/08/02**
YYYY/MM/DD

RE: **BUDGET SUB-COMMITTEE MEETING - AUGUST 16, 2011 – REPORT REQUIRED**

As you know the next meeting of the Budget Sub-Committee meeting has been scheduled for **Tuesday August 16, 2011 at 9:30 AM**.

One item on the agenda is a consideration of your assessment of the options/opportunities identified in the Core Service Review prepared by KPMG. A motion in this regard was approved by the Board at its meeting of July 21, 2011.

As this assessment is to be submitted to the Board's Budget Sub-Committee and discussed on August 16, 2011, I am requesting that it be provided as soon as possible.

Sincerely,

Councillor Michael Thompson
Acting Chair

#P223. **TORONTO POLICE SERVICE – REVIEW OF INTEGRATED RECORDS AND INFORMATION SYSTEM (IRIS)**

The Board was in receipt of the following report August 26, 2011 from Jeff Griffiths, Auditor General, City of Toronto:

SUMMARY

In response to the April 7, 2011 Toronto Police Services Board request, the Auditor General conducted a review of certain actions taken to date regarding the development and implementation of the Police Integrated Records and Information System (IRIS).

The purpose of the review was to assess whether recommendations from the Auditor General's 2005 audit of the Enterprise Case and Occurrence Processing System (eCOPS) were considered in creating a control environment to manage risks associated with developing and implementing a major technology project such as the IRIS project. The audit results are presented in the attached report entitled "Toronto Police Service – Review of the Integrated Records and Information System."

RECOMMENDATIONS

The Auditor General recommends that:

1. The Chief of Police give consideration to the engagement of a Fairness Consultant in major procurements. The criteria outlined by the City of Toronto be considered by the Chief of Police in determining when Fairness Consultants should be engaged.

2. The Chief of Police review the composition of all Information Technology Steering Committees with a view to including qualified City staff. The Chief develop specific criteria to determine when such a process should occur.

3. The Chief of Police ensure that Privacy Impact Assessments are incorporated into all future information technology projects at the initial stages of project development. A Privacy Impact Assessment be completed at the earliest possible time in regard to the Integrated Records and Information System project.

4. The Chief of Police conduct a financial analysis to identify, quantify and document anticipated financial and operational benefits from the implementation of the Integrated Records and Information System. Related assumptions used in the analysis should be documented.

5.	Upon project completion, the Chief of Police report to the Toronto Police Services Board on the actual benefits achieved and where applicable, a description of anticipated benefits not realized.

6.	The Chief of Police develop a process to define, articulate and measure anticipated project objectives and outcomes.

7.	Upon project completion, the Chief of Police report to the Toronto Police Services Board the objectives achieved and where applicable, a description of anticipated objectives not realized.

8.	This report be forwarded to the City Audit Committee for information.

Financial Impact

The recommendations in this report have no financial impact. However, implementation of the recommendation relating to the realization of benefits and the need to quantify, track and report expected benefits will provide management and the Board the opportunity to measure the success of the project in financial terms.

DECISION HISTORY

The Toronto Police Services Board on April 7, 2011 in considering the report entitled "Integrated Records and Information Systems (IRIS) – Award of Contract for Product and Services," adopted the following motion:

> *"that this matter be referred to the Auditor General and the Chief Information Officer, City of Toronto, for their review of and comments regarding the proposed records management system."*

This report is in response to the Toronto Police Services Board request of April 7, 2011. The Chief Information Officer has reported separately.

ISSUE BACKGROUND

In 2003, the Toronto Police Service implemented a records management system called the Enterprise Case and Occurrence Processing System also known as eCOPS. The development and implementation of the eCOPS records management system resulted in a number of issues and concerns. As a result, the Board requested the Auditor General to review the implementation of the eCOPS system.

In 2005, the Auditor General identified a number of deficiencies in how the project was managed. In general terms the issues identified were:

- Inadequate project management
- Incomplete and inadequate business case

- Significant cost overruns
- Inadequate management of consultants
- Failure to address previous audit recommendations
- Incomplete and inaccurate reporting to the Board

In 2006, the Toronto Police Service commissioned a number of internal reviews to assess organizational information needs. As a result of these reviews the Service concluded that Toronto Police Service information management systems were no longer adequate to support police operational requirements. In this context, the Service decided to pursue a commercial-off-the-shelf system known as Versadex rather than enhance the in-house eCOPS system.

At the April 7, 2011 meeting of the Toronto Police Services Board, the Chief submitted a report requesting Board approval of a contract for the acquisition and implementation of a new records management system. The Board referred the matter to the Auditor General and the City Chief Information Officer for review and comment.

COMMENTS

The Auditor General's report which is attached contains 7 recommendations as a result of the review. Specific information relating to the recommendations are outlined in the attached report.

The eCOPS audit report was prepared at the conclusion of the project and certain of the recommendations such as final reporting to the Board related to issues which required addressing at that point. However, where relevant, the management of the IRIS project has focussed on lessons learned from eCOPS and as a result the initial planning steps for the IRIS project have been complete and thorough. The addition of City experience and expertise in an advisory capacity in the management of the project to complement current resources will be beneficial and should be addressed immediately.

CONTACT

Alan Ash, Director, Auditor General's Office
Tel: 416-392-8476, Fax: 416-392-3754, E-mail: aash@toronto.ca

TORONTO POLICE SERVICE

REVIEW OF THE INTEGRATED RECORDS AND INFORMATION SYSTEM (IRIS)

August 5, 2011

TORONTO Auditor General's Office

Jeffrey Griffiths, C.A., C.F.E.
Auditor General
City of Toronto

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Introduction

At the April 7, 2011 meeting of the Toronto Police Services Board the Toronto Police Chief tabled a report dated March 24, 2011 entitled "Integrated Records and Information System (IRIS) – Award of Contract for Product and Services" to the Toronto Police Services Board for approval.

Auditor General's report is in response to the TPS Board referral

As a result of the Toronto Police Services Board's review of this report, the Board approved the following motion:

> *"that this matter be referred to the Auditor General and the Chief Information Officer, City of Toronto, for their review of and comments regarding the proposed records management system."*

This report is in response to the Board's request.

The City's Chief Information Officer will submit a separate report to the Toronto Police Services Board.

New records management system approved in 2008

In 2008, the Toronto Police Services Board approved a capital project for a new records management system known as the "Integrated Records and Information System (IRIS)." In the report of March 24, 2011, the Chief of Police indicated that the proposed new system "will integrate the functionality available through numerous silo applications beyond the Enterprise Case and Occurrence Processing System (eCOPS), including the Criminal Information Processing System (CIPS), Field Information Reports (FIR), the Repository for Integrated Criminalistic Imaging (RICI), Unified Search, and the Property and Evidence Management System (PEMS)."

Auditor General in 2005 reported on the eCOPS project

By way of background, the Auditor General in 2005 reported to the Police Services Board on the management of the internally developed information technology project known as eCOPS. The review of eCOPS was requested by the Board due to a number of expressed concerns in how the project was being managed.

The Auditor General's 2005 review identified a number of fundamental deficiencies in the management of the project. In general terms the issues identified were:

- Inadequate project management
- Incomplete and inadequate business case
- Significant cost overruns
- Inadequate management of consultants
- Failure to address previous audit recommendations
- Incomplete and inaccurate reporting to the Board

eCOPS report contained 11 recommendations

The Auditor General's 2005 review was conducted during the latter stages of the development of the eCOPS project. The report prepared as a result of this review included 11 recommendations. The report also referenced two other IT related reports which contained a further 21 recommendations. The first report completed in 2002 was entitled "Information Technology Services Unit Review – Toronto Police Service". The second report dated 2001 was a report which was directed to the City of Toronto entitled "Selection and Hiring of Professional and Consulting Services." The recommendations were all agreed to by the then Chief of Police and approved by the Board.

In the Chief's report to the Board on April 7, 2011, specific reference is made to the Auditor General's eCOPS report as follows:

> *"Alignment With City of Toronto Auditor Findings*
>
> *In order to ensure the greatest transparency and accountability for this transformational project, the Service is fully committed to the City's IT governance practices and the recommendations of the Auditor General in terms of project structure and accountability in order to contain costs and mitigate risks. The Auditor's report of April 2005 entitled, "Review of the Enterprise Case and occurrence processing System (eCOPS) Project – Toronto Police Service" is incorporated into the project controls throughout the project as evident in the project Management Framework."*

The development and implementation of large information technology projects such as IRIS is complex and requires significant technical resources and expertise. In actual fact, the Auditor General of Canada in connection with a review conducted on a number of large information technology projects at the Federal Government indicated that:

Auditor General of Canada urges any corporation that invests in IT to be "cautious"

"compared with other disciplines, the management of IT projects is relatively new and organizations are still finding their way with it. Therefore, any organization that invests in IT support must be cautious. Large IT projects are inherently complex, expensive and risky and they usually involve long planning and development times."

In its oversight role and particularly in terms of the deficiencies identified during the development of eCOPS, the Board appropriately in our view, deferred a decision on awarding a contract for the IRIS project until a further independent review of the project was conducted. The comments of the Auditor General of Canada wherein she states that " any organization that invests in IT support must be cautious" is good advice.

The focus of our review and comments relating to the IRIS project pertain to whether or not the recommendations contained in the eCOPS report have been considered and, where appropriate, implemented.

The procurement process was outside the scope of this review

We have not specifically addressed issues pertaining to the procurement and evaluation process of IRIS although we have made specific inquiries in terms of the process. Further, we have not reviewed in detail, the business justification for the new system as the report provided by the City's Chief Information Officer has provided information on this matter in his report. Information relating to the scope of our review is included in Exhibit 1.

Background – Estimated Costs of the Integrated Records and Information System

The IRIS project was included as part of the Police Service's 2009-2013 Capital Program.

The estimated cost to implement the IRIS project was $35.6 million and includes the following cost breakdown:

- $10.5 million for the purchase and implementation of software and related services
- $14 million for the purchase of hardware, external project management services, server and other third party licensing fees, contract staff, and backfilling costs for internal staff assigned to the project
- $11.1 million for internal staff resources.

As of mid-June 2011, capital costs expended or committed to system implementation are $2.6 million and approximately $2.8 million in internal staff costs.

Action Taken to Mitigate a Recurrence of the Issues Relating to the eCOPS Project

Positive action undertaken

Specific action taken to reduce the risks associated with implementing the new records management systems include:

- Acquiring a commercial off the shelf records management system
- Implementing an effective governance model which includes key roles fulfilled by the Project Management Office and Project Steering Committee
- Contracting out project management services and ensuring the Project Management Office evaluate consulting services on a regular basis
- Assigning accountability for project expenditures to the Project Sponsor and requiring regular cost tracking and reporting to the Project Steering Committee
- Instituting a formal consulting services invoice review and approval process prior to payment
- Providing for independent review of project budget and financial information.

IRIS is an "off the shelf" system

In our view, the major reasons for the difficulties encountered in the eCOPS projects centered around the fact that the project was developed internally by staff who did not have an adequate level of experience and information technology expertise. In addition, as articulated in the eCOPS report, the level of project management oversight of the project was inadequate.

The system acquired by the Toronto Police Service known as Versadex, is a well established, off the shelf system currently in use by a number of police services throughout Canada and the U.S. One of the challenges faced by the Service is to minimize changes to the "off the shelf" product as to do so would compromise the reasons for acquiring such a system. This is an important issue to consider as the project develops and one which the Service is committed to.

Finally, in addition, the project management of the system has been contracted out to third party resources with significant information technology implementation expertise.

While we recognize that steps have been taken in order not to replicate the deficiencies in the eCOPS project there are a number of issues which we have identified which require consideration.

The Procurement Process – The Use of a Fairness Consultant

City Council approved the use of Fairness Consultants

In June 2004, in response to a recommendation of the Auditor General, City Council approved a report entitled " Feasibility of Using Fairness Consultants for Certain Procurements". The report outlines in general terms the purpose of Fairness Consultants. The report indicates that "their role is to provide oversight on procurement processes for the purpose of ensuring adherence to high standards, objectivity of evaluation, and transparency."

Fairness Consultants provide a level of independence

Fairness Consultants are perceived as providing more neutrality and independence than that provided by staff. Assurance from an arms-length party that the procurement was consistent with best practices may reduce controversy, complaints and liability. This objectivity, in turn, enhances the defensibility of procurement decisions.

Further, City Council endorsed "the approach of using external fairness consultants in certain limited circumstances defined by call complexity and the likelihood of intense scrutiny such as high profile projects." In terms of criteria, council endorsed the following characteristics of "complex procurement initiatives":

- rapidly evolving products, especially software
- high-risk endeavors
- new technologies such as information technology systems
- anticipated high-profile and controversy that can lead to few responses or pressure to take low bid/price regardless of other areas evaluated as best.

The City of Toronto has subsequently used Fairness Consultants in a number of cases, the most high profile of which has been the 311 project.

It is our understanding the City Chief Information Officer looked at the procurement process as part of his review and concluded that it was fair. Nonetheless, it is our view that the use of a Fairness Consultant throughout the procurement process would have provided greater assurance with respect to the fairness of the process.

In the context of a $35.6 million project the cost of a Fairness Consultant would likely have been a good investment.

Criteria should be developed for circumstances when the engagement of a Fairness Consultant would be appropriate.

Recommendation:

1. **The Chief of Police give consideration to the engagement of a Fairness Consultant in major procurements. The criteria outlined by the City of Toronto be considered by the Chief of Police in determining when Fairness Consultants should be engaged.**

Improved Coordination with the City

Opportunities exist to share best practices

A significant number of audit reports prepared by the Auditor General have recommended closer coordination between the City and its Agencies, Boards, Commissions and Corporations. The need for closer coordination has been identified in a wide range of areas including facilities and real estate, human resources, procurement and other administrative functions. However, the area most closely identified as requiring closer co-operation and coordination is in the area of information technology.

In this context, the eCOPS report specifically recommended that:

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

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

Consistent with the above recommendation, we understand the Service's Director, Information Technology Services, City's Chief Information Officer and Toronto Transit Commission's Information Technology Director meet on an informal but regular basis to discuss common areas of concerns. IRIS does however provide an opportunity to co-ordinate resources on a large, complex project.

The IRIS Steering Committee established by the Service to establish "objective oversight, leadership, consultation and direction with respect to the organization and implementation of the Service's next generation records management system" consists entirely of Toronto Police Service staff. The City of Toronto has significant experience in implementing large and complex information technology projects such as SAP. The inclusion of City staff at least in an advisory capacity would augment the current composition of the Steering Committee if only from a "lessons learned" perspective.

The Toronto Police Service, much like other City Boards, Agencies, Commissions and Corporations operates independently and up to now City staff have had limited involvement in the development of information technology projects. In our view, the current process should be changed.

Recommendation:

2.   The Chief of Police review the composition of all Information Technology Steering Committees with a view to including qualified City staff.   The Chief develop specific criteria to determine when such a process should occur.

Privacy Impact Assessment is Required

2005   eCOPS audit   report recommended mandatory Privacy   Impact Assessments

The Auditor General's report on eCOPS included the following recommendation:

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

Privacy   Impact Assessment   not conducted   for IRIS

At the time of our review a Privacy Impact Assessment had not been conducted. A privacy impact assessment analysis should be completed prior to any significant development. Any privacy or access concerns identified once a system is in development could result in system revisions. System revisions required once a project is in process could result in significant costs.

Recommendation:

3.   The Chief of Police ensure that Privacy Impact Assessments are incorporated into all future information technology projects at the initial stages of project development. A Privacy Impact Assessment be completed at the earliest possible time in regard to the Integrated Records and Information System project.

Costs and Benefits Not Defined

Previous audit recommendations made by the Auditor General

The Auditor General's 2005 report relating to eCOPS includes the following recommendations:

> *"1.(d) develop an investment decision making process for information technology solutions or projects that requires the Steering Committee to consider short and long term impacts, cross unit impacts, business justification, benefits to be realized, strategic contribution, and compliance with the Service's technology architecture and direction.".*

> *"2. To establish accountability for IT projects and enhancements, mechanisms be developed to enable the measurement of benefits realized and deliverables to be achieved, and the business user be required to report to the Steering committee on the actual benefits achieved and explain, when applicable, shortcomings in realizing previously defined benefits."*

Value of a comprehensive business case

The preparation of a detailed business case when evaluating the purchase of a complex, large scale computer system is a basic requirement. A business case informs management and documents the analysis done to support or reject a project. A financial analysis quantifying project benefits is an important part of a business case.

A well prepared business case should answer three primary questions:

- Why are we doing this?
- What will it cost?
- What business value do we expect to achieve?

TPS prepared a business case

A business case was prepared for the Integrated Records and Information System. In reviewing the "Comprehensive Business Case (2009-2013)" for the acquisition and implementation of the Integrated Records and Information System the decision to approve this project was made without the quantification of any financial benefits although various efficiencies and benefits were identified.

TPS business case did not quantify financial benefits

The following statement extracted from the business case indicates that management expects substantial savings:

> *"There are no fixed hard dollar savings associated with this proposal; however, it is anticipated that due to the streamlining of information flow and the reassignment of job functions, there will be substantial savings in terms of efficiency."*

The "substantial savings in anticipated efficiency" gains referred to and the premise on which such calculations may have been based, are not included in the business case. In fact the business case "project benefits" and "financial summary" sections specifically indicate "0" benefits.

Quantifying anticipated financial benefits is an essential business case component

Although other factors are considered in the decision-making process, quantifying the anticipated financial benefits of a complex, large scale computer system is an essential business case component. Financial analysis is a key requirement in justifying any business decision.

The use of terminology referencing "substantial savings in terms of efficiency" are qualitative and difficult to interpret from an accountability and measurement perspective.

We appreciate that benefits in terms of cost savings may be difficult to quantify however, a best estimate or a range of cost savings would be useful and important information in an evaluation of a business case.

For management to include the achievement of savings as one of the project success criteria, measurable, quantifiable financial benefits should be documented along with assumptions used in the financial analysis.

Recommendations:

4.   **The Chief of Police conduct a financial analysis to identify, quantify and document anticipated financial and operational benefits from the implementation of the Integrated Records and Information System. Related assumptions used in the analysis should be documented.**

5.   **Upon project completion, the Chief of Police report to the Toronto Police Services Board on the actual benefits achieved and where applicable, a description of anticipated benefits not realized.**

Criteria and Methodology for Measuring Benefits Not Articulated

TPS project business case objectives not quantified or measurable

The business case for IRIS highlights a number of specific objectives. The objectives include:

- *"reduce time spent by officers on data entry and increase the time spent with members of the community*
- *improve data integrity*
- *make data more accessible, useable, interoperable*
- *reducing opportunity for data entry errors*
- *improving data quality for investigators and analysts*
- *reducing overhead associated with silo maintenance".*

TPS business case deliverable outcomes not quantified or measurable

The business case also includes the following deliverable outcomes:

- *"Reduction of existing silos of information and associated inefficiencies*
- *Re-engineered workflow for the collection, coding, classification, and structuring of information*
- *Enhanced, efficient search and investigative capabilities*
- *Improved operability and interoperability*
- *Measurably improved data quality to reduce organizational risk and liability and support strategic deployment and crime analysis.*
- *Improved access and communication with community and justice partners through roles based access and information sharing portals".*

Quantifiable project performance indicators needed to measure project success

The criteria and methodology to determine whether these objectives and outcomes are achieved is not clearly identified and documented.

Without quantifiable project performance indicators, there is no way to measure project success.

Recommendations:

6.   The Chief of Police develop a process to define, articulate and measure anticipated project objectives and outcomes.

7.   Upon project completion, the Chief of Police report to the Toronto Police Services Board the objectives achieved and where applicable, a description of anticipated objectives not realized.

Conclusion

The Toronto Police Services Board at its meeting of April 7, 2011 requested the Auditor General and the City's Chief Information Officer to review and comment "regarding the proposed records management system." This report represents the Auditor General's comments only. A separate report has been prepared by the City's Chief Information Officer.

The scope of this review has for the most part been limited to a determination as to whether the Service during its procurement and initial planning process has addressed the recommendations made by the Auditor General during a 2005 review of an information technology project known as eCOPS.

We have identified specific action which the Service has undertaken to prevent and mitigate the possibility that issues identified during the eCOPS review are not repeated.

As indicated previously, an extremely important difference between the current system and eCOPS is the fact that the current system is an "off the shelf system" which has been successfully implemented in a number of Services throughout Canada and the U.S. Further, there appears to be a well defined governance process which includes key roles for internal accountability as well as external project management expertise.

Finally a number of the recommendations in the eCOPS report relate to actions required throughout the development and conclusion of the project particularly in relation to ongoing reporting to the Board. It is important that all such recommendations continue to be addressed.

Exhibit 1

Audit Objectives, Scope and Methodology

Why we did the review

At the April 7, 2011 meeting of the Toronto Police Services Board the Toronto Police Chief tabled a report entitled "Integrated Records and Information Systems (IRIS) – Award of Contract for Product and Services," to the Toronto Police Services Board for approval.

The Board approved the following motion:

> *"that this matter be referred to the Auditor General and the Chief Information Officer, City of Toronto, for their review of and comments regarding the proposed records management system."*

Objectives

The objective of this review was to determine whether or not the Toronto Police Service has considered the recommendations included in the Auditor General's 2005 report entitled "Review of the Enterprise Case and Occurrence Processing System (eCOPS)" Project in developing the case for the recommended computer system to replace the Toronto Police Services current record management system.

Scope

Our review focused on controls exercised by the Toronto Police Service in areas identified during our eCOPS review and included the following:

- Project Management
- Analysis and Documentation
- Project Budget and Costs
- Financial Benefits/Savings
- Use of Consultants
- Reporting to the Toronto Police Services Board.

Audit Methodology

Our audit methodology included the following:

- Review of Toronto Police Service Board minutes
- Review of TPS IRIS Steering Committee Reports
- Review of policies, procedures and practices
- Interviews with relevant City staff
- Examination of relevant documents
- Review of related generally accepted industry practices
- Other procedures deemed necessary.

Compliance with generally accepted government auditing standards

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

Management's Response to the Auditor General's Review of
Toronto Police Service – Review of Integrated Records and Information System (IRIS)

Rec No	Recommendation	Agree (X)	Disagree (X)	Management Comments: (Comments are required only for recommendations where there is disagreement.)	Action Plan/ Time Frame
1.	The Chief of Police give consideration to the engagement of a Fairness Consultant in major procurements. The criteria outlined by the City of Toronto be considered by the Chief of Police in determining when Fairness Consultants should be engaged	X			The Service agrees with the Auditor General's recommendation. Between April 24, 2009 and August 6, 2009, the IRIS Steering Committee considered the use of a Fairness Consultant and concluded that the governance structure in place was adequate to ensure fairness in the process as well as management controls. Notwithstanding the decision made relating to the IRIS project, the Service will consider the criteria outlined by the City of Toronto in determining when Fairness Consultants should be engaged. The criteria will be developed by the end of 2011 and changes will be incorporated into the Service's purchasing processes.

Management's Response to the Auditor General's Review of
Toronto Police Service – Review of Integrated Records and Information System (IRIS)

Rec No	Recommendation	Agree (X)	Disagree (X)	Management Comments: (Comments are required only for recommendations where there is disagreement.)	Action Plan/ Time Frame
2.	The Chief of Police review the composition of all Information Technology Steering Committees with a view to including qualified City staff. The Chief develop specific criteria to determine when such a process should occur.	X		The Service agrees with the Auditor General's recommendation.	Specific criteria will be developed by the end of 2011, to determine when qualified City staff should be included in Information Technology Steering Committees, taken into account and balancing the value and cost of inclusion.

Management's Response to the Auditor General's Review of
Toronto Police Service – Review of Integrated Records and Information System (IRIS)

Rec No	Recommendation	Agree (X)	Disagree (X)	Management Comments: *(Comments are required only for recommendations where there is disagreement.)*	Action Plan/ Time Frame
3.	The Chief of Police ensure that Privacy Impact Assessments are incorporated into all future information technology projects at the initial stages of project development. A Privacy Impact Assessment be completed at the earliest possible time in regard to the IRIS project.	X		The Service agrees with the Auditor General's recommendation. The initial plans for IRIS included the development of a Privacy Impact Assessment (PIA) prior to any implementation. In consultation with the City of Toronto Chief Information Officer, the Service has now incorporated the development of an Initial PIA into its workplans. The Service anticipates the Preliminary PIA will be completed on or before the end of 2011. Notwithstanding the IRIS project team's PIA development plans, the Service's business case and project charter templates will be modified by the end of 2011 to ensure a specific rationale for inclusion of a PIA in future information technology projects is articulated at the onset.	

Management's Response to the Auditor General's Review of
Toronto Police Service – Review of Integrated Records and Information System (IRIS)

Rec No	Recommendation	Agree (X)	Disagree (X)	Management Comments: (Comments are required only for recommendations where there is disagreement.)	Action Plan/ Time Frame
4.	The Chief of Police conduct a financial analysis to identify, quantify and document anticipated financial and operational benefits from the implementation of the Integrated Records and Information System. Related assumptions used in the analysis should be documented.	X		The Service agrees with the Auditor General's recommendation as well as a similar recommendation made by the City of Toronto Information Officer (Recommendation #5 in the CIO's summary of recommendations). The Service has outlined the benefits of a new records management system in many internal and Board documents over a three year period spanning 2008 to present. The benefits are provided, in summary form, in Sections 4.0 and 6.7 of the Chief Information Officer's *Information Technology Review* document. These benefits, which are mainly in the form of efficiencies will be quantified as best possible, and assumptions documented if and where necessary.	

Management's Response to the Auditor General's Review of
Toronto Police Service – Review of Integrated Records and Information System (IRIS)

Rec No	Recommendation	Agree (X)	Disagree (X)	Management Comments: (Comments are required only for recommendations where there is disagreement.)	Action Plan/ Time Frame
5.	Upon project completion, the Chief of Police report to the Police Services Board on the actual benefits achieved and where applicable, a description of anticipated benefits not realized.	X			The Service agrees with the Auditor General's recommendation, and a project close-out report to the Board is part of the Service's current project management framework. The Service will further enhance its project close-out reporting by including the benefits achieved, and where applicable, a description of anticipated benefits not realized.
6.	The Chief of Police develop a process to define, articulate and measure anticipated project objectives and outcomes.	X			The Service agrees with the Auditor General's recommendation. A process to define, articulate and measure anticipated project objectives and outcomes will be developed as part of the Service's business case preparation, and incorporated into the project management plan process. This process will be completed by the first quarter of 2012.

Management's Response to the Auditor General's Review of
Toronto Police Service – Review of Integrated Records and Information System (IRIS)

Rec No	Recommendation	Agree (X)	Disagree (X)	Management Comments: *(Comments are required only for recommendations where there is disagreement.)*	Action Plan/ Time Frame
7.	Upon project completion, the Chief of Police report to the Police Services Board the objectives achieved and where applicable, a description of anticipated objectives not realized.	X		The Service agrees with the Auditor General's recommendation, and a project close-out report to the Board is part of the Service's current project management framework.

The Service will ensure its project close-out reporting includes the objectives achieved, and where applicable, a description of anticipated objectives not realized. | |

The Board was also in receipt of the following report dated August 31, 2011 from William Blair, Chief of Police:

SUBJECT: INTEGRATED RECORDS AND INFORMATION SYSTEM (IRIS)
                 – RESPONSE TO AUDITOR GENERAL RECOMMENDATIONS

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

This report is provided in response to the City of Toronto Auditor General's report, titled *Review of the Integrated Records and Information System.*

Spanning a decade since eCOPS was first approved in 1997, various Board reports have been submitted that detail the problems associated with developing in-house software solutions. These problems include significant cost overruns, technical issues, and schedule delays, ultimately resulting in the delivery of a product that fell significantly short of its intended functionality. A Toronto Police Service internal review commenced in 2007 determined that eCOPS had only delivered 24 percent of its intended functionality.

The Board approved the acquisition and implementation of a new records management system at its September 2008 meeting as part of the 2009-2013 Capital Program (Min. No. P273/08 refers). This capital program was subsequently approved by Toronto City Council. Following the issuance of a Request for Proposal and an evaluation of the vendors' responses and proposed solutions, at its May 2010 meeting, the Board approved Versaterm Inc. as the vendor for the supply and delivery of software, maintenance and professional services in relation to the new records management system, subject to the completion of a statement of work that is acceptable to the Service (Min. No. P144/10 refers).

In February 2011, the Board was requested to approve the award of the contract to Versaterm Inc. in accordance with the statement of work that was acceptable to the Service. The Board deferred consideration of this request (Min. No. P27/11, Min. No. C59/11 refer). A revised report was submitted to the Board for consideration at its April 7, 2011 meeting. At that meeting, the Board referred the report to the City Auditor General and City Chief Information Officer for comment.

This report responds to the Auditor General's recommendations. A response to the City Chief Information Officer's findings is provided in a separate report to the Board's September 2011 meeting.

Discussion:

Since the eCOPS project, the Service has acted on the Auditor General's eCOPS recommendations and strengthened its project management and oversight processes. As a result, the Service has successfully delivered, or is in the process of delivering, various multi-million dollar projects, such as the Digital Video Asset Management System (DVAMS), Computer Assisted Court Scheduling (CASC), and the In-Car Camera System.

In his cover report on his review of the IRIS project, the Auditor General indicates that:

> *"The eCOPS audit report was prepared at the conclusion of the project and certain of the recommendations such as final reporting to the Board related to issues which required addressing at that point. However, where relevant, the management of the IRIS project has focussed on lessons learned from eCOPS and as a result the initial planning steps for the IRIS project has been complete and thorough."*

Furthermore, the Service has also applied the lessons learned from the eCOPS project to the IRIS project and strengthened its project and financial controls, governance process, and oversight, as noted by the Auditor General as follows:

> *"Specific action taken to reduce the risks associated with implementing the new records management systems include:*
>
> - *Acquiring a commercial off-the-shelf records management system*
> - *Implementing an effective governance model which includes key roles fulfilled by the Project Management Office and Project Steering Committee*
> - *Contracting out project management services and ensuring the Project Management Office evaluate consulting services on a regular basis*
> - *Assigning accountability for project expenditures to the Project Sponsor and requiring regular cost tracking and reporting to the Project Steering Committee*
> - *Instituting a formal consulting services invoice review and approval process prior to payment*
> - *Providing for independent review of project budget and financial information"*

The Auditor General, however, has made recommendations to further strengthen the management of the IRIS project, which can also be applied to future IT projects. The Service agrees with the Auditor General's recommendations, and Appendix 1 to this report includes the Service's response to each recommendation.

Conclusion:

The Toronto Police Service views IRIS as a Service initiative with the stated objectives of improved police efficiency and modernization of its information management assets. The Service has protected this investment by incorporating past eCOPS recommendations into the IRIS project, building on its project management capabilities, and providing transparency to the Board through quarterly variance reporting.

While the Service remains confident in its project delivery framework, the Service is open to recommendations that will help enhance our project management and governance framework, in order to increase the likelihood of project success. We will therefore take the necessary action to implement the recommendations in the Auditor General's IRIS review report.

