

**MINUTES OF THE PUBLIC MEETING** of the Toronto Police Services Board held on **DECEMBER 11, 2002** at 1:30 PM in the Auditorium, 40 College Street, Toronto, Ontario.

**PRESENT:**

**Norman Gardner**, Chairman  
**Gloria Lindsay Luby**, Vice Chair  
**A. Milliken Heisey, Q.C.**, Member  
**Allan Leach**, Member  
**Frances Nunziata**, Councillor & Member

**ALSO PRESENT:**

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

**#P323.** The Minutes of the Meeting held on **NOVEMBER 21, 2002** were approved.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 11, 2002**

**#P324. PREVENTING YOUTH RELATIONSHIP ABUSE**

The Board was in receipt of the attached correspondence from Ms. Dawna Speers, Executive Director of the Speers Society which educates students about preventing youth relationship abuse.

Ms. Speers was in attendance and presented the award winning National Film Board documentary "A Love That Kills" that has been shown to thousands of secondary school students to help them recognize warning signs that are common of abusive relationships. Ms. Speers also provided a visual presentation to the Board about the "Choices for Positive Youth Relationships Program" which encourages respect and safety of both young women and young men.

The Board received the attached correspondence and the presentation by Ms. Speers.



PREVENTING YOUTH RELATIONSHIP ABUSE

## BACKGROUND

After the murder of her daughter Monica, in Mississauga 1991, **Dawna** Speers collaborated with the National Film Board to produce the international award-winning documentary "A Love That Kills", which chronicles Monica's story and identifies warning signs symptomatic of abusive relationships. **Dawna** has taken her story into schools and communities across Canada, talked with thousands of youth, educators and other youth advocates. The response has been overwhelmingly positive.

The Speers Society was founded by **Dawna** Speers, Maggie Babcock and Nathan Neumer and incorporated as a charitable organization in February 2001. It now has an eleven-member voluntary Board of Directors and a voluntary Advisory Committee of experts. The Speers Society is committed to the prevention of youth relationship abuse through education and support.

In response to educators throughout the country and with the assistance of youth and many expert youth advocates, the Speers Society has developed a program to prevent relationship abuse. **Choices for Positive Youth Relationships** combines the film "A Love That Kills" with a six-lesson, curriculum-based instructional guide for use in secondary school classrooms. Through a variety of discussions and activities, youth have the opportunity to identify warning signs symptomatic to abusive relationships, develop skills and strategies to sustain positive relationships, and connect to supportive community resources. **Choices for Positive Youth Relationships** broadens the definition of relationship to include friendships, acquaintances, family, team-mates, gangs and co-workers. **Choices for Positive Youth Relationships** is about respect and safety of both young women and young men.

The Program has been endorsed by the Canadian Association of Chiefs of Police, the Ontario Psychological Association, the Ontario Social Workers Association, YWCA Canada, Victim Services, and various school boards throughout Canada, to name a few. Funding was secured from the National Crime Prevention Centre, CPPP; Ontario Women's Directorate; The Psychology Foundation of Canada; The Ontario Trillium Foundation; as well as many individual donors.

Following a enthusiastic response from the 14 pilot schools in 4 provinces, the Speers Society is now undertaking a national promotional campaign to schools and community organizations across Canada. Toronto District School Board has committed to implement **Choices for Positive Youth Relationships** throughout their secondary schools in the year 2002-2003. The package, which includes the film and instructional guide, is available from the Speers Society for \$75.00 plus tax and shipping charges.

Please visit the Speers Society website at [www.speerssociety.org](http://www.speerssociety.org)

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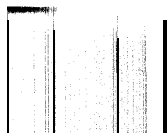
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**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 11, 2002**

**#P325. REGIONAL AIR SUPPORT PROGRAM OF ONTARIO INC.**

The Board was in receipt of the attached correspondence, dated November 28, 2002, from David Barnes, President, Regional Air Support Program of Ontario Inc.

The following persons were in attendance and made a presentation to the Board about the Regional Air Support Program:

- David Barnes, President
- Trevor Harness, Flight Operation Co-Ordinator

**The Board received the presentation by Mr. Barnes and Mr. Harness and approved the following Motion:**

**THAT the correspondence, which includes an introductory overview of the Regional Air Support Program, be referred to Chief Fantino for review and that he provide his comments about this program in a report for consideration at a future Board meeting.**



## Regional Air Support of Ontario Inc.

"Helping Make Our Communities Safer"

November 28, 2002

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

Mr. David Barnes-President  
**Regional Air Support Program of Ontario Inc.**  
1201-100 Millside Drive  
Milton, Ontario  
L9T 5E2

Dear Norm,

I would like to take this opportunity to thank you for inviting us to make a presentation on the Regional Air Support Program at your Police Services Board meeting on Wednesday, December 11, 2002.

This innovative charitable initiative is designed to assist the police services in the Golden Horseshoe by providing aviation support through the use of fully equipped helicopters. As a valuable tool to aid law enforcement, these aircraft would be made available to the police services at no cost. Best of all, taxpayers would not be required to support the operation or maintenance of them either, as all costs associated with the program would be generated through a variety of fund raising projects.

Our focus is on assisting the emergency services by making this valuable technology available and ultimately helping make our communities safer. Whether aiding in a search for a missing child or wandering patient, to assisting in neighbourhood crime prevention initiatives, the use of helicopters has proven to be an effective resource in helping save lives and enhancing public safety.

Once again, I would like to thank you for this opportunity and I look forward to seeing you.

Sincerely Yours,

David Barnes  
President  
**Regional Air Support**

1201-100 Millside Drive  
Milton, Ontario  
L9T 5E2

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*“Helping Make Our Communities Safer!”*

**Introductory Overview  
2002**

## DIRECTORS

### **David Barnes**

*President  
Aviation consultant and former Transport  
Canada crash investigator*

### **Trevor Harness**

*Flight Operation Co-ordinator  
Police officer, pilot and flight operations  
specialist with Provincial Air Ambulance*

### **Darryl Billy**

*Search and Rescue Co-ordinator  
Professional firefighter and search and  
rescue instructor*

### **Ray Badger**

*Fund Raising Co-ordinator  
Former police officer and financial  
consultant*

### **Paul Chambers**

*Operations Manager  
Flight paramedic and Operations Manager  
for Provincial Air Ambulance*

### **Paul Crowe**

*Tactical Operations/ Search & Rescue  
Police tactical team commander and search  
& rescue co-ordinator*

### **Catherine Yarmel**

*Public Relations Co-ordinator  
Police officer and communications  
consultant*

## SUPPORT SERVICES

### **Douglas Quirt**

Holden and Quirt  
*Foundation Legal Counsel*

### **Doug Watson**

Charles Havill Chartered Accountants  
*Foundation Accountant*

### **Marion Cole**

Calculated Success Inc.  
*Foundation Bookkeeping*

### **Maria Sewell**

Design Alpha  
*Marketing and Design*

### **Heather Peel**

The Net Now  
Website Design & Hosting

### **Joan Black**

JB Consulting  
*Fundraising Co-ordinator*



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2. Mission Statement
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# INTRODUCTION

Community safety is perhaps one of most important concerns of citizens today. Although statistics over the past several years have shown a marked decrease in certain crimes, others offences have seen a significant increase. This is made even more complicated by expanded media coverage of such things as police pursuits, violent crimes and residential home invasions. As a result, the public perception is that overall crime and losses resulting from criminal activity are on the rise. Thus, leading to demands for increased police presence.

Unfortunately, when criminals engage in such activities, what is most at risk is the safety of the public and responding emergency service personnel. Far too often, innocent civilians have been caught in the middle of criminals attempting to flee. At the same time, the reckless actions of these desperate individuals also jeopardizes the safety of responding police officers and often results in considerable property damage. In addition, major incident's, such as robberies or ground searches, routinely tax the already limited personnel resources available to police. As a result, departments have no alternative but to draw on resources from other patrol zones, thus leaving certain areas vulnerable. Although the solution is simple, budget constraints of local governments have been unable to bring the technology and use air support into operation.

Regardless of the reality of government cutbacks, taxpayers continue to demand and expect high levels of service. Unfortunately, budget constraints have and will continue to significantly limit options available to the police, fire and ambulance services within our communities. The demand for lower taxes and enhanced services have led local governments to explore a number of alternative options, including the implementation of user fees. Innovative solutions are perhaps the only practical solution to address these new challenges. These include developing alternative programs and new approaches, restructuring and creating partnerships within the corporate community. As well, emergency services have also had to examine new ways of doing things, including the formation of joint projects and the development shared resources.

Although many studies have been done on the use of helicopters, the costs associated with administering such a program are prohibitive for the majority of police services today. However, there is a solution. A joint air support unit with shared aviation resources available to the Golden Horseshoe Area police services can be a reality. Effective, fiscally sound and available when needed, the Regional Air Support Program can bring the technology of aviation support to front line policing through this innovative fund raising program and unique community partnership.

# MISSION STATEMENT

*The Regional Air Support Program is a provincial, non-profit charitable organization dedicated to reducing crime and enhancing public safety by providing aviation support to our emergency services.*

## OBJECTIVES

Specifically, the goals of the Regional Air Support Program are to:

- provide the police services of the Golden Horseshoe Area with operational aviation support to enhance crime prevention initiatives, protection of persons and property and public safety
- to establish and operate a non-profit organization to provide aircraft in support of the emergency services
- to equip, staff and participate in all phases of education and training pertaining to aircraft, the emergency services, search and rescue and policing
- to create long-term financial support initiatives through ongoing corporate and community partnerships

# OPERATIONS

## **Patrol Schedule**

The Regional Air Support Program will be headquartered out of the Buttonville Airport, with one helicopter serving the Toronto area, while the second helicopter will service Hamilton, Halton and Peel on a rotating basis. As part of the operational development plan, a third helicopter will eventually be added and based out of Mount Hope Airport in Hamilton.

The proposed flight schedules will cover regular patrol shifts from Tuesday to Saturday, each week, beginning at 9:00pm and running through until 4:00am. Flight operations will be dependant upon both weather and maintenance delays and emergency callout will be available for non-scheduled periods, specialized operations and emergencies. For all other times outside of the regular patrol schedule or for specialized projects and/or emergencies, callout service will be available.

## **Communications**

All helicopter activities will be co-ordinated and monitored out of the Central Communication Centre, situated at the Buttonville Airport base. All requests for service will be initiated through the Communications Centre to ensure an organized and timely response. Further, the Communications Centre will also be responsible for tracking all calls and the development of ongoing statistics for research and developmental purposes. Communication between the helicopters and ground units will be accomplished via the respective police communications centre.

## **Flight Crew**

All pilots employed by Regional Air Support Program will be commercial helicopter rated pilots, with a minimum of three thousand flight hours. Further, all pilots will be under contract with the Regional Air Support Program, which will be responsible for ensuring compliance with all currency rating standards, medicals, re-certification and training, as required.

Tactical Flight Observers( TFO ) will be provided by the participating police services. All initial and re-current training and re-certification will be provided through the Regional Air Support Program. This will ensure all flight operations are conducted in a consistent manner and in accordance with police service policies and guidelines developed for air support operations.

# AIRCRAFT

## Type Selection

The aircraft selected for the Regional Air Support Program is the Eurocopter EC-120, light turbine helicopter. Built in Fort Erie, Ontario, the EC-120 is quickly becoming one of the most popular helicopters for law enforcement worldwide. Fast, maneuverable and maintenance friendly, its' observations characteristics suit it perfectly for law enforcement and search and rescue missions. In addition, the EC-120 is "neighbourhood friendly," being the quietest production helicopter on the market today.

## Equipment

What makes EC-120 the right choice for law enforcement is that it comes standard with a police equipment package, which includes:

- FLIR( forward looking infrared camera )
- Dual sensor day and night video
- Moveable high power search light
- public address( PA ) system
- onboard police radios
- capability to have onboard moving maps of all patrol areas
- cabin for one pilot, one observer and room enough for three other personnel
- full fuel endurance 4hrs 15 minutes, range 750km( cruise speed 120kts )

## Maintenance

Another advantage of the EC-120 is that it is designed with fast maintenance turnaround times in mind. All aviation components and electronic systems are readily accessible and easily replaceable. Daily aircraft maintenance will be completed by highly trained and certified onsite staff, with back-up aircraft available in the event of an emergency. Best of all, due to the proximity of the Eurocopter production plant, all required long-term maintenance overhauls can be accomplished with limited disruption to patrol schedules.

## FUNDING

The structure of the financial plan for the Regional Air Support Program will focus on two main areas: initial start-up capital and long-term reserve funding: The start-up capital campaign will support the premier stages of all operations and will focus on both Years I and II. However, the success of the program will depend on long-term financing and reserve fund planning. The Foundation for the funding of the Regional Air Support Program will consist of eight separate components. The plan for implementing the fund raising program will incorporate a staged approach over an initial two-year period with long-term funding based on the overall five-year plan.

As the program is dedicated to the communities within the Regional service areas, it is important that they are all incorporated into the various fund raising programs. Simply put, the Regional Air Support Program is designed “ For the Communities, By The Communities. “ Therefore, we must incorporate a diverse fund raising campaign that includes` not only the public and private sectors, but most importantly, the citizens.

### *Coins For Copters Campaign*

The launch of the fund raising campaign will start with the Coins For Copters campaign. As the inaugural fund raising kick-off, the key to this program will be the working partnerships that are developed with the local service clubs, such as the Lions Club, the Rotary Club and the Canadian Legions. With their support, coin boxes will be distributed across retail and chain outlets, company offices and other public access locations. Rather than attempting to solicit large, one-time donations, the use of the coin boxes encompasses collecting smaller donations, but on a long-term basis. This program will run year round and will be one of the major sources of fund raising for the air rescue program.

### *Capital Fund Raising Campaign*

In year two, along with the Coins For Copters program, will be the implementation of the capital fund raising campaign. This campaign will be developed in co-operation with several GTA charitable fund raising organizations and foundations. The focus of their primary business is to raise money on behalf of such organizations as Regional Air Support and Rescue. The actual fund raising is done by the capital fund organization, with the exception of public relation presentations and promotional items, both of which are supplied by Regional Air Support and Rescue.

### *Corporate Partners*

One of the keys to the success of similar programs is the financial support solicited from local businesses. As the Regional Air Support and Rescue program is dedicated to the local communities, both large and small businesses will be approached for their support. Sponsorship will be set-up on a multi-level structure, ensuring an equal opportunity for a wide variety of businesses to get involved. Companies will be encouraged to get their staff involved to help support the program philosophy of “for the community, by the community.” All corporate donations will be acknowledged through our Partner Recognition Program that includes both a public relations and corporate office presentation policy.

### *Public Donations*

Throughout the fund raising campaign, we will be soliciting public donations of varying amounts. Once again, the focus of the air support and rescue program is dedicated to providing enhanced safety for the citizens and the communities we serve. Through our public communication policies, we will be educating the public on the benefits of the Regional Air Support and Rescue program and requesting their financial support. Whether a one time donation or ongoing sponsorship, support from individuals or families will assist greatly in the overall fund raising campaign.

### *Regional Air Support Spring Dream Lottery*

In year two, we will begin planning the Regional Air Support Spring Dream Lottery. Similar to very successful programs run by western emergency services, the dream lottery will be run on an annual basis from January to March, with the draw being held on March 20th each year, marking the first day of spring. These lotteries have proven to be a very popular and effective way to raise large amounts of required capital in a short period of time. The lottery will be run through partnerships with organizations already involved in similar fund raising programs, which includes the advertising, marketing, prize selection and acquisition, and ticket sales. The success of the lottery will be based on limited ticket sales, which will ultimately create further demand. Combined with the expectation of the annual event, the result will be a very successful fund raising project.