Deputy Chief Sloly, Divisional Policing Command, and Mr. Tony Veneziano, Chief Administrative Officer, Administrative Command, will be in attendance to answer any questions that the Board may have.

Management's Response to the Auditor General's Review of the Integrated Records and Information System

Rec No	Recommendation	Agree (X)	Disagree (X)	Management Comments: *(Comments are required only for recommendations where there is disagreement.)*	Action Plan/ Time Frame
1.	The Chief of Police give consideration to the engagement of a Fairness Consultant in major procurements. The criteria outlined by the City of Toronto be considered by the Chief of Police in determining when Fairness Consultants should be engaged.	X			The Service agrees with the Auditor General's recommendation. Between April 24, 2009 and August 6, 2009, the IRIS Steering Committee considered the use of a Fairness Consultant and concluded that the governance structure in place was adequate to ensure fairness in the process as well as management controls. Notwithstanding the decision made relating to the IRIS project, the Service will consider the criteria outlined by the City of Toronto in determining when Fairness Consultants should be engaged. The criteria will be developed by the end of 2011 and changes will be incorporated into the Service's purchasing processes.

2.	The Chief of Police review the composition of all Information Technology Steering Committees with a view to including qualified City staff. The Chief develop specific criteria to determine when such a process should occur.	X			The Service agrees with the Auditor General's recommendation. Specific criteria will be developed by the end of 2011, to determine when qualified City staff should be included in Information Technology Steering Committees, taking into account and balancing the value and cost of inclusion.

| 3. | The Chief of Police ensure that Privacy Impact Assessments are incorporated into all future information technology projects at the initial stages of project development. A Privacy Impact Assessment be completed at the earliest possible time in regard to the Integrated Records and Information system project. | X | | | The Service agrees with the Auditor General's recommendation.

The initial plans for IRIS included the development of a Privacy Impact Assessment (PIA) prior to any implementation. In consultation with the City of Toronto Chief Information Officer, the Service has now incorporated the development of an Initial PIA into its work plans. The Service anticipates the Preliminary PIA will be completed on or before the end of 2011.

Notwithstanding the IRIS project team's PIA development plans, the Service's business case and project charter templates will be modified by the end of 2011 to ensure a specific rationale for inclusion of a PIA in future information technology projects is articulated at the onset. |

4.	The Chief of Police conduct a financial analysis to identify, quantify and document anticipated financial and operational benefits from the implementation of the Integrated Records and Information System. Related assumptions used in the analysis should be documented.	X			The Service agrees with the Auditor General's recommendation as well as a similar recommendation made by the City of Toronto Chief Information Officer (Recommendation #5 in the CIO's summary of recommendations). The Service has outlined the benefits of a new records management system in many internal and Board documents over a three year period spanning 2008 to present. The benefits are provided, in summary form, in sections 4.0 and 6.7 of the Chief Information Officer's *Information Technology Review* document. These benefits, which are mainly in the form of efficiencies, will be quantified as best possible, and assumptions documented if and where necessary.
5.	Upon project completion, the Chief of Police report to the Police Services Board on the actual benefits achieved and where applicable, a description of anticipated benefits not realized.	X			The Service agrees with the Auditor General's recommendation, and a project close-out report to the Board is part of the Service's current project management framework. The Service will further enhance its project close-out reporting by including the benefits achieved, and where applicable, a description of anticipated benefits not realized.

6.	The Chief of Police develop a process to define, articulate and measure anticipated project objectives and outcomes.	X			The Service agrees with the Auditor General's recommendation. A process to define, articulate and measure anticipated project objectives and outcomes will be developed as part of the Service's business case preparation, and incorporated into the project management plan process. This process will be completed by the first quarter of 2012.
7.	Upon project completion, the Chief of Police report to the Toronto Police Services Board the objectives achieved and where applicable, a description of anticipated objectives not realized.	X			The Service agrees with the Auditor General's recommendation, and a project close-out report to the Board is part of the Service's current project management framework. The Service will ensure its project close-out reporting includes the objectives achieved, and where applicable, a description of anticipated objectives not realized.

The Board was also in receipt of the following report dated September 01, 2011 from Mr. Dave Wallace, Chief Information Officer, Information & Technology, City of Toronto:

SUBJECT: TORONTO POLICE SERVICE – REVIEW OF INTEGRATED RECORDS AND INFORMATION SYSTEM (IRIS)

Integrated Records Information System (IRIS)

Information Technology Review

September 1, 2011

Information and Technology Division
City of Toronto

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EXECUTIVE SUMMARY

In April 2011, the Police Services Board asked the Auditor General and the City's Chief Information Officer (CIO) to review the proposed Integrated Records and Information System (IRIS) Project which is underway in the Toronto Police Service (TPS). The CIO was asked to look at the proposed solution from an information technology perspective. This report summarizes the results of this assessment which looked at 4 broad questions – why now, is the product chosen the right one, what is needed for a successful project and are the costs reasonable.

The business need for IRIS is to modernize the Toronto Police Service's information assets including increased quality of investigative information, improved use of police officers' time and effort and to increase the efficiency of the administration of police information. In particular, functionality of the Enterprise Case and Occurrence Processing (eCOPS), the Criminal Information Processing System (CIPS), Field Information Reports (FIR), Unified Search and the Property and Evidence Management System (PEMS) will be incorporated into IRIS.

The IRIS Project has selected a Commercial Off the Shelf (COTS) product called "Versadex" following a Request for Proposals process in which the supplier of this software package, Versaterm, was selected as the lowest evaluated cost vendor that met the highest number of the TPS's business and technical requirements, provided a user interface that was well received by police officers and administration alike and had the lowest training effort due to its ease of use.

This project represents a very large business transformation undertaking for the TPS. The scope is very ambitious and will require strong oversight and scope management to be a top priority to avoid key issues that occurred with the eCOPS Project, such as the length of time to develop, roll out the applications, to meet all business requirements and to avoid cost overruns. Specific best practices and recommendations have been noted to develop a clear Statement of Work, detailed project plan, specific deliverables, to implement strong project budget control and to establish business-driven and clear performance metrics upfront for the project.

In terms of business process re-engineering, a key observation in this review is to do with the number of support resources. Recommendations have been noted to review opportunities to reduce the number of support resources based on the configuration analysis workshops that will be done to prepare IRIS for implementation. New technology could also present opportunities to continuously improve field and quality assurance processes which could reduce the number of support resources in the future.

Given the business transformation nature of this project, the planned "waves" implementation approach (to stage in one major component at a time) is a lower risk approach versus implementing all of the functionality at once. To be successful, an in-depth change management framework and a continuation of a dedicated change management team to oversee this framework will be critical for the project.

Risk management, which balances both risks and opportunities, will be critical to the success of the IRIS Project. The project team has initiated risk management measures as part of its project work to date. In addition to this work, the completion of a Preliminary Privacy Impact Assessment (PIA) has been recommended (and been initiated by the project team) and is enhancing its security preparations with an enhanced Threat Risk Assessment and Vulnerability Assessment for the entire solution. Based on the City's extensive experience in implementing large, complex business solutions (e.g. SAP) and in-depth understanding and application of Enterprise Architecture, and Information Privacy and Security principles and best practices, it is also recommended that the TPS leverage or fund (as required) the City's support throughout their implementation of the IRIS solution, including being part of the project's governance structure. Finally, it will be critical to track both intangible and tangible benefits closely throughout the project.

The City's I&T Division considers the TPS IRIS initiative a significant initiative and investment – one that will require a significant change in the culture and operating practices of the TPS both on the policing and administrative sides of the organization. The Division believes that the recommendations in this report, along with the results of the Auditor General's review, will be important to ensure a successful and cost effective implementation of the IRIS application.

1.0   Purpose of Review

In April 2011, the Police Services Board asked the Auditor General and the City's Chief Information Officer (CIO) to review the proposed Integrated Records and Information System (IRIS) Project which is underway in the Toronto Police Service (TPS).   The review looked at 4 key questions:

- Why now – why not stay with the existing products and processes?
- Is the choice of the Versadex product a good one for the TPS?
- What will be needed for a successful project?
- Are the costs reasonable for the project?

2.0   Scope of Review

The CIO was asked to look at the proposed solution from an information technology perspective. This report summarizes the results of this assessment, which has looked at such areas as the work done by the project on business requirements, privacy protection, architecture, change management plans, sustainment, security, costs and benefits to ensure it is a viable solution that represents value for the proposed investment and that appropriate governance is in place.

The Auditor General was also asked to review the proposed solution. The focus of this assessment is to determine if recommendations reported in the Auditor General's review of the Enterprise Case and Occurrence Processing (eCOPS) project in 2005 have been addressed and applied where appropriate for the IRIS project.

3.0   Approach

A review of pertinent material has been done, as sent to the CIO or as gathered from the following meetings:

- Three meetings were held that included the CIO, Head Architect and Manager, Risk Management and Information Security of the City's Information and Technology (I&T) Division with the members of the IRIS Project Team and the Toronto Police Services (TPS)'s Information Technology Services Director, Head Architect and Manager, on May 2, May 31, 2011 and on July 25.
- A meeting was held on June 8 with the TPS Chief Administrative Officer, TPS Director, Finance and Administration, CIO, Auditor General and a Director from the Auditor General. A second meeting was held on August 19 with the same attendees and also key IRIS Project team members.

- A meeting on July 7 with Councillor Thompson - Vice Chair of the Toronto Police Services Board (TPSB), CIO, Director from the Auditor General and the Councillor's Executive Assistant.
- A meeting on August 23, with Dr. Alok Mukhergee - Chair of the TPSB, the Executive Director of the TPSB, Auditor General, CIO and a Director from the Auditor General.

4.0   Background and Business Need for System

Based on the documentation reviewed the following background for the project was noted:

- In 2006, the Information Management Processes Assessment and Review Team (IMPART) was established to conduct a review of the information needs of the TPS and identify what would be required to change the service delivery model, including taking into account of the lessons learned from the eCOPS Project. Some of the key lessons learned were in the area of project management and that a commercial-off-the-shelf (COTS) product would be a preferred solution approach as opposed to the continuation of in-house development and expansion of eCOPS.

- IMPART was one of several internal reviews commissioned by TPS Command in relation to a new vision for future service delivery. One of the key findings from these reviews was that they independently determined that the TPS is constrained by its information management systems. In particular, the sheer complexity of the number of applications, databases and forms suffered from the lack of re-engineering of existing processes, a multitude of manual/semi-automated quality assurance and data re-entry requirements to compensate for the lack of an integrated system environment.

- The recommendations resulting from the IMPART review were documented and then used as the basis of a Request for Proposals (RFP) for what was called the Records Management Services system. With continuing consultation with other police forces and the evaluation of proponents to the RFP, the name of the initiative was changed to IRIS (procurement and implementation projects). The scope of IRIS is that of a "Police Operational Management System (POMS) with increased functionality to manage police cases "cradle to grave".

The intent of the IRIS program is to acquire a COTS product to replace and enhance current custom developed systems at the TPS. This is a best practice that was determined following wide consultation by the TPS with other police forces in North America and around the World. It is also a best practice recognized and followed by the City's Information and Technology (I&T) Division.

The risks of human error for data entry are very high and the current application is not only inefficient but potentially introduces risks to successful case management. In addition, given that eCOPS only covers part of the functionality needed, it is supported by many manual processes. Given the increasing complexity of police cases, this is impacting the ability to share information within the TPS and with other police forces, impairing investigative quality and proactive policing. Also, the costs to maintain the existing applications can no longer be contained with the rapid changes to technology, evolving data standards, compliance, ongoing enhancements and the need to change the current business model. These reasons show the need to migrate to IRIS at this time.

Some of the expected benefits noted for the project noted in the RFP were:

- Service-wide integrated policing solution that supports core policing functions and lets "police do police work"
- Cost containment through the migration of a single, integrated platform that would have a single maintenance fee versus all of the costs of running, maintaining and upgrading the custom developed applications in place
- Cost avoidance of up to $5M to avoid having to re work existing applications and to bring various infrastructure components up to date to be Windows 7.0 compliant. These savings represent over 2,100 person days effort, using mainly external consultants. The new COTS application will be Windows 7.0 compliant "out of the box"
- Simpler, less costly upgrades with less risk of failure and less time for the upgrades by using a COTS versus the current set of custom developed applications
- Opportunity to re-engineer policing and administration processes to remove inefficiencies
- Consistency and compliance to the Auditor General's recommendation from the eCOPS audit.

In addition to the above expected benefits, documentation from the project team noted that employing a COTS approach versus building on the current set of internally developed applications would achieve a cost avoidance savings of $10M one-time costs.

5.0   Request for Proposal/Product Information

In the spring of 2009, a Request for Proposals (RFP) was completed for IRIS. The RFP was reviewed by the TPS Purchasing group and was reviewed by the City of Toronto Legal Division prior to release to the marketplace. The RFP was for a fixed price contract.

The procurement ran from July 2009 to May 2010 and was evaluated by a team of policing and administration staff (over 30 members representing a cross section of the TPS's units). Over 765 TPS members conducted "hands on" product evaluations as part of the RFP process over a 3 month period.

The successful product was Versadex, produced by a company called Versaterm. There 88 installations of Versadex have been implemented successfully around the World, including Durham Region, London, Kingston, York Region and Ottawa in Ontario.

The Versadex product is one of two leading packages in the marketplace. The other leading product is called Niche. Both products were evaluated as part of the competition process, where the evaluation looked at the *Corporate Viability* of each firm, their *Project Management* level of expertise, the *Functionality* of each product, the *Technical Specifications* of each product, the results of *Reference Checks*, the one-time and sustainment *Costs* of each product and the outcomes of hand-on *Lab Testing* of each product.

The Lab Testing stage of the RFP evaluation stage was critical as finalist products were demonstrated with hands-on testing by police officers, IT staff and administration staff.

Based on the review of the documentation received, the RFP competition and evaluation appear to have been a fair, structured process.

In terms of the evaluation, the Versadex product met the most functional requirements, had the lowest evaluated cost and had the most intuitive interface in comparison to the Niche product, which the evaluation team felt would lead to ease of use/more efficient use by police officers and the administration, lower training requirements and reduced change management in terms of time and cost in the acceptance of the new system.

A functional comparison between existing TPS applications and the Versadex product is shown in Appendix A. As part of its review of the Versadex product, the City also had discussions with both the project team and the implementation team in Durham Region (which has also implemented the same product). Based on the assessment done, the City sees Versadex as a leading product that fully covers the "cradle to grave" steps of initiating, managing and closing a case.

6.0   Observations and Associated Recommendations

6.1   Planning and Scoping of IRIS Project

This project represents a very large business transformational undertaking for the TPS, with an ambitious scope. There will be many processes to configure, interfaces to define, data sharing requirements to be fulfilled and stages to implement over a 3 year time period. The expected benefits and lower risk of implementing a COTS-based application will need to be balanced against the amount of change the organization can absorb and how best to do the change/manage the implementation of IRIS.

Scope management will be a top priority to avoid key issues that occurred with the eCOPS Project – the length of time to develop and roll out the application, to avoid it becoming another "island" application and to meet business requirements for a fully integrated POMS-type environment and to avoid the cost overruns.

As a best practice, this will require an integrated, well developed project plan, well structured project governance and regiment to manage the implementation. It is also critical from a management of expectations perspective to avoid the "over selling" of IRIS – and to avoid the issues faced with the eCOPS Project.

Another key best practice for the project will be the establishment of business-driven performance measures to track the success and issues as the project progresses and is then completed.

Recommendations:

6.1.1   The project's Statement of Work, which is under development, will need to clearly define the roles and responsibilities between TPS and the Vendor, which is a best practice. It is understood that the Statement of Work will also contain payment milestones based on vendor delivery at critical milestones in the project.

6.1.2   A detailed project plan, which is being drawn up, will require a distinctive critical path of dependent milestones and accurate resource loading/tracking. As a best practice, this plan will need to be monitored very regularly and updated on an ongoing basis throughout the life cycle of the project.

6.1.3   Based on the RFP, a key best practice is to have an approved schedule of clear, defined deliverables with specific timelines is required, which is based on an approved Project Charter that incorporates above project plan. This is under development but is awaiting the final approval to be finalized.

6.1.4   The Budget Control analyst currently assigned to the IRIS Project will need to continue as a dedicated resource throughout its entire life cycle to ensure that the project stays on budget and to help mitigate any delays.

6.1.5   Business-driven and clear performance metrics need to be established upfront for the project, with a focus on value for money performance measures to track the value and benefits from the project.

6.2 Business Processes/Support Requirements

It was noted during the review, that while initial business models had been done to support the over 400 functional requirements in the RFP, the "to be" (future) business models had yet to be completed. The response from the IRIS Project Team was that the "to be" requirements will be confirmed in a planned 7 months of "Configuration" workshops, analysis and documentation, working with the vendor.

There is a risk in the 'configuration workshop' approach TPS is adopting. The new processes will be based on the vendor's best practices, which in turn are based on their experience while working with other police services. The configuration workshops have the potential of being lengthy and may result in significant organizational change.

Given this, further comments were made that while business re-engineering of existing business processes is vital to the success of these workshops, it is also very important to not heavily customize the Versadex package.

The IRIS Project Team agreed and noted that TPS business requirements will be adapted to standard out-of-the-box processes in the Versadex package to the highest degree possible versus going to customize processes as happened with eCOPS.

With IRIS, it is understood that there is a shift to the officers gathering investigative information and a direction to establish the centralizing the coding of cases to meet the standards of the Canadian Centre for Justice Statistics (CCJS). To accommodate this, there will be a need to re-distribute existing clerical staff from across the Service.

While this is an important consolidation/data quality control step and recognizing that a key objective is to improve investigative and statistical data quality, it was noted that technology will continue to improve. The City strongly noted the need for a plan to review this centralized model in the future on a continuous improvement basis to automate/make more efficient quality assurance processes that are in place.

Recommendations:

6.2.1 As the business processes are re-engineered during the Configuration workshops, opportunities to decrease the number of clerical support and IT support need to be documented.

6.2.2 It is recommended that all business processes that are defined in the 'configuration workshops' be documented in the form of use cases.

6.2.3 It is understood that the Versadex product has a feature called "Mobile Report Entry which has CCJS coding built in and is in use by approximately 35,000 officers in North America. This and other new technologies, along with continuously improved quality assurance processes should reduce the need for the number of clerks to do CCJS coding and verification in the future. It is highly recommended for the project to monitor new technologies and to introduce these over time in a logical, change management approach.

6.3 Change Management and Migration Plans

Change management will be a critical for a successful implementation given the large scope of this initiative.

Three approaches were considered for IRIS, in terms of a single "big bang" launch, implementation one division at a time, and in terms of "waves" (staging in of one major component at a time). The "waves" approach has now been adopted. This sequencing is intended to ensure effective steer with momentum while maintaining efficiency in resource management, flexibility in implementation design and effective risk management.

A change management framework will need to be developed that is aligned to the waves of implementation and to provide an overarching structure and plan for moving staff from the current applications in place onto the new IRIS application. It is understood that old cases will be closed off in eCOPS and will not be migrated into the new environment and that IRIS will operate from a "date forward" perspective. Any data and information that does need to be moved to the new environment will need to follow a planned and tested migration into IRIS.
Given that the implementation of IRIS will take several years to complete the change management framework will need to be monitored and updated in synchronization with improvements to the application and supporting processes.

Recommendations:

6.3.1 The "waves" approach is a lower best practice risk approach to configuring, testing and implementing a large IT project such as IRIS. However, an in-depth change management framework will be required in order to deal with all of the stakeholders/types of stakeholders and the longer period of time that this approach will take which could cause the project to lose momentum and potentially stall.

6.3.2 The Change Management Team in place for IRIS will need to manage the above change management framework closely and ensure that all end-users/clients in the program areas are fully aware of the nature of the change, receive appropriate training and are communicated to throughout the life cycle of the project.

6.3.3   The change management framework will also need to be monitored and modified as needed given the longer time of implementation due to the "waves" approach and to accommodate the continuous improvement approved that was recommended in the Planning and Scope section.

6.4   Architecture and Design Considerations

The existing TPS application architecture is acknowledged as very complex with many different systems of different legacy ages. It will be critical to standardize interfaces to fit Versadex into this complex IT environment and to allow for the turning off of legacy systems over time.

It was acknowledged that understanding how the data is stored in the system will be critical for the efficient and effective sharing of information across the TPS.

Versadex is very similar to the "large integrated package" approach that SAP has taken; it will be important to use the best practices in place in the City for an effective implementation (SAP due diligence process, Enterprise Architecture).

The main role of Enterprise Architecture at the City is to ensure that business and technology are in alignment.   A key aspect this role is to assess current or 'as-is' systems and applications and 'architect' their 'to-be' state.

A core Architecture principle is 'inter-operability'. The goal of this principle is to design the corporations systems in way that they can easily 'talk' to each other.
Using this approach, the City of Toronto's Enterprise Architecture team reviewed the current system architecture at the TPS. It was observed that the system inter-operability at the TPS is complex - the number of applications and system interfaces currently maintained is large. The TPS systems interface with many different other systems, some of which are external to the organization.   This 'web' of applications results in a complex system integration architecture, which becomes more difficult to support and maintain over time.

One objective of the Versadex implementation will be to 'simplify' the TPS system architecture and interoperability. A key best practice is that this must be done in a standardized way to allow for the decommissioning of old (legacy) systems over time.

Also observed was the current data architecture. One key benefit of Versadex is to eliminate the constant re-entry of tombstone data (common identification information such as name, address, etc.). This will only be possible with a well thought out and designed data model. Standardizing on data structure will be key and will also allow for better interoperability with other systems, a key measurement of success for IRIS.

In general, depending on the level of assistance required, funding may be needed to augment the City's IT capacity to accomplish the following recommendations.

Recommendations:

6.4.1   It was agreed that the City's Integration Reference Architecture will be an asset to gauge the existing complexity and planned simplification of the Police Services application environment.   The City will have further discussions with the TPS Enterprise Architect to best understand how to leverage this standard and in terms of the possible adoption of this architecture for Versadex.

6.4.2   It is recommended that the TPS refer to the City's 'due diligence' approach used for its IT projects. In particular, the business, logical and technology architecture approach.   This will assist the TPS in aligning business and technology requirements. It will also help with any future changes to the architecture.

6.4.3   It is further recommended to look at the City's "due diligence" approach that is used for its SAP projects – in particular, the Architecture Roadmap and Implementation Strategy deliverables – given the similarity of the implementation of IRIS as a large COTS system implementation.

6.4.4   It is recommended, as part of the Configuration stage, that a data sharing analysis be completed and that TPS and City Architects have continued discussions on the feasibility of aligning with the City's corporate data model standards, ensuring that there is no impact on the scope and overall budget of the project. A key purpose of this analysis will be to analyze the data sharing of anonomized (privacy protected) information within and with external entities to the TPS.

6.5   Risk Management

Risk management involves planning, followed by organizing, directing and controlling resources in order to ensure that risk remains within acceptable bounds. While IRIS project offers many opportunities for innovative solutions to improve and enhance service delivery, privacy or security risks may arise from the introduction of new technology, the complexity of the new systems and a variety of threats ranging from system failures through deliberate misuse to natural disasters. To balance both risks and opportunities more effectively, it is necessary to assess threats and vulnerabilities with regard to the degree of risk each presents, and then selecting appropriate, cost-effective safeguards. Risk assessment is a key element in all risk management framework such as ISO 31000, NIST SP 800-37 or COMSEC.

Privacy Impact Assessment

Considering the sensitiveness of the personal information to be processed and stored in the IRIS COTS solution, a Privacy Impact Assessments (PIAs) should be conducted to identify privacy risks and policy gaps; and to establish and maintain safeguards that include privacy protection of individuals' personal information in compliance with:

- the *Municipal Freedom of Information and Protection of Privacy Act*
- the *Personal Health Information Protection Act, 2004* and the regulations made under the authority of both these statutes
- the *City of Toronto Act, 2006,* S. 200, 201 and,
- other regulations that are specific to policing.

As indicated in the previous eCOPS audit report, Both privacy and security requirements should be incorporated during the development phase of any information technology project rather then add it on at the end.

Recommendation:

6.5.1   As a result of the July 25th meeting between the City and the TPS, a Preliminary Privacy Impact Assessment (PIA), referred also as a Conceptual/Initial PIA, has been introduced into the planned PIA process for the IRIS Project to align with the City's best practice.   It is recommended that the Preliminary PIA will need to be updated in more detail as the solution is configured and then deployed.

Security Planning

In order to protect the confidentiality, integrity and availability of information, systems and services against accidental or deliberate threats, an informed decision on the best option to manage a risk can only be made if appropriate risk assessments are performed.

A Threat Risk Assessment (TRA) identifies sensitive system assets, and indicates how these assets could be compromised by threat agents. It assesses the level of risk that the threat agents pose to the assets, and recommends risk management options, including safeguards that can be implemented to reduce or eliminate the risk.

A Vulnerability Assessment and Penetration Test (VA) is to identify and expose vulnerabilities in the IT system(s) to evaluate whether the systems are vulnerable to unauthorized access or other malicious use.   The assessment focuses on identifying and exploiting threats and vulnerabilities in all in scope applications. This technical security test should be conducted before system goes live.

It is recommended that both a TRA and a VA be conducted for the IRIS project. Based on the results of the TRA and VA, project team will be informed of the privacy and security risk and implement any necessary safeguard to manage the identified risks at an acceptable level.

Recommendations:

6.5.2   A Threat Risk Assessment (TRA) is strongly recommended for the whole solution – not just the infrastructure. The City's Risk Management Team can be of assistance with this and the PIA.   Further, a Vulnerability Assessment is recommended for the full solution.

6.5.3   The TRA and PIA services ultimately constrain the design and as such should be incorporated into the full project life cycle. To this end, if the City is to provide support, there will need to be capacity in the I&T Division's Risk Management and Information Security Group or sufficient lead time to bring resources on board with the required skill sets funded by the IRIS Project.

6.6   Governance

Effective governance provides the direction and control to help ensure that the significant investments made in an IT initiative bring value to the organization, project resources are used responsibly and that project risks are mitigated. Based on the provided documentations, strong and sound project governance framework has been established within the IRIS project. However, given the business transformational nature, complexity and cost of the IRIS Project, there is a strong requirement for greater corporate oversight and participation than previous TPS projects.

Recommendation:

6.6.1   City's I&T Division is recommended to be incorporated into the project governance in an advisory role. This role will be to provide advice on strategic direction, validation of architecture models and methodology, risk management and information management and sharing.

6.6.2   The role for City's I&T Division will need to be formally specified in the Terms of Reference for the IRIS Project and approved by the Toronto Police Services Board. This role needs to be ongoing throughout the life of the project and attend all project meetings.

6.7   Costs and Benefits Realization

Costs

As noted, the IRIS Project is a significant business transformation project for the TPS. The recommendations in this review have noted that the project will require formal and dedicated project management, change management and budget management frameworks and roles to be clearly defined and incorporated into the project. These costs will need to be confirmed in the project's budget which is estimated as follows:

- The cost of the software, 3 years of maintenance, vendor services is $10.5M.

- Cost of hardware, 3rd party vendor services, backfills and governance is $14.1M.

- Non-backfilled staff costs estimated at $11.1M (to be confirmed at project start-up time).

- Ongoing incremental costs are $1.8M. Clerical support costs, estimated at a cost of $3.2M, have been internally sourced from staff re-assignments.

These costs are substantial but as previously noted, the City agrees that the COTS approach versus a custom design approach is a best practice that should cost less to implement while meeting the business requirements noted in the RFP. As a comparison, eCOPS which only covered 25% of the Police needs cost twice as much for the software and development costs.

Benefits

However, the key to the IRIS Project will be to realize the benefits to meet the business requirements in the RFP and specifically, to save officer time/allow them to concentrate on police business versus time-consuming paperwork and to provide a cost-benefits return over time.

From a benefits realization perspective, it will be critical that a structured methodology for benefits realization be used for the IRIS Project in order to ensure that the estimated benefits are tracked carefully and are well documented. The initial list of expected benefits drawn up at the RFP stage (and noted in the Background section) has been updated and was reviewed in the July 25th meeting between the City and the TPS. These benefits covered areas such as:

- One time data entry for police information (automation/pre-filling of forms)
- Elimination of up to 12,000 hours per year of effort relating to the entry and re-entry of Records of Arrest between eCOPS and CIPS

- Creation and maintenance of a Master Name Index (MNI) to minimize any duplication of person, vehicle, location and institution indices
- A Centre of Excellence approach/support for the preparation of prosecution material to lessen the reliance on investigators through the automation of the disclosure process and to reduce the complexity and effort to prepare crown brief packages
- Introduction of electronic ticketing and collision processing, leading to significant revenue improvements, accuracy of records to streamline business processes
- Introduction of MNI to substantially increase the investigative quality of information, enhance investigations and improve the quality of information on offender history while reducing the effort to produce this information
- Provision of Police Information Portal (PIP) in every car and on every desktop computer for all officers. PIP provides access to the national index of occurrences and will promote the sharing of occurrence related information, so that boundaries do not create opportunities for offenders
- The consolidated on 5 core policing applications and processes, with a potential in the future to consolidate a further 25 applications, tools and accompanying processes into IRIS. Potential benefits from this consolidation are a "single version of the truth" relating to police operations reporting, cost containment of policing systems/applications and to reduce the complexity of the current technology environment
- Consolidating of access, privacy and security of police purposes information
- Compliance with industry data and sharing standards
- Increased availability of officers on the road/in the field
- Simplified arrest process
- Simplified court processes through the real time access to prisoner information between courts and police officers, leading to the elimination of manual processes/paperwork for court officers and to free up officer time to monitor prisoners and to be available for various officer safety issues within the courthouse.

It is understood that these benefits will be continued to be refined through the Configuration workshops and over the life cycle of the project. These benefits will need to be updated as such, in particular in terms of whether they are tangible (quantitative or direct dollar savings, including cost avoidance savings) or intangible (qualitative or time savings).

Recommendation:

6.7.1 It is recommended that the benefits from the IRIS Project, both tangible and intangible, will need to be tracked closely and reported out regularly throughout the life cycle of the project. It is also critical that the performance metrics for the project, as noted under the Planning and Scope section, will also need to be aligned with the benefits and their realization throughout the life cycle of the project.

7.0   Other Observations

7.1   Other Opportunities for Collaboration

In addition to assisting and collaborating with the IRIS Project, there are a number of strong opportunities to build on the working relationship already in place that the City's I&T Division and the TPS's IT Services Group (along with the TTC's IT Group):

- Collaboration on IT standards
- Architecture and design methods and standards
- Potential for further shared services (beyond SAP support in place today)
- Sharing of best practices in terms of performance metrics and project management/governance

7.2   eCOPS Audit Compliance

All of the recommendations from the Auditor General's 2005 audit of eCOPS have been taken into account in the set up of the project (e.g. a full time TPS project manager is in place, IT is fully involved in the project).

Verification of this will be done by the Auditor General.

7.3   Service Review Implications

The Service Review objectives and the Service Efficiency Review will need to be fully taken into account with the planning of IRIS/POMS.

8.0   Conclusions

The IRIS Project will transform how police cases are investigated, processed, tracked and completed right through the court system and final filings from "cradle to grave". A key goal will be to get "police to do police work" and to also have Information Technology staff play a strategic role in the implementation and ongoing sustainment of the application.

This assessment looked at 4 broad questions:

- Why now – why not stay with the existing products and processes?

    The section on the Business Need/Background assessed the business needs and noted that the current environment does not meet the business needs of the TPS. The risks of human error and inefficiencies in the current applications are not only inefficient but introduce risks to successful police case management. In addition, the increasing complexity of police cases and the need to share information within

the TPS and between other police forces, to be able to take advantage of new technologies, evolving data standards, compliance, to allow for ongoing enhancements/continuous improvement of processes and the need to change the current business model, all point to the need to migrate to IRIS at this time.

- Is the choice of Versadex a good one for the TPS?

   The section on the RFP/Product information outlines that the process to choose Versadex was a fair process, based on the review of documentation and that it scored the highest in terms of meeting the requirements of the TPS. As part of its review, the City's I&T Division staff also talked to Durham Regional Police which has successfully implemented this product, to understand how well the software is working for them and if there were any lessons learned from their implementation.

- What will be needed for a successful project?

   The review made many observations and recommendations in the areas of scope management, change management, business process analysis, architecture and design considerations, risk management and governance. Building on the work done to date, the RFP evaluation and plans for the project, the recommendations in this report, along with the results of the Auditor General's assessment, will help ensure that a standard, well configured, cost effective and fully secure implementation of IRIS will be done and to avoid previous issues encountered with the eCOPS Project.

- Are the costs reasonable for the project?

   It was noted in this report that the COTS approach is a best practice that the City also follows and will cost less than the custom design (internally developed) approach followed to date by the TPS. It was also acknowledged that the costs are substantial for IRIS, as noted in the Costs and Benefits Realization section, and that it will be critical to track the tangible and intangible benefits for the project very closely and to report out on a regular basis on the realization of these benefits from a cost-benefits perspective.

Appendices

Appendix 1 – Functional Comparison Between Existing TPS Applications and Versadex

Functionality	Other TPS Applications	eCOPS	Versadex
Occurrence management		√	√
Case preparation in mobile (in field) environment		No	√
Police Information Portal	No	Limited	√
Master File Index Architecture	Manual	Limited Info.	√
Property and Evidence Management Module	Multiple Systems	No	√
Integrated Digital Mugshot System	√ Not Integrated	No	√
Prisoner Management/Court Services	Multiple Systems	No	√
Mobile Environment can work offline	No	No	√
Computer Aided Dispatch (CAD) or I/CAD Interface	No	No	√
Auto-notification (Tasking)		√	√
Electronic disclosure	Multiple Systems	No	√
Violent Crime Linkage Analysis System (ViCLAS)	Multiple Systems	No	√
Internal/External Compliant Tracking	Multiple Systems	No	√
Major Case Management/Power Case	Multiple Systems	No	√
Warrant Management	Multiple Systems	Entry Only	√
Electronic Collision Reporting	No	No	√
Electronic Ticketing	No	No	√
Geo-coded collision locations	City Provided	No	√
Geo-coded tickets	No	No	√
Real-time crime data published for the public	Manual	No	√
Report to Justice	Manual	No	√
Real-time business intelligence to individual units in the TPS	Manual	No	√
Flexibility to audit specific activity	Manual	No	√
Integrated Victim Services support	Manual	No	√
Privatizing/securing investigative information	No	No	√
Integrated tracking and release of information	No	No	√
Auto-generate pre-populated forms	No	No	√
Error rates	Repeated	Very High	Low

Functionality	Other TPS Applications	eCOPS	Versadex
UCR 2.2 (Police Std.) compliance		No	√
Windows 7 compliance	No	No	√
NIEM (Police Std.) compliant	No	No	√
Additional costs for regulatory upgrades avoided	No	No	√
Enhancements supported from national policing community	No	No	√
Paper consumption and photocopying	400 forms	Duplication	Greatly reduced

Appendix 2 - Summary of Recommendations

1. The project's Statement of Work, which is under development, will need to clearly define the roles and responsibilities between TPS and the Vendor, which is a best practice. It is understood that the Statement of Work will also contain payment milestones based on vendor delivery at critical milestones in the project.

2. A detailed project plan, which is being drawn up, will require a distinctive critical path of dependent milestones and accurate resource loading/tracking. As a best practice, this plan will need to be monitored very regularly and updated on an ongoing basis throughout the life cycle of the project.

3. Based on the RFP, a key best practice is to have an approved schedule of clear, defined deliverables with specific timelines is required, which is based on an approved Project Charter that incorporates above project plan. This is under development but is awaiting the final approval to be finalized.

4. The Budget Control analyst currently assigned to the IRIS Project will need to continue as a dedicated resource throughout its entire life cycle to ensure that the project stays on budget and to help mitigate any delays.

5. Business-driven and clear performance metrics need to be established upfront for the project, with a focus on value for money performance measures to track the value and benefits from the project.

6. As the business processes are re-engineered during the Configuration workshops, opportunities to decrease the number of clerical support and IT support need to be documented.

7. It is recommended that all business processes that are defined in the 'configuration workshops' be documented in the form of use cases.

8. It is understood that the Versadex product has a feature called "Mobile Report Entry which has CCJS coding built in and is in use by approximately 35,000 officers in North America. This and other new technologies, along with continuously improved quality assurance processes should reduce the need for the number of clerks to do CCJS coding and verification in the future. It is highly recommended for the project to monitor new technologies and to introduce these over time in a logical, change management approach.

9. The "waves" approach is a lower best practice risk approach to configuring, testing and implementing IRIS. However, an in-depth change management framework will be required in order to deal with all of the stakeholders/types of stakeholders and the longer period of time that this approach will take which could cause the project to lose momentum and potentially stall.

10. The Change Management Team in place for IRIS will need to manage the above change management framework closely and ensure that all end-users/clients in the program areas are fully aware of the nature of the change, receive appropriate training and are communicated to throughout the life cycle of the project.

11. The change management framework will also need to be monitored and modified as needed given the longer time of implementation due to the "waves" approach and to accommodate the continuous improvement approved that was recommended in the Planning and Scope section.

12. It was agreed that the City's Integration Reference Architecture will be an asset to gauge the existing complexity and planned simplification of the Police Services application environment. The City will have further discussions with the TPS Enterprise Architect to best understand how to leverage this standard and in terms of the possible adoption of this architecture for Versadex.

13. It is recommended that the TPS refer to the City's 'due diligence' approach used for its IT projects. In particular, the business, logical and technology architecture approach. This will assist the TPS in aligning business and technology requirements. It will also help with any future changes to the architecture.

14. It is further recommended to look at the City's "due diligence" approach that is used for its SAP projects – in particular, the Architecture Roadmap and Implementation Strategy deliverables – given the similarity of the implementation of IRIS as a large COTS system implementation.

15. It is recommended, as part of the Configuration stage, that a data sharing analysis be completed and that TPS and City Architects have continued discussions on the feasibility of aligning with the City's corporate data model standards, ensuring that there is no impact on the scope and overall budget of the project. A key purpose of this analysis will be to analyze the data sharing of anonomized (privacy protected) information within and with external entities to the TPS.

16. As a result of the July 25th meeting between the City and the TPS, a Preliminary Privacy Impact Assessment (PIA), referred also as a Conceptual/Initial PIA, has been introduced into the planned PIA process for the IRIS Project to align with the City's best practice. It is recommended that the Preliminary PIA will need to be updated in more detail as the solution is configured and then deployed.

17. A Threat Risk Assessment (TRA) is strongly recommended for the whole solution – not just the infrastructure. The City's Risk Management Team can be of assistance with this and the PIA. Further, a Vulnerability Assessment is recommended for the full solution.

18. The TRA and PIA services ultimately constrain the design and as such should be incorporated into the full project life cycle. To this end, if the City is to provide support, there will need to be capacity in the I&T Division's Risk Management and Information Security Group or sufficient lead time to bring resources on board with the required skill sets funded by the IRIS Project.

19. City's I&T Division is recommended to be incorporated into the project governance in an advisory role. This role will be to provide advice on strategic direction, validation of architecture models and methodology, risk management and information management and sharing.

20. The role for City's I&T Division will need to be formally specified in the Terms of Reference for the IRIS Project and approved by the Toronto Police Services Board. This role needs to be ongoing throughout the life of the project and attend all project meetings.

21. It is recommended that the benefits from the IRIS Project, both tangible and intangible, will need to be tracked closely and reported out regularly throughout the life cycle of the project. It is also critical that the performance metrics for the project, as noted under the Planning and Scope section, will also need to be aligned with the benefits and their realization throughout the life cycle of the project.

The Board was also in receipt of the following report dated August 31, 2011 from William Blair, Chief of Police:

SUBJECT   INTEGRATED RECORDS AND INFORMATION SYSTEM (IRIS) – RESPONSE TO CITY OF TORONTO CHIEF INFORMATION OFFICER RECOMMENDATIONS

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

This report is provided in response to the Chief Information Officer's report, titled *Integrated Records Information System (IRIS) Information Technology Review*.

Spanning a decade since eCOPS was first approved in 1997, numerous Board reports have been submitted that detail the problems associated with developing in-house software solutions. These problems include significant cost overruns, technical issues, and schedule delays, ultimately resulting in the delivery of a product that fell significantly short of its intended functionality. A Toronto Police Service (Service) internal review commenced in 2007 determined that eCOPS had only delivered 24 percent of its intended functionality.

The Board approved the acquisition and implementation of a new records management system at its September 2008 meeting as part of the 2009-2013 Capital Program (Min. No. P273/08 refers). This capital program was subsequently approved by Toronto City Council. Following the issuance of a Request for Proposal and an evaluation of the vendors' responses and proposed solutions, at its May 2010 meeting, the Board approved Versaterm Inc. as the vendor for the supply and delivery of software, maintenance and professional services in relation to the new records management system, subject to the completion of a statement of work that is acceptable to the Service (Min. No. P144/10 refers).

In February 2011, the Board was requested to approve the award of the contract to Versaterm Inc. in accordance with the statement of work that was acceptable to the Service. The Board deferred consideration of this request (Min. No. P27/11, Min. No. C59/11 refer). A revised report was submitted to the Board for consideration at its April 7, 2011 meeting. At that meeting, the Board referred the report to the City Auditor General and City Chief Information Officer (CIO) for comment.

This report responds to the CIO's recommendations. A response to the Auditor General's recommendations has been provided in a separate report to the Board's September 2011 meeting.

Discussion:

Since the eCOPS project, the Service has developed a formal project management framework that is used for all large or complex information technology, facility and other projects. This project management and oversight framework has taken into account the recommendations from the City Auditor General's 2005 review of the eCOPS project.

The IRIS project team applied this project management framework to the IRIS project's two distinct phases, procurement and implementation.

Following his review of the IRIS project, the City CIO confirms in his report that:

- a Commercial-Off-the-Shelf product is a best practice approach for acquiring a new system;
- the procurement process for the new system was fair and well-structured; and
- a strong and sound project governance framework has been established within the IRIS project.

The CIO, however, also articulates various best practices and recommendations that should be considered to further strengthen project management and oversight, given the transformational nature, complexity and cost of the IRIS project.

Conclusion:

The Toronto Police Service views IRIS as a Service-wide initiative with the stated objectives of improved police efficiency and modernization of its information management assets. The Service has protected this investment by incorporating past eCOPS recommendations into the IRIS project, building on its project management capabilities, and providing transparency to the Board through quarterly variance reporting.

In his review of the IRIS project, the City CIO has outlined project and governance best practices. The Service agrees with the CIO's recommendations, many of which are in place or in the process of being implemented. The Service remains confident in its project delivery framework, and the best practices that have been used by the project team. We are, however, receptive to any further recommendations/best practices that will increase the likelihood of implementing a successful project. Accordingly, in addition to the advances made by the Service to enhance its project delivery capability since the eCOPS project, steps to further improve the project implementation process are underway and outlined in Appendix 1, which responds specifically to each recommendation in the Chief Information Officer's IRIS review report.

Deputy Chief Peter Sloly, Divisional Policing Command, and Mr. Tony Veneziano, Chief Administrative Officer, Administrative Command, will be in attendance to answer any questions from the Board.

The Board thanked Mr. Griffiths and Mr. Wallace for their presentations. After a discussion the Board approved the following motions:

1. **THAT the following reports be received:**

    *   **August 26, 2011 from Jeff Griffiths, Auditor General, City of Toronto**
        Re: Toronto Police Service – Review of Integrated Records and Information System (IRIS)

    *   **August 31, 2011 from William Blair, Chief of Police**
        Re: Integrated Records and Information System (IRIS) – Response to Auditor General Recommendations

    *   **September 01, 2011 from Dave Wallace, Chief Information Officer, Information & Technology, City of Toronto**
        Re: Toronto Police Service – Review of Integrated Records and Information System (IRIS)

    *   **August 31, 2011 from William Blair, Chief of Police**
        Re: Integrated Records and Information System (IRIS) – Response to City of Toronto Chief Information Officer Recommendations

2. **THAT the Board send a copy of the Minute with regard to this matter to the City of Toronto – Audit Committee for information;**

3. **THAT the Board accept all the recommendations contained in the Auditor General's and the CIO's reports;**

4. **THAT the Chief of Police review the composition of all Information Technology Steering Committees to include qualified City staff and that the Chief develop specific criteria to determine when such a process should occur and report to the Board on the total cost impact;**

5. **THAT The City Manager be requested to review the merits of a closer IT relationship between the City and the Service with a view to assessing whether any functions may be amalgamated;**

6. **THAT the Chief of Police be required to engage a Fairness Consultant in all major procurements costing over $10M, and that the criteria defined by the City of Toronto in determining when Fairness Consultants should be engaged be adopted as a policy by the Board; and**

7. **THAT the Board be provided with quarterly status updates and milestone reports on the IRIS implementation.**

Management's Response to the Chief Information Officer's Review of the Integrated Records and Information System

Rec No	Recommendation	Agree (X)	Disagree (X)	Management Comments: *(Comments are required only for recommendations where there is disagreement.)*	Action Plan/ Time Frame
6.1.1	The project's Statement of Work, which is under development, will need to clearly define the roles and responsibilities between TPS and the Vendor, which is a best practice. It is understood that the Statement of Work will also contain payment milestones based on vendor delivery at critical milestones in the project.	X			The Service agrees with and currently complies with this recommendation. In its contract award report to the May 2010 meeting of the Board, the Service's recommendation indicated that the contract was subject to the development of a Statement of Work with the Vendor that was acceptable to the Service. The Statement of Work was reported to the Police Services Board on April 7, 2011 as being acceptable to the Service. This includes payment milestones based on vendor delivery at critical milestones in the project, as well as defined roles and responsibilities between the Service and the Vendor. Updates to milestone dates contained in the Statement of Work will be made as part of a project re-planning exercise, pending the Board's decision.

6.1.2.	A detailed project plan, which is being drawn up, will require a distinctive critical path of dependent milestones and accurate resource loading/tracking. As a best practice, this plan will need to be monitored very regularly and updated on an ongoing basis throughout the life cycle of the project.	X			The Service agrees with and currently conforms to this recommendation. The detailed project plan will be revisited and updated as part of a project replanning exercise, pending the Board's decision. Any impacts on the achievement of critical milestones, schedule and costs will be reported to the Board as part of the quarterly capital variance reporting process. Management of the plan will continue to be updated throughout the course of the IRIS project, and the Board apprised accordingly.
6.1.3.	Based on the RFP, a key best practice is to have an approved schedule of clear, defined deliverables with specific timelines is required, which is based on an approved Project Charter that incorporates above project plan. This is under development but is awaiting the final approval to be finalized.	X			The Service agrees with this recommendation. The IRIS Project Charter includes specific deliverables and milestones and aligns with the project schedule. The Project Charter will be revised as necessary pending the Board's decision, and will be approved by the IRIS Steering Committee.

6.1.4.	The Budget Control analyst currently assigned to the IRIS Project will need to continue as a dedicated resource throughout its entire life cycle to ensure that the project stays on budget and to help mitigate any delays.	X			The Service agrees with and currently conforms to this recommendation. The Project Control Administrator, as well as staff from the Budget and Control unit, have and will continue to provide financial management support throughout the IRIS project lifecycle.
6.1.5.	Business-driven and clear performance metrics need to be established upfront for the project, with a focus on value for money performance measures to track the value and benefits from the project.	X			The Service agrees with the City of Toronto Chief Information Officer's recommendation as well as a similar recommendation made by the Auditor General (Recommendation #4). The Service has outlined the benefits of a new records management system in many internal and Board documents over a three year period spanning 2008 to present. The benefits are provided, in summary form, in sections 4.0 and 6.7 of the Chief Information Officer's *Information Technology Review* document. These benefits, which are mainly in the form of efficiencies, will be quantified as best possible, and assumptions documented if and where necessary.

| 6.2.1 | As the business processes are re-engineered during the Configuration workshops, opportunities to decrease the number of clerical support and IT support need to be documented. | X | | | The Service agrees with, and as part of our project plan, will conform with this recommendation.

Opportunities related to staff decreases or realignment will be documented during the configuration phase of the project and will be a direct output of this phase to be presented to the IRIS Steering Committee and Command.

Assuming September 14, 2011 Board approval, the configuration phase is expected to run between December 2011 and July 2012. |
| 6.2.2 | It is recommended that all business processes that are defined in the 'configuration workshops' be documented in the form of use cases. | X | | | The Service agrees with and currently conforms to this recommendation.

Business processes will be documented in the form of use cases. More specifically, the Service is documenting business processes in UML (Unified Modeling Language). |

| 6.2.3 | It is understood that the Versadex product has a feature called "Mobile Report Entry which has CCJS coding built in and is in use by approximately 35,000 officers in North America. This and other new technologies, along with continuously improved quality assurance processes should reduce the need for the number of clerks to do CCJS coding and verification in the future. It is highly recommended for the project to monitor new technologies and to introduce these over time in a logical, change management approach. | X | | | The Service agrees with this recommendation. The Service's first priority will be to deliver the IRIS project within the current scope, schedule and approved capital budget. The IRIS project team will however, continuously evaluate new technology options (including the associated costs and benefits) balanced carefully with the scope, schedule, and cost constraints in place for the IRIS project. |

6.3.1	The "waves" approach is a lower best practice risk approach to configuring, testing and implementing a large IT project such as IRIS. However, an in-depth change management framework will be required in order to deal with all of the stakeholders/types of stakeholders and the longer period of time that this approach will take which could cause the project to lose momentum and potentially stall.	X			The Service agrees with and currently conforms to this recommendation. The project's current change management strategy includes, but is not limited to: Communication: - stakeholder inventory and analysis - an IRIS internal website which provides Service-wide updates - articles published in The Badge, TPS' internal newsletter - monthly IRIS Steering Committee meetings - bi-monthly Advisory Committee meetings - a cross section of the Service (26 members) participating in the configuration sessions - Service-wide training - Ongoing presentations at Senior Officer training days - desktop screensavers broadcasting Service-wide updates

6.3.1	(Continued)	X			Change Management:
					- beginning with the procurement, inclusion of 10% of the Service in the product selection
					- a dedicated change management team is in place consisting of field, external project management/business analysts, information technology, and records management staff
					- a formal change control process required for justification of changes that are material to the project (time, money, and effort) and subsequent approval/rejection by the IRIS Steering Committee
					The effectiveness of both the communication and change management efforts are discussed and evaluated on a weekly basis as part of the IRIS Management team meetings.
					Changes/enhancements will be made to the change management framework, as necessary.

6.3.2	The Change Management Team in place for IRIS will need to manage the above change management framework closely and ensure that all end-users/clients in the program areas are fully aware of the nature of the change, receive appropriate training and are communicated to throughout the life cycle of the project.	X			The Service agrees with and currently conforms to this recommendation. Please refer to the response to recommendation 6.3.1
6.3.3	The change management framework will also need to be monitored and modified as needed given the longer time of implementation due to the "waves" approach and to accommodate the continuous improvement approved that was recommended in the Planning and Scope section.	X			The Service agrees with and currently conforms to this recommendation. Please refer to the response to recommendation 6.3.1
6.4.1	It was agreed that the City's Integration Reference Architecture will be an asset to gauge the existing complexity and planned simplification of the Police Services application environment. The City will have further discussions with the TPS Enterprise Architect to best understand how to leverage this standard and in terms of the possible adoption of this architecture for Versadex.	X			The Service agrees with the Chief Information Officer's recommendation. The Service's Enterprise Architect will have ongoing discussions with the City relating to the use of the City's Integration Reference Architecture as it relates to the IRIS project.

6.4.2	It is recommended that the TPS refer to the City's 'due diligence' approach used for its IT projects. In particular, the business, logical and technology architecture approach. This will assist the TPS in aligning business and technology requirements. It will also help with any future changes to the architecture.	X			The Service agrees with the Chief Information Officer's recommendation. The IRIS project team will have further discussions with the City relating to the use of the City's 'due diligence' approach as it relates to the IRIS project.
6.4.3	It is further recommended to look at the City's "due diligence" approach that is used for its SAP projects – in particular, the Architecture Roadmap and Implementation Strategy deliverables – given the similarity of the implementation of IRIS as a large COTS system implementation.	X			The Service agrees with the Chief Information Officer's recommendation. Please refer to the response to recommendation 6.4.2.
6.4.4	It is recommended, as part of the Configuration stage, that a data sharing analysis be completed and that TPS and City Architects have continued discussions on the feasibility of aligning with the City's corporate data model standards, ensuring that there is no impact on the scope and overall budget of the project. A key purpose of this analysis will be to analyze the data sharing of anonomized (privacy protected) information within and with external entities to the TPS.	X			The Service agrees with the Chief Information Officer's recommendation. The Service's Enterprise Architect will have further discussions with the City of Toronto Architects to discuss alignment with the City of Toronto's corporate data model.

6.5.1	As a result of the July 25th meeting between the City and the TPS, a Preliminary Privacy Impact Assessment (PIA), referred also as a Conceptual/Initial PIA, has been introduced into the planned PIA process for the IRIS Project to align with the City's best practice. It is recommended that the Preliminary PIA will need to be updated in more detail as the solution is configured and then deployed.	X			The Service agrees with the Chief Information Officer's recommendation. The IRIS team has accepted inclusion of a Preliminary PIA into IRIS' planned PIA development strategy and that the PIA will be updated during the course of the project resulting in approval of a Final PIA prior to implementation. As stated in the response to the Auditor General's recommendation #3, the Service's business case and project charter templates will be modified by the end of 2011 to ensure a specific rationale for inclusion of a PIA in future information technology projects is articulated up front.
6.5.2	A Threat Risk Assessment (TRA) is strongly recommended for the whole solution – not just the infrastructure. The City's Risk Management Team can be of assistance with this and the PIA. Further, a Vulnerability Assessment is recommended for the full solution.	X			The Service agrees with the Chief Information Officer's recommendation. A Threat Risk Assessment (TRA), including a Vulnerability Assessment (VA), will be completed for the full solution. The TRA and VA will be completed, reviewed, and approved prior to implementation and will be coincidental with approval of the final Privacy Impact Assessment.

| 6.5.3 | The TRA and PIA services ultimately constrain the design and as such should be incorporated into the full project life cycle. To this end, if the City is to provide support, there will need to be capacity in the I&T Division's Risk Management and Information Security Group or sufficient lead time to bring resources on board with the required skill sets funded by the IRIS Project. | X | | | The Service agrees with the Chief Information Officer's recommendation.

The Service will discuss and consider inclusion of City resources within the IRIS project balancing value/benefits and cost implications to the project.

Discussions with respect to any required City support or the engagement of additional external resources will conclude by the end of 2011. |
| 6.6.1 | City's I&T Division is recommended to be incorporated into the project governance in an advisory role. This role will be to provide advice on strategic direction, validation of architecture models and methodology, risk management and information management and sharing. | X | | | The Service agrees with the Chief Information Officer's recommendation.

The Service will initiate discussions with the City CIO with respect to how staff in the City's I&T Division can be incorporated into the IRIS project governance in an advisory role, balancing the value of this role against any cost charge-backs to the project by the City.

These discussions will be concluded by the end of 2011. |

6.6.2	The role for City's I&T Division will need to be formally specified in the Terms of Reference for the IRIS Project. This role needs to be an ongoing throughout the life of the project.	X			The Service agrees with this recommendation, and please refer to the response to recommendation 6.6.1.
6.7.1	It is recommended that the benefits from the IRIS Project, both tangible and intangible, will need to be tracked closely and reported out regularly throughout the life cycle of the project. It is also critical that the performance metrics for the project, as noted under the Planning and Scope section, will also need to be aligned with the benefits and their realization throughout the life cycle of the project.	X			The Service agrees with the Chief Information Officer's recommendation. The timeline for benefits realization will be documented through the Project Charter. Benefits will be reported to the IRIS Steering Committee according to the benefits realization plan and timing for measurement of the benefits.

#P224.   TORONTO POLICE/SCHOOL BOARD PROTOCOL

The Board was in receipt of the following report August 03, 2011 from William Blair, Chief of Police:

Subject: TORONTO POLICE/SCHOOL BOARD PROTOCOL

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

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

Background/Purpose:

At its meeting of February 3, 2011, the Board requested a report and presentation on the Police/School Board Protocol (Min. No. C18/11 refers).

The Police/School Board Protocol is an operational agreement between the Toronto Police Service (Service), the Toronto District School Board, the Toronto Catholic District School Board, the Conseil scolaire de district catholique Centre-Sud and the Conseil scolaire Viamonde.

At the root of effective school-police partnerships is a common understanding of each partner's roles and responsibilities, as well as agreed-upon procedures and clearly delineated decision-making authority. Providing the best possible education for students in a safe school community is a shared responsibility, which requires a commitment to collaboration, cooperation, and effective communication.

The revised protocol seeks to expand on the 2006 protocol and incorporate elements of the Provincial Model for a Local Police/School Board Protocol introduced by the Ministry of Education and the Ministry of Community Safety and Correctional Services in June 2011.

The protocol conforms to the obligations and procedures that are required by provincial and federal legislation, including, but not limited to:

- Youth Criminal Justice Act,
- Criminal Code,
- Police Services Act,
- Canadian Charter of Rights and Freedoms,

- Ontario Human Rights Code,
- Provincial Offences Act (specifically Part VI, "Young Offenders"),
- Municipal Freedom of Information and Protection of Privacy Act (MFIPPA),
- Freedom of Information and Protection of Privacy Act (FIPPA),
- Child and Family Services Act,
- Personal Health Information Protection Act, 2004, and
- Education Act.

The guiding principles upon which the protocol is based include:

- the need to have a clear understanding of police and school responsibilities;
- the need to promote respect and civility in the school environment;
- the need to respect the fundamental rights of students, teachers, and staff pertaining to disability, race, creed, ethnic origin, and other prohibited grounds of discrimination under the Ontario Human Rights Code; and
- the need to support both rights and responsibilities.

The protocol confirms the working relationship and appropriate responses to incidents where police involvement or intervention is requested or required in school related incidents.

Discussion:

The Police/School Board protocol provides police and school staff with a clear understanding of their respective roles and decision-making authority as they relate to school safety.

The following areas are referred to in the protocol:

1. Role and Mandate of Police Services
2. Role and Mandate of School Boards
3. Definitions/Explanations of Terms
4. Occurrences Requiring Police Response
5. Information Sharing and Disclosure
6. School Procedures for Reporting to Police
7. Initial Police Contact
8. School and Police Investigation of Incidents
9. Police Interviews of Students
10. Reporting of Children Suspected to Be in Need of Protection
11. Investigations Involving Students with Special Education Needs
12. Occurrences Involving Students Under Age 12
13. School Board Communication Strategy
14. Protocol Review Process
15. School/Police Role in Violence Prevention
16. Physical Safety Issues
17. Risk-Assessment Services
18. Emergency Planning and Threats to School Safety
19. Training

There are several significant revisions/additions to the 2011 protocol relating to occurrences requiring a police response, school and police investigation of incidents, investigations involving students with special education needs, threat assessment, and emergency planning. A glossary of terms has also been developed and appended to the protocol.

At a minimum, the police must be notified of the following types of incidents: all deaths; physical assault causing bodily harm requiring medical attention; sexual assault; robbery; criminal harassment; possessing a weapon, including possessing a firearm; using a weapon to cause or to threaten bodily harm to another person; trafficking in weapons or in illegal drugs; possessing an illegal drug; hate and/or bias-motivated occurrences; gang-related occurrences; extortion, and, new to the protocol, relationship-based violence.

Mandatory police reporting does not mean that police will lay charges in every situation; however, for the incidents listed, police must be notified. The incidents listed include those that happen at school, during school-related activities in or outside school, or in other circumstances if the incident has a negative impact on school climate.

For students under 12 years of age and students with special education needs, there are circumstances where a police response is neither necessary nor appropriate.

The revised protocol explains that principals have a legislated responsibility under the Education Act to conduct investigations related to suspensions and expulsions. These investigations require that principals interview involved students and/or staff.

The protocol directs police and principals to work together to ensure that the requirements of the Education Act are fulfilled and that the integrity of criminal investigations are maintained. To facilitate this goal, prior to interviewing students previously interviewed by police, principals are directed to first discuss their intention to interview involved students and staff with the police. This will minimize the possibility of jeopardizing a police investigation or subsequent court proceedings.

When an investigation involves a student known to have special education needs, additional considerations must be taken into account by school personnel and police. The protocol now directs the principal to inform police of additional considerations to be taken into account when an investigation involves a student known to have special needs or who may be identified as having an exceptionality in any of the following categories: behaviour, communication, intellectual, physical, or multiple.

The student with special education needs must receive appropriate accommodations, especially when it is necessary to interview the student. The school will make every effort to provide specialized supports/resources, as needed, for the student during an investigation.

New to the protocol are references to the Service and the school boards working together to train staff on threat assessment theories and procedures for identifying and reporting on situations/people that may require a threat assessment. A multi-disciplinary approach to

threat/risk assessment can be a highly effective means of preventing and managing situations that could otherwise negatively affect the safety of students and/or school staff. The police and school boards also work together to develop and provide appropriate interventions to prevent students from committing acts of violence against themselves or others.

Also new to the protocol are references to The Toronto Emergency Safe School Strategy (TESSS). TESSS is a web-based application designed by the Service to assist field officers and Communications personnel with decision-making and response to major incidents at Toronto schools. TESSS provides quick access for police officers to school and tenant contact information, building information and floor plans, neighbouring school information and pre-defined traffic point and staging areas.

Conclusion:

This report and presentation to the Board provides information on the procedures police will follow when responding to incidents where police involvement or intervention is requested or required in school related incidents.