### *Friends of Regional Air Support*

Within each of the communities in the Regional service area, we will work to establish volunteer committees called Friends of Regional Air Support. The eight person committees will be responsible for assisting in the overall fund raising and public relations campaigns. Through co-ordination with local interest groups, schools, and community organizations, their assistance will be crucial in both education and awareness, as well as financial support. Under the direction of a Volunteer Co-ordinator, the Friends of Regional Air Support will play a vital role in the success of the program.

### *Promotional Items*

Similar to other successful campaigns, we will be running secondary fund raising programs year round, including the sale of promotional items, such as calendars, T-shirts and hats. These items will be sold to the public at special events, online and through certain retail outlets. Not only will they be an excellent source of additional revenue generation, but they will also assist in the public relations and program awareness campaign.

### *Regional Charity Ball and Golf Tournament*

Again, in year two, plans will be made to establish an annual gala ball called the Regional Ball, which will be a formal dinner and dance. This will be used as a secondary means of fund raising, as well as an avenue for recognition of program support and award presentations. In addition, an annual golf tournament will be planned for year two, again, with the support of the corporate community. Both events will provide an increased level of exposure and public awareness and will be integral components of the overall team building process within the organization.



# IMPLEMENTATION

## Five Year Plan

The overall plan for the Regional Air Support Program consists of a five-year plan that would eventually see five helicopters serving the Golden Horseshoe Area. All helicopters would be acquired by the Regional Air Support Charitable Foundation and, in turn, made available to the police services for law enforcement purposes and search and rescue. Below, is a breakdown of the proposed operational base structure:

AIR 1	Toronto	Year 1
AIR 2	Hamilton, Halton, Peel	Year 1
AIR 3	Halton-Peel( Hamilton Air Two )	Year 3
AIR 4	Waterloo	Year 4
AIR 5	London	Year 5
AIR 6	Back-Up*	Year 2

\*Back-Up used for maintenance and required emergency call-out

At the end of the five-year acquisition program, each service will have a single helicopter dedicated to their service area.

## Program Launch

The initial proposal would see the acquisition of two EC-120 helicopters, one based in Toronto and one in Hamilton. The financial plan includes purchasing both helicopters through the Charitable Foundation. By doing so, it ensures both ownership and long-term viability of the Regional Air Support Program. As a result, the remaining financial obligations associated with the air unit would be limited to annual operational costs that would include, flight crew, fuel, insurance, maintenance, and, administration. Based on an official public relations release date of February 2003, the goal for the launch of the Regional Air Support Program is September 2003. This would include a one month training and familiarization period for flight crews and police service personnel, prior to going fully operational.

One of the keys to the success of the Regional Air Support Program will be the initial marketing campaign and ongoing public relations program. This will be accomplished through the support of local media, including print, television and radio. In order to maintain public support of such a program, citizens must be able to relate to it on a personal level. Therefore, media exposure of the helicopter and the people behind it will be instrumental in bringing the Regional Air Support Program to the public. This will include regular newspaper articles highlighting the program development, television and radio interviews with staff, as well as attendance of the aircraft at local community events.

## BENEFITS

The Regional Air Support Program will benefit the entire Golden Horseshoe. Not only will it provide much needed support for the emergency services, but it will do so in a cost-effective manner that ensures long-term viability and success. The technology that an aviation support unit can offer includes:

- quick response to provide safety and security to the community
- provide the latest technology and equipment for use in criminal apprehensions, while ensuring emergency service personnel and public safety is a priority
- effective, proactive means of conducting routine crime prevention patrols and specialized enforcement projects, such as drug interdiction and speed enforcement programs
- search and rescue capabilities in locating lost or missing persons, boats, aircraft, and stolen vehicles
- effective observation, communication and command platform for incident management and control, as well as unit deployment
- traffic surveillance and patrol, reducing or eliminating high speed chases and the ability to monitor evacuations in the event of an emergency and assist with traffic redirection and control
- enhanced officer safety and increased support for emergency service personnel while on patrol, conducting routine traffic stops or investigations
- major incident support, including scene security and control, assistance with locating evidence and conducting searches, as well as the ability to provide video taped evidence for court
- transportation of emergency personnel including, canine teams, tactical officers, investigators and key management officials
- provide the latest technology and equipment for use in criminal apprehensions, *while ensuring emergency service personnel and public safety is a priority*

CLOSE

The Regional Air Support Program is a unique community initiative that will finally make police helicopters a reality in the Golden Horseshoe. Innovative, cost-effective and organizationally sound, this program exemplifies what community partnerships can accomplish through the combined efforts and dedication of government, business and local citizens.

The launch of a helicopter and the advent of the technology it will bring, will enable police services to gain a significant advantage in their efforts in law enforcement and crime prevention. Its' presence over the skies of the Golden Horseshoe Area will bring an enhanced level of safety and security to the communities it will serve and provide much needed support to emergency service personnel.

The key to the success of the Regional Air Support Program will be the solid foundation established through the various community partnerships. Through a creative marketing and public relations campaign, the police helicopter program will be enable all members of our communities to get involved and contribute.

And together, we will work toward “ helping make our communities safer!”

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 11, 2002**

**#P326. UPDATE ON THE OCCURRENCE RE-ENGINEERING PROJECT**

The Board was in receipt of the following report OCTOBER 31, 2002 from Julian Fantino, Chief of Police:

Subject: UPDATE ON THE OCCURRENCE RE-ENGINEERING PROJECT

Recommendation:

It is recommended that: the Board receive this report.

Background:

At its meeting of September 26 2002, the Board requested a report on Occurrence Re-engineering (Board minute #P248/02 refers). In response to the motions put forth at that meeting, this report provides background on the project, current status, and timelines for implementation. It outlines costs for both this project and the associated Mobile Workstation project. It also provides a description of the Unified Search tool and some usage statistics. Finally, in response to Board minute #107/97, it outlines the status of staffing changes within the Corporate Information Services (CIS) unit as they relate to this project.

The Occurrence Re-engineering project was initially presented to the Board in June 1996 as a Capital Budget initiative. This business case projected that 139 clerical positions would be saved through the implementation of an effective Records Management System (RMS). An integrated occurrence management, arrest processing and case preparation system, with automatic updates to CPIC (Canadian Police Information Centre) and UCR (Uniform Crime Reporting), would eliminate duplicate and triplicate data entry, as well as labour intensive coding and classification work. Additional benefits included improved crime analysis capability, same day availability of occurrence records, and direct entry of information by front line officers. At the time, it was assumed that a commercial product could be found to meet the business requirements. The cost to acquire and implement such a product was estimated at \$8.8 million. The Return on Investment (ROI) resulting from the staff reduction was estimated at \$4.8 million annually (net of operating budget impact). The capital budget for this project was initially approved by the City as part of the 1997 – 2001 Capital program.

Concurrent with this initiative, the Service started a project to replace all of its obsolete Mobile Data Terminals (MDTs) in police vehicles with ruggedized laptop computers, and enhance the radio data network to support the Mobile Workstation (MWS) traffic. The City approved this \$10 million project as part of the 1997 – 2001 Capital program.

The City subsequently put these projects on hold while they were reviewed as part of an independent technology review of Emergency Services technology in the new City. The City gave approval to proceed late in 1998. Specifically, the consultant hired by the City recommended that the two projects proceed, and given their interdependencies, that they be coupled into an integrated project (as was proposed by TPS).

#### Decision to Buy a Commercial Product versus Build a TPS Specific Solution:

Initially, the Toronto Police Service worked collectively with seven regional Police Services, the Ontario Provincial Police (OPP) and the RCMP in the preparation and issuance of a Request for Proposal (RFP) in search of a standard RMS solution. This partnership, known as the Common Police Environment Group (CPEG), was formed for the purpose of sharing both costs and information among other police services through a common Records Management System. There were two submissions received for this RFP, neither of which complied with the TPS mandatory requirements. In September 1998, the TPS withdrew from the common RMS initiative, as had the OPP and the RCMP. The Service then considered three other options:

##### *1. Examine the Integrated Justice Project (IJP) decision and resulting direction.*

The IJP issued an RFP to select a new Records Management System for the OPP. This resulted in product bids for which TPS had also conducted previous evaluations. These products at the time had major deficiencies in areas which would impact directly on the Service's ability to achieve its business case.

##### *2. Examine the success of other large Police Services in the use of third party commercial RMS products.*

The Service undertook a technology search throughout North America, looking at installed Records Management Systems, for a robust, high function and high volume system. The Service visited several Police agencies to assess their implemented RMS systems and their future plans in this respect. In most cases the larger police services opted to proceed toward development of an RMS rather than the purchase of a commercially available product solution. Although RMS products were successful within smaller police services, the larger police services found that they were lacking in functionality or had major deficiencies in relation to scalability, in a large concurrent user environment.

As well, Service staff assessed the products and future plans of the three major commercial RMS vendors. The evaluation process identified several areas of major concern in which these products did not meet the requirements of the Service. The evaluation concluded that issues of divergent database, scalability of the various systems, unique functionality, mobile workstation compatibility and full integration with CPIC and UCR, were of such major importance to negate the suitability of these products in the Service's environment. The business case would not be achieved.

### *3. Build on the success of the internal CIPS (Criminal Information Processing System).*

In mid 1999 the Service was facing a decision on whether to build its own solution, or stop the project. The Service recognised the extremely high risks of large software development projects, but took a decision to proceed after considering the following:

- The annual ROI of \$4.8M, the operational benefit to front line policing, and the improved crime management capability were collectively highly compelling (a high risk, high return project);
- CIPS represented approximately 30% of the overall requirements, and had several years of extremely high acceptance and use in the Service. The remaining requirements were well understood;
- The project could be delivered within the approved Capital budget, and through extensive use of expert external resources (project management, technical architecture, software development), and by using planned technology refresh programs in the base budget to fund hardware requirements.

#### Project Plan (Original):

The Service embarked on a three-year software development project to build an enterprise Case and Occurrence Processing System (eCOPS). The scope of work was as follows:

- Develop a “cruiser to courts” integrated information system designed for Uniform Officers that would enable one-time data entry (and reuse of data) from first contacts through to the filing of crown briefs to the courts. This includes reporting occurrences, arresting suspects, booking prisoners, warrants, case preparation, and case tracking.
- Design business rules into the system for the automatic coding of CPIC and UCR information.
- Design business rules into the system to ensure high integrity in the quality of data in police reports.
- Engineer a design specifically for wireless computing, in order that officers on the road can access information, keeping in mind that wireless data networks, unlike land based networks, have significant constraints on capacity.

The Board was informed of the build decision at its meeting of May 20, 1999 (Board minute #211/99 refers). Implementation was targeted to begin in mid 2002. Further, at its Board meeting of November 23, 2000 (Board minute #492/00 refers), the Board was informed that production rollout was targeted for 4<sup>th</sup> Quarter 2001.

The resourcing plan was to apply equal numbers of contract staff (55 person years) and internal staff (55 person years) over the three years in order to provide the total estimated resources required, and to remain within the approved Capital budget of \$8.8M. The resourcing estimate was based upon the Service’s experience in building CIPS during the mid 1990s.

#### Project Challenges and Solutions

As anticipated, many challenges were encountered. Four significant challenges (in addition to the buy versus build decision) have confronted the management team over the duration of the project.

1. The planned contribution of internal permanent staff fell far short (by over 30 person years) as a result of an inability to attract and retain specialised staff. Over the duration of the project, the TPS compensation levels for Information Technology “hot” skills fell short of market conditions in the GTA. This was confirmed by a Hayes Management study of all TPS IT technical positions. In order to mitigate this issue, the Service used the unused salary dollars from vacant IT positions to acquire contract staff (at a higher rate than internal staff). This challenge resulted in ongoing schedule pressures.
2. The adoption of contemporary technologies on which to build eCOPS in order to optimise the application longevity and long term supportability introduced new technical complexities for existing staff. These were recent technologies such as IBM’s Websphere Application Server and MQSeries, Java, XML, etc. Although these technologies were somewhat unfamiliar to TPS staff, this was an extremely strategic decision by the ITS management team. Moving away from 1990’s technologies into much more powerful and flexible technology being adopted by an increasing number of top performing organisations in many industries (eg the banks), brought with it a learning curve. This also resulted in ongoing schedule pressures.
3. The known capacity and performance limitations of available commercial radio data networks at the time necessitated many design considerations within the eCOPS software itself in order to be able to continue to deliver on the business case. In the second quarter of 2001, it was decided to acquire a high-speed spread-spectrum network to ensure that heavy loads of data could be easily transmitted without impacting high-priority CAD (Computer Assisted Dispatch) transmissions on the Radio Data Network. The spread-spectrum network, also referred to as DPLN (Divisional Parking Lot Network) was acquired as part of the Mobile Workstation project. A DPLN network (which is a line of sight network) would be installed at 25 key TPS locations, including all Divisions. As a vehicle approached its home Division, the lower capacity network would automatically hand off to the high-speed DPLN network for the transfer of large amounts of data to or from the Service’s information systems. This also provided a mechanism to rapidly distribute software upgrades using the automated software distribution software previously acquired by the Service. The project to implement this solution began in the first quarter of 2002 and is scheduled to complete in December of this year.
4. A feasibility study on data migration identified that due to differences in data structures, it would cost approximately \$2 million to convert legacy data to the new system. This was funding that the project could not afford. Although out of scope, the project’s steering committee approved a decision to develop a tool (estimated at approximately \$300,000) that would enable officers to search the legacy systems and allow the Service to avoid the \$2 million data migration effort. This tool, named Unified Search, offered the added benefit of providing officers much broader and simpler access to all police systems, specifically:
  - COPS (Computerised Occurrence Processing System – the legacy records system)
  - MANIX (Master Name Index system – a legacy system containing investigative contacts)
  - RIC (Repository for Integrated Criminalistic Imaging – mugshots)

- CIPS (Criminal Information Processing System – arrest processing and case tracking)
- CPIC (the Canadian Police Information Centre system)
- MTO (Ministry of Transportation vehicle and driver records).

Rather than an officer having to log into each application and key in their query, they can now log into a single system, enter the query once, and receive back all relevant information. However, the out of scope effort needed to implement these search capabilities diverted developers from the core eCOPS application development and added several months to the delivery schedule.

In response to the above complexities and challenges, as well as the interdependencies and risks associating with the various interconnected projects, the Service decided in the spring of 2002 to perform a review of the project. This was an exercise in due diligence which provided an independent opinion on the capability of the Service to successfully deliver the project. The conclusion was that there was in fact a high probability of success, and a number of recommendations were provided to mitigate against known risks. Based on this review, the Service acquired a full time Program Manager in June 2002 to oversee the remaining phases of the project.

Having a dedicated Program Manager has provided the ability to manage all of the subprojects within the eCOPS program as a whole, managing interdependencies, risks, resourcing, and progress. In addition, more focus on deliverables and accountability has ensured that intermediate milestones continue to be met.

### Current Project Status

#### *Mobile Workstations:*

This project, which provided 460 Mobile Workstations, a Radio Data Network infrastructure, and the DPLN will be completed within budget. Note that all workstations were installed by mid year 2002. The DPLN will be completed by the end of this year. Although some minor schedule delays were encountered during implementation, the project was not on the critical path to deliver the occurrence reengineering business case. The schedule delays resulted from radio data network coverage and tuning issues (which are not identifiable until actual field implementation), and the mobile workstation in-vehicle mount design. The DPLN experienced a delay due to vendor related engineering design problems with access points at the Divisions – these needed to be replaced (and since have been).



*eCOPS (three modules – desktop, mobile, and unified search)*

*a) Desktop version*

The desktop version of eCOPS is expected to achieve 70% of the business case. The 70% savings is based on a reduction in data entry transactions - that is - 70% of all data transactions entered by CIS come from a source which would be covered by a desktop deployment of eCOPS ie. CARU, Detective offices, etc.

Operational User Acceptance testing is scheduled to begin in December 2002. Following this, the application will be deployed in three phases:

- The first phase, which will enable users to enter and modify occurrences including automatic coding for federal systems (CPIC, UCR), is targeted for deployment early in the second quarter of 2003.
- The second phase, which will focus on Arrests, Case Preparation, and Warrants, is expected to be available early in the third quarter of 2003.
- The third phase, which will complete desktop eCOPS with the addition of Case Tracking and Bench Warrant functions, is targeted for early in the fourth quarter of 2003.

<b>Phase</b>	<b>Target Release</b>	<b>Functionality</b>	<b>Benefit</b>
Desktop Phase 1	2Q2003	<i>To Central Alternate Response Unit (ARU) and Corporate Information Service (CIS):</i> Create, modify, and search basic occurrences; availability of a clearance report.	Reduced workload due to automatic coding (UCR) and eliminated re-keying (CPIC), sets the stage for later headcount reductions
Desktop Phase 2	3Q2003	<i>To CIS:</i> Arrests, Booking, Case Preparation, Warrants, full occurrence functionality <i>Service Wide:</i> full occurrence functionality	Reduced workload due to eliminated re-keying of charged entries into CPIC Full Field access to occurrence, information.
Desktop Phase 3	4Q2003	<i>Service-wide:</i> Bench Warrants, Case Preparation, and Case Tracking	Up to 70% of business case savings can be achieved Ability created to track case information Timely and accurate warrant information keyed at source (in TPS court offices) with automatic CPIC reconciliation

*b) Mobile eCOPS*

Mobile eCOPS will deliver the final 30% of the business case. Some modification of the desktop application will be required to run eCOPS over the current wireless network.

This release will be delivered after desktop deployment is complete.

<b>Phase</b>	<b>Target Release</b>	<b>Functionality</b>	<b>Benefit</b>
Mobile version	4Q2003	<i>To all mobile users:</i> Occurrences can be created and modified in the vehicles; data is uploaded whenever the vehicle is in the vicinity of any divisional parking lot. Some amount of searching capability will also be required in the vehicles.	Completes efficiency gains so that 100% of business case savings can be achieved Officers can spend less time in a station doing paperwork and more time 'on the road'. Completed coded occurrence information is available to all as soon as it has been uploaded.

*c) Unified Search – desktop workstations*

The initial release of eCOPS Unified Search has been developed and has been in production since the Spring 2002. A major enhancement to this version is being deployed in early November 2002. To date, the application has been deployed across most desktop computers, but only a very limited number of those were able to access CPIC. Feedback has been excellent – testimonials have been provided on its efficiency contribution (through “one-stop shopping”) and providing investigative leads. Prior to Unified Search, access to mugshots was limited to only a few workstations, general access to contact information was not available, and access to CIPS information was limited to a subset of the actual data available. In reference to obtaining a picture of an accused, a PC from 51 Division states “First let me start by saying that I love the new eCOPS system and use it all the time. I am in an investigative role and find that the system is now invaluable”. Although officers can still access the source systems individually, the average number of searches per week is approximately 2,500. The latest release, in addition to preparing the system to access eCOPS data, will bring with it expanded CPIC access for authorised users from any TPS desktop workstation. Based on statistics from the first division to have expanded CPIC access, it is expected that the system usage will grow significantly.

The original budget and forecasted actuals for the eCOPS and MWS projects are as follows:

<b>eCOPS Summary</b>	<b>Original Budget (buy)</b>	<b>Revised Budget (build)</b>	<b>Actuals / Projected Actuals</b>
Software	\$2,300	\$600	\$600
Consulting (incl. training)	\$3,300	\$8,200	\$8,200
Hardware	\$3,200	From lifecycle	
<b>eCOPS Sub-Total Capital</b>	<b>\$8,800</b>	<b>\$8,800</b>	<b>\$8,800</b>
<b>MWS Summary</b>			
Workstations, mounts	\$6,500	n/a	\$5,600
Radio Data Network	\$3,000	n/a	\$2,600
DPLN			\$800
Consulting (other,DPLN, s/w)	\$500	n/a	\$1,000
<b>MWS Sub-Total Capital</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>
<b>Total Capital</b>	<b>\$18,800</b>	<b>\$18,800</b>	<b>\$18,800</b>

Notes on budget justification and expenditures:

1. The Occurrence Re-engineering project had a capital budget of \$8.8 million. This budget request, based on estimates from 1996 that assumed the acquisition of a commercial product, allocated certain amounts for hardware, software, and services. Once it was determined that no product meeting TPS needs could be found, the budget distribution was revised to allocate the majority of funds to services. It was planned to use an equal contribution of internal and contract resources (55 person years of contract staff, 55 person years of internal effort {approximately a \$3.4M internal salary cost based upon an annual salary of \$62,500}).
2. As several Board letters have indicated in the past, the project has made use of Information Technology Services (ITS) salary gap funds to acquire additional contract resources to compensate for the lack of permanent staff. The total expenditure for this is approximately \$2.4 million. In addition, the estimate of actual salary dollars expended for permanent staff involved in the project is approximately \$1.4 million.
3. Hardware costs: Servers to run the eCOPS application were acquired as part of the overall infrastructure lifecycle program. The Service already had servers and mainframes to house existing systems that eCOPS would eventually replace. The value of servers used for eCOPS specifically is approximately \$2 million.
4. Software costs: In terms of software licenses, much of the software is part of the standard development and operating environment for all TPS applications. The cost for software that was acquired specifically for eCOPS is approximately \$600,000.
5. The estimate of salary dollars for permanent staff expended on the MWS project is \$800,000.

## Workload Reduction Analysis

Based upon the implementation schedule described above, following is a projection of the planned staffing reductions in 2003.

NOTE: The current staffing level in Corporate Information Services (CIS) and at the Divisions affected by this project is as follows.

<b>CIS Permanent</b>	<b>CIS Temporary</b>	<b>Divisional Data Entry Clerks</b>	<b>Criminal Investigation Clerks</b>	<b>Total strength</b>
142	58	22	20	242

Total projected Service-wide staffing decreases:

<b>CIS</b>	<b>Divisional Data Entry Clerks</b>	<b>Criminal Investigation Clerks</b>	<b>Total Reduction</b>
97	22	20	139

It should be noted that of the **139** positions above, **71** have been backfilled with temporary staff over the past several years in preparation of the impending downsizing.

Corporate Information Services (CIS) staff as well as divisional personnel will be released on a gradual basis. It is planned that some surplus staff may be required to provide support to the field for transitional purposes. Projected salary savings in 2003 based upon the continuous staffing reduction have been calculated to be approximately \$225,000 (reflected in the Service's proposed 2003 operating budget).

<b>2Q2003</b>	<b>3Q2003</b>	<b>4Q2003</b>	<b>1Q2004</b>
26 Positions	34 Positions	24 Positions	55 Remaining Positions

A review is currently being undertaken by CIS to determine Quality Assurance requirements in supporting this new application. This is necessary due to the significant change in report generation (electronic mobile reporting) and the various other interfaced databases associated to eCOPS. CIS presently has a Quality Control Unit consisting of three staff members performing random checks of COPS data and other related tasks. There is currently a great deal of control over the limited number of staff performing data entry, i.e. Divisional Data entry clerks, CIS and CARU. The rollout of eCOPS will enable 5,000+ users to generate police reports thereby giving reason to address Quality Assurance needs. It is expected that this review will be completed in January 2003.

## Estimates for future costs/technology upgrades and maintenance

### *Added Functionality Planned in 2003 and Beyond*

There are two approved capital projects directly associated with extending the functionality of eCOPS. These projects will not start until the deployment described above has taken place.

- The first, Police Integration systems, will automate the interfaces between eCOPS and other systems, either internal, such as the Mugshot System (RICI) or external, such as Integrated Justice, and the provincial Major Case Management system. This will facilitate improved streamlining of business processes. The budget for this project is \$5.25 million.
- The second will put some eCOPS functionality onto a smaller mobile device such as a Personal Digital Assistant (PDA) to provide connectivity for officers who are not in patrol cars (e.g. foot patrol, bicycles, etc.). The budget for this project is \$3.1 million.

### *Infrastructure*

From an infrastructure perspective, there are two areas that will have to be addressed.

- The current Radio Data Network does not have the ability to handle PDAs and has limited bandwidth. TPS will be looking at wireless alternatives capable of supporting the extended functionality required. A business case on this initiative is being reviewed internally.
- There are also plans to start a lifecycle program to upgrade mobile workstation hardware in 2004, at an estimated cost of \$5 million over five years as part of the operating budget.

### *Support*

In December 2002 the Service will begin transitioning into a production state, beginning with a parallel run. As was planned in the original business case and capital submission, the Service will incur an annual operating cost of \$750,000 to support this new system. In this regard, a detail resourcing plan has been prepared by ITS for 2003. Funds (\$600,000) have been included in the Service's proposed 2003 base operating budget.

The Service is re-evaluating options for ongoing support. These include maximising use of internal permanent staff, or outsourcing the full support need to an external vendor. It is anticipated however that (ITS) will continue to be challenged in the immediate future in attracting and retaining permanent staff with needed technical skill and expertise, and consequently will continue to use salary gap in 2003 to mitigate this issue through use of contract staff. At its meeting of December 11, 2002, the Board will be asked to approve the eCOPS support plan for 2003, including any related contract approvals.

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

**Mr. Larry Stinson, Director, and Inspector Mike Farrar, Police Liaison Services, Information Technology Services, were in attendance and made a presentation to the Board about the progress of the Occurrence Re-Engineering Project.**

**The Board received the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 11, 2002**

**#P327. OCCURRENCE RE-ENGINEERING (eCOPS) TECHNICAL SUPPORT  
SERVICES**

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

Subject: OCCURRENCE RE-ENGINEERING (eCOPS) TECHNICAL SUPPORT  
SERVICES

Recommendation:

It is recommended that: the Board approve the acquisition of technical support services from the following companies for the deployment and post-implementation support of the Occurrence Re-engineering eCOPS application:

IBM Canada Ltd.	\$320,000 including taxes
Interactive Computer Software	\$200,000 including taxes
Montage.DMC	\$370,000 including taxes
RCM Technologies	\$380,000 including taxes

Background :

At its meeting on November 21, 2002, the Board deferred receipt of a report providing a comprehensive update on the Occurrence Re-engineering project and the eCOPS application. In that update, the Service indicated that it was preparing a support and resourcing plan for 2003, and that it would present to the Board any contract approvals that might be required at the December meeting.

Information Technology Services (ITS) has been stepping up its hiring efforts, and has made sure any new development staff with the appropriate skills have been assigned to the eCOPS project. While progress has been made in this area, there are still a number of more senior technical positions that remain to be filled; it is unlikely that these will be filled until the second half of 2003.

Consequently, ITS will still require a number of contract staff to assist with the deployment and post-implementation support of eCOPS in 2003. Four critical resources will be required for the entire year. Another four contract staff have been identified to stay anywhere from five to nine months, depending on the progress ITS is able to make in having permanent staff assume their areas of responsibility. Their primary focus will be to meet the milestones described further down; once the application is deployed, they will provide a rapid response to any operational or technical issues that may arise, so as to ensure the highest level of availability to front-line personnel. All permanent staff currently assigned to the project will be part of the deployment effort; appropriate team members will continue on for post-implementation support.

The four companies identified in this letter have partnered with TPS in the development of the eCOPS solution. They were selected through a tendering process at the onset of the project. Their resources are highly skilled individuals who have proven their value to the project during its various phases, and who will be indispensable in providing successful deployment and post-implementation support.

Consistent with the business case and capital submission, funds have been included in the Service's proposed 2003 base operating budget to fund the support of the system. ITS also anticipates, as mentioned in the November update, that it will continue to use salary gap to provide additional funding.

The Service will continue to evaluate other options, such as full outsourcing, for the ongoing support of the system. Long-term options such as these will take time to research and evaluate; hiring the contract staff identified in the resource plan will ensure that that the deployment and post-implementation support requirements can still be met. The project is still on track to meet the 2003 milestones identified at the November meeting:

- Phase I (basic desktop functionality in Corporate Information Systems and the Alternate Response Unit): 2Q2003
- Phase II (Service-wide occurrences on the desktop): 3Q2003
- Phase III (Service-wide deployment of all desktop functionality): 4Q2003
- Phase IV (Mobile functionality): 4Q2003

Mr. Frank Chen, Chief Administrative Officer, has certified that such funds are available in the ITS Operating Budget request for 2003, and will be in attendance at the Board meeting to respond to any questions in this respect.

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 11, 2002**

**#P328. OUTSTANDING REPORTS - PUBLIC**

The Board was in receipt of the following report DECEMBER 3, 2002 from Norman Gardner, Chairman:

Subject: OUTSTANDING REPORTS - PUBLIC

Recommendations:

It is recommended that:

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

Background:

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

**The Board approved the foregoing with the exception of the Air Support Unit report which the Chairman advised had been submitted and would be considered at the January 2003 meeting.**



**Reports that were expected for the December 11, 2002 meeting:**

<b>Board Reference</b>	<b>Issue - Pending Reports</b>	<b>Report Status</b>	<b>Recommendation Action Required</b>
P240/02	<p><b>Air Support Unit</b></p> <ul style="list-style-type: none"> <li>• <u>Issue:</u> the financial plan and the financial impacts of the Air Support project and all agreements be provided to the Board for approval</li> <li>• annual reporting of performance indicators to be submitted following commencement of new unit</li> </ul>	<p>Report Due: Dec. 11/02            Extension Req's'd:            Extension Granted:            Revised Due Date:  <b>Status:.....outstanding</b></p>	Chief of Police
P251/02	<p><b>Enhanced Emergency Management</b></p> <ul style="list-style-type: none"> <li>• <u>Issue:</u> extract from the 2003 operating budget specific funds allocated to deal with emergency preparedness</li> </ul>	<p>Report Due: Dec. 11/02            Extension Req's'd:            Extension Granted:            Revised Due Date:  <b>Status:.....outstanding</b></p>	Chief of Police

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 11, 2002**

**#P329. AMENDMENT TO THE *POLICE SERVICES ACT* OF ONTARIO  
REGARDING SUSPENSIONS OF POLICE OFFICERS**

The Board was in receipt of the following report NOVEMBER 29, 2002 from Norman Gardner, Chairman:

Subject: AMENDMENT TO THE *POLICE SERVICES ACT* OF ONTARIO  
REGARDING SUSPENSIONS OF POLICE OFFICERS

Recommendations :

It is recommended that:

- (1) the Board forward a recommendation to the Minister of Public Safety and Security to amend the *Police Services Act* of Ontario to provide chiefs of police with the authority to suspend police officers with or without pay; and
- (2) the Board send a copy of this report to the Ontario Association of Police Services Boards for information.

Background :

During the consideration of a report at its in-camera meeting on November 21, 2002 concerning several internal investigations, the Board expressed concerns about the length of time one police officer had been suspended with pay (Min. No. C221/02 refers).

In circumstances when a police officer is charged or suspected of having committed a criminal offence or some other form of serious misconduct, the current provisions of the *Police Services Act* (the "Act"), specifically section 67(1), prohibits a police officer being suspended without pay. It is not until a police officer has been convicted of an offence and sentenced to a term of imprisonment that s. 67(6) of the *Act* permits suspension without pay.