Staff Sergeant Sharon Davis, Community Mobilization Unit, Youth Services Section, will provide the presentation to the Board.

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

Staff Sergeant Sharon Davis and Deputy Chief Federico delivered a presentation to the Board. The Board thanked Staff Sergeant Davis and Deputy Federico for their presentation.

The Board received the foregoing report.

THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 14, 2011

#P225.   OFFICE OF THE INDEPENDENT POLICE REVIEW DIRECTOR

The Board was in receipt of the following correspondence dated August 24, 2011 from Claudia Williams, Regional Outreach and Education Advisor, Office of the Independent Police Review Director:

Ms. Williams delivered a presentation to the Board and responded to questions from the Board. The Board thanked Ms. Williams for her presentation.

August 24, 2011

Deirdre Williams
Board Administrator
Toronto Police Services Board
40 College St.
Toronto, Ontario M5G 2J3

Dear Deirdre,

Further to our conversation earlier today, I'm happy that we have been able to confirm a presentation by the Office of the Independent Police Review Director (OIPRD) to the Toronto Police Services Board (TPSB) on September 14, 2011 at 1:30PM.

The 15-minute presentation will be in the form of an oral delivery, along with a visual aid - PowerPoint slide deck - covering a general overview of the OIPRD, as well as the role of Police Services Boards in the Public Complaints System.
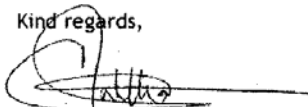
The OIPRD began operations on October 19, 2009, and is an arms-length agency of the Ministry of the Attorney General. We provide independent civilian oversight over complaints about police services and officers in Ontario.

The independence of the OIPRD as it carries out its role is of great importance in ensuring the integrity of the public complaints system. Our goal is to make certain that all stakeholders can rely on the public complaints system to be fair, transparent, efficient and effective.

The OIPRD has a mandate to educate stakeholders about the public complaints system. One of the ways in which we fulfill this is by facilitating information sessions about the OIPRD. We hope that awareness about the public complaints system will help to increase confidence in the system and enhance police/community relations.

I do look forward to this presentation and, again, thank you for the opportunity!

Kind regards,

Claudia Williams
Regional Outreach and Education Advisor
Office of the Independent Police Review Director

THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 14, 2011

#P226.   CITY OF TORONTO – NEW GRAFFITI INITIATIVE

The Board was in receipt of the following report June 20, 2011 from William Blair, Chief of Police:

Subject: CITY OF TORONTO – NEW GRAFFITTI INITIATIVE

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

This report is submitted at the direction of the Toronto Police Services Board (Min. No. P77/11 refers). The City of Toronto is embarking on a new initiative to remove graffiti from Toronto's streets and neighbourhoods. As part of this new initiative, the Mayor is calling upon the City's Agencies, Boards and Commissions to assist in this effort by developing and providing details on a comprehensive graffiti strategy.

Discussion:

The Toronto Police Service (TPS) and the City of Toronto are working together as partners to reduce graffiti vandalism for a safer community. The presence of graffiti vandalism suggests disorder and lawlessness. Graffiti vandalism can contribute to decline in property value and, more importantly, generates the perception of increased crime and fear of gang activity.

The TPS is currently enhancing its Graffiti Management Program in partnership with the City of Toronto and community counterparts. This program will integrate and reflect the principles of the new Ontario Mobilization and Engagement Model on Community Policing (see Appendix "A"). The program is a balanced approach to effectively manage graffiti vandalism by members of the TPS, its community partners and consultative groups.

The TPS Graffiti Management Program will incorporate five key elements:

Enforcement:

It is important to strictly enforce the law in the early phases of the Graffiti Program to suppress crime and reduce threats to community safety and security, whether those threats are real or perceived. Among the duties of police officers are the apprehension of criminals and the laying of charges. Graffiti vandalism on private or public property without the consent of the owner is the criminal offence of mischief.

In an effort to address graffiti vandalism, the Toronto Anti-Violence Intervention Strategy (TAVIS) plays a very important role in the TPS Graffiti Management Program.

TAVIS is a Service-wide anti-violence crime strategy that is supported by every Command in the Service.

TAVIS is a community mobilization strategy that includes:

(i)   targeted, intensive intervention and enforcement in a high-risk neighbourhood;
(ii)   maintenance-level enforcement, increased police-community-social agency collaboration, and increased crime prevention activities; and
(iii)   'normalized' police services, where police act as a support to an empowered community.

The goals and objectives of TAVIS are:

- to reduce violence;
- increase safety in the community;
- improve the quality of life for members of the high-risk communities;
- reduce the number of offenders engaged in violent crime;
- reduce the opportunity to commit crime within neighbourhoods identified as being at-risk;
- reduce victimization by violent crime;
- increase the capacity of the community to work independently of the police to reduce crime; and
- improve community safety

The components of TAVIS include:

- TAVIS Rapid Response Teams;
- Each division's TAVIS Plan;
- Neighbourhood TAVIS Initiative;
- Community Mobilization; and
- Additional Officers in the Entertainment District.

TAVIS is intended to integrate and support divisional community mobilization and crime management strategies through intelligence-led policing activities in neighbourhoods identified as having chronic problems with violence and other forms of crime including graffiti. The success of TAVIS hinges on timely analysis of data, gathering and disseminating of intelligence,

focused intervention activities, and community mobilization. Each is critical to the success of the strategy.

Community members understand and support that deployment of large numbers of officers in their neighbourhoods is necessary in the short-term to reduce the violence and vandalism and improve their safety. They are reassured that Rapid Response Team activities will be intelligence-led and centred on enforcement, crime prevention, and community engagement, as required to reduce the violence and other forms of crime including graffiti vandalism in their neighbourhoods.

Intelligence Gathering/Management:

The development of a centralized graffiti vandalism database, contributed to by all partner agencies, is important to effectively manage graffiti vandalism. The TPS is examining various graffiti vandalism databases throughout Canada and the United States to determine the most cost effective method to inventory and track graffiti vandalism. The City of Toronto – 311 Program is developing a method to house graffiti tags from members of the community. The TPS is continuing its discussions with the City of Toronto as research and development continues to progress into the fall of 2011.

Community Partnerships / Engagement:

An effective community partnership is vital to combating graffiti vandalism is developing and enhancing community partnerships. The TPS currently has long standing partnerships with: The City of Toronto, Toronto Transit Commission (TTC), Toronto Community Housing Corp. (TCHC), Toronto Hydro, GO Transit, Canadian National Railway (CN) and Canadian Pacific Railway (CP), Canada Post, Ontario Hydro, Toronto Association of Police and Private Security (TAPPS), 14 City Business Improvement Assoc. (BIAs), 19 local divisional Community Police Liaison Committees (CPLCs) and 10 Community Consultative Committees. To enhance these partnerships members of these community agencies and community consultative groups will receive education in combating graffiti vandalism. Graffiti education will also be integrated with instruction on the Ontario Mobilization & Engagement Model of Community Policing. Direct communication between partner agencies and ongoing involvement in community consultative committees will ensure that operations are coordinated and mutually supportive.

Education:

The TPS Graffiti Management Program addresses youth and community education. As described in the Mobilization Model on Community Policing, it is important to mobilize and engage all members of the community affected by graffiti vandalism. As an appropriate response, community and youth education will be administered by specialized TPS officers at each of the 17 divisions: Community School Liaison Officers (CSLO), School Resource Officers (SRO), Crime Prevention Officers (CPO) and Community Relations Officers (CRO).
The TPS is in the process of developing graffiti vandalism lesson plans in conjunction with local school boards. CSLO officers will deliver these graffiti vandalism lesson plans to elementary

school youth from grades 1 to 8. SROs will deliver graffiti vandalism presentations to young persons in secondary schools from grades 9 to 12.

Additionally, CPO and CRO officers will play a pivotal role within the community education component of the program. These officers will conduct graffiti vandalism presentations for community stakeholders on how to respond to graffiti vandalism using the Mobilization Model of Community Policing. The officers will incorporate and recommend various graffiti vandalism reduction resources that are available to community members.

While the removal of graffiti is not the responsibility of the TPS, there will be occasions when our Divisional Officers can play a role in working with the City of Toronto and other Community partners in this regard.

Restorative Justice-Diversion:

The Youth Criminal Justice Act (YCJA), sec. 6(1), refers to police officers and the actions they shall consider with respect to diversion. This specifically refers to an alternative to the regular court process for young persons who commit a criminal offence for the first time, providing it is a non-violent offence such as graffiti vandalism. Currently, the TPS has a pilot project in Scarbrough and Etobicoke that utilizes Youth Crime Crown Attorneys, local community centers and youth community service agencies. Young persons are diverted to arts programs and community organizations that educate, coach and mentor youth. Activities include: assisting in graffiti removal, creating public murals and attending art forums. After further evaluation and measurement, it is hoped that this pilot will be expanded to all 17 police divisions across Toronto.

In Service Roles & Initiatives

Role of Divisional Graffiti Liaison Officers:

An existing officer in each of the 17 TPS Divisions has been designated as a contact/liaison for graffiti issues and will work with the Community Response Unit (CRU). The Divisional Graffiti Liaison Officer will: work with the Community Mobilization Graffiti Liaison officer; identify local divisional graffiti issues; act as a resource to divisional personnel and community members; liaise with the local City of Toronto Councillor and Municipal Licensing Standards staff; assist in delivering educational programs designed to address graffiti crime concerns; and, help prevent and reduce graffiti vandalism and criminal activity.

Role of the Auxiliary Program:

Auxiliary members selected for the Graffiti Management Program will receive enhanced training and will work in conjunction with the Divisional Graffiti Officer at each of the 17 police divisions.

In this supporting role, Auxiliary members will be expected to assist the Divisional Graffiti Officer with any Service/unit graffiti vandalism initiatives including: graffiti identification,

reporting graffiti to the City of Toronto (via – 311 Program) and organizing, attending and participating in graffiti vandalism education/eradication events hosted in or by the community. These Auxiliary members will also support and assist divisional CPO/CROs with the distribution of any related crime prevention information materials in relation to this strategy. Additionally, Auxiliary members will liaise with and support the City of Toronto and our community partners with their graffiti vandalism initiatives.

The integration of Auxiliary members will provide an efficient use of available resources to enhance and support the TPS Graffiti Management Program at the divisional level.

Youth Engagement:

A key element of the Graffiti Management Program is the education and engagement of youth. The TPS will involve the Youth In Policing Initiative (YIPI), students by having them work with Divisional Graffiti Liaison Officers, Auxiliary members, City of Toronto staff and local community members. A core group of YIPI students will be identified and equipped to participate in approved graffiti removal projects. It is anticipated that YIPI students from across the TPS will be given the opportunity to participate in graffiti removal projects during the summer 2011.

Conclusion:

Using the principles of Ontario's Mobilization and Engagement Model of Community Policing, the TPS in partnership with the community will address the issues attributed to graffiti vandalism in local neighbourhoods. The TPS Graffiti Management Program requires a balanced approach integrating the actions and initiatives of police officers to motivate and support neighbours to deal more effectively with the root causes of crime and insecurity in their neighbourhoods caused by the graffiti vandalism.

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

The Board inquired about the impact and benefits of having uniform officers involved in the graffiti initiative; and asked for statistical information with respect to the success of the initiative.

The Chief responded that there is some direct correlation between graffiti and some gang activity and that it is one of the reasons it is part of the anti violence prevention strategy, further, the eradication of graffiti from Toronto neighbourhoods has been clearly identified as a priority by the Mayor, and that in some circumstances graffiti is a crime which needs to be investigated by the Police. The Chief will make a presentation on the graffiti imitative to the Board at a future meeting.

The Board received the foregoing report.

Ontario's Mobilization & Engagement Model of Community Policing

Enforcement & Crime Suppression

Community Mobilization

Enforcement is an integral component of Community Policing where there are threats to community safety and security

Crime Prevention through Social Development: addresses the precursors to crime, like: poverty, sub-standard housing, addictions and negative parenting.

In the beginning police *lead* community members into safety and community-building initiatives - always looking for community members who can take over the *leadership* role.

Community Engagement & Liaison

Community Engagement

Communities which have the greatest *capacity* to resolve issues that threaten their safety, security and well-being, require the least police assistance.

Situational Crime Prevention Measures: focus on specific forms of crime - like double-cylinder, dual bolt locks that prevent some forms of break and enter.

Police may have to find the natural community leaders and *engage* them to help community members increase their own safety, security and well-being.

High Need for Police Assistance
Low Need for Police Assistance

Co-ordinated Police Response:
- Enforcement
- High Impact Patrol
- Intelligence Gathering

Community-Led Problem Solving Initiatives

Social Development Measures

Situational Measures

Police-Led Safety Initiatives

Community-Led Safety Initiatives

ASSESS
Community & Police
ACT **PLAN**

Crime Prevention

Toward Safer Communities

Community Mobilization & Crime Prevention

Community Safety & Consultation

COMMUNITY MOBILIZATION
Actions and initiatives that police officers take to motivate and support neighbours to deal more effectively with the root causes of crime and insecurity in their neighbourhoods.

COMMUNITY
Community includes every person or organization that is affected by any real or anticipated threat to peace, safety, security and well-being.

COMMUNITY POLICING
Community Policing is the process by which police and other community members partner to improve community wellbeing, safety and security through joint problem identification, analysis, response and evaluation.

COMMUNITY ENGAGEMENT
Police actions that encourage participation of neighbours and citizens in increasing their own and others safety, security and well-being.

OACP

▷ Ontario

June 20, 2011

His Worship Rob Ford
Mayor, City of Toronto
100 Queen Street West
City Hall, 2nd, Floor,
Toronto, ON. M5H 2N2

RE: Toronto Police Service - Graffiti Management Program

Dear Sir:

Thank you for your correspondence dated March 8, 2011, regarding the City of Toronto's New Graffiti Strategy. The Toronto Police Service (TPS) has been working in partnership with staff from the City of Toronto Public Realm Section and Municipal Licensing & Standards Section since the fall of 2010, on a joint graffiti strategy.

As a result of these discussions and meetings, an enhanced TPS Graffiti Management Program has been developed. This program will integrate and reflect the principles of the new Ontario Mobilization and Engagement Model on Community Policing (see attached). The program is a balanced approach enabling members of the TPS, its community partners and consultative groups to effectively manage graffiti vandalism.

The TPS Graffiti Management Program will incorporate five key elements:

1. Enforcement:

It is important to strictly enforce the law in the early phases of the Graffiti Program to suppress crime and reduce threats to community safety and security, whether those threats are real or perceived. Among the duties of police officers are the apprehension of criminals and the laying of charges. Graffiti vandalism on private or public property without the consent of the owner is the criminal offence of mischief.

In an effort to address graffiti vandalism, the Toronto Anti-Violence Intervention Strategy (TAVIS) plays a very important role in the TPS Graffiti Management Program.

TAVIS is a Service-wide anti-violence crime strategy that is supported by every Command in the Service.

TAVIS is a community mobilization strategy that includes:

   (iv)   targeted, intensive intervention and enforcement in a high-risk neighbourhood;
   (v)   maintenance-level enforcement, increased police-community-social agency collaboration, and increased crime prevention activities; and
   (vi)   'normalized' police services, where police act as a support to an empowered community.

The goals and objectives of TAVIS are:

- to reduce violence;
- increase safety in the community;
- improve the quality of life for members of the high-risk communities;
- reduce the number of offenders engaged in violent crime;
- reduce the opportunity to commit crime within neighbourhoods identified as being at-risk;
- reduce victimization by violent crime;
- increase the capacity of the community to work independently of the police to reduce crime; and
- improve community safety

The components of TAVIS include:

- TAVIS Rapid Response Teams;
- Each division's TAVIS Plan;
- Neighbourhood TAVIS Initiative;
- Community Mobilization; and
- Additional Officers in the Entertainment District.

TAVIS is intended to integrate and support divisional community mobilization and crime management strategies through intelligence-led policing activities in neighbourhoods identified as having chronic problems with violence and other forms of crime including graffiti. The success of TAVIS hinges on timely analysis of data, gathering and disseminating of intelligence, focused intervention activities, and community mobilization. Each is critical to the success of the strategy.

Community members understand and support that deployment of large numbers of officers in their neighbourhoods is necessary in the short-term to reduce the violence and vandalism and improve their safety. They are reassured that Rapid Response Team activities will be intelligence-led and centred on enforcement, crime prevention, and community engagement, as required to reduce the violence and other forms of crime including graffiti vandalism in their neighbourhoods.

2. Intelligence Gathering/Management:

The development of a centralized graffiti vandalism database, contributed to by all partner agencies, is important to effectively manage graffiti vandalism. The TPS is examining various graffiti vandalism databases throughout Canada and the United States to determine the most cost effective method to inventory and track graffiti vandalism. The City of Toronto – 311 Program is developing a method to house graffiti tags from members of the community. The TPS is continuing its discussions with the City of Toronto as research and development continues to progress into the fall of 2011.

3. Community Partnerships / Engagement:

An effective community partnership is vital to combating graffiti vandalism is developing and enhancing community partnerships. The TPS currently has long standing partnerships with: The City of Toronto, Toronto Transit Commission (TTC), Toronto Community Housing Corp. (TCHC), Toronto Hydro, GO Transit, Canadian National Railway (CN) and Canadian Pacific Railway (CP), Canada Post, Ontario Hydro, Toronto Association of Police and Private Security (TAPPS), 14 City Business Improvement Assoc. (BIAs), 19 local divisional Community Police Liaison Committees (CPLCs) and 10 Community Consultative Committees. To enhance these partnerships members of these community agencies and community consultative groups will receive education in combating graffiti vandalism. Graffiti education will also be integrated with instruction on the Ontario Mobilization & Engagement Model of Community Policing. Direct communication between partner agencies and ongoing involvement in community consultative committees will ensure that operations are coordinated and mutually supportive.

4. Education:

The TPS Graffiti Management Program addresses youth and community education. As described in the Mobilization Model on Community Policing, it is important to mobilize and engage all members of the community affected by graffiti vandalism. As an appropriate response, community and youth education will be administered by specialized TPS officers at each of the 17 divisions: Community School Liaison Officers (CSLO), School Resource Officers (SRO), Crime Prevention Officers (CPO) and Community Relations Officers (CRO).

The TPS is in the process of developing graffiti vandalism lesson plans in conjunction with local school boards. CSLO officers will deliver these graffiti vandalism lesson plans to elementary school youth from grades 1 to 8. SROs will deliver graffiti vandalism presentations to young persons in secondary schools from grades 9 to 12.

Additionally, CPO and CRO officers will play a pivotal role within the community education component of the program. These officers will conduct graffiti vandalism presentations for community stakeholders on how to respond to graffiti vandalism using the Mobilization Model of Community Policing. The officers will incorporate and recommend various graffiti vandalism reduction resources that are available to community members.

While the removal of graffiti is not the responsibility of the TPS, there will be occasions when our Divisional Officers can play a role in working with the City of Toronto and other Community partners in this regard.

5. Restorative Justice-Diversion:

The Youth Criminal Justice Act (YCJA), sec. 6(1), refers to police officers and the actions they shall consider with respect to diversion. This specifically refers to an alternative to the regular court process for young persons who commit a criminal offence for the first time, providing it is a non-violent offence such as graffiti vandalism. Currently, the TPS has a pilot project in Scarbrough and Etobicoke that utilizes Youth Crime Crown Attorneys, local community centers

and youth community service agencies. Young persons are diverted to arts programs and community organizations that educate, coach and mentor youth. Activities include: assisting in graffiti removal, creating public murals and attending art forums. After further evaluation and measurement, it is hoped that this pilot will be expanded to all 17 police divisions across Toronto.

In Service Roles & Initiatives

Role of Divisional Graffiti Liaison Officers:

An existing officer in each of the 17 TPS Divisions has been designated as a contact/liaison for graffiti issues and will work with the Community Response Unit (CRU). The Divisional Graffiti Liaison Officer will: work with the Community Mobilization Graffiti Liaison officer; identify local divisional graffiti issues; act as a resource to divisional personnel and community members; liaise with the local City of Toronto Councillor and Municipal Licensing Standards staff; assist in delivering educational programs designed to address graffiti crime concerns; and, help prevent and reduce graffiti vandalism and criminal activity.

Role of the Auxiliary Program:

Auxiliary members selected for the Graffiti Management Program will receive enhanced training and will work in conjunction with the Divisional Graffiti Officer at each of the 17 police divisions.

In this supporting role, Auxiliary members will be expected to assist the Divisional Graffiti Officer with any Service/unit graffiti vandalism initiatives including: graffiti identification, reporting graffiti to the City of Toronto (via – 311 Program) and organizing, attending and participating in graffiti vandalism education/eradication events hosted in or by the community. These Auxiliary members will also support and assist divisional CPO/CROs with the distribution of any related crime prevention information materials in relation to this strategy. Additionally, Auxiliary members will liaise with and support the City of Toronto and our community partners with their graffiti vandalism initiatives.

The integration of Auxiliary members will provide an efficient use of available resources to enhance and support the TPS Graffiti Management Program at the divisional level.

Youth Engagement:

A key element of the Graffiti Management Program is the education and engagement of youth. The TPS will involve the Youth In Policing Initiative (YIPI), students by having them work with Divisional Graffiti Liaison Officers, Auxiliary members, City of Toronto staff and local community members. A core group of YIPI students will be identified and equipped to participate in approved graffiti removal projects. It is anticipated that YIPI students from across the TPS will be given the opportunity to participate in graffiti removal projects during the summer 2011.

In conclusion, using the principles of Ontario's Mobilization and Engagement Model of Community Policing, the TPS in partnership with the community will address the issues attributed to graffiti vandalism in local neighbourhoods. The TPS Graffiti Management Program requires a balanced approach integrating the actions and initiatives of police officers to motivate and support neighbours to deal more effectively with the root causes of crime and insecurity in their neighbourhoods caused by the graffiti vandalism.

Yours truly,

William Blair, O.O.M.
Chief of Police

c.c. Councillor Cesar Palacio

Ontario's Mobilization & Engagement Model of Community Policing

Enforcement & Crime Suppression

Community Mobilization

Enforcement is an integral component of Community Policing where there are threats to community safety and security

Crime Prevention through Social Development: addresses the precursors to crime, like: poverty, sub-standard housing, addictions and negative parenting.

In the beginning police *lead* community members into safety and community-building initiatives - always looking for community members who can take over the *leadership* role.

Community Engagement & Liaison

Community Engagement

Communities which have the greatest *capacity* to resolve issues that threaten their safety, security and well-being, require the least police assistance.

Situational Crime Prevention Measures: focus on specific forms of crime - like double-cylinder, dual bolt locks that prevent some forms of break and enter.

Police may have to find the natural community leaders and *engage* them to help community members increase their own safety, security and well-being.

High Need for Police Assistance
Low Need for Police Assistance

Co-ordinated Police Response:
- Enforcement
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- Intelligence Gathering

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OACP

Ontario

THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 14, 2011

#P227. **RESPONSE TO THE AFRICAN CANADIAN LEGAL CLINIC: TORONTO POLICE SERVICE 2010 HATE/BIAS CRIME STATISTICAL REPORT**

The Board was in receipt of the following report July 11, 2011 from William Blair, Chief of Police:

Subject: RESPONSE TO THE AFRICAN CANADIAN LEGAL CLINIC: *TORONTO POLICE SERVICE 2010 HATE/BIAS CRIME STATISTICAL REPORT*

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

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

Background/Purpose:

At it's meeting on June 9, 2011, the Board received a deputation and written submission from Ms. Meaghan Forward, Policy and Research Lawyer at the African Canadian Legal Clinic (ACLC) in regards to the *Toronto Police Service 2010 Hate/Bias Crime Statistical Report* which was considered by the Board at it's meeting on May 11, 2011 (Min. No. P111/11 refers).

The ACLC has indicated that it would like the Toronto Police Service (TPS) to take a more active interest in anti-Black hate crimes. According to the ACLC, the Toronto Police Service should respond to incidents of anti-Black hate in a manner that is proportionate to, and reflective of, the frequency and relative severity of anti-Black hate crimes as compared with crimes committed against other targeted groups.

The ACLC would like the response to include increased community outreach, training of the Hate Crime Unit (HCU) and specialized officers, public education and the reconvening of the Anti-Black Hate Crimes Working Group developed under the leadership of former Deputy Chief Keith Forde and supported by Chief William Blair.

In addition, the ACLC is asking the Hate Crimes Unit to further unpack the "multi-bias" category in future reports to ensure that the impact of hate crimes on the victimized communities is fully revealed to the public.

Discussion:

The written submission by Ms. Forward focuses on two points of concern:
1. the Toronto Police Service's response to anti-Black hate; and
2. the use of the multi-bias category of hate crimes.

The written submission noted the following key points:

1. ***ACLC Remarks*: "**The African Canadian community has routinely been identified in TPS hate crime reports as one of the top two communities most targeted for crimes of this nature".

   Response: The *Toronto Police Service Hate/Bias Crime Statistical Report* is an annual report that provides statistical data about criminal offences which are committed against persons or property and are motivated by hate/bias. Between 2002 and 2010, the Black community had been identified as being one of the top three victimized community groups for hate crime related offences.

2. ***ACLC Remarks*: "**In 2010, the Black community was the second most victimized group after the Jewish community." The Black community was identified as the targeted group in 24 incidents", representing 18% of the total 132 hate/bias occurrences reported in 2010.

   Response: This is accurately stated and noted on page 16 of the *Toronto Police Service 2010 Hate/Bias Crime Statistical Report.*

3. ***ACLC Remarks:*** The fact that the tendency of hate/bias crimes to be violent or threatening in nature is overlooked in the TPS response to anti-Black hate. Outreach in the Black community was minimal if not non-existent.

   Response: The fact that hate/bias crimes tend to be more violent or threatening in nature is cited in the *Toronto Police Service 2010 Hate/Bias Crime Statistical Report* and is not overlooked. Community outreach is a key aspect of the HCU mandate. In 2010, the HCU held meetings and liaised with several community organizations and provided consultation, presentations and training on hate crime and other related issues. The community outreach initiatives are included on page 26 of the *Toronto Police Service 2010 Hate/Bias Crime Statistical Report.*

   During such presentations, discussion topics typically include:
   - the mandate of the TPS Hate Crime Unit;
   - the *Criminal Code* definition of Hate/Bias Motivated Crimes and Hate Propaganda;
   - provision for increased sentencing in the Criminal Code (section 718.2);
   - the definition of hate propaganda;
   - case studies including: *"R. v. Vrdoljak"*, Ontario Court of Justice (April 10, 2002)- This case specifically related to a Toronto based case study in which a male black victim was as brutally assaulted on a TTC bus;

- the essential elements of the offence of mischief relating to religious property, section 430(4.1) C.C.;
- the prevalence of hate/bias motivated crimes in Toronto and global issues; and
- the annual hate/bias crime statistical report.

The HCU relies on internal resources including the Community Mobilization Unit, Black Community Liaison officer, to effectively address community issues and understand concerns specific to the African-Canadian community. The HCU has scheduled a meeting in July 2011 with the Black Community Liaison Officer of the Community Mobilization Unit to provide and develop educational lectures, training, resources, and support for police officers and all community groups.

4. ***ACLC Remarks*:** There were no meetings held between the TPS HCU and Anti-Black Hate Crimes Working Group in 2010.

    Response: This statement is correct. The HCU recognizes the value and importance of community partnerships and was actively engaged with the Group when it was formed in 2007. In previous years (2007, 2008 and 2009) the HCU attended meetings with the Group. Recently, with the support of the Command, the ACLC and the HCU have embarked on a hate crime awareness raising initiative that will revitalize a working relationship with this Group.

5. ***ACLC Remarks*:** The ACLC would like to see the Toronto Police Service express it's support of the African Canadian community by publicly denouncing incidents of anti-Black hate when they occur.

    Response: The HCU denounces incidents of anti-Black hate through the following means:

    - The Toronto Police Service HCU publishes an annual Hate/Bias Crime Statistical Report. This report is made available to all members of the public and can be accessed via the Toronto Police Service website;

    - The HCU consults and liaises with Corporate Communications on a regular basis. Corporate Communications provides information to media news sources when incidents fall within the HCU guidelines to have pertinent information distributed to members of the public; and

    - HCU members provide interviews to local and national media on a variety of hate/bias crime issues upon request.

Publicly denouncing incidents of hate crimes can often pose a challenge in certain cases. Before classifying an occurrence as a hate crime the HCU must first determine whether a criminal offence was committed by the offender(s) and if so, whether the motivating factor(s) for the offence are hate or bias. The HCU cannot speculate on the motivational factor for the offender(s) and as in all criminal cases a thorough investigation must be conducted prior to

classifying occurrences as hate crimes. The HCU relies on comments and/or actions of the accused at the time of the incident.   Additional criteria used to assist in classifying occurrences include the victim's perception of the incident, culturally significant dates, symbols, history of the community and current events around the world. The limitations and methodology of classifying hate crimes is detailed on page 6 of the *2010 Annual Hate/Bias Crime Statistical Report.*

Use of the multi-bias category

1. ***ACLC Remarks:*** The ACLC is asking the TPS to "unpack the multi-bias category" in further reports to ensure that the impact of hate crimes on the victimized communities is fully revealed to the public. The ACLC believes that the statistics do not fully represent the extent to which the Black community is targeted and impacted by hate crimes in Toronto. They further believe that the critique also applies to other communities whose statistics may be encapsulated in the "multi-bias" category.

   Response: The breakdown of victim groups victimized in multi-bias occurrences is currently provided on page 17 of the *2010 Toronto Police Service Hate/Bias Crime Statistical Report*. The term "unpacking" refers to the HCU providing further details of the specific community groups victimized in the multi-bias category and the type of criminal offence(s) committed. This information could be included in the Appendix for Breakdown by Victim Group and Offences.

Table A is the current format used to represent the multi-bias victim group and the criminal offence committed. The table below, table B, is an alternative suggestion for "unpacking" the multi-bias category.

Table A: Current 2010 format

Bias	Victim Group (Bias Type)		Types of Offences	
Multi Bias (MU)	Multi	17	Assault	3
			Criminal Harassment	1
Total 17			Mischief to property	13

Note: This table can be located in the *2010 Toronto Police Service Hate/Bias Crime Statistical Report* on page 38 (Appendix D: Breakdown by Victim Group and Offences).

Table B: Alternative "unpacked" format

Bias	Victim Group (Bias Type)		Types of Offences	
Multi Bias (MU)	East Indian & LGBT (lesbian)	2	Assault	1
			Criminal Harassment	1
Total 3	Black & Jewish	1	Mischief to property	1

Conclusion:

The Toronto Police Service is an organization that is committed to treating all communities in an impartial, equitable, sensitive, and ethical manner. The Service takes the issue of hate/bias crime very seriously and recognizes the devastating effects such incidents can have on our community.

Hate/bias crime incidents are rigourously investigated and charges are laid when the evidence exists. Additionally, the Toronto Police Service is supportive of the African Canadian community and is dedicated to providing education and training to the community at large.