In some cases, the period of time commencing from the date of a suspension with pay to the date upon which the charges against the police officer have been resolved by the courts can exceed two years or more. However, in every situation where an officer is suspended with pay, the chief exercises discretion in determining whether the officer will remain suspended, returned to duty, or returned to duty with restrictions. The chief has to balance the need to maintain the integrity of the police service in the eyes of the public and other members of the service, with the need to ensure that he/she is able to administer the police service and oversee its operation based upon the staffing resources available. In determining that balance, the chief has to consider the reasons for suspension; for example, the allegation or the charges laid, and the status of the on-going investigation.

### **Federal and Other Provincial Legislation:**

At the meeting held on November 21, 2002 noted above Chief of Police Julian Fantino advised the Board of legislation governing policing in Canada which provide chiefs of police with the authority to suspend police officers, in some circumstances, without pay.

I was subsequently provided with the following information by Chief Fantino:

*Royal Canadian Mounted Police Act, R.S.C. 1985, c. R-10*

Section 12.1 regarding suspensions provides that:

Every member who has contravened, is found contravening or is suspected of contravening the Code of Conduct or an Act of Parliament or of the legislature of a province may be suspended from duty by the Commissioner.

and, with respect to the remuneration during suspension, section 22(3) states:

The Treasury Board may make regulations respecting the stoppage of pay and allowances of members who are suspended from duty.

British Columbia – *Police Act, RSBC 1996*

Section 56.2(5) regarding reassignment or suspension pending an investigation and hearing provides that:

The board may, at any time, discontinue the pay and allowances of a municipal constable, chief constable or deputy chief constable who is under suspension if the allegation in response to which the suspension was imposed would, if proved, constitute a criminal offence.

Alberta – *Police Act, Regulation 356/90*

Section 10 provides that:

Where the chief of police is of the opinion that exceptional circumstances exist respecting the alleged contravention of section 5 by a police officer, the chief of police may relieve the police officer from duty without pay.

Quebec and Saskatchewan also have legislation authorizing suspensions with or without pay “for cause” and where there are reasonable grounds to believe that a member has contravened a provision of an Act or regulations.

In Saskatchewan, the *Police Act, 1990* section 60(1) also includes a provision whereby the chief may, on the grounds of the unsuitability or incompetence of a member, order suspension of the member with or without pay for a period of up to 60 days.

While the provisions in the aforementioned legislation allow the chief discretion to exercise those powers, they are also fairly restrictive, i.e. in cases where there are “exceptional circumstances” or where the suspension of a member is necessary to maintain public confidence in the police service or to ensure that the security of police operations is not jeopardized.

In some statutes there are also provisions in place to protect the member such as Saskatchewan’s *Police Act*, whereby, following a period of unpaid suspension, if the member is not disciplined, dismissed or acquitted on all charges brought against him/her, the legislation states that the member “shall receive all of the pay, remuneration, pension benefits and seniority to which he or she would have been entitled during the period of suspension.”

I am, therefore, recommending on the basis of the need to allow chiefs of police discretion in determining, after consideration of all relevant circumstances, whether a suspension imposed upon a member will be with or without pay:

**THAT the Board forward a recommendation to the Minister of Public Safety and Security to amend the *Police Services Act* of Ontario to provide chiefs of police with the authority to suspend police officers with or without pay.**

#### **Recommendation to Ontario Association of Police Services Boards:**

The Board expressed earlier concerns about the inability to impose unpaid suspensions at its meeting on March 27, 2002 when it considered a report about a Toronto police officer who had been suspended with pay for several years.

Following that meeting, the Board sent correspondence to the Ontario Association of Police Services Boards (“OAPSB”) requesting the OAPSB to consider making a request to the province to open the *Police Services Act* to provide a chief of police with the discretion to lift a suspension with pay and suspend the officer without pay, after a reasonable period of time to resolve a matter has passed (Min. No. C63/02 refers).

This matter was considered by the OAPSB at its annual general meeting on May 4, 2002 and it was defeated.

Given the Board’s renewed interest in pursuing this matter with the province, I am recommending that the OAPSB be kept informed of that interest and that:

**The Board send a copy of this report to the Ontario Association of Police Services Boards for information.**

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 11, 2002**

**#P330. UPDATE OF THE “DROVE AWAY” PILOT PROJECT & AMENDMENT  
TO THE *PROVINCIAL OFFENCES ACT* REGARDING FORM OF  
SERVICE**

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

Subject: "DROVE AWAY" PILOT PROJECT

Recommendation:

It is recommended that:

- (1) the Board receive this report;
- (2) the Board forward a copy of this report to the Administration Committee; and,
- (3) the Board make a request to the Ministry of the Attorney General to amend the *Provincial Offences Act* to provide for an additional form of service, preferably by first class mail, of Parking Infraction Notices under Part II of the Act.

Background :

At its meeting of June 25, 2002, the Administration Committee had before it a report (June 11, 2002) from the Chief Financial Officer and Treasurer, recommending that:

- (1) the “Drove Away” pilot project not be implemented at this time;
- (2) Council reiterate its request to the Ministry of the Attorney General to amend the Provincial Offences Act to provide for an additional form of service, preferably by first class mail, of Parking Infraction Notices under Part II of the Act; and,
- (3) The “Drove Away” parking collection initiative be reviewed if and when the provincial legislation is amended to reflect mail service of Part II offences under the *Provincial Offences Act*.

The Administration Committee:

- (1) requested the Toronto Police Services Board to request the Chief of Police to meet with the Toronto Police Association to discuss the feasibility of using “light duty” staff to personally serve Part II Provincial Offence Notices and report back to the Administration Committee in regard thereto; and,

(2) deferred consideration of the following report pending the aforementioned report from the Chief of Police.

The issue of “Drove Away” Parking Infraction Notices has been a matter of great discussion over the past several years. From an enforcement perspective, a resolution to this matter is of high priority as officer safety is often in jeopardy. The officer safety issue is due to the fact that Parking Enforcement Officers are being struck and injured by drivers attempting to leave before the officer places the parking ticket on the windscreen.

In early 1999, the Parking Enforcement Unit was asked to consider the feasibility of this request. At that time, the Unit had many Parking Enforcement Officers (PEO’s) on light duties and had the staff to fulfil this request.

In January 2000, the City Auditor conducted a review of the Parking Enforcement Unit, in which recommendation No. 16 was tabled:

*(16) the Parking Enforcement Unit establish an acceptable absenteeism rate and continue to monitor absenteeism in order to determine the effectiveness of the unit’s absenteeism reduction initiatives and take any additional action required. In addition, the absenteeism rate should be compared periodically to other comparable organizations and jurisdictions;*

In order to address the concerns of the City Auditor, the Parking Enforcement Unit, has been avidly working towards monitoring absenteeism within the Unit, including reviewing officers on “light duties”. The Unit has been successful in reducing absenteeism and returning those under “light duty” restrictions back to parking enforcement duties. As a result, the Unit does not have the “light duty” resources to staff the “Drove Away” program.

In July of 2002, the Unit prepared an update to the Auditor’s recommendations and has outlined its progress in relation to the development and pending implementation of a Unit wide attendance management program. It is anticipated that increased progress will be made upon implementation of this initiative.

As an additional step, the use of “light duty” staff, for this purpose, has been reviewed and discussed within the organization. The review indicated that the use of Police Officers for this function was not possible since “light duty” Police Officers cannot partake in use of force training and therefore, cannot carry their weapons and as a result cannot go on the road to deliver summons.

Based on the progress made at the Unit level and the restrictions in place for light duty Police Officers, the Toronto Police Service does not have the staff to fulfil the staffing requirements for the “Drove Away” program.

In order to implement this program, there would be a necessity to hire an additional 16 staff, (10 to serve as Document Services Officers, 3 data entry/radio personnel, 2 support staff and 1 supervisor), resulting in higher operating costs, in addition to the one time start up costs as outlined in the report from the Chief Financial Officer and Treasurer dated June 11, 2002.

It is recommended that the Board submit a request, to the Ministry of the Attorney General to amend the Provincial Offences Act to provide for an additional form of service, preferably by first class mail, of Parking Infraction Notices under Part II of the Act. This would be a more viable, cost effective, manner of enforcing the “Drove Away” Parking Infraction Notices and would also ensure the officer safety issues were resolved.

Deputy Chief Mike Boyd, Policing Support Command, will be in attendance to address any questions the Board may have.

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

**THAT, with respect to Recommendation No. 2, the Board advise the Administration Committee that the Board did not request the Chief of Police to meet with the Toronto Police Association to discuss the use of staff who are working “light duties” for the reasons outlined in the Chief’s report.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 11, 2002**

**#P331. BOARD GOVERNANCE RETREAT – OCTOBER 11, 2002**

The Board was in receipt of the following report NOVEMBER 12, 2002 from Norman Gardner, Chairman:

Subject: BOARD GOVERNANCE RETREAT - OCTOBER 11, 2002

Recommendations:

It is recommended that:

- (1) The Chief be requested to advise the Board of the meeting schedules of the various Community Police Liaison Committee's (CPLC's) and the mid-year meeting held between the CPLC's and the Community Police Support Unit (CPSU);
- (2) The Board host a mid-year evening Community Consultation meeting and invite the CPLC Chairs to attend;
- (3) The Chief be requested to provide formal Service presentations to the Board when reports are brought forward that involve new initiatives and further that these presentations be made at least one month prior to requesting the Board consider the report for information or approval;
- (4) Board staff in consultation with the Board Liaison Officer draft a communications protocol and that protocol be considered at the January 2003 retreat;
- (5) The Board request Toronto City Council to consider amending its current appointment practice and appoint Council members to the Toronto Police Services Board for a three-year term;
- (6) The Board request the City of Toronto's ABC Ad Hoc Committee consider increasing the remuneration for the citizen member positions to more reflect the workload and expected commitment and that the Committee consider a base amount of \$8,791 per year plus a per diem payment of \$300 per meeting attended to a maximum of 15 meetings per year;
- (7) Briefing notes continue to be prepared for Board members only and further that it re-consider Chief Fantino's request for copies of the briefing notes at the January 2003 retreat; and
- (8) The Board members' recommendations with respect to the review of the Special Investigations Unit (S.I.U.) be discussed on October 23, 2002 at a meeting hosted by The Honourable George W. Adams.



(9) The Board hold a retreat on January 24, 2003, and invite the Chief, Deputies, and the Chief Administrative Officer to attend and further that the Board provide an agenda to the Chief and the Chief be provided the opportunity to submit any issues he deems merit discussion.

#### Background:

At its meeting on June 27, 2002, the Board approved the recommendations of the report from the Chairman dated June 18, 2002, entitled Board Governance Retreat (Board Minute P183/02 refers). The Board further approved the following motion:

**The Board complete its Governance Retreat in the Fall 2002 and further that a retreat be held with the Chief and Command at the conclusion of the Board Governance exercise.**

A second Board governance retreat was held on October 11, 2002. In attendance were Chairman Gardner, Councillor Lindsay Luby, Councillor Nunziata, Dr. Benson Lau, Mr. A. Milliken Heisey, Mr. Allan Leach and Board staff.

Board members identified the issues addressed at the Board Governance Retreat through interviews conducted by Dr. Kathryn Asbury. Listed below are a summary of the issues addressed and any recommendations that resulted from the discussions.

#### **Improving the Board's public accessibility and exposure**

The Board members discussed how they could meaningfully connect with those that they serve and increase the public's understanding of the role of the Board. The Board sponsored Community Police Liaison Committee's (CPLC) annual meeting was one important tool available to the Board to increase its accessibility and exposure. The Board members recommended that:

*The Chief be requested to advise the Board of the meeting schedules of the various Community Police Liaison Committee's (CPLC's) and the mid-year meeting held between the CPLC's and the Community Police Support Unit (CPSU).*

*The Board host a mid-year evening Community Consultation meeting and invite the CPLC Chairs to attend.*

#### **Ensuring that the Board receives better quality information**

The Board members discussed the need to have more comprehensive and concise information to form a basis for policy making and decision making. The Board members recommended that:

*The Chief be requested to provide formal Service presentations to the Board when reports are brought forward that involve new initiatives and further that these presentations be made at least one month prior to requesting the Board consider the report for information or approval.*

## **Developing a communications strategy for dealing with the media and other stakeholders**

The Board members discussed the media profile for the Board, the Board members and the Chairman were in agreement that the Chairman should be considered the spokesperson for the Board. The Board members also suggested that a formal protocol be established in order that Board members receive information about significant police-related issues and events in a timely fashion. The Board members recommended that:

*Board staff in consultation with the Board Liaison Officer draft a communications protocol and that protocol be considered at the January 2003 retreat.*

## **Reviewing the criteria for a successful Board**

The Board members discussed the structure of the Board meetings including the time and numbers of meetings held. The Board reviewed Board Minute P320/01 wherein the Board agreed not to change the format of the meeting times.

The Board members indicated that appointments to the Board by Toronto City Council should be for a three-year term in order to have greater continuity on the Board. The Board members recommended that:

*The Board request Toronto City Council to consider amending its current appointment practice and appoint Council members to the Toronto Police Services Board for a three-year term.*

## **Allotting more time for dialogue and discourse about key strategic issues**

The Board members agreed that holding bi-annual retreats is an excellent forum for dialogue and discussion among Board members. It allows Board members to debate and explore vision and contemplate new directions and strategies for the future. While no specific recommendations were made, it is anticipated that the Board will continue to hold retreats twice a year.

## **Considering priority policing issues**

The Board members discussed a number of current police-related issues including community policing, panhandling, homelessness and prostitution.

## **Increasing remuneration for Board members**

At its meeting held on June 27, 2002, the Board approved the following recommendation:

*THAT the Toronto Police Services Board request the City of Toronto's ABC Ad Hoc Committee to consider increasing the remuneration for the Chairman and citizen member positions to more reflect the workload and expected commitment and that the Committee consider a base amount plus a per diem payment per meeting attended (Board Minute P183/02 refers).*

The above mentioned recommendation was considered by the ABC Ad Hoc Committee at its meeting held on September 5, 2002. The Board members were in receipt of the September 5, 2002 recommendations of the ABC Ad Hoc Committee and a letter addressed to Chairman Gardner from the City of Toronto's Chief Administrative Officer dated September 16, 2002 with respect to the TPSB's recommendations regarding remuneration for Board members (Board Minute P183/02 refers). In addition, the Board considered information prepared by Board staff that identified the historic and current salaries of TPSB members with comparisons to increases awarded to Metro/City staff and the annual inflation rates (Appendix A attached). The Board members recommended that:

*The Board request the City of Toronto's ABC Ad Hoc Committee consider increasing the remuneration for the citizen member positions to more reflect the workload and expected commitment and that the Committee consider a base amount of \$8,791 per year plus a per diem payment of \$300 per meeting attended to a maximum of 15 meetings per year.*

### **Briefing Notes**

At its meeting on June 27, 2002, the Board agreed that briefing notes will continue to be provided to Board members only and that it will re-consider Chief Fantino's request for copies of the briefing notes at the next governance retreat (Board Minute C139/02 refers).

The Board members discussed the matter at its October 11, 2002 retreat and recommended that:

*Briefing notes continue to be prepared for Board members only and further that it re-consider Chief Fantino's request for copies of the briefing notes at the January 2003 retreat.*

### **Follow-Up Consultation Of The 1999 Reforms To The Special Investigations Unit (SIU)**

At its meeting on September 26, 2002, the Board received correspondence dated August 16, 2002, from The Honourable George W. Adams, Q.C., with regard to his interest in meeting with the Board to discuss the implementation of reforms to the SIU and other issues to improve SIU investigations (Board Minute C181/02 refers). The Board received the foregoing correspondence and approved the following motion:

**THAT Board staff provide various policy alternatives and approaches with respect to SIU issues that are more citizen, complainant and police-friendly to be considered by the Board at the retreat scheduled for October 11, 2002, prior to meeting with Justice Adams.**

At its Governance Retreat held on October 11, 2002, Board staff submitted various policy reforms and alternatives to improve the current SIU structure. The Board members discussed the reforms and approved the following recommendations that will be forwarded to Justice Adams at their October 23, 2002 meeting:

(i) *Mandate – Definition of Serious Injury*

*Section 113 (5) establishes the mandate of the SIU wherein the director may cause investigations to be conducted into circumstances of “serious injuries and death”. The section should be amended to include a definition of serious injury. In addition to OCCP’s definition of serious injury (Board Minute P276/00 refers), that for the purpose of section 113 of the PSA, serious injury should be presumed to have occurred whenever injury to an individual occurs as a result of the discharge of a firearm by a police officer.*

(ii) *Director of the SIU*

*The legislation should ensure that the position of director (section 113(2)) is independent and accountable.*

(iii) *Investigators*

*The SIU should ensure that the lead investigator in any homicide investigation it conducts is an individual with past police experience as a homicide investigator. If the SIU chooses to second police officers and the services of non-involved police officers, procedures and conditions regarding their involvement should be developed.*

(iv) *Duty to Co-operate*

*Amend section 113(9) dealing with co-operation by police officers to clarify the scope and extent of the duty to co-operate.*

(V) *Remove Presumption of Criminality*

*Section 113(5) of the Police Services Act states, “investigations are conducted into the circumstances of serious injuries and deaths that may have resulted from criminal offences committed by police officers” (emphasis added).*

- *Legislation is ambiguous and requires clarification*
- *Process begins as a directed investigation*
- *More appropriate as an investigation of fact, followed by a competent assessment to determine the issue at hand (i.e. PSA, training, procedural, etc)*
- *“investigation of fact” approach would negate legislated requirement for an Administrative Review, thus reducing conflict between the police and the SIU*

The Board members recommended that:

*The Board members’ recommendations with respect to the review of the Special Investigations Unit (S.I.U.) be discussed on October 23, 2002 at a meeting hosted by The Honourable George W. Adams.*

### **Establishing Agenda For January Retreat With Chief Fantino**

The Board members discussed establishing an agenda for the January 2003 retreat to be held with Chief Fantino. They identified the issues that they will bring forward and suggested that the Chief be given the opportunity to submit issues he wishes to also bring forward.

The Board members recommended that:

*The Board hold a retreat on January 24, 2003, and invite the Chief, Deputies, and the Chief Administrative Officer to attend and further that the Board provide an agenda to the Chief and that the Chief be provided the opportunity to submit any issues he deems merit discussion.*

### **Conclusion**

The Board Governance Retreat was a valuable exercise for all Board members in attendance. The next retreat will be held January 24, 2003.

**The Board approved the foregoing with the exception of recommendation no. 1 and no. 3 which were referred to the Board's January 24, 2003 Retreat for consideration.**

**Remuneration for Chairman, Board Members  
1987 Salary + Metro/City Salary Increases**

<b>Year</b>	<b>Chairman</b>	<b>Board Member</b>
1987	\$90,963	\$8,791
1988	\$94,602	\$9,143
1989	\$101,224	\$9,783
1990	\$108,309	\$10,467
1991	\$113,671	\$10,986
1992	\$119,070	\$11,507
1993	\$113,116	\$11,507
1994	\$113,116	\$11,507
1995	\$113,116	\$11,507
1996	\$113,116	\$11,507
1997	\$113,116	\$11,507
1998	\$113,116	\$11,507
1999	\$115,378	\$11,738
2000	\$117,882	\$11,992
2001	\$121,654	\$12,376
2002	\$125,304	\$12,747

**Remuneration for Chairman and Board Members  
1987 Salary + Annual Inflation**

<b>Year</b>	<b>Chairman</b>	<b>Board Member</b>
1987	\$90,963	\$8,791
1988	\$94,629	\$9,145
1989	\$99,351	\$9,602
1990	\$104,090	\$10,053
1991	\$109,940	\$10,618
1992	\$111,600	\$10,779
1993	\$113,642	\$10,976
1994	\$113,847	\$10,996
1995	\$116,306	\$11,233
1996	\$118,132	\$11,409
1997	\$120,034	\$11,593
1998	\$121,222	\$11,707
1999	\$123,319	\$11,910
2000	\$126,686	\$12,235
2001	\$130,360	\$12,590
2002		

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 11, 2002**

**#P332. OAPSB RESOLUTION – FUNDING AND/OR COST RECOVERY FOR  
MUNICIPAL “FIRST RESPONDERS” TO TERRORIST ACTS**

The Board was in receipt of the following report NOVEMBER 29, 2002 from Norman Gardner, Chairman:

Subject: OAPSB RESOLUTION - FUNDING AND/OR COST RECOVERY FOR  
MUNICIPAL "FIRST RESPONDERS" TO TERRORIST ACTS

Recommendations:

It is recommended that:

- (1) the Board support the Ontario Association of Police Services Boards (“OAPSB”) in its initiative to seek consideration of any pending legislation or seek amendments to any existing legislation, to provide funding for emergency planning, specialized training and equipment from the federal government for municipalities whose emergency services, including police, would be the “first responders” to terrorist acts or incidents; and
- (2) the Board forward the attached recommended correspondence to local federal Members of Parliament representing the municipality of Toronto to further demonstrate its support of the OAPSB initiative for their consideration.

Background:

At the meetings of the Larger Municipal Police Services, often referred to as the “Big 12” Boards, held on September 12, 2002 and November 26, 2002, there was recurring discussion with respect to the inherited responsibility of local municipalities who would be the “first responders” to any incidents of terrorism or terrorists acts. The Larger Municipal Services Boards and the OAPSB are of the view that counter-terrorism preparedness and response is completely within federal responsibility and, as such, should support municipalities by providing appropriate funding for emergency planning, specialized training and equipment to effectively deploy “first responders” emergency services, including police, to any possible terrorist incidents.

Attached to this report is a copy of correspondence forwarded to the Honourable A. W. Easter, Solicitor General of Canada from the OAPSB with respect to this matter; as well as a copy of a draft letter which the OAPSB further recommends it be forwarded to local federal Members of Parliament for review and consideration.

Furthermore, it was resolved at the abovenoted meetings that the Larger Municipal Police Services Boards representatives would bring this matter before their respective boards to support the OAPSB in its initiative by sending similar correspondence to their local federal Member(s) of Parliament to seek the appropriate funding.

Therefore, I recommend that the Board demonstrate its support of this important national security initiative by forwarding similar correspondence to the local federal Members of Parliament representing the municipality of Toronto for their information and consideration.

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

**THAT the Board provide a copy of this report to the Budget Advisory Committee for information when considering the Toronto Police Service 2003 Operating Budget Submission and request that the Board be notified when this report will be considered by the Committee.**





## Ontario Association of **POLICE SERVICES BOARDS**

November 15, 2002

The Honourable A. W. Easter  
Solicitor General of Canada  
Sir Wilfred Laurier Building  
13<sup>th</sup> Floor  
340 Laurier Avenue West  
Ottawa, ON K1A 0P4

Dear Minister Easter,

I am writing to you today on behalf of the Ontario Association of Police Services Boards (OAPSB) to seek your assistance to ensure that federal funding and specialized training and equipment be made available to municipalities whose police, fire and ambulance services would be first responders to terrorist incidents within our community. Recent information that suggests Canada may be a target for such attacks serves to escalate the urgency of this request to the federal government. As you are aware, the Ontario Association of Police Services Boards is a not for profit volunteer based association representing approximately 150 police services boards across this province. Police services boards are mandated by the Police Services Act and they provide civilian oversight of police services to ensure accountable, effective and efficient service planning, management and delivery.

The issue of planning for, the mitigation of, the response to and the recovery from terrorist attacks has been discussed in many forums of late. It is an often discussed topic at the major police services boards meetings, it has been the focus of discussion at OAPSB Zone meetings across the province, it was discussed at this year's OAPSB and the Canadian Association of Police Boards (CAPB) annual conferences and has been the subject of a recent letter to Ontario Minister Runciman from this association. I have attached that letter for your information.

The focus of our concerns include how best to prepare for and coordinate responses to terrorist attacks, how to most efficiently and effectively train and equip first responders in the event of a terrorist attack and the necessary federal funding to support first responders. It is the view of the OAPSB that counter-terrorism is a federal responsibility and as such we are looking to the federal government to provide the appropriate funding and specialized training and equipment to support first responders accordingly. In recognition of this position, we would respectfully suggest that Bill C-36 the Anti-terrorist Act must be amended to provide for funding to

10 Peel Centre Drive, Brampton, ON L6T 4B9  
Tel: (905) 458-1488 1 (800) 831-7727 Fax: (905) 458-2260 Email: admin@oapSB.ca

municipalities and the necessary provisions for specialized training and equipping of first responders.

Training and equipping of first responders needs to be co-ordinated at the national level, to do otherwise would be an inexcusable waste of tax payers dollars due to the duplication, overlap and lack of co-ordination a local approach would create. Funding must also be provided to municipalities as their first responders work with provincial and federal officials in the development of co-ordinated plans to mitigate, respond to and recover from terrorist attacks. Federal assistance would be required for each of these three stages. Further, we would look to the federal and provincial governments to assist with the development of reciprocal agreements with neighbouring American states and Canadian provinces.

The Canadian Association of Police Boards will be seeking the opportunity to appear before the Subcommittee of National Security urging it to broaden the study currently under way to include the matters we are raising in this letter on a priority basis. The OAPSB will be working with the CAPB to ensure that the concerns of police services boards in Ontario are satisfactorily addressed.

On behalf of the OAPSB membership I would like to thank you for your consideration of this important matter and trust we can rely on your support to ensure the CAPB has an opportunity to address the Subcommittee, along with our association.

Yours truly

Chris Moran  
President  
OAPSB

c.c. Minister Runciman  
CAPB  
AMO  
OACP



" DRAFT "

Dear local MP \_\_\_\_\_

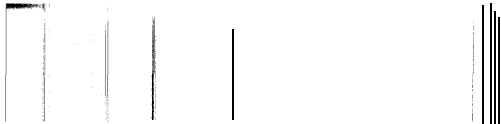
On behalf of the \_\_\_\_\_ Police Services Board I am seeking your assistance to ensure that federal funding and specialized training and equipment be made available to municipalities whose police, fire and ambulance services would be first responders to terrorist incidents within our community. Recent information that suggests Canada may be a target for such attacks serves to escalate the urgency of this request to the federal government.

The issue of planning for, the mitigation of, the response to and the recovery from terrorist attacks has been discussed in many forums of late. It is an often discussed topic at the major police services boards meetings, it has been the focus of discussion at OAPSB Zone meetings across the province, it was discussed at this year's OAPSB and the Canadian Association of Police Boards (CAPB) annual conferences and has been the subject of a recent letter to Ontario Minister Runciman from the OAPSB.

The focus of our concerns include how best to prepare for and coordinate responses to terrorist attacks, how to most efficiently and effectively train and equip first responders in the event of a terrorist attack and the necessary federal funding to support first responders. It is the view of this police services board as well as that of the OAPSB that counter-terrorism is a federal responsibility and as such we are looking to the federal government to provide the appropriate funding and specialized training and equipment to support first responders accordingly. In recognition of this position, we would respectfully suggest that Bill C-36 the Anti-terrorist Act must be amended to provide for funding to municipalities and the necessary provisions for specialized training and equipping of first responders.

The specialized training and equipping of first responders for terrorist attacks needs to be co-ordinated at the national level, to do otherwise would be an inexcusable waste of tax payers dollars due to the duplication, overlap and lack of co-ordination a local approach would create. Funding must also be provided to municipalities as their first responders work with provincial and federal officials in the development of co-ordinated plans to mitigate, respond to and recover from terrorist attacks. Federal assistance would be required for each of these three stages. Further, we would look to the federal and provincial governments to assist with the development of reciprocal agreements with neighbouring American states and Canadian provinces.

The Canadian Association of Police Boards will be seeking the opportunity to appear before the Subcommittee of National Security urging it to broaden the study currently under way to include the matters we are raising in this letter on a priority basis, The OAPSB will be working with the



CAPB to ensure that the concerns of police services boards in Ontario are satisfactorily addressed.

On behalf of this police service board, I would ask that you take the appropriate action to ensure the CAPB has an opportunity to address the Subcommittee, along with the OAPSB and further that you do what you can to support our position as stated above.

Yours truly

C h a i r , PSB

c.c. Minister Runciman  
Federal Minister A. W. Easter  
CAPB, OAPSB  
AMO  
OACP

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**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 11, 2002**

**#P333. SUPPLEMENTARY LEGAL SERVICES FOR EMPLOYMENT AND  
LABOUR LAW**

The Board was in receipt of the following report NOVEMBER 14, 2002 from William Gibson, Director, Human Resources:

Subject: SUPPLEMENTARY LEGAL SERVICES FOR EMPLOYMENT AND  
LABOUR LAW

Recommendation:

It is recommended that:

1. The Board approve the selection of the law firm of Hicks, Morley, Hamilton, Stewart & Storie to provide supplementary legal services in the area of employment and labour law issues to the Toronto Police Services Board; and
2. The Board authorize the Chairman to execute the agreement between the Board and the law firm of Hicks, Morley, Hamilton, Stewart & Storie, for a five-year period.

Background :

At its meeting on December 9, 1999 (Board Minute 541/99 refers), the Board approved the provision of supplemental legal services on labour and employment law issues by the law firm of Hicks, Morley, Hamilton, Stewart & Storie for a three year period. The agreement expired on September 30, 2002. In July of 2002, the Service commenced a search for a law firm interested in providing the above-noted services for the period of October 1, 2002 to September 30, 2007. As in the previous search, it was determined that the best approach to securing the services of a law firm to provide legal services for the Board was to issue a Request for Proposal and conduct a selection process.

A request for Proposal was issued in July (Proposal Call 0207-08-0002). The Board received four proposals and interviews with the law firms were held on November 5, 2002. A selection committee consisting of Norman Gardner, Chairman of the Police Services Board; William Gibson, Director of Human Resources; Maria Ciani, Manager of Labour Relations; and Albert Cohen, Solicitor from the Toronto Legal Services Department interviewed representatives from these firms. After careful consideration and review, it was determined that the firm of Hicks, Morley, Hamilton, Stewart & Storie is the most qualified due to their extensive experience with employment and labour practices of Police Services Boards.

It is hereby recommended that the Board approve the selection of the law firm of Hicks, Morley, Hamilton, Stewart & Storie to provide supplementary legal services in the area of employment and labour law issues to the Board. Furthermore, subject to the Board approving this recommendation, that it authorize the Chairman to execute an agreement with this firm once the agreement has been approved to form by the Toronto Legal Services Department.

I will be in attendance at the meeting to answer any questions the Board may have.

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 11, 2002**

**#P334. SPECIAL CONSTABLES – FORMAT FOR ANNUAL REPORTS**

The Board was in receipt of the following report NOVEMBER 22, 2002 from Norman Gardner, Chairman:

Subject: SPECIAL CONSTABLE ANNUAL REPORTS

Recommendation:

It is recommended that:

- (1) The issue of developing a standardized format for Special Constable annual reports be included as part of the overall special constable review process currently underway, and
- (2) The Board forward this report to the Toronto Transit Commission (TTC), the Toronto Community Housing Corporation (TCHC), and the University of Toronto (U of T) for their information.

Background:

At its meeting on April 25, 2002, the Board directed Board staff to develop a standardized format for the annual reports submitted by the TTC, the TCHC and the U of T on the progress of the Special Constables Program and that the new format be approved by the Board by December 2002 (Board Minute P108/02, P109/02 & P110/02 refers). In addition, at its meeting on May 17, 2002, the Board approved a recommendation that the Chairman co-ordinate meetings between Service staff, City of Toronto Legal staff and Board staff to review the administration of the TTC, TCHC, U of T and TPS Special Constable programs (Board Minute P128/02 refers).