However, if the perception within a victimized community is that the police are not doing enough, it is necessary to review our approch and make changes where appropriate. A renewed commitment of partnership with the Anti-Black Hate Crime Working Group and greater detail in the reporting of affected groups within the multi-biased category should have a positive impact on the awareness and prevention of anti-black hate crimes.

Acting Deputy Chief Jeff McGuire, Specialized Operations Command, will be in attendance to answer any questions that the Board may have in regards to this report.

The Board received the foregoing report.

A copy of a written submission from Ms. Moya Teklu, African Canadian Legal Clinic is on file in the Board office.

#P228.   **QUARTERLY REPORT: MUNICIPAL FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT COMPLIANCE: APRIL – JUNE 2011**

The Board was in receipt of the following report August 08, 2011 from William Blair, Chief of Police:

Subject: QUARTERLY REPORT - MUNICIPAL FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT COMPLIANCE: APRIL, MAY AND JUNE 2011

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

At its meeting on September 23, 2004, the Board approved a motion that the Chief of Police provide the Board with quarterly reports identifying the Service's *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA) compliance rates, and further, that the total number of overdue requests be divided into categories of 30, 60, or 90 days, or longer (Min. No. P284/04 refers).

Under the Act, compliance refers to the delivery of disclosure through the Freedom of Information process within 30 days of receipt of a request for information. The compliance rates for the period April 1, 2011 to June 30, 2011, divided into three categories as stipulated by the Board, are as follows:

Discussion:

Toronto Police Service
Compliance Rates
April 1, 2011 – June 30, 2011

30-Day	60-Day	90-Day or longer
75.15%	92.58%	95.25%
Requests to be completed during this time period: 1199	298	89

Requests completed: 901	Requests completed: 209	Requests completed: 32
Requests remaining: 298	Requests remaining: 89	Requests remaining: 57

A total of 1199 requests were required to be completed within 30 days. The running totals reflect, for the 30, 60, and 90 day (or longer) periods, the number of requests that were actually completed. The number of incomplete files is carried over as 'requests remaining.' All numbers shown are based on the number of files it was possible to be compliant with during this period.

A further breakdown of requests received April to June, 2011 is as follows:

Category	Total	Description
Individual/Public	894	- Personal
Business	286	- Witness contact information/Memobook notes/911 calls/reports - General reports - Law firms & insurance companies
Academic/Research	7	- Chief Blair's Afghanistan trip - G20 Operational Plans - Crime statistics - Gender statistics related to G20
Media	2	- 911 Emergency calls for 2010 - Criminal Probe launch
Association/Group	22	- Mental Health and Children's Aid - Legal - Colleges of Professionals (Sec. 32 of MFIPPA) - WSIB
Government	19	- Industrial accidents, reports, notes, photographs - Ministries (Sec. 32 of MFIPPA)

The above table reflects the numbers and types of requests received during the entire reporting period. The number of files required to be completed during the reporting period are not reflected.

A breakdown by month of the 30-day compliance rates for this quarterly period is as follows:

April	2011	74.95%
May	2011	73.24%
June	2011	74.1%

Conclusion:

Deputy Chief Peter Sloly, Executive Command, will be in attendance to answer any questions that the Board members may have in relation to this report.

The Board received the foregoing report.

THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 14, 2011

#P229.   TORONTO POLICE SERVICE – 2012 OPERATING BUDGET

The Board was in receipt of the following report August 31, 2011 from Alok Mukherjee, Chair:

Subject: TORONTO POLICE SERVICE - 2012 OPERATING BUDGET

<u>Recommendation</u>:

It is recommended that the Board approve the following measures in order to achieve the budget target for the 2012 Toronto Police Service operating budget:

1. Organizational Structure

<u>The Command</u>

1 (a)   The size of the Command be reduced to three Deputy Chiefs and a Chief Administrative Officer.

1 (b)   Roles within the Command be streamlined to achieve a clearer separation between policing operations and business processes.

<u>Management and Supervision</u>

1 (c)   The Chief prepare, for the Board's approval, a new Organizational Chart that reflects recommendations 1(a) and 1(b)

1 (d)   A more streamlined management and supervision structure be established, including, specifically, a reduction, through attrition, in senior ranks, with no new Staff Superintendents and Staff Inspectors being appointed; immediate discontinuation of the practice of appointing 2 I/Cs, except where the span of control justifies such appointments; elimination, with immediate effect, of the practice of appointing a uniform manager in units with civilian managers; and, to the maximum extent possible, return of uniform members to policing functions.

2. Human Resources

<u>Reduction through Attrition and No New Hiring</u>

2 (a)   With the exception of Parking Enforcement and where required for operational, contractual or statutory reasons, vacancies caused by retirement, resignation or any other such separations not be filled in 2012.

2 (b)   Subject to availability of funding from the City, the Board offer a voluntary exit program for up to 400 uniform members of the Toronto Police Association in 2011.

2 (c)   The Board request the City's Deputy City Manager and Chief Financial Officer to consider providing the Board a fund of $20 million to finance the voluntary exit program.

2 (d)   Subject to funds being available, the Board work with the Chief of Police and the Toronto Police Association to develop and present the voluntary exit program to eligible uniformed members

2 (e)   The freeze on new hiring continue in 2012.

3. Business Processes

Use of Premium Pay

3 (a)   The 2012 budget include a significant reduction in premium pay proportionate to reduction in staff complement.   A reduction target of at least 12% be considered.

3 (b)   The Chief report utilization of the premium pay budget as part of the Service's operating budget variance reports.

Training and Education

3(c)   The budget for Service members' attendance in training events and conferences, whether in or out town, be reduced by 30% from the 2011 level.

3 (d)   The Service not host any conference more than once every three years, making sure, as well, that registration fees for non-Service attendees recover the full actual cost.

Use of Alternative Customer Service Methods

3 (e)   The Board approve, in principle, the outsourcing of police background and criminal record checks pending a full report from the Chief within two months, on the feasibility, financial implications and human resources impact of using this alternative method for providing this service as of 2012.

Use of Alternative Business Practices

3 (f)   The Board approve, in principle, that, wherever possible and financially viable, it will seek an alternative method of performing those business functions that are not directly related to the delivery of policing services.

3 (g)   The Chief report to the Board within two months on the options for divesting the payroll function, or parts of this function, such as transferring the function to the City or

contracting out to another provider, with a cost-benefit analysis and an implementation plan beginning in the 2012 budget cycle.

4.   Development of Budget Proposal

4(a)   That the Chief of Police develop a budget proposal which incorporates each of these recommendations and submit this proposal to a special public Board Meeting to be scheduled prior to the regularly scheduled October Board Meeting.

4 (b)   That the City of Toronto CFO/CM be requested to quantitatively assess the budget proposal referenced in recommendation 4(a) to determine the extent to which the proposal achieves the City's budget target set for the Toronto Police Service in 2012.

Financial Implications:

The financial implications are yet to be determined

Background/Purpose:

The City of Toronto is facing a $774 million operating budget pressure in 2012. As a result of this significant challenge, every City Program, Agency, Board and Commission is being asked to exercise cost constraint, maximize non-tax revenues and ensure that scarce resources are utilized to deliver services that fulfill City Council's priorities in the most cost-effective manner.

As part of that process, a Core Service Review, Service Efficiency Studies and a Comprehensive User Fee Review are being conducted. The Toronto Police Services Board (the Board) and the Toronto Police Service (the Service) are very much involved in these initiatives.

Discussion:

The Board must respond to the fiscal challenge with a comprehensive strategy of transforming the Toronto Police Service and doing business differently. Such a strategy involves measures in the following broad areas: Organizational Structure, Human Resources, Business Processes and Advocacy.

The spiralling cost of municipal policing is a matter of considerable concern for police governance and oversight bodies as well as for police leaders throughout Canada. There is general agreement that if the trend is not reversed, local policing will either become unsustainable or severely hinder local government's ability to pay for all those other services that contribute significantly to the quality of a community's life.

A number of initiatives have been implemented at various levels to address the growing cost of policing, ranging from efforts to persuade the federal government to assume its responsibility in this area to reducing the administrative burden on uniform officers to defining the core business of policing.

In developing the strategies to deal with the rising cost of policing, there are a number of considerations that must be the foundation of any discussion. Legislative provisions governing police services and police services boards serve as the immutable context within which any strategy is devised. Ontario's *Police Services Act* requires and empowers the Board to ensure the provision of adequate and effective policing in the municipality.

Besides the law, certain other considerations should also be taken into account when developing a change strategy. These include: community safety and officer visibility, officer safety, timely and accessible police services, efficiencies through consolidation and sharing of services, where feasible, effective use of the expertise of Service members and focus on innovation.

The attached discussion paper entitled *"Avoiding Crisis, an Opportunity: Transforming the Toronto Police Service"* proposes measures which may result in budgetary reduction or administrative efficiencies in 2012 and also proposes measures which may result in longer term efficiencies. The paper also provides detailed explanation and rationale for the recommendations. I am proposing that the Board approve selected recommendations from the discussion paper as well as a number of new recommendations in order to arrive at a 2012 operating budget request for the Toronto Police Service. The remaining recommendations contained in the paper may be considered in the future and will be addressed in further reports to the Board.

Conclusion:

The discussion related to the Service's 2012 operating budget for 2012 so far has focused almost entirely or largely on the likelihood of a significant downsizing of the workforce as virtually the only method for achieving the magnitude of reduction called for by the City. In this regard, two considerations must be kept in mind.

First, downsizing the workforce through layoffs is not a practical or viable option for the simple reason that this measure involves a complex legal and contractual process which will be lengthy and not concluded in time for establishing the 2012 budget. There is no guarantee of success either.

Second, it is not advisable, in my view, to conclude that layoffs are the only option without first considering every other option. Such an examination has not occurred. Nor has there been any assessment of opportunities presented by the City's recently concluded Core Service Review and the ongoing Service Efficiency Studies.

The recommendations contained in this report take into account the principles underlying the two City projects and are based on the view that the size of reduction required to meet the City's target must involve an identification of opportunities for savings in all aspects of the organization.

It is, therefore, recommended that the Board approve the proposals listed above.

Mr. Miguel Avila attended and delivered a deputation to the Board. Mr. Avila also provided the Board with a written submission in support of his deputation; copy on file in the Board office.

The Board also received written submissions from the following which are on file in the Board office:

Mr. Grant Evers
Mr. John Sewell, Toronto Police Accountability Coalition.

The Board asked the Chair to explain the rationale for the discussion paper. The Chair stated that the discussion paper was distributed for discussion in order to assist the Board to look at the issue of sustainability from a broad perspective.

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

THAT the report be referred to the Board's Budget Subcommittee for consideration.

EXECUTIVE SUMMARY

The City of Toronto is facing a $774 million operating budget pressure in 2012. As a result of this significant challenge, every City Program and Agency is being asked to exercise cost constraint, maximize non-tax revenues and ensure that scarce resources are utilized to deliver services that fulfill City Council's priorities in the most cost-effective manner.

As part of that process, a Core Service Review, Service Efficiency Studies and a Comprehensive User Fee Review are being conducted. The Toronto Police Services Board (the Board) and the Toronto Police Service (the Service) are very much involved in these initiatives.

The Board must respond to the fiscal challenge with a comprehensive strategy of transforming the Toronto Police Service and doing business differently. Such a strategy involves measures in the following broad areas: Organizational Structure, Human Resources, Business Processes and Advocacy.

The spiralling cost of municipal policing is a matter of considerable concern for police governance and oversight bodies as well as for police leaders throughout Canada. There is general agreement that if the trend is not reversed, local policing will either become unsustainable or severely hinder local government's ability to pay for all those other services that contribute significantly to the quality of a community's life.

A number of initiatives have been implemented at various levels to address the growing cost of policing, ranging from efforts to persuade the federal government to assume its responsibility in this area to reducing the administrative burden on uniform officers to defining the core business of policing.

In developing the strategies to deal with the rising cost of policing, there are a number of considerations that must be the foundation of any discussion. Legislative provisions governing police services and police services boards serve as the immutable context within which any strategy is devised. Ontario's *Police Services Act* requires and empowers the Board to ensure the provision of adequate and effective policing in the municipality.

Besides the law, certain other considerations should also be taken into account when developing a change strategy. These include: community safety and officer visibility, officer safety, timely and accessible police services, efficiencies through consolidation and sharing of services, where feasible, effective use of the expertise of Service members and focus on innovation.

THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 14, 2011

#P230.   **TORONTO POLICE SERVICES BOARD – 2011 OPERATING BUDGET VARIANCE REPORT FOR THE PERIOD ENDING JULY 31, 2011**

The Board was in receipt of the following report August 31, 2011 from Alok Mukherjee, Chair:

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE SERVICES BOARD – PERIOD ENDING JULY 31, 2011

Recommendation:

It is recommended that:

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

Financial Implications:

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

Background/Purpose:

The Board, at its meeting on January 11, 2011 (Min. No. P12/11 refers), approved the Toronto Police Services Board Operating Budget at a net amount of $2,347,800. Subsequently, Toronto City Council, at its meeting of February 23 and February 24, 2011, approved the Board's 2011 Operating Budget at the same amount.

The purpose of this report is to provide information on the Board's 2011 projected year-end variance.

Discussion:

The following chart summarizes the variance by category of expenditure.

Expenditure Category	2011 Budget ($000s)	Actual to July 31/11 ($000s)	Projected Year-End Actual ($000s)	Fav / (Unfav) ($000s)
Salaries & Benefits (incl. prem.pay)	$921.1	$518.2	$921.1	$0.0
Non-Salary Expenditures	$1,426.7	$340.5	$1,426.7	$0.0
Total	**$2,347.8**	**$858.7**	**$2,347.8**	**$0.0**

It is important to note that expenditures do not all follow a linear pattern and therefore year-to-date expenditures cannot be simply extrapolated to year end. Rather, the projection of expenditures to year end is done through an analysis of all accounts, taking into consideration factors such as expenditures to date, future commitments expected and spending patterns.

As at July 31, 2011, no variance is anticipated. Details are discussed below.

Salaries & Benefits (including Premium Pay)

Year-to-date expenditures are consistent with the budget and therefore no year-end variance is projected.

Non-salary Budget

The majority of the costs in this category are for arbitrations / grievances and City charge backs for legal services.

The Toronto Police Services Board cannot predict or control the number of grievances filed or referred to arbitration as filings are at the discretion of bargaining units. In order to deal with this uncertainty, the 2011 budget includes a $610,600 contribution to a Reserve for costs of independent legal advice. Fluctuations in legal spending will be dealt with by increasing or decreasing the budgeted reserve contribution in future years' operating budgets.

No variance is anticipated in the remaining accounts at this time.

Conclusion:

The year-to-date expenditure pattern is consistent with the approved estimate. As a result, projections to year end indicate no variance to the approved budget.

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

#P231.   TORONTO   POLICE   SERVICE – 2011   OPERATING   BUDGET VARIANCE REPORT FOR THE PERIOD ENDING JULY 31, 2011

The Board was in receipt of the following report August 31, 2011 from William Blair, Chief of Police:

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE SERVICE – PERIOD ENDING JULY 31, 2011

Recommendations:

It is recommended that:

(1) the Board request the City's Executive Committee approve a budget transfer of $23,288,200 to the Service's 2011 operating budget from the City's Non-Program operating budget, to fund the cost of the 2011 portion of the 2011-2014 negotiated collective agreement for Toronto Police Association members; and

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

Financial Implications:

The Board, at its January 11, 2011 meeting, approved the Toronto Police Service's 2011 operating budget at a net amount of $905.9M (Min. No. P13/11 refers). Toronto City Council, at its meeting of February 23 and February 24, 2011, approved the 2011 Operating Budget at the same amount.

The Service has since been notified by City Finance staff of a further $0.3M allocation from the Insurance Reserve Fund to the Service's 2011 operating budget. As a result of the reallocation, the Service budget has been restated upwards by $0.3M to a total of $906.2M. However, this change does not result in additional available funds to the Service, as there will be a corresponding charge from the City.

City Finance staff have confirmed that funding has been set aside in the City's non-program expenditure budget to cover the cost of the negotiated contract settlement for Toronto Police Association members. The $23.3M estimated cost in 2011 for the collective agreement salary and benefit increases is offset by the budget transfer and therefore there is no net impact on the Service's 2011 overall variance. In addition, there is no net impact to the City.

Background/Purpose:

The purpose of this report is to provide information on the Service's 2011 projected year-end variance as of July 31, 2011.

Discussion:

The following chart summarizes the variance by expenditure and revenue category.

Category	2011 Budget ($Ms)	Actual to July 31/11 ($Ms)	Projected Year-End Actual ($Ms)	Fav / (Unfav) ($Ms)
Salaries	$667.9	$381.3	$670.5	($2.6)
Premium Pay	$44.9	$19.5	$43.7	$1.2
Benefits	$176.4	$107.8	$177.2	($0.8)
Materials and Equipment	$23.1	$14.7	$23.5	($0.4)
Services	$92.2	$33.1	$90.6	$1.6
Total Gross	**$1,004.5**	**$556.4**	**$1,005.5**	**($1.0)**
Revenue	($75.0)	($30.7)	($77.6)	$2.6
Total Net	**$929.5**	**$525.7**	**$927.9**	**$1.6**

It is important to note that expenditures do not all follow a linear pattern and therefore year-to-date expenditures cannot be simply extrapolated to year end. Rather, the projection of expenditures to year end is done through an analysis of all accounts, taking into consideration factors such as expenditures to date, future commitments expected and spending patterns. In addition, the Service receives significant amounts of in year grant funding and the revenue and expense budgets are adjusted when receipt of funds is confirmed.

As at July 31, 2011, a net $1.6M favourable variance is anticipated. This variance is $1.6M more favourable than previously reported (Min. No. P192/11 refers). Details of each major expenditure category and revenue are discussed in the sections that follow.

Salaries:

An unfavourable variance of $2.6M is projected in the salary category. This variance is $0.4M less favourable than previously reported.

Expenditure Category	2011 Budget ($Ms)	Actual to July 31/11 ($Ms)	Projected Year-End Actual ($Ms)	Fav / (Unfav) ($Ms)
Uniform Salaries	$508.9	$292.4	$511.2	($2.3)
Civilian Salaries	$159.0	$88.9	$159.3	($0.3)
Total Salaries	**$667.9**	**$381.3**	**$670.5**	**($2.6)**

The 2011 uniform salary budget does not include any funds for recruit hiring and assumed that the projected attrition total uniform separations (resignations and retirements) would be 220. Actual separations to the end of July 2011 are less than had been estimated, and at this time the

Service is projecting 190 separations for the year, compared to the 220 included in the 2011 budget. This includes the cost of 12 uniform separations as a result of the Board-approved Voluntary Exit Incentive Program (VEIP) (Min. No. C236/11 refers). Based on timing of separations to date, uniform salaries are projected to be $2.3M unfavourable to year-end, taking into account the $0.6M estimated cost of the VEIP for uniform members. Actual separations are monitored monthly and will continue to be reported on in future variance reports.

Civilian salary budgets are projected to be $0.3M unfavourable. The 2011 civilian salary budget included more gapping than previous years, due to the Service's initiative to delay civilian hiring where operationally feasible. The Service is projecting to be on target in achieving the civilian salary gapping estimate. The unfavourable amount of $0.3M in the civilian salaries is for the cost of the six staff leaving through the VEIP. Similar to the uniform category, civilian attrition is monitored monthly and vacancies will continue to be reviewed.

The total cost of the VEIP for the 18 staff is $0.9M. While this amount has an impact on the salary category, the Service is able to absorb this from the favourable variances in other categories as described below.

Premium Pay:

An under expenditure of $1.2M is projected in the premium pay category, which is $0.8M more favourable than previously reported.

Expenditure Category	2011 Budget ($Ms)	Actual to July 31/11 ($Ms)	Projected Year-End Actual ($Ms)	Fav / (Unfav) ($Ms)
Court	$11.8	$7.0	$12.0	($0.2)
Overtime	$6.1	$2.5	$5.8	$0.3
Callback	$6.6	$3.5	$6.4	$0.2
Lieutime Cash Payment	$20.4	$6.5	$19.5	$0.9
Total Premium Pay*	$44.9	$19.5	$43.7	$1.2

* Approx. $2.4M is attributed to grant-funded expenditures (revenue budget has been increased by same amount)

The Service continues to strictly monitor and control premium pay. Overtime is to be authorized by supervisory personnel based on activities for protection of life (i.e., where persons are at risk), protection of property, processing of arrested persons, priority calls for service (i.e., where it would be inappropriate to wait for the relieving shift), and case preparation (where overtime is required to ensure court documentation is completed within required time limits).

Based on current trends, the Service is projecting a net favourable variance in premium pay spending of $1.2M. It should be noted that premium pay is subject to the exigencies of policing and uncontrollable events can have an impact on expenditures.

Benefits:

An unfavourable variance of $0.8M is projected in the benefits category, which is $0.8M less

favourable than previously reported.

Expenditure Category	2011 Budget ($Ms)	Actual to July 31/11 ($Ms)	Projected Year-End Actual ($Ms)	Fav / (Unfav) ($Ms)
Medical / Dental	$38.5	$19.4	$38.0	$0.5
OMERS / CPP / EI / EHT	$108.2	$70.9	$109.7	($1.5)
Sick Pay / CSB / LTD	$16.4	$10.7	$16.4	$0.0
Other (e.g., WSIB, life ins.)	$13.3	$6.8	$13.1	$0.2
Total Benefits	**$176.4**	**$107.8**	**$177.2**	**($0.8)**

Based on year-to-date expenditures, medical/dental costs are indicating a $0.5M favourable variance, and the "other" benefits category is projecting a $0.2M surplus. These are offset by pressures in the OMERS, CPP, EI and EHT expenditures, which are projected to be $1.5M unfavourable. The estimated OMERS impact related to the parking taxable benefit accounts for $1.2M of the $1.5M unfavourable variance. The remaining $0.3M unfavourable variance is due to the lower than anticipated separations.

Materials and Equipment:

An over expenditure of $0.4M is projected in this category, which is $0.3 more favourable than previously reported.

Expenditure Category	2011 Budget ($Ms)	Actual to July 31/11 ($Ms)	Projected Year-End Actual ($Ms)	Fav / (Unfav) ($Ms)
Vehicles (gas, parts)	$11.9	$6.8	$12.4	($0.5)
Uniforms	$3.7	$3.6	$3.7	$0.0
Other Materials	$5.0	$3.2	$4.9	$0.1
Other Equipment	$2.5	$1.1	$2.5	$0.0
Total Materials & Equipment*	**$23.1**	**$14.7**	**$23.5**	**($0.4)**

* Approx. $0.5M is attributed to grant-funded expenditures (revenue budget has been increased by same amount)

The Service is closely monitoring the cost of fuel and its impact on the budget. Based on prices in the first seven months of the year, and the recent levelling-off of gas prices, the Service is projecting an unfavourable budget variance in gasoline of $0.5M by year-end, $0.2M less than previously reported.

Services:

Expenditures in this category are projected to be $1.6M under spent, which is $0.2M more favourable than previously reported.

Expenditure Category	2011 Budget ($Ms)	Actual to July 31/11 ($Ms)	Projected Year-End Actual ($Ms)	Fav / (Unfav) ($Ms)
Legal Indemnification	$0.6	$0.5	$0.6	$0.0
Uniform Cleaning Contract	$2.1	$2.1	$2.1	$0.0
Courses / Conferences	$2.2	$0.7	$2.0	$0.2
Clothing Reimbursement	$1.4	$0.5	$1.4	$0.0
Computer / Systems Maintenance	$11.8	$9.6	$11.8	$0.0
Phones / cell phones / 911	$7.4	$3.8	$7.4	$0.0
Reserve contribution	$30.8	$3.3	$30.8	$0.0
Caretaking / maintenance utilities	$19.6	$3.7	$19.4	$0.2
Other Services	$16.3	$8.9	$15.1	$1.2
Total Services *	**$92.2**	**$33.1**	**$90.6**	**$1.6**

* Approx. $0.4M is attributed to grant-funded expenditures (revenue budget has been increased by same amount)

Projected savings in caretaking and maintenance are based on year-to-date invoicing from the City. Projected savings in the other services category are a result of the Service's initiative to reduce spending where operationally feasible.

Revenue:

A favourable variance of $2.6M is projected in this category, which is $1.5M more favourable than previously reported.

Revenue Category	2011 Budget ($Ms)	Actual to July 31/11 ($Ms)	Projected Year-End Actual ($Ms)	Fav / (Unfav) ($Ms)
Recoveries from City	($10.1)	($5.1)	($10.7)	$0.6
CPP and Safer Comm'y grants	($16.3)	($3.9)	($16.3)	$0.0
Other Gov't grants	($9.4)	($3.6)	($9.4)	$0.0
Fees (e.g., paid duty, alarms, ref.)	($10.6)	($6.0)	($11.5)	$0.9
Secondments	($3.6)	($2.2)	($3.8)	$0.2
Draws from Reserves	($17.0)	($5.5)	($17.0)	$0.0
Other Revenues (e.g., pris return)	($8.0)	($4.4)	($8.9)	$0.9
Total Revenues	**($75.0)**	**($30.7)**	**($77.6)**	**$2.6**

The favourable variance is mainly due to recoveries from the City related to billings for officer attendance at Provincial Offenses Act courts while off duty, and higher-than-budgeted recoveries in the "fees" category based on trends to date and revised fees as approved by the Board at its June 09, 2011 meeting (Min. No. P157/11 refers). The "Other Revenues" category includes a one-time revenue amount due to the reversal of a $1.2M liability for job evaluation issues that have now been resolved successfully by the Service.

Impact from Deferral of Uniform and Civilian Hiring:

At its meeting of January 11, 2011, the Board approved the motion "that the quarterly operating budget variance reports that are submitted to the Board in 2011 include the impact, if any, of the deferral of uniform and civilian hiring on the Toronto Police Service" (Min. No. P13/11 refers).

Uniform Hiring Deferral: The impact in 2011 of deferred uniform hiring is minimal, due to the recruit class that was hired in December 2010 and graduated in May 2011. In addition, lower than anticipated attrition in 2011 has also assisted in maintaining the deployed strength.

Civilian Hiring Deferral: The Service's process for the filling of vacant civilian positions requires Unit Commanders to carefully review the need for the position before starting the process to fill any vacancies. Unit Commanders are required to consider objective factors and alternative measures before submitting a request. Requests from unit commanders are reviewed by their respective Staff Superintendent/Director prior to obtaining the approval of their Deputy Chief or Chief Administrative Officer. The vacant job positions are within the Board-approved establishment and fully funded, and the request to fill a vacancy is further reviewed by the Deputy Chief, Human Resources Command. The filling of any civilian position that requires an external hire must be approved by the Chief of Police.

The Service has taken steps to defer the filling of a number of civilian positions, however, the non-filling of certain civilian positions has increased the organization's risk level in various areas (e.g. legal work, payroll/accounting requirements, and human resources) and reporting requirements are becoming more difficult to meet. While the Service has postponed work where feasible and reassigned work to existing staff in the respective unit, these actions cannot continue without impacting operations, increasing risk/potential liabilities, and affecting the well-being of remaining staff.

Conclusion:

As at July 31, 2011, the Service is projecting a favourable variance of $1.6M by year end. Expenditures and revenues will continue to be closely monitored throughout the year.

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

The Board approved the foregoing report.

THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 14, 2011

#P232. **TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT: 2011 OPERATING BUDGET VARIANCE REPORT FOR THE PERIOD ENDING JULY 31, 2011**

The Board was in receipt of the following report August 31, 2011 from William Blair, Chief of Police:

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE SERVICE PARKING ENFORCEMENT UNIT – PERIOD ENDING JULY 31, 2011

Recommendations:

It is recommended that:

(1) the Board request the City's Executive Committee approve a budget transfer of $916,300 to the Service's Parking Enforcement 2011 operating budget from the City's Non-Program operating budget, to fund the cost of the 2011 portion of the 2011-2014 negotiated collective agreement for Toronto Police Association members; and

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

Financial Implications:

The Board, at its January 11, 2011 meeting, approved the Toronto Police Service Parking Enforcement (PEU) 2011 operating budget at a net amount of $39.5 Million (M) (Min. No. P14/11 refers). Subsequently, Toronto City Council, at its meeting of February 23 and February 24, 2011, approved the PEU 2011 net operating budget at the same amount.

City Finance staff have confirmed that funding has been set aside in the City's non-program expenditure budget to cover the cost of the negotiated contract settlement for Toronto Police Association staff. The $0.9M estimated cost in 2011 for the collective agreement salary increase is offset by the budget transfer and therefore there is no net impact on the Service's 2011 overall variance. In addition, there is no net impact to the City. The PEU operating budget is not part of the Service's operating budget, but rather is maintained separately in the City's non-program budgets.

Background/Purpose:

The purpose of this report is to provide information on the PEU 2011 projected year-end variance as of July 31, 2011.

Discussion:

The following chart summarizes the variance by category of expenditure.

Category	2011 Budget ($Ms)	Actual to July 31/11 ($Ms)	Projected Year-End Actual ($Ms)	Fav/(Unfav) ($Ms)
Salaries	$26.43	$15.31	$26.87	($0.44)
Premium Pay	$2.56	$0.85	$1.91	$0.65
Benefits	$6.34	$2.30	$6.42	($0.08)
Total Salaries & Benefits	$35.33	$18.47	$35.20	$0.13
Materials	$1.35	$0.53	$1.35	$0.00
Equipment	$0.10	$0.00	$0.10	$0.00
Services	$5.28	$1.75	$5.28	$0.00
Revenue	($1.62)	($0.29)	($1.62)	$0.00
Total Non-Salary	$5.11	$2.00	$5.11	$0.00
Total Net	**$40.44**	**$20.46**	**$40.31**	**$0.13**

It is important to note that expenditures do not all follow a linear pattern and therefore year-to-date expenditures cannot be simply extrapolated to year end. Rather, the projection of expenditures to year end is done through an analysis of all accounts, taking into consideration factors such as expenditures to date, future commitments expected and spending patterns.

As at July 31, 2011, a surplus of $0.13 million (M) is anticipated. Details are discussed below.

Salaries & Benefits (including Premium Pay):

An unfavourable variance of $0.52M is projected in salaries and benefits. PEU schedules one recruit class per year and hires the appropriate number of parking enforcement officers to ensure that, on average, it is at its full complement of officers during the year. Current trends indicate that the 2011 attrition will be less than the budgeted amount. As a result, PEU is projecting to be over-spent in salaries and benefits. The size of the recruit class (currently planned for the fourth quarter in 2011) will be determined later in the year, based on updated attrition figures.

The majority of premium pay at the PEU is related to enforcement activities, attendance at court and the backfilling of members attending court. With respect to enforcement activities, premium pay is utilized to staff special events or directed enforcement activities. The opportunity to redeploy on-duty staff for special events is minimal, as this will result in decreased enforcement in the areas from which they are being deployed. Directed enforcement activities are instituted

to address specific problems. All premium pay expenditures are approved by supervisory staff and strictly controlled.