Section 54 of each of the agreements between the Police Services Board and the TTC; the TCHC; and the U of T regarding special constables states that an annual report shall be provided to the Board and further identifies the mandatory statistical information that must be included in the annual report.

In light of the ongoing review of the administration of the Special Constable programs, it is recommended that the issue of developing a standardized format be included as part of the overall special constable review process. Any recommended changes or alternations to the current format will be reported to the Board once the review has been completed.

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 11, 2002**

**#P335. SPECIAL CONSTABLES - TORONTO TRANSIT COMMISSION –  
TERMINATION OF STATUS FOR MICHAEL WALKER**

The Board was in receipt of the following report NOVEMBER 14, 2002 from Julian Fantino, Chief of Police:

Subject: TORONTO TRANSIT COMMISSION (TTC) – TERMINATION OF SPECIAL  
CONSTABLE STATUS OF MICHAEL WALKER

Recommendation:

It is recommended that:

- (1) the Board receive the notice advising that Michael Walker, a special constable with the TTC, is no longer an employee of the TTC; and
- (2) that the Board notify the Ministry of Public Safety and Security ( the “Ministry”) of the termination of special constable status for Michael Walker.

Background :

At its meeting on January 29, 1998, the Board requested a report with the appropriate recommendations from the Chief of Police for the Board’s consideration and approval to appoint persons as Special Constables, who are not employed by the Service (Board Minute 41/98, refers).

At its meeting on March 27, 2000, the Board approved a request to appoint Michael Walker as a special constable with the Toronto Transit Commission (Board Minute 129/00, refers).

Appended to this report is a letter dated October 29, 2002, from Mr. Richard C. Ducharme, Chief General Manager, TTC, advising the Board that Michael Walker is no longer an employee of the TTC. The Service has subsequently learned that Michael Walker resigned from the TTC effective October 29, 2002 at which time his special constable status automatically terminated.

It is therefore recommended that the Board receive the letter advising that Michael Walker is no longer an employee of TTC and that the Board notify the Ministry of the termination of the special constable status for Michael Walker.

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

**The Board approved the foregoing.**





TORONTO TRANSIT COMMISSION



BETTY DISERO  
CHAIR  
SHERENE SHAW  
VICE-CHAIR

BRIAN ASHTON  
JOANNE FLINT  
NORM KELLY  
PETER LI PRETI  
DAVID MILLER  
HOWARD MOSCOE  
DAVID SHINER  
COMMISSIONERS

RICHARD C. DUCHARME  
CHIEF GENERAL MANAGER  
VINCENT RODO  
GENERAL SECRETARY

02 OCT 3 15:38

October 29, 2002

Julian Fantino, Esq.  
Chief of Police  
Toronto Police Service  
40 College Street  
Toronto, Ontario  
M5G 2J3

Dear Chief *Julian* Fantino:

Please be advised that Chief Security Officer Mike Walker, a Special Constable with the Toronto Transit Commission's Corporate Security Department, is no longer an employee of the TTC.

Accordingly, please advise the Board and the Solicitor General that Mr. Walker will no longer require "Special Constable" status.

Any business involving the TTC Chief Security Officer should be directed to Ms. Terry Andrews, who is acting in this capacity, and can be reached at 416-393-3007.

Sincerely,

Richard C. Ducharme  
Chief General Manager

28.13

Copy: TPS Staff Sergeant Gord Barrett

<b>TORONTO POLICE SERVICE</b>	
OFFICE OF THE CHIEF OF POLICE	
REGISTER #	3210/2002
PROCESSED BY #	<i>JD</i>
DATE	02/10/01



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 11, 2002**

**#P336. BY-LAW No. 145 REGARDING PAID DUTY RULES**

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

Subject: AMENDMENTS TO SERVICE RULES – RULES REVIEW

Recommendation:

It is recommended that: the Board approve draft By-law No. 145 regarding amendments to Service Rules.

Background:

At its meeting dated February 25, 1999, the Board requested that amendments to Service Rules be submitted for approval on an annual basis at its April meeting (Minute No. 66/99 refers).

At its meeting of June 27, 2002 the Board recommended that: (Board Minute #P183/02 refers.) *The Chairman review all Toronto Police Services Board rules to identify those that fall within the Board's purview and that each such rule be re-written in the form of Board policy and forwarded to the Board for its approval. The Chief can then codify the remaining rules as he sees fit.*

Consultation with Board staff and City Legal indicate that although the Board's Rules review is progressing, completion will not be realized by the December Board meeting.

It is therefore necessary to request the following Rule amendment at this time as the eleven and one half hour shift schedule pilot project commences January 6, 2003 and will require changes to one of the paid duty Rules.

Specifically, it is necessary to amend Rule 6.6.4 to ensure officer and public safety. That is, the wording of Rule 6.6.4 makes the combined number of paid duty hours and regular duty hours dependent on the length of the regular duty. Since the shift schedule pilot project will increase the regular tour of duty, that Rule should to be amended for safety considerations for the pilot divisions.

Currently, officers are permitted to perform a maximum of five paid duty hours when combined with a regular tour of duty. Given that the current maximum regular tour of duty is ten hours, the maximum combined number of paid duty hours and regular duty hours is fifteen (15).

Upon implementation of the shift schedule pilot project, because the regular tour of duty increases from ten (10) hours to eleven and one half (11 ½) hours, the combined maximum number of hours increases to sixteen and one half (16 ½) hours for those divisions participating in the pilot project.

Section 18 (1) of the *Employment Standards Act* states:

*An employer shall give an employee a period of at least 11 hours free from performing work in each day.*

Section 18 (3) of the same Act states:

*An employer shall give an employee a period of at least eight hours free from the performance of work between shifts unless that total time worked on successive shifts does not exceed 13 hours or unless the employer and the employee agree otherwise.*

It is therefore recommended that Rule 6.6.4 be amended to ensure an eight hour rest period exists as defined in the above Act. The proposed new wording of Rule 6.6.4 caps the combined number of regular duty hours and paid duty hours in a twenty-four hour period to fifteen and one half. In this way, a standard is established that is not dependent on the length of a regular tour of duty. The recommended combined number of hours would allow officers working in the pilot divisions an opportunity to perform a four-hour paid duty in conjunction with a regular tour of duty.

As well as addressing the combined hours issue, the proposed amended wording clarifies some ambiguities the current wording has generated. For example, the current wording has caused some confusion in the interpretation of the word “immediately” contained in the last sentence of the Rule. As well, some confusion exists as to what constitutes the commencement of a twenty-four (24) period. The proposed wording clarifies these issues without changing the intent of the Rule.

For the Board’s convenience, attached to this report is a chart with the current rule on the left and the proposed rule on the right with the revised wording bolded. Therefore, it is recommended that the Board approve draft By-law No. 145 to formalize the revisions to the Rules identified in this report.

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

**The Board approved the foregoing.**

<b>CURRENT RULE</b>	<b>PROPOSED RULE</b>
<b>6.6.0 SPECIAL PAY DUTIES</b>	<b>6.6.0 SPECIAL PAY DUTIES</b>
<b>6.6.4 PAY DUTY HOURS LIMITED</b>	<b>6.6.4 PAY DUTY HOURS LIMITED</b>
<p>Police officers shall not perform a special pay duty, or any number of special pay duties, exceeding twelve hours in a twenty-four hour period. The time worked on a special pay duty shall not exceed five hours if immediately preceded, or followed, by a normal tour of duty.</p>	<p>Police officers shall not perform a special pay duty, or any number of special pay duties, exceeding twelve hours in a twenty-four hour period. <b>The twenty-four hour period begins at the start of the special pay duty.</b></p> <p><b>The combined number of pay duty hours and regular duty hours shall not exceed fifteen and one half hours in a twenty-four hour period. During the same twenty-four hour period, officers must have a minimum of eight consecutive hours where they are not performing a special pay duty or a regular tour of duty.</b></p>
<b>Rationale: As contained in the Board Report.</b>	

**TORONTO POLICE SERVICES BOARD**

**BY-LAW NO. 145**

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

**The Toronto Police Services Board HEREBY ENACTS as follows:**

1. By-law No. 99, a by-law “To make rules for the effective management of the Metropolitan Toronto Police Service” is amended by deleting rule 6.6.4 of the Rules attached as Schedule “A” to the By-law and forming part thereof and substituting the following:

**6.6.4 PAY DUTY HOURS LIMITED**

Police officers shall not perform a special pay duty, or any number of special pay duties, exceeding twelve hours in a twenty-four hour period. The twenty-four hour period begins at the start of the special pay duty.

The combined number of pay duty hours and regular duty hours shall not exceed fifteen and one half hours in a twenty-four hour period. During the same twenty-four hour period, officers must have a minimum of eight consecutive hours where they are not performing a special pay duty or a regular tour of duty.

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

**ENACTED AND PASSED THIS 11<sup>th</sup> day of December 2002.**

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Norman Gardner  
Chairman

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 11, 2002**

**#P337. NEW No. 51 DIVISION FACILITY – AMENDMENT TO PURCHASE  
ORDER FOR EASTERN CONSTRUCTION COMPANY LTD.**

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

Subject: AMENDMENT TO P.O. #6006198 EASTERN CONSTRUCTION – NEW 51  
DIVISION FACILITY

Recommendation:

It is recommended that the Board approve, the amendment to P.O. #6006198 to Eastern Construction Company Limited in the amount of \$300,000 (all taxes included), associated with the provision of Construction Management Services for the new 51 Division, for a revised total award of \$978,497.

Background:

The Toronto Police Service Board at its meeting of November 6, 2001 (BM# P326/01 refers) approved the award of the Construction Management Services Quotation to Eastern Construction Company Limited in the amount of \$678,497, all taxes included. This amount reflected the construction management services to be provided by Eastern Construction however it did not include the related disbursement costs. Disbursement costs include items such as, site trailer rental, site telephone, site hydro service, etc. The original tender call indicated the Police Service would reimburse these costs at the actual cost plus a 10% administration fee. This approach was adopted as a cost control method rather than the traditional method of allowing the contractor to estimate the cost and include it in the base fee. The disbursement costs are now better defined and total \$300,000 (all taxes included). Therefore, an amendment to the original purchase order is required to cover this amount.

The Chief Administrative Officer, Corporate Support Command, has certified to the availability of funds in the TPS Capital Program. Mr. Frank Chen, CAO Corporate Support Command will be in attendance to answer any questions the Board may have.

**Mr. Frank Chen, Chief Administrative Officer, and Mr. Angelo Cristofaro, Director of Finance and Administration, were in attendance and responded to questions by the Board about this report.**

**The Board was advised that the disbursements in the amount of \$300,000.00 are related to the total No. 51 Division project which is in excess of \$20,000,000.00 and that they were not included in the original bid.**

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 11, 2002**

**#P338. QUARTERLY REPORT: "CIPS" ENHANCEMENTS RELATED TO  
GATHERING OF STATISTICS FOR COMPLETE SEARCHES**

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

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

Recommendation:

It is recommended that:

- 1) the Board receive this report, and
- 2) the Board receive a final report on this issue at its December 2003 meeting.

Background:

At its meeting on 2000.12.14, the Board directed quarterly status reports (Board Minute P529 refers), as follows:

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

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

Information Technology Services (ITS) advises that CIPS functionality will be incorporated into the Service's new Records Management System called eCOPS (Enterprise Case and Occurrence Management System). eCOPS is targeted to commence rollout by the second quarter of 2003 and will take approximately six months to complete. Therefore the collection of complete search data in eCOPS is projected to begin by the third quarter of 2003, to allow for data migration. Service wide rollout of eCOPS is targeted to be completed by end of 4Q03 and full data collection will be then available.

As an interim measure, pending the deployment of eCOPS, a complete search template has been added to the CIPS application. This template allows the Service to collect complete search statistics.

It is recommended that the Board receive this quarterly status report. Given the fact that the eCOPS rollout is targeted to be complete in 4Q2003, it is recommended that a final report be submitted to the Board in December 2003, replacing the current quarterly reporting process. Mr. Frank Chen, Chief Administrative Officer, Corporate Support Command, will be in attendance to answer questions from Board members.

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

**THAT the Board receive recommendation no. 2 and that quarterly reports continue to be submitted in the usual manner.**



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 11, 2002**

**#P339. BOARD MEETING DATES FOR 2003 AND OTHER SCHEDULED  
EVENTS**

The Board was in receipt of the following report NOVEMBER 28, 2002 Norman Gardner, Chairman:

Subject: BOARD MEETING DATES FOR 2003 and OTHER SCHEDULED EVENTS

Recommendations:

It is recommended that:

- (1) the Board approve the 2003 Board meeting dates; and
- (2) the Board receive the 2003 schedule of known events, to date.

Background:

The Board at its meeting on September 26, 2002 approved revised Board meeting dates for 2002 and meeting dates for the first quarter of 2003 (Board Minute #P243/02 refers). This report has the complete schedule of Board meetings for the year 2003. City Council's request, that being, whenever possible to avoid scheduling meetings which conflict with meetings of City Council and Standing Committees has been considered.

The following is the recommended schedule of Board meetings for 2003:

Thursday, January 30, 2003
Thursday, February 20, 2003
Thursday, March 27, 2003
Thursday, April 24, 2003
Thursday, May 29, 2003
Thursday, June 19, 2003
Thursday, July 17, 2003
Thursday, August 14, 2003
Thursday, September 25, 2003
Thursday, October 16, 2003
Thursday, October 30, 2003 (Special Budget)
Thursday, November 20, 2003
Thursday, December 11, 2003.

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

The Special Board meeting scheduled for Thursday, October 30, 2003 will consider preliminary written submissions of the Toronto Police Services Board, Toronto Police Service and Parking Enforcement Unit 2004 operating budgets and 2004 to 2008 capital budget, if required. The special meeting will commence at 5:00 PM for the purpose of receiving public deputations.

Also included in this report is a schedule of known events, to date, for 2003 for Board members' information.

Friday, January 24, 2003	Board Retreat with the Command	All day
Saturday, April 26, 2003	Annual CPLC Conference	All day
Wednesday, April 30, 2003 to Sunday, May 4, 2003 (inclusive)	OAPSB Conference	This event is being hosted by TPSB.
Thursday, June 4, 2003	Community Consultation with CPLC Chairs	Auditorium 6:30 PM to 9:30 PM
Friday, July 11, 2003	Board Retreat	All day
Tuesday, October 21, 2003 to Saturday, October 25, 2003 (inclusive)	IACP Conference	This conference will be held in Philadelphia, PA.
Monday, November 10, 2003	Municipal Election	All day

It is hereby recommended that the Board approve the 2003 Board meeting schedule and receive the schedule of known events, to date, for 2003.

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 11, 2002**

**#P340. SPECIAL INVESTIGATIONS UNIT – INVESTIGATIONS INVOLVING  
THE TORONTO POLICE SERVICE**

The Board was in receipt of the following report NOVEMBER 21, 2002 Julian Fantino, Chief of Police:

Subject: S.I U. LIAISON OFFICER

Recommendation:

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

Background:

During the Confidential Board Meeting held on July 25<sup>th</sup>, 2002, the Board approved the following motion:

**1. That Chief Fantino provide the Board with a public report on the following:**

- (a) the number of times the SIU was contacted by the Service's SIU Liaison Officer regarding incidents involving Toronto police officers since January 1, 2001;**
- (b) with regard to (a), the number of times the SIU commenced investigations after being notified by the Service's SIU Liaison Officer;**
- (c) the number of SIU investigations that commenced since January 1, 2001 for reasons other than (a), for example, following news media reports or when suspects, or others, contacted the SIU directly;**
- (d) total costs, if available, related to SIU investigations involving the Toronto Police Service since January 1, 2001; and**
- (e) the current definition of "serious injury" established by the Special Investigations Unit and the definition established by the Ontario Association of Chiefs of Police.**

Response:

- 1. (a) The Service's SIU Liaison Officer has contacted the SIU regarding incidents involving Toronto Police officers on **64** occasions since January 1, 2001.

(b) The SIU have commenced **58** investigations as a result of being contacted by the Service's SIU Liaison Officer.

(c) The SIU have commenced **11** investigations after receiving information from sources other than the Service's SIU Liaison Officer. (Suspects / Lawyers / Media).

(d) The total costs related to SIU investigations since January 1, 2001 are;

**Legal Fees:**

For the year 2001: \$635, 344.03  
For the year 2002: (Not available at the time of this report)

**Other Expenses:**

- SIU Liaison Designate- 25-35% of a Staff Inspector's wage. (\$110,158.03)
- SIU Liaison Unit- 100 % of a Detective's wage. (\$86,416.63)  
Unit operating expenses. (Not available at the time of this report. Unit created April 1, 2002.)
- SIU Chief's Counsel- 5 - 10% of Chief's Counsel Activity.
- Replacement Equipment- \$2,000.00 (approx.) per each complete uniform seized.  
\$854.45 for each pistol seized. (Temporary Replacement)  
  
(The SIU is presently in possession of 10 pistols, 3 long barrelled firearms and 1 Taser. Further, they are in possession of a number of pieces of equipment, such as, duty belts, expandable batons, OC spray, shirts, pants, and vests).
- Administrative Review Ontario Regulation 673/98 Section 11 The associated wages of the various units which conduct the Chief's Administrative Review. (Homicide, Traffic Services, Sex Crimes Unit, and Professional Standards).
- Designated Officers- Officers are usually interviewed by the SIU while on duty. (On average, 5-10 officers are designated for each investigation)
- Disclosure Requests- Associated Costs. (E.g.: Communications Transcripts )

(e) The definition of “*Serious Injury*” established by the Special Investigations Unit.

“*Serious Injuries*” shall include those that are likely to interfere with the health or comfort of a victim and are more than merely transient or trifling in nature will include serious injury resulting from sexual assault.”

“*Serious Injury*” shall initially be presumed when the victim is admitted to hospital, suffers from a fracture to a limb, rib, vertebrae or to the skull, suffers burns to a major portion of the body or loses any portion of the body or suffers a loss of vision or hearing, or alleges sexual assault. Where prolonged delay is likely before the seriousness of the injury can be assessed, the Unit should be notified so that it can monitor the situation and decide on the extent of its involvement.

(Reference: 1. PSA Special Investigation Unit. Standard Operating Procedures.  
2. SIU Operations Order 001)

The definition of “*Serious Injury*” established by the Ontario Association of Chiefs of Police:

“*Serious Injury*” shall mean:

1. Injuries that materially impair or interfere with the health of an individual but does not include:
  - a) fractures, cuts and burns that do not necessitate admission to acute medical care in a hospital, or,
  - b) admission to a hospital for observation only.
2. Allegations, or real evidence, of sexual assault.

(Reference: 1. OACP March 21, 2001)

Staff Inspector Richard Gauthier, the Service’s SIU Liaison Officer will be in attendance at the Board meeting and respond to questions, if required.

**The Board received the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 11, 2002**

**#P341. SEMI-ANNUAL REPORT: PROFESSIONAL STANDARDS 2002  
INTERIM REPORT**

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

Subject: PROFESSIONAL STANDARDS 2002 INTERIM REPORT

Recommendation:

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

Background:

At its meeting of June 13, 1996, the Board approved the replacement of all previously submitted Professional Standards reports with the *Toronto Police Service Professional Standards Report*, to be submitted on a semi annual basis (Board Minute No. 199/96 refers). Revised and additional reporting requirements, as outlined in Direction 32 of the Toronto Police Services Board's Complaints Policy Directive, have been integrated into the appropriate sections of the report. (Board Minute No. 5/98 refers). Further, the semi-annual reporting requirement for suspect apprehension pursuits has been incorporated into the report as a separate section (Board Minute No. 233/2000 refers). However, operational and reporting requirements recommended by the Ontario Civilian Commission on Police Services (OCCPS), including early warning features and penalty tracking, have not been fully met; full compliance is dependant on the implementation of the Professional Standards Information System (PSIS). As of this date, implementation for PSIS (IAPro) is targeted for the first quarter of 2003. (Board Minutes 551/00, 135/01, 158/01 and 202/01 refer).

It is recommended that the Board receive the Toronto Police Service Professional Standards 2002 Interim Report for information. Staff Superintendent David Dicks, Professional Standards, will be in attendance to answer any questions if required.

**The Board received the foregoing.**

## PROFESSIONAL STANDARDS 2002 INTERIM REPORT

### Executive Summary

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

### Highlights

- During the first half of 2001, a total of 324 complaints were made by members of the public - 318 complaints about officer conduct, four about Service policy and two about the level of service provided. The number of complaints made in the first six months of 2002 represents a decrease of about 13% from the 376 and 374 complaints reported in the first half of 2000 and 2001, respectively, but only about 7% less than the average level of complaints in the first six months of the previous five years.
- A total of 323 officers were identified as Subject Members during the first half of 2002, about 6.4% of the current total Service Uniform strength; less than one percent of the total uniform strength was identified as Subject Members in two or more complaints.
- The Act provides that if a complainant is not satisfied with the disposition of their complaint, the complainant may request that the Ontario Civilian Commission on Police Services (OCCPS) review the decision and, if appropriate, recommend further investigation. Of the 340 complaints that were concluded during this period; OCCPS reviewed 59 disposition decisions at the request of the complainant; six decisions were returned by OCCPS for further investigation.
- Since the revisions to the Act in November 1997, between 10% and 20% of all conclusions each year have been reviewed by OCCPS at the request of the complainant. On average, less than one in ten conclusions challenged by the complainant were returned by OCCPS for further investigation - less than 2% of all conclusions.
- During the first six months of 2002, a total of 57 charges, relating to 30 cases of alleged misconduct, were laid against a total of 25 police officers. The number of cases opened in the first six months of 2002 is about 12% less than the average number of cases for the first half of the past five years (34 cases) and is approximately equal to the 29 cases opened in the first six months of 2001.

- The number of charges laid during the first six months of 2002 is less than half of the average number of charges laid in the first half of each of the past five years (127 charges) and almost 60% less than the 131 charges laid in the first half of 2001. The decrease in charges was expected; the focus of the Prosecution Services Unit shifted from individual acts to patterns of conduct, specifically serious and/or criminal conduct. Less serious issues were directed to the unit level for informal resolution.
- During this period, Police Services Act charges were laid against 25 officers, one half of one percent of all officers or approximately one in every 200 officers of this Service. Almost half of all charges laid during this period were laid against 4 officers.
- Seven of the 30 cases opened during this period involved domestic violence – one in four cases. Three of the 37 cases concluded during this period involved alcohol – one in twelve cases, down significantly from prior years.
- During the period January 1 to June 30, 2002, a total of 921 Use of Force Reports were submitted, about the same as in first six months of 2001, but 17% higher than the average number of reports submitted in the first half of the previous five years.
- Over the past ten years, there has been a general increase in the number of Use of Force reports submitted each year; an applied trend line indicates an increase of about 5% per year.
- A specific reason for this increase is not known, however, a number of potential influences should be noted - in-service and recruit training that stressed the importance of reporting use of force, Emergency Task Force policy in regards to reporting use of force and an increased number of police officers assigned to front line positions.
- Notable changes in the type of force used by officers over the past decade generally reflect the introduction of new, less lethal force types. The use of aerosol weapons and tazers, neither of which were used five years ago, together, now account for about 12% of force used.
- During the first six months of 2002, Service Awards were presented to 172 members of the Toronto Police Service. Service Awards presentations included two Merit Marks, 49 Commendations, 104 Teamwork Commendations, and 17 Chief of Police Excellence Awards.
- During the period January 1 to June 30, 2002, a total of 79 Fail to Stop Reports were submitted to Professional Standards – a 12% decrease from the 90 reports submitted in the same period in 2001. Officers cited criminal offences as the reason for pursuing a vehicle in eight in ten pursuits. In more than half of all reported pursuits, the vehicle was stopped. A total of 10 injuries were sustained, mostly by suspects, in 6 personal injury collisions.



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 11, 2002**

**#P342. SEMI-ANNUAL REPORT: JANUARY – JUNE 2002:  
IMPLEMENTATION OF “60/40” STAFFING MODEL**

The Board was in receipt of the following report NOVEMBER 15, 2002 Julian Fantino, Chief of Police:

Subject: FIRST SEMI-ANNUAL REPORT ON THE "60/40" STAFFING MODEL

Recommendation:

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

Background :

At its meeting on September 26, 2002, the Board requested that the Chief of Police submit a report on the implementation of the "60/40" model in the divisions (Board Minute #C184/02 refers). This is the first semi-annual report for the period of January to June 2002.

The methodology for evaluating the deployment strength for the primary response function was created in response to the 90 Day Review Process. The "60/40" staffing model provides for a target allotment of 60% of an officer's time for calls for service response (reactive activities) and 40% toward proactive activities within the community.

In January 2002, the average divisional primary response constable strength was at 85.9 % of the "60/40" target strength. Between January and June 2002, one hundred and twelve (112) primary response constables separated from the Service and two hundred and twenty-two (222) newly appointed 4<sup>th</sup> class constables were deployed to the sixteen divisions using the "60/40" staffing model. As a result of these separations and deployments, the average divisional strength in June was 84.7 % of the "60/40" target strength. The average divisional strength remained at 92.4% of the budgeted target strength.

The "60/40" target strength is calculated every six months using primary response data collected through the ICAD system. In this way, the "60/40" target is modified to respond to the hours of calls for service, addressing the changing needs of the community.

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

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

**THAT the Service provide semi-annual public reports on the implementation of the “60/40” staffing model in police divisions and that they be submitted in conjunction with the confidential reports that are provided to the Board.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 11, 2002**

**#P343. UPDATE ON THE ESTABLISHMENT OF THE TORONTO POLICE  
FOUNDATION**

The Board was in receipt of the following report NOVEMBER 21, 2002 Julian Fantino, Chief of Police:

Subject: ESTABLISHMENT OF THE TORONTO POLICE FOUNDATION

Recommendation:

It is recommended that: the Board receive this report as an update to the establishment of the Toronto Police Foundation.

Background:

At its meeting on July 20, 2001, the Board approved the creation of the Toronto Police Foundation: a non-share capital corporation, that would distribute funds received through private and corporate donations to enhance police initiatives within the community (Board Minute No. P200/01 refers).

Pursuant to the above-mentioned report, Deputy Chief Steven Reesor and Inspector George Cowley met with Mr. C. Michael Kray from the law firm of Fraser Milner Casgrain LLP. Mr. Kray generously offered his assistance to establish the Toronto Police Foundation.

Efforts are currently underway to incorporate, organize and register the Foundation as a charity. To this end, samples of bylaws from similar Foundations in Canada and the United States have been examined. Bylaws that will meet the requirements for incorporation in Ontario are presently being formulated.

Consideration is also being given to the selection of the first three Foundation directors. The bylaws will permit the first three directors to select additional directors, probably to a maximum of six, and company officers.

Upon completion of the bylaws and selection of the first three directors, application to the Minister of Consumer and Commercial Relations will be made, requesting a grant of letters patent and to incorporate the foundation as a non-share capital corporation.

It is expected that the application package will be submitted before the end of this year. Once incorporated in Ontario, an application will then be made to the Canada Customs and Revenue Agency for the Foundation to become a registered charity and be permitted to issue income tax receipts for the donations it receives.

Deputy Chief Steven Reesor of Policing Operations Command will be in attendance to answer any questions concerning this report.

**The Board deferred consideration of the foregoing report to its January 30, 2003 meeting which would provide the City of Toronto – Legal Services Division with additional time to review this matter with Toronto Police Service personnel.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 11, 2002**

**#P344. RESPONSE TO CITY OF TORONTO AUDIT COMMITTEE  
REGARDING COLLECTION OF OUTSTANDING ACCOUNTS AND  
THE USE OF BAILIFFS**

The Board was in receipt of the following report NOVEMBER 15, 2002 Julian Fantino, Chief of Police:

Subject: REVENUE CONTROLS REVIEW PERFORMED BY THE CITY OF  
TORONTO AUDIT SERVICES

Recommendation:

It is recommended that:

1. The Board receive this report for information, and
2. The Board forwards this report to the City Audit Committee for their information.

Background:

The Board, at its meeting of February 28, 2002, received a report (Board Minute #P38/02 refers) containing the Service's comments regarding the revenue controls review performed by the City Auditor. At its meeting of June 27, 2002, the Board received a report (Board Minute #P168/02 refers) containing details of the corrective actions pertaining to each of the City Auditor's recommendations.

Further to the above, at the City Council meeting, held on October 1, 2 and 3, 2002, Report 8 of the Audit Committee, as adopted by the Council of the City of Toronto, contained the following clause:

"The Audit Committee recommends that the Chair of the Toronto Police Services Board be requested to advise the Audit Committee on what actions have been taken to date with respect to the collection of outstanding accounts receivable and to advise City Council, through the Audit Committee, whether action taken has included the use of bailiffs for the collection of outstanding accounts receivable beyond 90 days."

In order to improve the monitoring and collection process for outstanding accounts receivable, the following actions are being taken or examined:

1. A procedure for Collection of Accounts Receivable has been prepared and is presently being reviewed by City of Toronto Audit Department and Quality Assurance at the Toronto Police Service. The procedure outlines the process that is followed by Accounts Receivable staff, including the point when customers are contacted by telephone, the frequency with which telephone calls are made and the Dunning letter process whereby correspondence is sent to

customers as their accounts become increasingly overdue. The procedure also outlines the process to be followed when it is determined that an amount will not be collected and an allowance for doubtful accounts is required. The process for writing off accounts which will not be collected with certainty is included as the final step if necessary.

2. Monthly statements continue to be sent out to customers. The receipt of these statements has improved collections as customers are responding to the statements by either sending a cheque for the full amount owing or making alternate repayment arrangements.
3. An examination is presently being undertaken to determine the possibility of utilizing a collection agency to collect overdue accounts. The use of the collection agency will be incorporated in the Collection Procedure described above when such an arrangement is finalized.
4. Discussions have been initiated with the Toronto Police Credit Union regarding advance payments for both the officer's and administrative fees related to paid duties. The Credit Union has provided the Service with a document outlining the service they would be providing and the fee they would charge for that service. Financial Management is in the process of reviewing this document and determining the limitations, if any, of establishing an advance payment arrangement.
5. Accounts Receivable continues to send Unit Commanders and administrative staff of Divisions and Units whose members perform paid duties, a list of delinquent accounts on a bi-weekly basis. Delinquent has been defined in the A/R Collection Procedure as amounts 90 days overdue. The Staff Superintendents of the Service's operational areas receive a listing of delinquent customers whose balances exceed \$5,000.

Furthermore, the Chief of Police issued a Routine Order #1437 dated August 8, 2002 stating "No Business groups and/or persons listed on the suspended list will receive paid duty services until the outstanding debt has been remitted." This statement is encouraging customers with outstanding balances to pay and/or is preventing paid duties from being provided to these customers.

6. In an effort to remove accounts which have been determined to be truly uncollectable, listings are being prepared for write-off of the balances, according to the authorization levels outlined in the Toronto Police Service's By-law 100.