Due to the projected lower-than-budgeted staff attrition, more permanent staff are available for duty, and PEU can reduce premium pay expenditures to offset the shortfall in salaries and benefits. At this time, a surplus of $0.65M is projected in premium pay.

Non-salary Expenditures:

No variance is anticipated in the non-salary accounts at this time.

Conclusion:

As at July 31, 2011, a surplus of $0.13M is projected to the PEU operating budget.

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

The Board approved the foregoing report.

THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 14, 2011

#P233.   AUTOMATED FINGERPRINT IDENTIFICATION SYSTEM – AWARD FOR PRODUCT AND MAINTENANCE SERVICES

The Board was in receipt of the following report August 31, 2011 from William Blair, Chief of Police:

Subject: AUTOMATED FINGERPRINT IDENTIFICATION SYSTEM – AWARD FOR PRODUCT AND MAINTENANCE SERVICES

Recommendations:

It is recommended that:

(1) the Board award the purchase and installation of a new Automated Fingerprint Identification System to Morpho Canada, Inc. in the amount of $2,145,926.50 (including all taxes);

(2) the Board award the maintenance and support for the new Automated Fingerprint Identification System to Morpho Canada, Inc. for a four year period commencing after successful system implementation and the one-year warranty period, for a total amount of $723,844 (including all taxes) over the four-year period; and

(3) the Board authorize the Chair to execute the agreement and related documents on behalf of the Board, subject to approval by the City Solicitor as to form.

Financial Implications:

Funding, for the replacement of the current Automated Fingerprint Identification System (AFIS), in the amount of $2.8M is included in the Service's approved 2011-2020 Capital Program. The maintenance and support funding will be included in annual operating budget request.

Background/Purpose:

Arrestee fingerprints and palm prints are captured electronically at booking stations located across the city on an electronic scanner device called Livescan. These fingerprints are transmitted to AFIS to be searched against known offenders with the results returned to the booking stations. If the offender is not known to Toronto Police Service (TPS) a further search of the RCMP and FBI databases are used to confirm the identity of the arrestee and to see if they are wanted. The fingerprints are further searched against outstanding finger and palm latent (crime scene) prints in the TPS and the RCMP databases.

Fingerprint records are also captured using Livescan at TPS, for applicants with respect to employment, visas and vulnerable sector background checks against known offenders.

Ink and paper fingerprints can still be taken if required and scanned into the system by personnel at FIS. Latent (crime scene) prints, fingers and palms, are captured via a connected camera, scanner or digital image file. They are searched against known offenders both in the TPS and the RCMP databases.

The purpose of this report is to provide the Board with the results of the evaluation process for a new AFIS, and recommended contract award in this regard.

Discussion:

In January of 2011, the Service commenced a process to procure a new AFIS to replace the existing out-dated system. Utilizing the Service's project management framework, a project charter has been developed and a steering committee recently established to oversee the project.

On March 25, 2011, the TPS Purchasing Support Services unit issued RFP #1120242-11 for an AFIS system (including maintenance and support) with a submission deadline date of May 13, 2011. Two proposals were received, one from 3M Cogent, Inc. and one from Morpho Canada, Inc. The proposals were reviewed by Purchasing Support Services staff and both met all mandatory requirements. As a result, both proposals were released to the proposal evaluation team for review and scoring against pre-determined evaluation criteria.

The evaluation team was comprised of subject matter experts, both uniform and civilian.

- FIS Unit Commander (Staff Inspector)
- AFIS Section Head (Staff Sergeant)
- AFIS System Manager (Civilian)
- Senior Fingerprint Examiner (Civilian)
- Project Management Office Manager (Civilian)

The process and weighted evaluation criteria were included in the RFP, and are summarized below:

Stage 1
- Comply with response format (pass/fail)
- Meet mandatory requirements (pass/fail)

Stage 2
- Functional requirements (40%)
- Project plan (20%)
- NIST (National Institute for Standards and Technology) and other test results (20%)
- Price (20%)

Stage 3

- Stage 2 score (60%)
- Benchmark test (25%)
- Reference checks (7.5%)
- Corporate viability/experience (7.5%)

Based on the evaluation criteria noted above, it is recommended that the contract to supply the Service with a new Automated Fingerprint Identification System (AFIS) and related maintenance and support be awarded to Morpho Canada, Inc. who obtained the highest overall score.

The recommended MorphoBIS system will exist within the current workflows and simply replace the existing AFIS. It will offer improved functionality, accuracy, speed and efficiency for fingerprint processing in the TPS, RCMP and FBI databases and will provide these key features:

- improved hit rate as a result of improved matching algorithms;

- a more user-friendly interface;

- permit the electronic submission of finger/palm prints to the TPS, the RCMP and FBI AFIS systems;

- provide a more efficient workflow for vulnerable sector civil clearance checks;

- permit ink-and-paper processing of criminal and civil finger/palm prints;

- supply the infrastructure for real-time identification of charged individuals;

- support the identification of finger/palm prints recovered at crime scenes;

- allow for an updatable anti-virus software;

- implement variable workflows to accommodate future records management system changes;

- interface with the new mugshot system IntelliBook;

- replace all obsolete hardware;

- allow for conversion and migration of existing data; and

- will enable the expansion of the database as our current system is near capacity.

Conclusion:

The new AFIS is the most accurate on the market today. It will deliver substantially better performance with regards to system functionality, accuracy, speed and efficiency for fingerprint processing. It offers a significant improvement over the existing 2003 model which is at the end of its life span. Therefore, Morpho Canada, Inc. is recommended as the provider for the purchase, installation and maintenance of a new automated fingerprint identification system.

Acting Deputy Chief Jeff McGuire, Specialized Operations Command, and Mr. Tony Veneziano, Chief Administrative Officer, Administrative Command, will be in attendance to answer any questions that the Board may have regarding this report.

The Board approved the foregoing report.

THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 14, 2011

#P234. **INDEPENDENT CIVILIAN REVIEW INTO MATTERS RELATING TO THE G20 SUMMIT – ACCOUNT FOR PROFESSIONAL SERVICES**

The Board was in receipt of the following report September 01, 2011 from Alok Mukherjee, Chair:

Subject: INDEPENDENT CIVILIAN REVIEW INTO MATTERS RELATING TO THE G20 SUMMIT (ICR) - ACCOUNT FOR PROFESSIONAL SERVICES

Recommendation:

It is recommended that the Board approve payment of an account dated August 30, 2011, in the amount of $27,378.81 and that such payment be drawn from the Special Fund.

Financial Implications:

This is the tenth account to be submitted by Justice Morden. The total amount invoiced to date is $439,384.54. The balance of the Special Fund as at July 31, 2011 is estimated at $308,026.00.

Background/Purpose:

At its meeting on September 23, 2010, the Board approved the appointment of Justice John W. Morden to conduct the Independent Civilian Review (ICR) into matters relating to the G20 Summit. The Board also approved the use of the Special Fund as the source of funding for the ICR (Board Minute P271/10 refers).

Discussion:

Justice Morden has submitted an account for services rendered up to and including August 15, 2011, for the amount of $27,378.81, (copy attached). A detailed statement is included on the in-camera agenda for information. It should be noted that a reduction of $3,278.46 for fees and disbursements have been applied to this account.

Conclusion:

It is, therefore, recommended that the Board authorize payment in the amount of $27,378.81 for professional services rendered by Justice John W. Morden.

The Board approved the foregoing report.

Heenan Blaikie

Ryan Teschner

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heenanblaikie.com

Email and Via Regular Mail

August 31, 2011

Dr. Alok Mukherjee
Chair
Toronto Police Services Board
40 College Street
Toronto, Ontario
M5G 2J3

File No. 058057-0001

Dear Dr. Mukherjee:

Re: Independent Civilian Review of Matters Related to the G20 Summit

Enclosed please find our account for services rendered up to and including August 15, 2011 which we trust you will find satisfactory.   Please note that we have provided the Toronto Police Services Board with a reduction of $3,278.46 for fees and disbursements with respect to this account.

Yours truly,

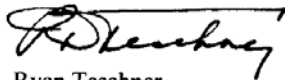Heenan Blaikie LLP

Ryan Teschner

RT/dk
Encl.
c.c.   Joanne Campbell [Toronto Police Services Board]
         [By email and regular mail]

c.c.   Sheri Chapman [Toronto Police Services Board]
         [By email and regular mail]

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LAWYERS

N° 23015243

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August 30, 2011

PRIVATE & CONFIDENTIAL

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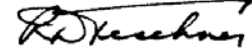40 College Street
Toronto, ON
M5G 2J3

Attention : Joanne Campbell

Reference: File: 058057-0001 Confidential

FOR PROFESSIONAL SERVICES RENDERED for the period ending August 15, 2011

FEES	$ 23,650.50
DISBURSEMENTS (TAXABLE)	$ 301.63
SUB-TOTAL	$ 23,952.13
HST (13%)	$ 3,113.78
DISBURSEMENTS (NON TAXABLE)	$ 312.90
AMOUNT DUE	$ 27,378.81

HEENAN BLAIKIE LLP

Litigation Toronto

TERM: Payment due upon receipt in accordance with section 33 of the *Solicitors Act*. Interest will be charged at the rate of 3.3% per annum on unpaid fees, charge or disbursements calculated from a date that is one month after this statement is delivered

We have made every effort to include fees and disbursements incurred on your behalf for the current billing period. In the event additional fees or disbursements are subsequently incurred and/or recorded, a subsequent account will be forwarded.

Reference / File: 058057-0001

GST / HST N° 864865936

Initials: Tlit

PAYABLE UPON RECEIPT

#P235.   SEMI-ANNUAL   REPORT: WRITE-OFF   OF   UNCOLLECTIBLE ACCOUNTS RECEIVABLE BALANCES: JANUARY – JUNE 2011

The Board was in receipt of the following report August 12, 2011 from William Blair, Chief of Police:

Subject: SEMI-ANNUAL   REPORT   2011:   WRITE-OFF   OF   UNCOLLECTIBLE ACCOUNTS RECEIVABLE BALANCES - JANUARY TO JUNE 2011

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

There are no financial implications as a result of the write-offs processed. The write-off amount of $15,360 in the first half of 2011 has been expensed against the allowance for uncollectible accounts. The current balance in the allowance for uncollectible accounts is approximately $233,400, not including the allowance set up for the G8/G20 billings. The adequacy of this account is analyzed annually and any adjustment required will be included in operating expenses.

Background/Purpose:

At its meeting of May 29, 2003 the Board approved Financial Control By-law 147. Part IX, Section 29 – Authority for Write-offs, delegates the authority to write-off uncollectible accounts of $50,000 or less to the Chief, and requires that a semi-annual report be provided to the Board on amounts written off in the previous six months (Min. No. P132/03 refers).

This report provides information on the amounts written off during the period of January 1 to June 30, 2011.

Discussion:

External customers receiving goods and/or services from Toronto Police Service (Service) units are provided with an invoice for the value of such goods or services. The Service's Financial Management unit works closely with divisions, units and customers to ensure that some form of written agreement is in place with the receiving party prior to work commencing and an invoice being sent, and that accurate and complete invoices are sent to the proper location, on a timely basis.

Accounts Receivable Collection Process:

Customers are given a 30 day payment term for all invoices and receive monthly statements showing their outstanding balances if the 30 day term is exceeded. They are provided with progressively assertive reminder letters every 30 days if their accounts are outstanding. Accounts receivable staff make regular telephone calls to customers to request payment. Customers with outstanding balances have an opportunity to make payment arrangements with Financial Management or they can be denied additional services. The Service offers several payment options, including paying through VISA and MasterCard to facilitate the payment process for our customers.

Customers are sent a final notice when their accounts are in arrears for more than 90 days. They are provided with a ten day grace period from receipt of the final notice to make payment on their account before the balance is sent to an outside agency for collection. The Service's collection agency has been successful in collecting many accounts on behalf of the Service. However, in situations where amounts are small, company principals can not be located, organizations are no longer in business or circumstances indicate that no further work is warranted, the collection agency may recommend write-off.

In 2010, the Service began invoicing property owners for cost recovery related to Police administration of marihuana grow operations. City of Toronto By-law No. 1076-2007, as amended, provides for the recovery of administration and enforcement costs for city agencies in relation to marihuana grow operations located at properties within the City of Toronto. The total recoverable cost of $1,785 is contained in Schedule 2 to By-law No. 1076-2007. The by-law allows the Service to invoice the property owner, the tenant or the property management company, based on the circumstances.

All payments are due within 30 days of the invoice date. Late payment charges accrue at a monthly rate of 1.25%, and a $35 processing charge applies to all dishonoured cheques returned by the bank.

If fees and any accumulated interest are not received within 90 days, the outstanding amount is transferred to the City of Toronto Revenue Services Division where the balance is applied to the tax roll attached to the property. The tax roll transfer provision only applies where the individual invoiced continues to own the property on which the grow operation was found. In situations where the original property owner was not invoiced or the property changed hands, the amount follows the normal collection process applied by the Service, including referral to our collection agency. Since the by-law allows flexibility with respect to charging fees to those accountable for the grow operations, there may be some exposure and collection risk to the Service for amounts that can not be transferred to the City's tax roll.

There are also situations where additional information is uncovered by the Service's Drug Squad in relation to the original charge or invoice decision. In such circumstances, the unit commander, Toronto Drug Squad (TDS), can rescind the original amount invoiced and any applicable interest accrued to that date. The unit commander, TDS, advises Financial Management that an invoice is to be rescinded and acknowledges that reasons for reversing the charge are retained in TDS files.

During the six month period of January 1 to June 30, 2011, a number of accounts totalling $15,360 were written off, in accordance with By-law 147. The write-offs relate to marihuana grow operation enforcement fees and employee receivables. Additional information on the accounts written off is provided in the sections that follow.

Marihuana Grow Operation invoices ($13,181):

The $13,181 amount written off is mostly a result of amounts rescinded by the Unit Commander, TDS, due to new or additional information received on the file. Since the amounts related to invoices that were included in income during 2010, for accounting purposes, the balance could not just be reversed against income for the 2011 year, but had to be reduced against the allowance for uncollectible accounts. The amounts were not written off as a result of non-payment, and the Unit Commander, TDS, has all information on file related to these cases.

Employee Receivables ($2,174):

All employee overpayment balances are recorded as receivables in the Service's financial system. Former members are sent overpayment letters and are pursued by Financial Management in the same manner as other receivables. Accounts which remain outstanding after they are 120 days old are submitted to the Service's collection agency as per normal practice.

The write-off of $2,174 from the allowance is to correct a balance from a prior year and does not relate to an uncollectible amount. The member ran out of sick time during one forecasted pay cycle, causing an overpayment. However, the individual subsequently received WSIB approval for the sick time, effectively revoking the overpayment. The amount was accounted for as a receivable in 2010 and due to notification of the WSIB approval being provided to Payroll Services in 2011, from an accounting perspective a write-off is required.

Financial Management, in consultation with Human Resources, continues to work toward ensuring that timely repayment of monies owed is actively sought from all members. In addition, steps are being taken to reduce the risk of overpayments to employees, including those that separate from the Service.

Other ($5):

A small balance relating to a short payment from an NSF cheque replacement was not pursued and therefore written off.

Conclusion:

In accordance with Section 29 – Authorization for Write-offs of By-law 147, this report provides information to the Board on the amounts written off by the Service during the period January 1 to June 30, 2011. A significant portion ($13,181) of the total write-off amount is due to requests to rescind marihuana grow operation invoices by the TDS unit commander.

For all receivables, action has been taken to reduce the risk of amounts owing to the Service from becoming uncollectible and to more aggressively pursue amounts owing, in accordance with the Service's accounts receivable collection procedures.

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

The Board received the foregoing report.

#P236.   FEASIBILITY OF STAFFING REVIEW

The Board was in receipt of the following report August 29, 2011 from Alok Mukherjee, Chair:

Subject: FEASIBILITY OF STAFFING REVIEW

Recommendations:

It is recommended that the Board:

(1)   not conduct a study of the Service's staffing complement at this time; and

(2)   forward a copy of this report to the City's Executive Committee for information.

Financial Implications:

No financial implications arise from the approval of the recommendation included in this report.

Background/Purpose:

At its meeting on June 9, 2011 the Board was advised that at its meeting of February 23, 2011, Toronto City Council, in discussing the 2011 Operating Budget, adopted the following motion:

> *63. The Toronto Police Services Board be requested to examine the feasibility of a formal review of required civilian and police complement.*

The Board considered Council's motion and approved the following recommendation:

> *that the Board authorize the Chair, Vice Chair and one other member of the Board to meet with the Chief of Police and other members of the Service, as he deems appropriate, to examine the feasibility of Toronto City Council's request for "…a formal review of required civilian and police complement" and report back to the Board with the results of this examination (Board Minute P147/11 refers).*

Discussion:

As directed by the Board, on August 16, 2011, I met with Vice Chair Thompson and Chief Blair to consider the Council's motion.

Chief Blair advised Vice Chair Thompson and me that the Service had already conducted a review of staffing. He undertook to provide the results of this review to us.

The Chief also informed us that a review of Service staffing was included in the Service Efficiencies Study being carried out for the City by the consulting firm of Ernst and Young. The Chief will provide details of this review as well.

In light of the fact that an internal review has already been undertaken and the external review by Ernst and Young is underway, it is our view that the Board should not expend resources at this time on an additional study of the staffing complement.

<u>Conclusion</u>:

It is, therefore, recommended that the Board:

(1) not conduct a study of the Service's staffing complement at this time; and,

(2) forward a copy of this report to the City's Executive Committee for information.

The Board approved the foregoing report.

#P237.   AXA INSURANCE – INTERNATIONAL PEACE OPERATIONS

The Board was in receipt of the following report August 03, 2011 from William Blair, Chief of Police:

Subject: AXA INSURANCE - INTERNATIONAL PEACE OPERATIONS

Recommendation:

It is recommended that:

1)   the Board provide the Chair with authority to sign AXA Master Application Policy No. 9228872 retroactive to March 25, 2011; and

2)   the Board provide the Chair with signing authority to execute any future agreements with AXA Insurance in relation to international policing missions.

Financial Implications:

The Service is required to initially pay the AXA group insurance premiums; however, the premiums are 100% reimbursed to the Service according to the Memorandum of Understanding (MOU) between the Service and the Royal Canadian Mounted Police (RCMP) that governs the deployment of Toronto police personnel to international peace operations.

Background/Purpose:

The Service re-commenced deploying police officers on international peace missions in 2009 under the auspices of the RCMP. Officers on missions continue to be covered by all standard Manulife policies in effect with the Service, and that coverage is adequate. However, a recent audit by the RCMP found that the coverage of officers from some other police agencies was less than adequate. As a result, the RCMP contracted with AXA Insurance to provide a standard level of coverage, mandatory for all officers deployed on missions from all services. The AXA policy provides coverage for Health and Dental Care, Life Insurance, Accidental Death and Dismemberment (AD&D) and Long Term Disability.

Discussion:

AXA Insurance is additional benefit coverage for Toronto officers deployed abroad that is mandatory according to the MOU agreement between the Service and the RCMP governing the deployment of Toronto police officers to international peace operations. The Service is required to pay the premiums initially, which are then 100% reimbursed by the RCMP.

The Board continues to provide standard Manulife insurance coverage for members deployed to international peace operations. The Service also notifies Workplace Safety and Insurance Board (WSIB) when members are away on mission. As a result the officers continue to be covered by WSIB for the deployment period.

AXA Insurance will be the first payer in the event of a claim.

On March 25, 2011, the Chair signed AXA Master Application Policy No. 9228872 in keeping with the agreement between the RCMP and Toronto Police Service. However, the requirement that the Board delegate specific authority to the Chair to sign this agreement was inadvertently overlooked at the time of signing.

In order to meet the terms of the agreement with the RCMP and to recoup costs associated with claims the Board is required to authorize the Chair to sign the aforementioned AXA insurance policy retroactive to March 25, 2011.

The agreement between the RCMP and the Toronto Police Service will continue to be in effect as long as there are active international peace operations involving members of the Service. The Chair will be able to execute future agreements with AXA Insurance without delay if the Board were to delegate that authority to the Chair.

Conclusion:

While the Board maintains adequate insurance coverage for members deployed on international peace missions, the RCMP now mandates that coverage also be provided by AXA Insurance in order to standardize coverage for all officers deployed on missions. The policy is now in effect for Service members currently on deployment.

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

The Board deferred the foregoing report to its October 20, 2011 meeting.

#P238. **LEGAL INDEMNIFICATION – CASE NO. BB, RB, MF, JM, TW, HM/2010**

The Board was in receipt of the following report August 23, 2011 from William Blair, Chief of Police:

Subject: LEGAL INDEMNIFICATION - CASE NO. BB, RB, MF, JM, TW, HM/2010

Recommendation:

It is recommended that the Board deny a portion of a legal account dated November 10, 2010, in that amount of $1,039.60, from Mr. Andrew McKay for his representation of six police constables in relation to a Special Investigation Unit (SIU) investigation.

Financial Implications:

There are no financial implications relating to the recommendation contained within this report. Funding for the legal indemnification costs of $6,328.00 is available in the 2011 operating budget.

Background/Purpose:

Six police constables have requested payment of legal fees as provided for in the legal indemnification clause of the uniform collective agreement. The purpose of this report is to recommend denial of a portion of the invoice that City Legal has determined is not necessary and reasonable.

Discussion:

On August 4, 2010, a female called 911, to advise that she was being held hostage in an apartment by an unknown male and female who were armed with a handgun. Officers from No. 33 Division responded to the call.

When officers arrived at the apartment, they identified themselves and requested the occupants open the door. The occupants did not comply. The officers heard a woman scream and fearing for her safety broke open the door. The officers proceeded towards the balcony where they heard screaming and crying. The officers located two women in one corner and a male at the other end of the balcony. Both females shouted that their friend had gone over the balcony. When officers looked over the balcony railing, a female was lying on the ground.

At the same time, the male ran past the officers into the apartment. The officers again identified themselves and advised the male that he was under arrest. The male suspect struggled with officers, was eventually subdued, handcuffed and arrested for assault causing bodily harm and resisting arrest.

The male suspect sustained a large cut on his left hand during the struggle and was transported to hospital. He was checked and diagnosed as having sustained two fractured and displaced ribs.

The SIU was notified and invoked its mandate. In a letter to the Service, the SIU Director advised the investigation was complete, the file closed and no further action was contemplated. All the officers were excluded of any criminality.

This report corresponds with additional information provided on the confidential agenda.

Conclusion:

Article 23:30 of the uniform collective agreement states:

> *For the purposes of this provision, "necessary and reasonable legal costs" shall be based on the account rendered by the solicitor performing the work, subject initially to the approval of the City of Toronto Solicitor and, in the case of dispute between the solicitor doing the work and the City of Toronto Solicitor, taxation on a solicitor and client basis by the taxing officer.*

The account which totalled $7,368.60 for legal services was sent to City Legal for review. For the most part, the fees were deemed necessary and reasonable, except for time relating to administrative matters not contemplated for legal indemnification. When contacted, counsel for the officers declined to amend his invoice. City Legal has therefore recommended that the time spent for the aforementioned be deducted from the account in the amount of $1,039.60 and denied payment. The balance of the account, $6,328.00, being necessary and reasonable will be paid as recommended by City Legal.

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

The Board approved the foregoing report.

#P239.   EMPLOYMENT EQUITY PROMOTIONAL STATISTICS FOR THE YEARS 2005-2010

The Board was in receipt of the following report August 03, 2011 from William Blair, Chief of Police:

Subject: 2005-2010 EMPLOYMENT EQUITY PROMOTIONAL STATISTICS

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

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

Background/Purpose:

At its meeting on February 3, 2011, the Board requested that the Chief conduct a review of employment equity statistics for the past five years and provide the Board with an analysis of:

- the number of employees who entered the promotional processes, including data on the number of female, Aboriginal and visible minority members, and
- the success rate of each identifiable group at each stage of the processes.

The analysis should:
- express numerically, and as a percentage, how each identifiable group measured against itself;
- express numerically, and as a percentage, how each identifiable group measured against the group as a whole;
- include year by year comparisons; and
- provide a description of trends identified (Min. No. P23/2011 refers).

Discussion:

A review of the participation in and results of the promotional processes over the past six years (2005 – 2010) was undertaken to provide the Board with the requested information and analysis. The review centered on tracking and analysing the application and progress of females, aboriginals and visible minorities through the various stages of the promotional process. For the purpose of comparison on a Service-wide basis, males and members who have not self-identified themselves as being a visible minority were also included in the review.

A preliminary review of the data found that when reviewed or analysed at its most detailed level, findings could not be considered reliable; the data included very small sample sizes for some identified groups and significant year-over-year variation in promotion processes by ranks. A detailed listing of processes by rank and year is included in Appendix A. Further, because of small sample sizes in some groups, there was a possibility that individual members could be identified by the information. To ensure an appropriate level of confidence in the findings and confidentiality, the data was aggregated; the data was totalled for all ranks for the entire period.

Also due to small group sizes, aboriginal and visible minority members were grouped together to analyze their participation and progression in the promotional process. It is important to note that visible minority/aboriginal status data is based on the voluntary declaration by members to self-identify as such; that is to say, if members choose not to self-identify, they are classified as non-respondent. This could understate the participation of visible minority and aboriginal members in the promotional processes.

Finally, participation in the promotion process was measured in terms of members eligible for promotion, as outlined in Procedure 14-10 Uniform Promotional Process – Up to and Including the Rank of Inspector and Procedure 14-11 Uniform Promotional Process to Staff Inspector, Superintendent, and Staff Superintendent.

Since there are differences in the promotional procedures for ranks up to and including inspector, and for the rank of staff inspector and above, the analysis was divided in two parts. This review by promotional procedure allowed for differences in the processes, and also served to more clearly present any presence or promotion of female, aboriginal and visible minority officers in the senior ranks.

The diversity composition of the Toronto Police Service has changed dramatically over the past five years. Between January 2005 and December 2010, the total uniform strength increased about 3.5%; in comparison, the number of female (30.0%), aboriginal (40.0%) and visible minority (75.5%) officers has increased substantially more. The following chart details representation of these identified groups within the Service total uniform strength and by rank.

	Total Service		Sergeant Staff Sergeant		Senior Officers	
	2005	2010	2005	2010	2005	2010
Female	15.3%	18.2%	11.5%	16.9%	10.0%	13.9%
Visibility Minority	12.3%	19.7%	6.6%	12.0%	6.8%	13.3%
Aboriginal	0.9%	1.1%	0.4%	0.6%	0.0%	0.0%

In context, the diversity composition of the Service illustrates a growing representation of female, aboriginal and visible minority officers, especially in the past few years; however, this means that many female, aboriginal, and visible minority officers are not yet first class constables and are therefore not eligible to apply for promotion.

A detailed presentation of numbers and percentages, by year and group, of participation in and progression through the prescribed stages of the promotional processes is included in Appendix

B. An examination and analysis of the identified groups, by promotional state, is presented below.

Application Stage

Since 2005, a total of 4,089 officers have applied for promotion to the rank of sergeant, staff sergeant or inspector in a total of 13 processes. Service-wide, one in five eligible officers applied for promotion; while there was no statistical relationship between gender and application, there was a significant relationship between visible minority status and application.[1] Eligible visible minority officers, including aboriginal officers, were more likely to apply for promotion (23.2%) compared to eligible non-respondent officers (19.6%). Although a significant relationship exists between visible minority status and application, it is not known to be causal in nature. It is important to note that the decision to apply for promotion lies solely with the individual officer and is likely a reflection of many personal considerations including their perceived readiness for promotion, perceived likelihood of success in the process, satisfaction with current position, future opportunities at current rank, desire for promotion, responsibilities and interest outside of employment, etc.

After applying, but prior to writing the examination, officers may choose to withdraw from the process. Service-wide, 22.6% of applicants withdrew from promotional processes to the rank of sergeant, staff sergeant and inspector. There was a significant relationship between gender and withdrawal, but no significant relationship between visible minority status and withdrawal.[2] Female officers (26.0%) were more likely to withdraw than male officers (21.9%); female officers were most likely to withdraw when applying for promotion to the rank of sergeant. Again, that a significant relationship exists between gender and withdrawal does not mean that it is causal in nature. Probable reasons for withdrawing at this stage include a reassessment of the individual's reasons for application for promotion in the first place. The officer's score on the *Unit Commander Candidate Assessment Score Sheet* also likely influences the decision in relation to their own perceived chances of success in the process.

For promotion to the ranks of staff inspector, superintendent and staff superintendent, a total of 173 officers applied for promotions in the nine processes since 2005. A majority of eligible senior officers (63.8%) applied for promotion; eligible female (78.9%) and visible minority (70.6%) officers were somewhat more likely to apply for promotion than eligible male (61.4%) or non-respondent (63.2) officers. There was a significant relationship between gender and application, but no significant relationship between visibility minority status and application.[3] Again, the significant relationship between gender and application does not mean that it is causal in nature. As noted above, there are a number of personal factors which influence the decision to apply for promotion. All senior officers who apply for promotion are granted a level 1 interview; of the 173 senior officers that applied for promotion, only three officers (1.7%) withdrew from the process prior to the first interview.

Examination Stage

All officers entering the process for promotion to the rank of sergeant, staff sergeant and inspector are required to write an examination; other than those officers who withdrew from the

process, all officers progress to this stage in the process. (Note: For the first time in 2010, officers applying for promotion to the rank of inspector were not required to write an examination.) Between 2005 and 2010, 3,166 officers wrote a promotional exam. The promotional process for the rank of staff inspector and above did not include an examination.

Interview Stage

Officers applying for promotion to the rank of sergeant or staff sergeant were granted an interview based on a combined score – an equal weighting of *Unit Commander Candidate Assessment* and exam score – out of 40 possible marks. A predetermined number of interviews – two interviews for each promotion position available – were granted to the top standing applicants. Promotion to the rank of sergeant or staff sergeant required a single interview. Officers applying for the rank of inspector, however, faced a two-tier interview process. Prior to 2010, officers applying to the rank of inspector were granted a level 1 interview if they passed the exam. In 2010, all officers applying to the rank of inspector were granted a level one interview. In all years, the number of level 2 interviews granted was predetermined by the number of promotion positions – two interviews for each position available – were granted.[4]

Overall, of the 3,166 officers who wrote the exam for promotion to sergeant, staff sergeant or inspector, almost half (1,514 officers) were granted an interview.[5] While there was no significant relationship between visible minority status and being granted an interview, there was a significant relationship between gender and being granted an interview; again, the relationship is not known to be causal. Female officers (54.4%) were more likely to be granted an interview compared to male officers (46.6%). As noted above, female officers are more likely to withdraw prior to writing the exam; perhaps those female officers who chose to proceed in the process had, on average, a higher *Unit Commander Candidate Assessment* score and/or were more able to prepare for the exam.

The process for promotion to the rank of staff inspector and above involves a two-tier interview process. All applicants were granted a level 1 interview. Progression in the process from application is decided by the score in the first interview. Of the 170 applicants, 125 (73.5%) progressed to the level 2 interview. While women (86.2%) were somewhat more likely to be granted a second interview than men (70.9%), there was no significant relationship between gender and being granted a second interview.[7] There was also no significant relationship between visible minority status and being granted a second interview.[7]

Promotion Stage

Promotion to the ranks of sergeant, staff sergeant and inspector was based on the weighted combined scores of the UMAT (20%), examination (20%) and the interview (60%). Of the 4,089 officers that applied for promotion to the rank of sergeant, staff sergeant and inspector, 817, or about one in five, were successful. There was no significant relationship between promotion and gender.[8] However, females were slightly more likely to be successful; 31.3% of all female applicants that wrote the examination, compared to 24.8% of male applicants, were successful and 57.6% of females granted an interview, compared to 53.2% of males, were successful. Females represented 16.4% of the officers eligible for promotion and 18.6% of the

officers that were ultimately successful. A significant relationship between visible minority status and promotion was evident, and again, it is necessary to note that although a significant relationship exists, it is not known to be causal.[9] Of the 817 successful candidates, 17.5% (143) were visible minority or aboriginal officers; visible minority and aboriginal officers accounted for about 14.7% of all officers eligible for promotion to these ranks.

Of the 173 senior officers that applied for promotion, 65 were successful. Female officers accounted for 23.1% of promotions and visible minority officers accounted for 12.3% of promotions; they represented 14.0% and 8.9% of the eligible applicants, respectively. However, neither gender nor visible minority status had a significant relationship to promotion in this procedure.[10]

Conclusion:

Overall, female, aboriginal and visible minority officers have, over the past six years, been equally or slightly more successful than males and non-respondents in the promotional process at all ranks; the proportion of women, aboriginal and visible minority officers successful in the processes since 2005 exceeded their proportionate representation of candidates eligible to apply for promotion. Although males and non-respondents continue to dominate the promotional process, the gap, overall and by rank, is slowly closing. As was mentioned earlier, very recent increases in the number of female, aboriginal and visible minority officers will become more evident in the promotional process as these officers move from ineligible to eligible to apply for promotion.

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

Endnotes:

[1] All statistical comparisons in this report were performed with the Pearson chi-square. The probability (p) for each comparison is provided; probability less than or equal to 0.05 indicates a statistically significant relationship. Gender $p = 0.4739$; Visible Minority Status $p = 0.000$.

[2] Gender $p = 0.0239$; Visible Minority Status $p = 0.8578$.

[3] Gender $p = 0.000$; Visible Minority Status $p = 0.5000$.

[4] As was discussed earlier, small sample sizes by group and rank required aggregation of groups and ranks for the purpose of statistical analysis. To account for slight variations in the process for promotion to inspector, compared to sergeant and staff sergeant, and a process change in 2010, the level 1 interview results for 2010 inspector applicants were substituted for exam results and, in all years, the number of inspector candidates granted a level 2 interviews were used for analysis of success at the interview stage of the process. The success rate for inspector applicants to the level 1 interview in 2005, 2006, 2007, 2008 and 2009 was between 90% and 100%; the success rate for inspector applications to the level 2 interview was a better match for the success rate for sergeant and staff sergeant applicants that were granted an interview.

[5] Refer Footnote 4.

[6] Gender $p = 0.0893$.

[7] Visible Minority Status $p = 0.7720$.

[8] Gender $p = 0.1949$.

[9] Visible Minority Status $p = 0.000$.

[10] Gender $p = 0.3707$; Visible Minority Status $p = 0.2848$.

The Board received the foregoing report.

Appendix A

Promotional Processes by Rank and Year
Number of Successful Candidates

Service Total

Year	Constable - Sergeant	Sergeant - Staff Sergeant	Staff Sergeant - Inspector	Senior Officer Ranks	Total
2005	100	40		15	155
2006	100	50	15		165
2007	130	50	19	18	217
2008	120			9	129
2009			14	6	20
2010	120	45	14	17	196
Total	570	190	62	65	882

Female Officers

Year	Constable - Sergeant	Sergeant - Staff Sergeant	Staff Sergeant - Inspector	Inspector - Staff Inspector	Total
2005	22	3		2	27
2006	21	9	3		33
2007	21	10	3	3	37
2008	18			3	21
2009			1	3	4
2010	25	13	3	4	45
Total	107	35	10	15	167

Aboriginal Officers

Year	Constable - Sergeant	Sergeant - Staff Sergeant	Staff Sergeant - Inspector	Inspector - Staff Inspector	Total
2005					
2006	3				3
2007					
2008					
2009					
2010	2	2			4
Total	5	2			7

Visible Minority Officers

Year	Constable - Sergeant	Sergeant - Staff Sergeant	Staff Sergeant - Inspector	Inspector - Staff Inspector	Total
2005	14	1	2	2	19
2006	12	6			19
2007	25	3	1	1	34
2008	31		1	1	32
2009			1	1	3
2010	27	7	3	3	39
Total	109	17	8	8	144

Appendix B

Promotion to the Rank of Sergeant, Staff Sergeant and Inspector - Gender

Year	# officers eligible to apply for promotion	% of total officers eligible to apply for promotion (Service-wide)	# of applications submitted	Applications as a % of officers eligible to apply for promotion	# of applicants that withdrew from process (before exam)	% of applicants that withdrew from process (before exam)	# of officers that wrote exam*	#of officers granted an interview*	% of applicants (wrote exam) granted an interview*	Total number of successful candidates	Successful candidates as % of total # of applicants within category	Successful candidates as % of total number of applicants granted interview	Successful candidates as % of total number of promotions
						Service Total							
2005	3,975	100.0%	728	18.3%	170	23.4%	558	211	37.8%	140	19.2%	66.4%	100.0%
2006	4,429	100.0%	985	22.2%	239	24.3%	746	265	35.5%	165	16.8%	62.3%	100.0%
2007	4,199	100.0%	975	23.2%	255	26.2%	720	400	55.6%	199	20.4%	49.8%	100.0%
2008	3,107	100.0%	424	13.6%	71	16.7%	353	240	68.0%	120	28.3%	50.0%	100.0%
2009	272	100.0%	74	27.2%	3	4.1%	71	28	39.4%	14	18.9%	50.0%	100.0%
2010	4,306	100.0%	903	21.0%	185	20.5%	718	370	51.5%	179	19.8%	48.4%	100.0%
Total	**20,288**	**100.0%**	**4,089**	**20.2%**	**923**	**22.6%**	**3,166**	**1,514**	**47.8%**	**817**	**20.0%**	**54.0%**	**100.0%**
						Females							
2005	605	15.2%	104	17.2%	24	23.1%	80	33	41.3%	25	24.0%	75.8%	17.9%
2006	682	15.4%	150	22.0%	44	29.3%	106	43	40.6%	33	22.0%	76.7%	20.0%
2007	669	15.9%	156	23.3%	49	31.4%	107	69	64.5%	34	21.8%	49.3%	17.1%
2008	565	18.2%	77	13.6%	15	19.5%	62	41	66.1%	18	23.4%	43.9%	15.0%
2009	28	10.3%	10	35.7%	0	0.0%	10	3	30.0%	1	10.0%	33.3%	7.1%
2010	776	18.0%	158	20.4%	38	24.1%	120	75	62.5%	41	25.9%	54.7%	22.9%
Total	**3,325**	**16.4%**	**655**	**19.7%**	**170**	**26.0%**	**485**	**264**	**54.4%**	**152**	**23.2%**	**57.6%**	**18.6%**
						Males							
2005	3,370	84.8%	624	18.5%	146	23.4%	478	178	37.2%	115	18.4%	64.6%	82.1%
2006	3,747	84.6%	835	22.3%	195	23.4%	640	222	34.7%	132	15.8%	59.5%	80.0%
2007	3,530	84.1%	819	23.2%	206	25.2%	613	331	54.0%	165	20.1%	49.8%	82.9%
2008	2,542	81.8%	347	13.7%	56	16.1%	291	199	68.4%	102	29.4%	51.3%	85.0%
2009	244	89.7%	64	26.2%	3	4.7%	61	25	41.0%	13	20.3%	52.0%	92.9%
2010	3,530	82.0%	745	21.1%	147	19.7%	598	295	49.3%	138	18.5%	46.8%	77.1%
Total	**16,963**	**83.6%**	**3,434**	**20.2%**	**753**	**21.9%**	**2,681**	**1,250**	**46.6%**	**665**	**19.4%**	**53.2%**	**81.4%**

* refer footnote #4

Promotion to the Rank of Sergeant, Staff Sergeant and Inspector - Visible Minority Status

Year	# officers eligible to apply for promotion	% of total officers eligible to apply for promotion (Service-wide)	# of applications submitted	Applications as a % of officers eligible to apply for promotion	# of applicants that withdrew from process (before exam)	% of applicants that withdrew from process (before exam)	# of officers that wrote exam*	#of officers granted an interview*	% of applicants (wrote exam) granted an interview*	Total number of successful candidates	Successful candidates as % of total # of applicants within category	Successful candidates as % of total number of applicants granted interview	Successful candidates as % of total number of promotions
Aboriginal													
2005	33	0.8%	0										
2006	31	0.7%	10	32.3%	5	50.0%	5	3	60.0%	3	30.0%	100.0%	1.8%
2007	29	0.7%	3	10.3%	0	0.0%	3	2	66.7%	0			
2008	32	1.0%	3	9.4%	1	33.3%	2	2	100.0%	0			
2009													
2010	42	1.0%	9	21.4%	0	0.0%	9	7	77.8%	4	44.4%	57.1%	2.2%
Total	167	0.8%	25	15.0%	6	24.0%	19	14	73.7%	7	28.0%	50.0%	0.9%
Visible Minority													
2005	470	11.8%	94	20.0%	25	26.6%	69	25	36.2%	15	16.0%	60.0%	10.7%
2006	554	12.5%	150	27.1%	33	22.0%	117	32	27.4%	19	12.7%	59.4%	11.5%
2007	539	12.8%	161	29.9%	45	28.0%	116	66	56.9%	33	20.5%	50.0%	16.6%
2008	525	16.9%	98	18.7%	16	16.3%	82	56	68.3%	31	31.6%	55.4%	25.8%
2009	15	5.5%	7	46.7%	0	0.0%	7	3	42.9%	2	28.6%	66.7%	14.3%
2010	712	16.5%	157	22.1%	33	21.0%	124	69	55.6%	36	22.9%	52.2%	20.1%
Total	2,815	13.9%	667	23.7%	152	22.8%	515	251	48.7%	136	20.4%	54.2%	16.6%
Non-Respondents													
2005	3,472	87.3%	634	18.3%	145	22.9%	489	186	38.0%	125	19.7%	67.2%	89.3%
2006	3,844	86.8%	825	21.5%	201	24.4%	624	230	36.9%	143	17.3%	62.2%	86.7%
2007	3,631	86.5%	811	22.3%	210	25.9%	601	332	55.2%	166	20.5%	50.0%	83.4%
2008	2,550	82.1%	323	12.7%	54	16.7%	269	182	67.7%	89	27.6%	48.9%	74.2%
2009	257	94.5%	67	26.1%	3	4.5%	64	25	39.1%	12	17.9%	48.0%	85.7%
2010	3,552	82.5%	737	20.7%	152	20.6%	585	294	50.3%	139	18.9%	47.3%	77.7%
Total	17,306	85.3%	3,397	19.6%	765	22.5%	2,632	1,249	47.5%	674	19.8%	54.0%	82.5%

* refer footnote #4

Promotion to the Ranks of Staff Inspector, Superintendent and Staff Superintendent - Gender

Year	# of Senior Officers Eligible to apply for Promotion	% of Senior Officers Eligible to apply for Promotion (Service-wide)	# of Applications Submitted	# of Applications as a % of senior officers eligible to apply for promotion	# of applicants that withdrew from process (before Level 1 interview)	# of Interviews – Level 1	# of Interviews – Level 2	% of Applicants Granted an Interview – Level 2	# of Successful Candidates	Successful candidates as % of total # of applicants within category	Successful candidates as % of total # of applicants granted interview – level 2	Successful candidates as % of total # of promotions
Service Total												
2005	59	100.0%	43	72.9%	-	43	25	58.1%	15	34.9%	60.0%	100.0%
2006												
2007	59	100.0%	46	78.0%	2	44	38	86.4%	18	39.1%	47.4%	100.0%
2008	62	100.0%	34	54.8%	1	33	20	60.6%	9	26.5%	45.0%	100.0%
2009	24	100.0%	11	45.8%	-	11	10	90.9%	6	54.5%	60.0%	100.0%
2010	67	100.0%	39	58.2%	-	39	32	82.1%	17	43.6%	53.1%	100.0%
Total	271	100.0%	173	63.8%	3	170	125	73.5%	65	37.6%	52.0%	100.0%
Females												
2005	8	13.6%	6	75.0%	0	6	5	83.3%	2	33.3%	40.0%	13.3%
2006							0					
2007	8	13.6%	6	75.0%	1	5	5	100.0%	3	50.0%	60.0%	16.7%
2008	10	16.1%	8	80.0%	0	8	5	62.5%	3	37.5%	60.0%	33.3%
2009	3	12.5%	3	100.0%	0	3	3	100.0%	3	100.0%	100.0%	50.0%
2010	9	13.4%	7	77.8%	0	7	7	100.0%	4	57.1%	57.1%	23.5%
Total	38	14.0%	30	78.9%	1	29	25	86.2%	15	50.0%	60.0%	23.1%
Males												
2005	51	86.4%	37	72.5%	0	37	20	54.1%	13	35.1%	65.0%	86.7%
2006												
2007	51	86.4%	40	78.4%	1	39	33	84.6%	15	37.5%	45.5%	83.3%
2008	52	83.9%	26	50.0%	1	25	15	60.0%	6	23.1%	40.0%	66.7%
2009	21	87.5%	8	38.1%	0	8	7	87.5%	3	37.5%	42.9%	50.0%
2010	58	86.6%	32	55.2%	0	32	25	78.1%	13	40.6%	52.0%	76.5%
Total	233	86.0%	143	61.4%	2	141	100	70.9%	50	35.0%	50.0%	76.9%

* refer footnote #4

Promotion to the Ranks of Staff Inspector, Superintendent and Staff Superintendent - Visible Minority Status

Year	# of Senior Officers Eligible to apply for Promotion	% of Senior Officers Eligible to apply for Promotion (Service-wide)	# of Applications Submitted	# of Applications as a % of senior officers eligible to apply for promotion	# of applicants that withdrew from process (before Level 1 interview)	# of Interviews – Level 1	# of Interviews – Level 2	% of Applicants Granted an Interview – Level 2	# of Successful Candidates	Successful candidates as % of total # of applicants within category	Successful candidates as % of total # of applicants granted interview – level 2	Successful candidates as % of total # of promotions
Aboriginals												
2005	0											
2006												
2007	0											
2008	0											
2009	0											
2010	0											
Total	0											
Visible Minorities												
2005	3	5.1%	3	100.0%	0	3	2	66.7%	2	66.7%	100.0%	13.3%
2006												
2007	5	8.5%	4	80.0%	0	4	4	100.0%	1	25.0%	25.0%	5.6%
2008	5	8.1%	3	60.0%	0	3	2	66.7%	1	33.3%	50.0%	11.1%
2009	3	12.5%	1	33.3%	0	1	1	100.0%	1	100.0%	100.0%	16.7%
2010	8	11.9%	6	75.0%	0	6	3	50.0%	3	50.0%	100.0%	17.6%
Total	24	8.9%	17	70.8%	0	17	12	70.6%	8	47.1%	66.7%	12.3%
Non-Respondents												
2005	56	94.9%	40	71.4%	0	40	23	57.5%	13	32.5%	56.5%	86.7%
2006												
2007	54	91.5%	42	77.8%	2	40	34	85.0%	17	40.5%	50.0%	94.4%
2008	57	91.9%	31	54.4%	1	30	18	60.0%	8	25.8%	44.4%	88.9%
2009	21	87.5%	10	47.6%	0	10	9	90.0%	5	50.0%	55.6%	83.3%
2010	59	88.1%	33	55.9%	0	33	29	87.9%	14	42.4%	48.3%	82.4%
Total	247	91.1%	156	63.2%	3	153	113	73.9%	57	36.5%	50.4%	87.7%

* refer footnote #4

THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 14, 2011

#P240.   ANNUAL REPORT – 2010 TRAINING PROGRAMS

The Board was in receipt of the following report August 02, 2011 from William Blair, Chief of Police:

Subject: ANNUAL REPORT: 2010 TRAINING PROGRAMS

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

At the meetings of August 24, 1995 and January 20, 1999, the Board requested that the Chief of Police provide annual reports that assess the effectiveness of training programs. This report describes the training delivered by the Toronto Police Service, Toronto Police College during the year 2010 (Board Min. No. P333/95 and P66/99 refers).

Discussion:

The Toronto Police Service continues to meet the training needs of its police officers and civilian members by providing quality learning both internally and externally. Members of the Service receive training through a number of different means: training offered by the Toronto Police College (TPC) through traditional in-class courses, unit specific training offered to members of a particular unit, courses offered on-line in an e-learning format, and course tuition reimbursement for training offered through external learning institutions.

Attached is a detailed report, The Effectiveness of Police Training, which addresses the results of an effectiveness study conducted on eight courses / programs, delivered or sponsored by members of the TPC. This study focused on the transfer of classroom knowledge to the field and the impact of that knowledge on the Service and community. The courses studied were:

- G20 Module A
- G20 Module B
- In Service Training Program (ISTP)
- Supervisory Leader Course (SLC)

In addition, the report highlights changes made to the unit's structure, and responds to recommendations made by the Saving Lives Implementation Group (SLIG) - Education and Training Sub-Committee, all of which impact the unit's ability to effectively deliver training. The report's Executive Summary is appended (Appendix A).

<u>Conclusion</u>:

This report will provide the Board with an overview of the training provided by the TPC during 2010.

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

The Board received the foregoing report.

Appendix A

EXECUTIVE SUMMARY

The Toronto Police Service continues to meet the training needs of its members by providing quality learning opportunities from within our Service, through partner organizations such as the Ontario Police College (OPC), and through outreach initiatives. Measuring the effectiveness of training is a difficult undertaking due to the numerous demands placed on our organization. While it may be presumed that performance improvement is due to training, it is difficult to verify. In order to effectively address the evaluation of Service training, members at Toronto Police College (TPC) apply the four-level Kirkpatrick Hierarchy of Evaluation, which includes:

(1) Reaction,
(2) Learning,
(3) Transfer, and
(4) Impact.

Every course has a specific evaluation strategy. All courses are evaluated on reaction and learning. Transfer and impact evaluations are much more labour intensive. They are part of long-term in-depth analysis, which is conducted on selected programs. During 2010, four training courses / programs were reviewed based on several considerations. These courses were:

(1) G20 Module A,
(2) G20 Module B,
(3) In- Service Training Program (ISTP), and
(4) Supervisory Leader Course (SLC).

The 2010 evaluation of transfer and impact is evidence that learning strategies employed by TPC are successful; members used the knowledge they gained in these courses in their duties and it made a difference. Survey respondents reported a transfer of learning ranging from 55% to 80% Positive impacts were also reported. The ISTP, for example, addresses an officer's ability to stay safe, which results in fewer officer injuries. Further, the TPC was able to successfully meet its mandated objective of ensuring all officers are re-qualified on their use of force options. G20 Modules A and B allowed approximately 8,000 front line officers assigned to police during the G20 summit complete a portion of their specialized training online via a secure Canadian Police Knowledge Network learning portal.

The TPC is continuing its effort to meet and exceed recommendations contained in the 2006 Auditor General's report titled, "Review of Police Training, Opportunities for Improvement". The TPC experienced a major restructure in 2008 and relocated 2009. Course delivery strategies continue to expand and liaisons with both Federal and Provincial partners continue to grow.

The 2010 evaluation of transfer and impact of learning is evidence that learning strategies employed by the TPC have a positive impact on learners. It is recognized, however, that courses will evolve and change to address Service and community needs; training in the Service is an operational activity that supports identified needs, policies and statutes.

**#P241.   QUARTERLY   REPORT: TORONTO   POLICE   SERVICES   BOARD
                SPECIAL FUND UNAUDITED STATEMENT: APRIL – JUNE 2011**

The Board was in receipt of the following report August 12, 2011 from Alok Mukherjee, Chair:

Subject: QUARTERLY REPORT: TORONTO POLICE SERVICES BOARD SPECIAL
                FUND UNAUDITED STATEMENT: APRIL 1 TO JUNE 30, 2011

Recommendation:

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

Financial Implications:

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

Background/Purpose:

As required by the Toronto Police Services Board's (TPSB) Special Fund policy (Board Minute
#P292/10), expenditures from the Special Fund will be reported to the Board on a quarterly
basis. This report is provided in accordance with such directive. The TPSB remains committed
to promoting transparency and accountability in the area of finance.

Discussion:

Attached to this report, is the un-audited statement of receipts and disbursements with respect to
the TPSB Special Fund for the period of April 1 to June 30, 2011.

As at June 30, 2011, the balance of the Special Fund was $313,326. During the second quarter,
the Special Fund recorded receipts of $114,585 and disbursements of $218,494. There has been
a net decrease of $150,878 against the December 31, 2010 fund balance of $464,204.

Auction proceeds have been estimated for the months of April to June 2011 as the actual deposits
have not yet been made. The contract with Rite Auctions for the on-line auctioneering services
was renewed until July 31, 2012.

The Property and Evidence Management Unit deposited $82,531 of unclaimed funds to the
Special Fund account. Found money is transferred to the Special Fund account if it is not
claimed by the owner within three months.

Funds expended this quarter include Board approved sponsorship and contributions to the following:

- York University in relation to the Assessments of the Effectiveness of TPSB Youth Programs;
- Community Police Liaison Committees (CPLC) – due to the moratorium on expenditures, the funding for CPLC was reduced to 50% of the previous year's funding; and
- The Independent Civilian Review of the G20 Summit being conducted by Justice Morden.

For this quarter, the Board received the return of unspent sponsorship funds from International Francophone Day Celebration in the amount of $1,208.

Conclusion:

As required by Toronto Police Services Board's Special Fund policy, it is recommended that the Board receive this report for information.

Clarification was provided to the Board regarding line item "TPAAA assistance" on the attached chart which refers to an expenditure of $25,112 for Police basketball and rugby tournament; that the expenditure is in fact funding to offset the expenses of members participating in Toronto Police Amateur Athletic Association sponsored events and competitions to a maximum of $200 per member, per annum.

The Board received the foregoing report.

PARTICULARS	INITIAL PROJ.	JAN 01 TO MAR 31/11	APR 01 TO JUN 30/11	JUL 01 TO SEPT 30/11	OCT 01 TO DEC 31/11	JAN 01 TO DEC 31/11 TOTALS	JAN 01 TO DEC 31/10 ACTUAL	COMMENTS RELATING TO THIS QUARTER
			2011				2010	
BALANCE FORWARD	464,204	464,204	417,235	313,326	313,326	464,204	1,022,401	2011 projections are based on 2010 actual results with exceptions.
REVENUE								
PROCEEDS FROM AUCTIONS	200,000	44,587	52,176			96,762	226,135	Auction proceeds for the first quarter are based on
LESS OVERHEAD COST	(74,000)	(16,497)	(19,305)			(35,802)	(83,670)	estimates. Overhead is at 37% of the proceeds.
UNCLAIMED MONEY	148,100	108,406	82,531			190,938	162,181	
LESS RETURN OF UNCLAIMED MONEY	(7,000)	(1,062)	(1,091)			(2,153)	(7,050)	
INTEREST	2,000	731	934			1,665	2,046	Interest income is based on the average
LESS BANK SERVICE CHARGES	(1,000)	(82)	(660)			(742)	(632)	monthly bank balance.
OTHERS	1,600	1,623	0			1,623	699	Empty beer bottles
TOTAL REVENUE	269,700	137,705	114,585	0	0	252,290	299,709	
BALANCE FORWARD BEFORE EXPENSES	733,904	601,909	531,820	313,326	313,326	716,494	1,322,110	
DISBURSEMENTS								
POLICE COMMUNITY INITIATIVES								
SERVICE								
CPLC & COMM. OUTREACH ASSIST	15,000	0	14,500			14,500	29,000	Police Community initiative payments were reduced to
UNITED WAY	0	0	0			0	10,000	at various times during the year based on
OTHER	0	0	0			0	9,900	Police Services Board approval.
COMMUNITY								
VICTIM SERVICES PROGRAM	0	0	0			0	12,000	Major contributions were made to York University for
VARIOUS ORGANIZATIONS	43,200	10,000	34,399			44,399	506,210	Youth Programs initiatives
FUNDS RETURNED - SPONSORSHIPS	0	(810)	(1,208)			(2,019)	(9,500)	Francophone Day - unused funds
TPAAA ASSISTANCE	12,800	5,800	0			5,800	25,112	The Board made a major contribution to the Police basketball and rugby tournaments.
RECOGNITION OF SERVICE MEMBERS								
AWARDS	60,000	0	6,519			6,519	49,154	Award and recognition ceremonies for Police Officers
CATERING	20,840	0	2,032			2,032	10,775	Civilians, Crossing Guards, and Auxiliary Members.
RECOGNITION OF COMMUNITY MEMBERS								
AWARDS	1,500	0	1,030			1,030	1,018	Award and recognition ceremonies for Community
CATERING	2,000	0	180			180	2,254	Members/Citizens.
RECOGNITION OF BOARD MEMBERS								
AWARDS	700	440	61			501	117	
CATERING	1,000	0	458			458	2,016	
CONFERENCES								
COMM. POLICE LIAISON COMMITTEES	0	0	0			0	10,400	
ONT. ASSO.OF POLICE SERVICES BOARD	5,500	5,500	0			5,500	5,500	
CDN ASSO. OF POLICE SERVICES BRDS	0	0	0			0	10,000	
DONATIONS - IN MEMORIAM	500	400	0			400	400	
TPSB/TPA RETIREMENT DINNER	18,000	7,634	160			7,794	8,328	As approved on BM 414/95
DINNER TICKETS	200	0	0			0	2,425	As approved on BM 414/95
PROFESSIONAL FEES	326,000	95,032	160,363			255,396	87,157	Heenan Blaikie LLP - Civilian Review - G20 Summit
INTERNAL CONTROL REVIEW FEE	5,640	0	0			0	5,640	Pricewaterhouse Coopers
OTHER EXPENSES	60,700	60,678	0			60,678	0	Sgt. Ryan Russell's funeral reception - shared costs
TOTAL DISBURSEMENTS	573,580	184,675	218,494	0	0	403,169	857,906	
SPECIAL FUND BALANCE	160,324	417,235	313,326	313,326	313,326	313,326	464,204	

THE TORONTO POLICE SERVICES BOARD SPECIAL FUND
2011 SECOND QUARTER RESULTS WITH INITIAL PROJECTIONS

#P242. **APPLYING POLICE REFERENCE CHECK FEES TO CURRENT AND POTENTIAL CITY OF TORONTO EMPLOYEES**

The Board was in receipt of the following report September 09, 2011 from Joseph Pennachetti, City Manager, City of Toronto:

RECOMMENDATIONS

It is recommended that the Board:

(1) reconsider and repeal its motion adopted at the end of Item P#157 in the June 9, 2011 Board Minutes that states, "that the Board approve the implementation of a charge for the vulnerable sector screenings that are conducted on current and potential employees of the City of Toronto;" (the "Motion") and

(2) direct the Toronto Police Service ("TPS") to enter into a Memorandum of Understanding ("MOU") with the City of Toronto (the "City") that includes, among other things, the following:

  (a) a requirement similar to the one in the 2006 expired MOU that there be no cost for conducting a Police Reference Check of an individual being considered for full or part-time employment or volunteer duties with the City and City agencies; and

  (b) a commitment to bring through the budget process any proposed measure that would impose, increase or decrease costs for Police Reference Checks on either the City or individual applicant for full or part-time employment or volunteer duties with the City, together with sufficient notice to the City of such measure.

FINANCIAL IMPLICATIONS

Although the motion adopted at the June 9, 2011 session (that this report seeks to reverse) may have resulted in additional revenues for the Toronto Police Service, those revenues would have been offset by equal or greater costs to the City as a whole. Continuation of the motion could result in a cost of up to $100,000 per year for just the Toronto Public Service, and potentially up to $250,000 per year if affected staff from City agencies such as the Toronto Transit Commission or Association of Community Centres and from City-funded community centres are included. Thus, imposing this new fee on current and prospective employees will result in the

City incurring significant additional overhead expenses merely to transfer taxpayer money between City programs and is not deemed a prudent City Corporate approach.

BACKGROUND / PURPOSE

In July 2000, Toronto City Council adopted a motion that states that "no fees be charged for Criminal Reference Checks for all applicants for municipal employment and all municipally-funded agencies."

From 2001 to 2006, the City and Toronto Police Service had a binding, Council-authorized MOU that stated that "there will be no cost for conducting a Police Reference Check of an individual being considered for full or part-time employment or volunteer duties with the City until such time as Toronto City Council directs otherwise."

At its June 9, 2011, the Board adopted a motion -- introduced at the end of Item P#157 in the June 9, 2011 Board Minutes -- that states, "that the Board approve the implementation of a charge for the vulnerable sector screenings that are conducted on current and potential employees of the City of Toronto." (the "Motion") The resulting fee for a paid employee (full-time or part-time) is $56.50 (including HST), and the resulting fee for a volunteer is $16.95 (including HST).

In early August 2011, Toronto Police Service notified the various City Divisions that most often seek background screening of the Motion and explained that the Motion would take effect on September 1, 2011.

On August 31, 2011, the City Manager for the City of Toronto sent a letter to Chief Blair explaining that the Motion will result in significant costs to the City and, therefore, the City is not in a financial position to comply with the Motion beginning on the September 1, 2011 effective date.

On September 2, 2011, the City Manager sent an e-mail message to the Board requesting that the Board reconsider the Motion at its September 14, 2011 session and that the effective date of the Motion be deferred until that session. The Board adopted the City Manager's requests.

In light of the above, the purpose of this report is to recommend that the Board reconsider and repeal the Motion and direct the Toronto Police Service to enter into a new MOU with the City.

DISCUSSION

Although the Board is authorized under the City of Toronto Act to adopt the Motion, it departs from the practice since Council's 2000 directive of not charging City current or potential employees. City Council's direction in July 2000 was that "no fees be charged for Criminal Reference Checks for all applicants for municipal employment and all municipally-funded agencies." One of the main reasons for the motion was to prevent imposition of such fees on job applicants for and employees in positions earning limited wages. Moreover, the collective agreements require the City to pay the cost of such fees for current employees. In addition to the

2000 Council directive, the City and TPS had a binding, Council-authorized MOU until 2006 that stated that "there will be no cost for conducting a Police Reference Check of an individual being considered for full or part-time employment or volunteer duties with the City until such time as Toronto City Council directs otherwise." Council has not directed otherwise

Consequently, if the Motion is not reversed, the City Manager will need to report to Toronto City Council's Executive Committee about the impact of the changes on the prior Council directive. That will undoubtedly lead to Councillor questions about the financial implications of adhering to the measure and the timing of the Board's decision in light of the City's pending new User Fee Policy.