Mr. Frank Chen, Chief Administrative Officer, will be available at the Board meeting to answer any questions the Board may have.

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 11, 2002**

**#P345.           RESPONSE TO RECOMMENDATION REGARDING COORDINATED  
AIR SUPPORT UNIT**

The Board was in receipt of the following attached correspondence in response to the development of a co-ordinated air support unit:

- November 6, 2002 from Robert G. Boychyn, Chair, Durham Regional Police Services Board.

**The Board received the foregoing and requested Chief Fantino to provide comments to the Board about this correspondence in the report he will submit regarding the Regional Air Support Program that was considered in a separate report on today's agenda (Min. No. P325/02 refers).**



## DURHAM REGIONAL POLICE SERVICES BOARD

R. Boychyn, Chair \* K. Ashe, Vice-Chair \*  
G. Mossman, Member \* R. Nicol, Member \* D. Moffatt, Member

November 6, 2002

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



Dear Mr. Gardner:

Thank you for your letter of 15 October 2002 regarding how air support units might be coordinated between different police services in the GTA.

We currently have a comprehensive agreement with York Regional Police Service Board whereby:

- Each Service has its own air support unit complete with helicopter, crew and ancillary equipment (York owns its helicopter, Durham's purchase process has begun to replace its leased helicopter);
- The helicopter of each Service has the on-board radio communications equipment to talk directly with ground units of the other Service, when attached to the other Service for a specific task;
- The maintenance schedules of each Service's helicopter are coordinated in advance such that at least one helicopter is serviceable at all time;
- The patrol schedules of each helicopter are coordinated such that at least one helicopter is on patrol in its own jurisdiction during forecasted peak usage-times, and is therefore available to support the other Service on a priority needs' basis; and
- The coordination and sharing of air support services is guided by the mutually agreed upon Shared Resources Agreement, which in fact addresses in global terms all joint efforts involving York, Durham and Simcoe police services (as per the Police Services Act).

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77 Centre Street North, Oshawa, ON L1G 4B7  
Phone: 905-721-4295 or 905-579-1 520, Ext. 4307 \* Fax: 905-721-4249

We are extremely pleased with this partnership arrangement with York Regional Police Services Board as it pertains not only to the two air support units, but also to cooperation on all joint, shared or otherwise coordinated activities in keeping with our Shared Resource Agreement. We feel this arrangement is an excellent model.

Regarding your proposal, it is our intent to continue our own independent air support unit, and to continue to partner with other Boards in accordance with jointly developed Shared Resource Agreements. Our intent, therefore, is consistent with Motion 2 presented in your correspondence. We remain highly motivated towards establishing a Shared Resource Agreement with the Toronto Police Services Board regarding the coordination of independent air support units, as well as any and all other resources that are loaned/borrowed across jurisdictional boundaries from time to time in the worthy pursuit of public safety and security.

Yours truly,

  
Robert G. Boyce  
Chair

Cc: York Police Services Board  
Peel Police Services Board  
Chief McAlpine, Durham Regional Police Service





**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 11, 2002**

**#P346. POLICE VEHICLE PARKING AT THE CITY HALL GARAGE**

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

Subject: POLICE VEHICLE PARKING AT CITY HALL GARAGE

Recommendation:

It is recommended that:

1. the Board defer payment to the Toronto Parking Authority for invoices received in relation to the parking of police vehicles at the City Hall Parking Garage;
2. the Chairman, Toronto Police Services Board and Toronto Police staff meet with the Toronto Parking Authority to discuss the parking charge and services provided by the Service; and
3. the Board forward this report to the City Policy & Finance Committee for their information

Background:

The Service has received a letter (attached), dated November 26, 2002 from the Director, Finance & Administration, Toronto Parking Authority (TPA), regarding the parking of police vehicles at the City Hall Garage. This letter indicates that the Board of the TPA has passed a motion to discontinue allowing free parking for police vehicles at the City Hall Garage and to commence charging. Prior to receiving the above letter, the Service was notified by telephone that this would be forthcoming and also we have received the first invoice from the TPA. The invoice is for the month of September 2002 at a total cost of \$20,474.25 and it is expected that the Service will continue to receive invoices each month.

The above initiative by the TPA has come as a total surprise to the Service. The Service has been parking at the City Hall Garage, without being charged, for over 25 years. The TPA did not advise/consult with the Service regarding the charge prior to their Board passing the motion. Therefore, the Service did not have an opportunity to discuss, with the TPA, some of the implications of such a decision.

The parking charge, instituted by the TPA, commencing in September 2002 would impact the Service by approximately \$60,000 for 2002 and on an annualised basis by \$240,000 in 2003 (assuming the \$20,000 charge for September 2002 reflects a typical month). The Service does not have the funds in 2002 to pay for this charge and nothing has been built into the 2003 budget request for this. Moreover, at the direction of the City Budget Advisory Committee (BAC), we are trying to absorb a salary funding shortfall in 2002 and look for ways to reduce the 2003 budget request and we are now advised of this impact.

Police vehicles parking at the City Hall Garage are there on official business (e.g. staff attending court at Old City Hall, staff attending meetings with City staff/Councillors, etc.). I fail to see the logic in inflating the police budget (supported by tax dollars) to pay for parking related to the performance of duties in providing services to the City.

The Parking Enforcement Unit (PEU) of the Toronto Police provides various services to the TPA for which we are not recovering costs. These include:

- providing information to the TPA pertaining to broken or malfunctioning pay and display machines and parking meters (PEOs while on patrol make note of these problems and reports are sent to the TPA) – 1,241 meters/machines reported to November 2002
- site inspections under the new private property by-law for new sites and annual re-inspections
- training for the MLEOs (TPA has 44 certified MLEOs) for certification and re-certification
- providing investigative services for complaints regarding enforcement on private property under the MLEO program
- providing services to monitor MLEO performance

The above list is extensive and if the Service is required to pay for parking then I must consider instituting a cost recovery for services provided to the TPA. I do not believe that these types of chargebacks (within the City umbrella) are an efficient method of doing business and they result in more administrative work and in the end for what benefit.

In summary, I would have preferred if the TPA had approached the Service with this issue prior to making the decision and a discussion could have taken place on costs and services. The Service has been impacted by other cost recovery initiatives from City Departments and I would like to avoid getting into a process where various chargebacks are implemented and administrative bureaucracy results. Therefore, it is recommended that the Board defer payment to the TPA for invoices received in relation to the parking of police vehicles at the City Hall Parking Garage.

**The Board approved the foregoing.**

Toronto  
Parking  
Authority



Office des parcs  
de stationnement  
de Toronto

File : 5036-00

Facsimile:

(416) 808-7932 (1 page)

November 26, 2002

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

**Attention: Mr. Anaelo Cristofaro, Director, Financial Services**

Dear Sir:

**RE: Parking at City Hall Garage**

As you requested when we spoke last week I am writing to outline the parking situation at our City Hall garage for your further attention,

For a number of years the Parking Authority has had an informal policy of allowing marked police vehicles to park free of charge in the City Hall Garage. My understanding is that at the time the policy was put into place the number of vehicles parking was approximately 5-7 per day. During this past summer the garage staff noted that the number of vehicles had dramatically increased. Our internal audit area reviewed the actual usage which, for the month of September, was 1,930 transactions totaling \$20,474.25. This amount is split between Court Services staff (493 transactions or \$7,832.75) and police vehicles (1,437 transactions or \$12,641.50).

Our board was informed of the current level of usage and they passed a motion to discontinue allowing free parking and to commence charging.

We met with Staff Inspector Dalziel of Court Services in October 2002 who advised that staff under his direction have been instructed to discontinue using the police vehicle parking pass to exit. We note that exits by Court Services staff using passes have, in fact, stopped completely.

We propose that police vehicles can continue to exit from the garage using the existing pass. We will provide a monthly invoice with a summary of daily tallies of vehicles and related parking fees. We can retain actual tickets and passes for a period of time during which they would be available for inspection if desired.

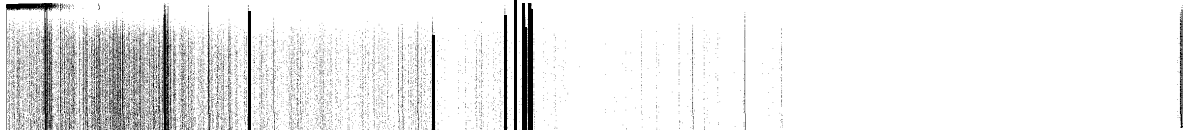
Yours truly,

A handwritten signature in black ink, appearing to read 'G. Daigle', written over a horizontal line.

G. Daigle, Director  
Finance & Administration

C e l e b r a t i n g   5 0   y e a r s /   N o u s   c é l é b r o n s   n o s   5 0   a n s

33 Queen Street East, Toronto, Ontario M5C 1R5 Tel.: 416 393 7275 Fax.: 416 393 7352  
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**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 11, 2002**

**#P347. SPECIAL FUND - FUNDING OF EMPLOYEE RETIREMENT  
RECOGNITION EVENTS FROM THE BOARD'S SPECIAL EVENT**

The Board was in receipt of the following report DECEMBER 4, 2002 from Norman Gardner, Chairman:

Subject: FUNDING OF EMPLOYEE RETIREMENT RECOGNITION EVENTS FROM  
THE BOARD'S SPECIAL FUND

Recommendations:

It is recommended that:

- (1) the Board approve funding for jointly hosting retirement events with the Toronto Police Association to honour Association members who retire from the Toronto Police Service;
- (2) the Board approve that the expenditures be drawn from the Special Fund;
- (3) the Board approve the payment for half (50%) of the costs for food only served at the retirement events hosted by the Toronto Police Association that were held in 2002; and
- (4) the Board approve the payment for half (50%) of the costs for retirement events to be held jointly by the Board and the Association in 2003.

Background:

The Board at its meeting held on March 22, 2001 declared a moratorium on expenditures from the Special Fund (Board Minute #P99/01 refers); and during the 2002 operating budget process reaffirmed its position that the Special Fund could only be used to fund employee recognition programs, such as, long service, volunteer and retirement events.

During the years of 2001 and 2002, the Board was compelled to sponsor retirement events, normally as luncheons, for those members of the Service who retired in 2001 to present its retirement plaques. At the same time, the Toronto Police Association had continued in its long-standing practice to continue to host dinners for retiring Association members. Both events recognized the same members for their loyal and dedicated service with the Toronto Police Service. Though, well intended, by both the Board and the Association, these retirement ceremonies have proven to be an expensive duplication in effort.

In the interest of preserving these long standing ceremonial retirement events, I had preliminary discussions with Mr. Bromell and proposed that perhaps joint retirement celebrations could be considered for the members retiring in 2002. To further confirm the goodwill of the proposal and the intentions of the Board, it would be expected that all members of the Board, the Chief of Police and Command Officers will be invited to attend these retirement events, so they too, could personally honour the retired members for their dedicated service to both the organization and the community. The Board's financial commitment would include payment for half (50%) of the costs for food only that would be served at retirement events, luncheons or dinners. The Board's Special Fund has been committed to its limit in recent years and to alleviate some of the expenditures, a joint cost sharing retirement celebration would provide a reduction of expenditures.

I recently received correspondence from the Association suggesting that a cost sharing arrangement would be satisfactory; however, any cost sharing arrangement requires Board approval.

Therefore, I recommend:

- (1) the Board approve funding for jointly hosting retirement events with the Toronto Police Association to honour Association members who retire from the Toronto Police Service;
- (2) the Board approve the expenditures be drawn from the Special Fund;
- (3) the Board approve the payment for half (50%) of the costs for food only served at the retirement events hosted by the Toronto Police Association that were held in 2002; and
- (4) the Board approve the payment for half (50%) of the costs for retirement events to be held jointly by the Board and the Association in 2003.

The funding is being requested for the years 2002 and 2003 only. The Board's Special Fund will have to be monitored to ensure that funds will be available to commit further with this partnership. Any extension of this arrangement will require further Board approval.

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 11, 2002**

**#P348. SPECIAL FUND – ALLOCATING FUNDS FOR THE 2003 OAPSB  
ANNUAL CONFERENCE AND ANNUAL GENERAL MEETING**

The Board was in receipt of the following report DECEMBER 5, 2002 from Norman Gardner, Chairman:

Subject: SPECIAL FUND – ESTABLISHING RESERVE FUND FOR THE 2003 OAPSB  
ANNUAL CONFERENCE AND ANNUAL GENERAL MEETING

Recommendation:

It is recommended that Board approve the transfer of funds in the amount of \$20,000 from the Special Fund to establish a Reserve Fund for the 2003 Annual Conference and Annual General Meeting of the Ontario Association of Police Services Boards (“OAPSB”).

Background:

The Toronto Police Services Board will be hosting the 41<sup>st</sup> Annual Conference and Annual General Meeting, which will be held at the Colony Hotel from May 1, 2003 to May 3, 2003. The conference theme for 2003 is “*Building Relationships in Changing Times*”.

The OAPSB is a not-for-profit volunteer-based association, which represents approximately 150 police services boards throughout the province. As host of this annual conference, the Toronto Police Services Board is responsible for providing, not only, sponsorship in kind, but is required to seek financial assistance and support. The sponsorship initiative is underway; however, conference planning requires “seed” or “start-up” funds for any preliminary expenses such as providing security deposits and/or down payments, until such time donations are forthcoming.

To effectively plan a successful conference from the outset, I am requesting that the Board approve the transfer of funds in the amount of \$20,000.00 from the Special Fund to establish a Reserve Fund for the 2003 Annual Conference and Annual General Meeting of the Ontario Association of Police Services Boards.

It is anticipated that at the conclusion of the conference, and based on a successful fundraising and sponsorship campaign, the Special Fund will be made whole and the conference reserve funds will be transferred back to the Special Fund.

**The Board approved the foregoing with the following amendment:**

**THAT the words “to establish a Reserve Fund” be replaced with “allocating funds” so that the recommendation now reads as follows:**

**THAT the Board approve allocating funds in the amount of \$20,000 from the Special Fund for the 2003 Annual Conference and Annual General Meeting of the Ontario Association of Police Services Boards, if required.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 11, 2002**

**#P349. LIVESCAN FINGERPRINT SYSTEM**

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

Subject: LIVESCAN FINGERPRINT SYSTEM

Recommendation:

(1) It is recommended that the Board correct a misidentification of the contracting party for provision of the Livescan Fingerprint System in Board Minute No. P201/02 and correctly identify the contracting party as Motorola Canada Limited.

Background :

At its meeting held on July 31,2002, the Board awarded a contract for provisions of the Livescan Fingerprint System to “Printrak, a Motorola Company” on the terms and conditions set out in. Minute P201/02. A copy of that Minute is attached as Appendix “A” to this report.

During the course of negotiations for the contract for the Livescan System, representatives of Motorola Canada advised that the proper party to the contract should originally have been identified as “Motorola Canada Limited” rather than “Printrak, a Motorola Company”. Legal counsel for Motorola Canada Limited has advised that both Motorola Canada Limited and Printrak are wholly owned subsidiaries of Motorola Limited and that the technical correction would have no effect on any other aspect of the contractual arrangement authorized by the previous Minute.

Legal counsel in the City of Toronto Legal Division advised us to proceed with the above recommendation in order to establish proper Board authority for a contract with Motorola Canada Limited.

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 11, 2002**

**#P350.           CORRESPONDENCE**

The Board was in receipt of a summary of the public correspondence received in the Board office between November 05, 2002 and November 28, 2002. A copy of the summary is on file in the Board office.



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 11, 2002**

**#P351.        ADJOURNMENT**

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Gloria Lindsay Luby  
Acting Chair