Moreover, although the Motion may have been intended to apply to applicants as opposed to the City directly, there are several reasons why the City will find itself funding the payment of these fees and will need to expend resources in administering such payments. First, the City's collective agreements with union require the City to pay the fees for any existing union employee offered a City position (whether through promotion, transfer, or otherwise) that involves vulnerable sectors such as children and the elderly. The City will need to use staff resources to develop and implement a reimbursement policy around these requirements.

Second, various equity considerations that contributed to City Council's 2000 directive may cause the City to pay the costs of Police Reference Checks ("PRC") for vulnerable sector positions for current and potential employees. The City again will need to use staff resources to develop and implement a reimbursement policy around these considerations.

Third, separate and apart from the City having to reimburse various current and potential employees and develop reimbursement policies, the City will incur additional administrative costs to collect the fees and provide notice of them. As a result of the Toronto Police Service's inability to receive vulnerable sector screening fee payments directly from applicants, the City will need to develop and implement a collection process and/or develop with the Toronto Police Service an agreeable charge-back process. In addition, the City will need to design a notice process for applicants to submit their fee and, where eligible, seek reimbursement. Finally, the City will need to resolve matters concerning existing applicants who apply before the new fees take effect but have not yet received screening results. Completing these administrative tasks could result in significant costs to the City. For the remainder of 2011, the City is not in a position to easily cover such costs in the middle of the budget cycle.

To better understand the financial implications of the Motion, the following chart indicates how many PRCs the Toronto Police Service has completed for new applicants only for City Divisions over the past several years. These requests were for full or part-time employees, not volunteers. Moreover, per Council direction, the City would have to reimburse applicants for all of these requests. Applying the current PRC fee of $56.50 to these totals, the costs to the City is greater than $90,000 per year.

POLICE REFERENCE CHECKS FOR NEW APPLICANTS

Divisions Requesting Police Reference	2007	2008	2009	2010

Checks				
Parks, Forestry & Recreation	1,829	2,182	1,483	1,548
Children's Services	32	56	11	3
Long Term Care Homes & Services	111	172	159	49
Total	**1,872**	**2,410**	**1,653**	**1,600**
Total cost to City (assuming $56.60 PRC fee applies to all and City needs to reimburse)*	**$105,768**	**$131,165**	**$93,394.50**	**$90,400**

* City might be able to recover GST portion of $6.50 paid per PRC

More importantly, the figures in the table above do not include any of the following categories: current Toronto Public Service staff that may apply (for whom collective agreements would require reimbursement); current or potential staff from City agencies; or staff from City-funded community programs that deliver services on the City's behalf. Adding PRC requests and fee reimbursements for these categories increases the totals significantly.

CONCLUSION

As the above discussion demonstrates, having the Toronto Police Service charge current and potential City of Toronto and agency applicants with PRC fees for vulnerable sector positions will result in the City incurring unnecessary reimbursement costs and overhead expenses merely to transfer taxpayer money between City programs. That result overshadows any potential new revenue to the Toronto Police Service that the Board's Motion may have envisioned. Reversing the Board's Motion will avoid these costs.

The Board received the foregoing report.

On Saturday, September 03, 2011, a quorum of the Board approved a recommendation to delay the implementation of its June 09, 2011 decision to charge fees for vulnerable sector screenings that are conducted by the TPS for City employees and potential employees.

Following a brief discussion the Board approved the following motions:

1. **THAT the Board continue to delay indefinitely the implementation of its June 9, 2011 decision to charge a fee for the vulnerable sector screenings that are conducted on current and potential employees of the City of Toronto, min. no. P157/11 refers;**

2. **THAT this item be referred to the Chief to report back to the Board as part of the Service's participation in the City's ongoing review of user fees; and**

3. **THAT Min. No. P157/11 be amended to reflect the Board's decision.**

#P243. NEW RECORDS MANAGEMENT SYSTEM – AWARD OF CONTRACT FOR PRODUCT AND SERVICES

The Board was in receipt of the following report September 07, 2011 from William Blair, Chief of Police:

Subject: NEW RECORDS MANAGEMENT SYSTEM – AWARD OF CONTRACT FOR PRODUCT AND SERVICES

Recommendations:

It is recommended that:

(1) the Board approve the contract for the supply and delivery of software, maintenance, and professional services in relation to the acquisition and implementation of a new records management system to Versaterm Inc. at a cost not to exceed $10.5 million (inclusive of applicable taxes), in accordance with the Statement of Work and terms and conditions which are acceptable to the Service; and

(2) the Board authorize the Chair to execute all required agreements and related documents on behalf of the Board, subject to approval as to form by the City Solicitor.

Financial Implications:

Funding in the amount of $24.4M (adjusted for HST) for the implementation of a new Records Management System (RMS) is included in the Toronto Police Service's approved Capital Program. This project now is titled the Integrated Records and Information System (IRIS).

The portion of the project's capital funding that is attributable to the Versaterm Inc. contract award is not expected to exceed $10.5M, and funds for this purpose are available in the approved capital budget for this project.

There is an estimated operating impact for application/server maintenance and server lifecycle replacement costs. This operating impact will commence in 2014 at an amount of $1.65M and fully annualize to $1.8M in 2015.

All costs relating to this project are being captured to ensure that estimated operating impacts are monitored on an ongoing basis and remain within the original business case projections. The Board will be apprised of any significant changes in this regard.

Background/Purpose:

The Board approved the acquisition and implementation of a new RMS at its September 2008 meeting as part of the 2009-2013 Capital Program (Min. No. P273/08 refers). The Capital Program was subsequently approved by City Council. Following the issuance of a request for proposals and an evaluation of the vendors' responses and proposed solutions, at its May 2010 meeting the Board approved the Chief's recommendation that Versaterm Inc. be awarded the contract for the supply and delivery of software, maintenance and professional services in relation to a new records management system, subject to the completion of a statement of work acceptable to the Service (Min. No. P144/10 refers).

Specifically, the Board approved the following motions at its May 2010 meeting respecting this contract award:

1. THAT, subject to the completion of a Statement of Work that is acceptable to the Service, the Board approve Versaterm Inc. as the vendor for the supply and delivery of software, maintenance, and professional services in relation to the acquisition and implementation of a new records management system at an estimated cost of $10.5 million (inclusive of applicable taxes);

2. THAT the Board authorize the Service to engage in a Statement of Work process with Versaterm Inc.;

3. THAT the Chief of Police submit a further report to the Board setting out the terms and conditions of the proposed agreement with Versaterm Inc., for its approval; and

4. THAT the Board receive the foregoing report (dated April 28, 2010) from the Chief of Police.

In February 2011, the Board was requested to approve the award of the contract to Versaterm Inc. in accordance with the statement of work that was acceptable to the Service. The Board deferred consideration of this request (Min. No. P27/11 refers). A revised report was submitted to the Board for consideration at its April 7, 2011 meeting. At that meeting, the Board referred the report to the City's Auditor General (AG) and City's Chief Information Officer (CIO) for comment (Min. No. P73/11 refers).

Results of City Auditor General and City Chief Information Officer Reviews:

The AG and CIO have completed their reviews of the IRIS project and have submitted their respective reports for consideration by the Board at its September 14, 2011 meeting.

Both the AG and CIO have concluded that procuring a commercial off-the-shelf system is a best practice that reduces the risk of implementing a new information system when compared with in-house developed software. They also indicate that the project's management and oversight framework is thorough and well-structured and has taken into account many of the recommendations from the AG's review of the eCOPS project in 2005. In addition, the CIO found that the procurement process for the new system appeared to be fair and well-structured.

However, both have made recommendations to further strengthen the management and governance framework of the project. The Service agrees with their recommendations and best practices, and many of the CIO's recommendations/best practices are already in place or are in the process of being implemented.

The Service's response to the AG's and CIO's recommendations have been provided in separate reports to the Board's September 14, 2011 meeting.

The purpose of this report is to obtain the Board's approval of the contract award to Versaterm Inc., provided that the Board is satisfied with the reports from the AG and CIO, as well as the Service's response to each report.

The cost impacts on the project from the delay in the contract award will be determined once the Board makes its decision on the award, and report to the Board accordingly.

Discussion:

The new RMS project (IRIS) is being managed in two distinct phases; procurement and implementation. Following approval of the project by the Board in September 2008, work commenced on a procurement process that would enable the acquisition of a commercial off-the-shelf solution.

The procurement process, evaluation results and main components of the agreement with recommended vendor are outlined below, followed by the project management framework.

1. The Procurement Process

The process and results of the procurement phase for the acquisition and implementation of a new RMS are outlined below.

Issuance of Request for Proposals:

On July 16, 2009, a Request for Proposals (RFP #1109408-09) was issued by the Service's Purchasing Support Services unit to select a vendor for the supply of a new RMS. The original closing date of August 24, 2009 was extended due to requests for clarification from interested vendors and the subsequent issuance of addendums. The amended RFP submission deadline was September 28, 2009.

Three proposals were received and reviewed by Purchasing Support Services, one of which did not meet the mandatory requirements. The two proposals that met the mandatory requirements were Niche Technology Inc. and Versaterm Inc., and their respective proposals were released to the proposal evaluation team for review and scoring against pre-determined evaluation criteria.

Evaluation Process:

The evaluation team was comprised of subject matter experts, uniform and civilian, representing various specialized units across the Service, including:

- Field Officers
- Operational Systems Support Group
- Records Management Services
- Property and Evidence Management Unit
- Court Services
- Forensic Identification Services
- Crime Information Analysis Unit
- Risk Management Unit
- Information Technology Services
- Project Management Office

The weighted evaluation criteria were included in the RFP, and are summarized below:

- Functional Requirements (30%)
- Cost (20%)
- Technical Requirements and Technical Analysis (15%)
- Proponent's Record of Performance and Stability (5%)
- Reference checks with other policing organizations that have implemented the vendors' products (5%)
- Project Management Approach (5%)
- Lab Evaluation (20%)

The evaluation was essentially comprised of two phases. Phase I involved the evaluation of the proposals against the first six criteria outlined above. Phase II involved an evaluation of the two products in a lab environment.

Phase I - Proposal Evaluation Component

The functional, technical, and project management criteria examined the degree of compliance with specified requirements in each of the respective areas, including evaluation of the quality and availability of support services. The cost component addressed software licensing, software maintenance and support, technical and user instructor training, and the provision of project management services.

Evaluation of the proponent's record of performance and stability encompassed a review of the vendor's past history of delivery, quality of service execution, post sales support, and willingness to work with the customer for effective problem resolution. The proponents' corporate vision, product investment focus, customer base, and pricing strategy were also assessed.

The evaluation team was comprised of subject matter experts with extensive knowledge of the respective criteria being assessed. During the first phase, appropriate members of the team were assigned to perform the evaluation and scoring of the specific criteria for each vendor. This process resulted in the scoring of 80 out of a total of 100 points. The remaining 20 points were scored based on the lab evaluation as described below.

Phase II - Lab Evaluation Component:

Niche Technology Inc. and Versaterm Inc. were asked to showcase their products in a lab environment. Desktop and mobile work stations were set up at 23 Division and 43 Division for product evaluations commencing mid-December 2009 to the end of February 2010, with the objective of engaging ten percent of the Service in the evaluation process.

A total of 765 Service members submitted evaluation workbooks either through the lab evaluation or a vendor-led information fair. The information fair encompassed demonstrations and informal discussion sessions where subject matter experts were given the opportunity to ask vendor representatives more specific questions relating to their respective areas of expertise.

The lab evaluation phase encompassed a number of scripted scenarios that demonstrated common workflow processes, allowing many unit representatives, subject matter experts, and key stakeholders to have hands-on experience with each application and to subsequently provide scoring and written feedback regarding each vendor's product. Each participant was required to complete a scoring workbook for subsequent tabulation and summarization as to members' preferences and identification of common themes.

Participants were also asked to record which system best met their expectations, would require the least amount of training, provided the most intuitive report structure, and offered a preferred mobile work station component. Finally, participants were asked to indicate which application they would recommend for purchase by the Service.

Results of the Evaluation:

Based on the results of the Phase I and Phase II evaluation process, Versaterm Inc. obtained the highest overall score and is the recommended vendor for the supply of a new RMS for the Service.

It is anticipated that the Versaterm product (commercially known as Versadex) will replace the current functionality available through the Enterprise Case and Occurrence Processing System (eCOPS), the Criminal Information Processing System (CIPS), Field Information Reports (FIR), the Repository for Integrated Criminalistic Imaging (RICI), Unified Search, and the Property and Evidence Management System (PEMS).

2. The Agreement

When the Board deferred approval of the contract in February 2011, the negotiations with Versaterm were in their final stages and very advanced draft documents therefore exist for all parts of the Agreement. Although there may be some modifications to the final form of the Agreement, the structure and fundamental content is clear.

There will be a Master Agreement addressing the overarching terms and conditions for the provision of Versaterm's services, as well as a series of Schedules that deal with specific aspects of the arrangements and the provision of services in more detail.

Representatives from the IRIS project team, in consultation with the Service's Purchasing Support Services and the City's Legal Division, have been actively involved in the preparation of the Master Agreement and the supporting documentation. The key aspects of these documents are as follows:

(i)   Master Agreement

The Master Agreement sets out the general principles governing the contractual relationship between the Board and Versaterm.

Key provisions of the Master Agreement are:

- Definitions of the standard of care and skill to be used by Versaterm in performing the services;
- Identification of the responsibility of Versaterm for its personnel and subcontractors, if any;
- Establishment of both parties' confidentiality and security obligations;
- Identification of Versaterm's insurance requirements;
- Establishment of the high level structure for payments and invoicing;
- Identification of the right to use of the software source code in specified circumstances;
- Requirements for acceptance testing of the system;
- Change control process to ensure documentation of any changes to the scope of the project;
- Establishment of a process to resolve disputes, including escalation of disputed matters from the project managers to the executive level;
- Establishment of warranties on the standards of services and the meeting of the Service's requirements;
- Provisions of indemnity obligations for Versaterm for harm to the Service in carrying out the project (subject to limitations of liability) and violation of a third party's intellectual property rights;
- Identifying termination rights in the event of breach of the Agreement; and
- Establishment of a right for the Service to audit Versaterm's records associated with the project.

(ii)   The Schedules to the Master Agreement

The Master Agreement with Versaterm includes the following Schedules, which form part of the Agreement but deal with its various aspects in a more detailed way than the Master Agreement:
- Price List and Payment Schedule

In consideration of Versaterm installing and supplying the system and services in accordance with the terms and conditions of the Master Agreement, Versaterm will be compensated at specific project milestones for parts of the total Agreement price.

- Vendor's Statement of Work

A Statement of Work has been developed with Versaterm to define the scope of work, vendor resource requirements, functional, operational, and technical business requirements, equipment needs and associated costs. As reported to the Board in May 2010, the vendor has completed the Statement of Work at no additional cost to the Service (Min. No. P144/10 refers).

The Statement of Work outlines the roles and responsibilities of all parties during and post implementation of the Versadex solution. The Statement of Work also addresses implications of the new system installation, including software and hardware acquisition, RMS integration testing, production system installation, RMS functional acceptance testing, training course outlines, production rollout plan, and RMS response and reliability testing.

- Project Implementation Schedule

This Schedule sets out a detailed timetable for the entire project to guide the timing and completion of the project. This would have to be updated to reflect the delay in moving forward with the project since last February.

- Interface Control Document

This document identifies all required and potential interfaces that will be developed in order to ensure that the Versaterm software will effectively interact with relevant existing Service systems and databases.

- Customization and Enhancements Control Document

This Schedule identifies the requirements for customization and enhancement of the standard Versaterm software to address the additional specific needs of the Service.

- Conversion Control Document

This document identifies the requirements of the Service with respect to the conversion of existing Service records into records under the new RMS. Given the significance of the RMS, this is an important part of the Agreement to ensure continuity in records management.

- Change Control Log

This Schedule establishes a form for recording all changes in the project that are commonly required in a project of this magnitude. Given the scope of the project, modification of the project by agreement between the parties is important, and maintaining an accurate record of such changes is the purpose for the log.

- Acceptance Testing

The Schedule sets out the parameters for acceptance testing of the system at various stages of the project and upon completion. The acceptance tests are the basis for the Service's acceptance of the system and making milestone payments. Therefore, the test plan is designed to ensure that no aspect of the system is accepted without thorough testing to ensure that it performs in accordance with the Service's requirements.

- Training

The type and range of training that Versaterm will provide as part of the services are described under this section of the Agreement. Given that the new RMS will necessitate training for members of the Service in order for the system to work effectively, the training component is an important part of the overall services.

- Application Software Licence Agreement

This Schedule contains the form of the Application Software Licence Agreement. This is the agreement between Versaterm and the Board for the perpetual licence to use Versaterm's proprietary software programs and manuals.

- Application Software Support Agreement

This Schedule contains the form of the Application Software Support Agreement. This Agreement identifies the maintenance and support services that will be provided by Versaterm, including assistance with data manipulation, periodic reviews of all products to identify and resolve issues on a preventive basis, responding to outstanding inquiries and usage issues and, in a timely manner, providing all product updates and upgrades.

Following execution of the Master Agreement with Versaterm, the Versaterm suite of products, along with ancillary hardware and third party software, will be configured, tested, and implemented Service-wide.

3. The Project Management Framework

The Service's project management framework is being used to manage the new RMS project. This framework was included in the Service's original contract award report to the May 2010 meeting of the Board. It consists of the following:

- Project Charter

The Project Charter provides a high level framework and roadmap for the remaining phases of the project and will serve as a term of reference for ongoing project management. The document addresses areas such as project objectives, measurements of success, overall approach and timelines, deliverable descriptions, resources and governance, and project procedures.

The scope of the deliverables addressed in the Project Charter includes:

  - o Requirements Management Plan
  - o Functional and Technical Requirements Documents
  - o Configuration Design Document (including workflow, access control, audit component)
  - o Conversion/Archiving/Decommissioning Strategy (legacy systems and data)
  - o Quality Assurance/Testing Strategy
  - o Business and Technology Target Operating Models
  - o Organizational and Business Change Management Strategy (marketing and communications)
  - o Policy and Procedure Change Management Plan
  - o Training and Support Strategy
  - o Implementation and Deployment Strategy
  - o Business Intelligence Strategy

- Project Phases

The major activities for the Versadex implementation are outlined below. The Board will be apprised of the timelines for the project phases after the Service revisits the project plan and schedule, as a result of the project delay and taking into account the City AG and City CIO reviews of the IRIS project.

  i. Design and Planning

During the design and planning phase, the target operating model will be developed with input from key stakeholders and subject matter experts across the Service. The technical infrastructure and system integration topology required to support the business architecture will be examined, along with the Versadex and third party application configurations to achieve the Service's vision of an integrated RMS solution. Procurement of hardware and third party software will be initiated.

  ii. Configuration and Information Technology Build

This phase will encompass the configuration and testing of Versadex and third party applications to determine optimal configuration, the building of system interfaces and conversion capabilities to migrate specified data to Versadex, and the configuration and building of operational and analytical reporting capabilities. User roles and access rights will be configured in accordance with information security requirements.

iii.   Testing and Staff Training

This phase of the project will involve system performance testing with production volumes; functional and work flow testing to ensure acceptance by stakeholders and end users; system, operability, and integration testing with respect to interfaces; infrastructure, failover, and security aspects of the implementation; and model office testing of the system in its final configured form. At this time, final defect or configuration corrections will be made.

Training will begin in this phase, followed by a production pilot rollout to a predetermined division and designated centralized units.

iv.   Staged Functional Implementation

Staged Service-wide production implementations will take place rolling out functionality in 4 logical groupings (waves). The implementations will be coordinated in a manner that aims to minimize disruptions to business activities, while ensuring that training delivery and rollout timing are closely aligned.

v.   Production Stabilization

The production stabilization period will follow the Service-wide application rollout and will continue through 2014 to ensure the stable and efficient operation of the system, maximum benefits realization, and overall stakeholder and end user acceptance.

vi.   Decommissioning, Transition to Sustainment Team, and Project Closeout

Decommissioning of existing applications and the transition to the Sustainment Team will take place in 2014, followed by project closeout targeted for completion Q4, 2014. This is subject to change following the project team's revisit of the project schedule.

- Project Governance and Controls

i.   Executive Sponsor

The Deputy Chief – Divisional Policing Command as Executive Sponsor will champion the project on behalf of the Service and has ultimate accountability for approving the Project Charter, project plan and deliverables. The Executive Sponsor will review major changes in project scope, objectives, and timelines, and will ensure a timely resolution to escalated issues and risks.

ii.   IRIS Project Steering Committee

An executive Steering Committee was established in April 2009 as the formal governing body for the IRIS capital project. Issues that may potentially impact project scope, schedule, and budget will be addressed and approved at the Steering Committee level.

iii.   Project Sponsor

The Project Sponsor (Director, Corporate Services) is accountable for the project's financial resource allocation, for reviewing and directing the Project Charter, project plan and deliverables, for monitoring project progress, and for escalating issues and risks, if warranted.

iv.   Executive Management Team

The Service's Executive Management Team will serve as the Design Authority for the IRIS project. In this role, the Executive Management Team will review and approve the business architecture as it relates to defining the target operating models. This group will participate in scope management to support integrated solutions consistent with the project objectives and strategic organizational goals.

v.   Business Project Manager

The Business Project Manager is responsible for the delivery of the project, and for managing all aspects of the project work to achieve organizational goals. The Business Project Manager also manages operational resource requirements, relations with internal stakeholders, and the financial components of the project. Issues will be escalated by the Business Project Manager, as appropriate.

vi.   IRIS Advisory Board

An Advisory Board comprised of stakeholders from across the Service meets on a monthly basis to discuss the project status, seek clarification from the IRIS project management team, and provide a forum for members to identify issues of concern and opportunities for improvements within their designated units or Command areas.

vii.   IRIS Sustainment Committee

The Advisory Board is a precursor to the establishment of a Sustainment Team that will assume responsibility for the maintenance, development, and enhancement of corporate level information systems, including Versadex, post implementation.

viii.   Project Manager

A dedicated external project manager has been retained by the Toronto Police Service to oversee the IRIS capital project through to target completion (Min. No. P145/10 refers). The IRIS Project Manager will liaise with the IRIS project management team, the Service's Project Management Office, and internal stakeholders to successfully administer and govern the execution of the project plan, coordinate and oversee the development of all contracted interfaces

and enhancements, and resolve obstacles that may impede the progression of the project. The IRIS Project Manager will prepare project status reports, and will ensure that a project artefact library is maintained.

A Risk Management Log will be maintained to ensure that all identified issues are appropriately logged, assessed, prioritized, assigned, tracked, and resolved in a timely manner. Checkpoints will be built into the project schedule to ensure that project scope, timelines, and cost projections are validated at designated milestone target points.

Any changes that affect scope, cost, or key milestone dates identified throughout the course of the project will be documented using a change request form and will be tracked in accordance with the Change Control Procedure, which is outlined in the Project Charter.

Versaterm will also provide project management and technical expertise, and will support the Service through the configuration, testing, implementation, and post-cutover phases of the project to ensure that identified business requirements and deliverables outlined in the Statement of Work are achieved.

The Versaterm Project Manager will assist the IRIS Business and Delivery Project Managers in managing and resolving technology related issues, risks, and change requests in accordance with the project timelines. Versaterm will provide onsite training to designated personnel in preparation for production rollout.

ix.   Information Technology Services – Project Management Office

Project status continues to be reviewed on a monthly basis by the Information Technology Steering Committee.

In addition, there is ongoing liaison with representatives from the Service's Project Management Office who provide oversight with respect to roles and responsibilities, contract and change order management, project schedule maintenance, scope and deliverables, identification of risks to be managed, the budget/cost monitoring process, and to ensure that project management best practices are adhered to (Min. No. P35/07 refers).

x.   Audit and Quality Assurance

A member of the Service's Audit and Quality Assurance (A&QA) unit is on the project's steering committee in an advisory capacity.

The role of Audit and Quality Assurance (A&QA) is to provide independent, ongoing consulting service/advice throughout the project in accordance with the project management framework (e.g., procurement process, contract management, budgetary control, change management) by identifying key risks and issues early, so that the IRIS Steering Committee and the Project Team can operate proactively to mitigate these risks.

Conclusion:

The selection of a vendor for a new commercial off-the-shelf records management system is an important decision and represents a significant investment by the Service. Following a thorough procurement process, the Service is recommending that the contract for this solution be awarded to Versaterm Inc.

The IRIS project will achieve significant improvements Service-wide in terms of records and information management, silo reduction, and interoperability through the implementation of the Versadex suite of products to be supplied by Versaterm, and the associated process changes that accompany such a large scale system migration. The transition towards a future generation records and information management system will enhance police service delivery and support the strategic goals of the Service.

At the request of the Board, the City AG and City CIO have completed their respective reviews of the project and their reports and recommendations will be tabled at the September 14, 2011 meeting of the Board. The Service agrees with the recommendations/best practices identified by the AG and CIO. Several of the recommendations/best practices are already in place and the Service will take the necessary action to implement those still outstanding, to further strengthen the IRIS project's management and governance framework.

Deputy Chief Peter Sloly, Divisional Policing Command, and Mr. Tony Veneziano, Chief Administrative Officer, Administrative Command, will be in attendance to answer any questions from the Board on this report.

The Board considered a motion to defer the report to its October 20, 2011 meeting so that it can consider whether or not any amendments are required in light of the recommendations made by the Auditor General and the City CIO.

A request for a recorded vote on the forgoing motion was submitted in accordance with section 22 of the Board's Procedural by-law.

The voting was recorded as follows:

Opposed	**For**
Councillor Lee	**Chair Mukherjee**
Ms. Noria	**Vice Chair Thompson**
	Ms. Cohen
	Councillor Nunziata

The motion carried.

#P244. **COMPENSATION FOR FORMER CITIZEN APPOINTEES TO THE TORONTO POLICE SERVICES BOARD – INDEPENDENT CIVILIAN REVIEW OF THE POLICING OF THE G20 SUMMIT**

The Board was in receipt of the following report September 07, 2011 from Alok Mukherjee, Chair:

Subject: COMPENSATION FOR FORMER CITIZEN APPOINTEES TO THE TPSB - INDEPENDENT CIVILIAN REVIEW OF THE POLICING OF THE G20 SUMMIT

Recommendations:

It is recommended:

(1)   THAT the Board approve the allocation of an amount not to exceed $1500.00 from the Board's approved 2011 operating budget to compensate and cover the expenses of former citizen appointees to the Toronto Police Services Board for the time spent preparing for, and participating in, interviews being conducted by Justice John W. Morden ; and,

(2)   THAT this compensation be provided based on the current Council-approved per diem rate for citizen appointees of $350.00

Financial Implications:

As a result of the vacancy in the City's citizen appointee position, funds are available in the Board's approved 2011 operating budget

Background/Purpose:

I am in receipt of correspondence, dated September 6, 2011, from former citizen appointee to the Police Services Board Mr. Hamlin Grange (appended). Mr. Grange requests that the Board compensate him for the time required to prepare for an interview with Justice John W. Morden as well as the time required to participate in the interview. Mr. Grange has also requested reimbursement for parking expenses.

Discussion:

Justice John W. Morden, Q.C. has requested interviews with all individuals who were members of the Toronto Police Services Board in the period leading up to the 2010 G20 Summit. Extensive briefing materials have been supplied to Board Members with a request that they review this material prior to the interview. In the case of Mr. Grange, an interview lasting a full day has been scheduled. A similar request has been made of former Board Member, Justice Hugh Locke, Q.C.

In accordance with the Council-approved remuneration scheme for citizen appointees to the Board, current citizen appointees are entitled to claim a per diem for attendance at the interview with Justice Morden, subject to the annual cap on per diem payments. Council Members appointed to the Police Services Board receive no additional remuneration beyond the salary paid to them as Councillors. Neither the City Council remuneration scheme for Board Members nor Board policies contemplate the compensation of former citizen appointees.

In accordance with Board policy, Board Members may choose to seek reimbursement of expenses. The Board policy governing expenses is appended.

Conclusion:

I recommend, that in these unique circumstances, the Board agree to approve the allocation of an amount not to exceed $1500.00 from the Board's approved 2011 operating budget to compensate and cover the expenses of former citizen appointees to the Toronto Police Services Board for the time spent preparing for, and participating in, interviews being conducted by Justice John W. Morden.

This allocation would permit both former citizen appointees Mr. Grange and Justice Locke to receive a per diem payment of $350.00 for a day of preparation and a second per diem payment for participation in the interview with the Reviewer. The allocation would also provide some funds for incidental expenses.

The Board approved the foregoing report.

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DATE RECEIVED

SEP 0 6 2011

TORONTO
POLICE SERVICES BOARD

Alok Mukherjee
Chair, Toronto Police Services Board

September 6, 2011

Mr. Mukherjee:

I am writing to you further to my earlier communication with TPSB Executive Director, Joanne Campbell regarding my appearance before the Independent Civilian Review into matters relating to the G20 Summit.

Mr. Ryan Teschner, Review Counsel, has confirmed that as a former member of the Police Services Board during and after the time in question, I will be interviewed on Thursday, September 8, 2011 as part of this review. The interview will be conducted at Heenan Blaikie offices in Toronto from 9:30 a.m. to 5:30 p.m.

Prior to the interview I have been asked to review several documents "to reacquaint" myself with their contents. As you can imagine, because of the complexity of this review, there is a significant number of documents to review. The interview and the pre-interview will take up a considerable amount of my time.

As a former member of the Board, I see it as my responsibility – legally and morally – to participate in this process and am looking forward to it. However, it will mean taking time away from my consultancy practice to prepare and participate in the Review.

I am asking the Board to compensate me for my time – about two days – plus parking expenses.

I suspect other former Board members, except for Rt. Judge Hugh Locke, would be appearing before the Review as part of their duties as either current Board members or City Councillors.

I believe compensating me for my time would be fair and appropriate.

Sincerely

Hamlin Grange

research * consulting * coaching * training * community * connections *

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THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 14, 2011

#P245.   LIST OF PUBLIC REPORTS REQUESTED BY THE BOARD

The Board was in receipt of a copy of the list of public reports requested by the Board as of the August 17, 2011 meeting. A copy of the list of reports is on file in the Board office.

The Board received the list of reports noted above.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 14, 2011**

#P246.   IN-CAMERA MEETING – SEPTEMBER 14, 2011

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

The following members attended the in-camera meeting:

       Dr. Alok Mukherjee, Chair
       Mr. Michael Thompson, Councillor & Vice-Chair
       Ms. Judi Cohen, Member
       Mr. Chin Lee, Councillor & Member
       Dr. Dhun Noria, Member
       Ms. Frances Nunziata, Councillor & Member

THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 14, 2011

#P247.   ADJOURNMENT

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Alok Mukherjee
Chair