



The following *draft* Minutes of the meeting of the Toronto Police Services Board held on **OCTOBER 16, 2003** are subject to adoption at its next regularly scheduled meeting.

The Minutes of the meeting held on **SEPTEMBER 18, 2003** previously circulated in draft form were approved by the Toronto Police Service Board at its meeting held on **OCTOBER 16, 2003**.

**MINUTES OF THE PUBLIC MEETING** of the Toronto Police Services Board held on **OCTOBER 16, 2003** at 1:30 PM in the Auditorium, 40 College Street, Toronto, Ontario.

**PRESENT:**

**Gloria Lindsay Luby**, Councillor & Acting Chair  
**A. Milliken Heisey, Q.C.**, Member  
**Benson Lau, M.D.**, Member  
**Allan Leach**, Member  
**Frances Nunziata**, Councillor & Member

**ALSO PRESENT:**

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 16, 2003**

**#P267.           MOMENT OF SILENCE**

A moment of silence was observed in memory of Senior Ontario Provincial Police Constable John Paul Flagg, of the Eastern Region R.I.D.E. Unit, who was killed while on duty in Almonte, Ontario on Saturday, September 20, 2003.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 16, 2003**

**#P268. INTRODUCTION**

The following Service members who were recently promoted or appointed were formally introduced to the Board:

Superintendent Robert Clarke  
Superintendent Neale Tweedy  
Staff Inspector Ruth White  
Inspector William Ellison  
Inspector Douglas Grady  
Inspector Vernett McLeod  
Inspector Norman Pye  
Ms. Maureen Carey, Manager, Employment Unit

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TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 16, 2003**

**#P269. OUTSTANDING REPORTS**

The Board was in receipt of the following report OCTOBER 07, 2003 from Gloria Lindsay Luby, Acting Chair:

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 noted that it had received a written request, dated October 16, 2003, from Mr. Owen Mathias for an opportunity to make a deputation with regard to the outstanding report entitled "Review of Policy Complaint". Mr. Mathias had identified himself as one of the complainants involved in that complaint and indicated that his deputation would address the delay of the report. A copy of Mr. Mathias' correspondence is on file in the Board office.**

**Acting Chair Gloria Lindsay Luby advised that the report was completed and submitted to the Board office by the Chief during the afternoon of October 15, 2003. Copies of the report were circulated to the Board and Mr. Mathias at the meeting today for information. Consideration of the report was deferred to the November 13, 2003 meeting.**

**The Board asked Chief Fantino to provide the reasons for the delay in submitting the report to the Board. Chief Fantino advised the Board that the review of the policy complaint involved a number of complex issues and that the delay occurred as the result of an extensive and thorough review of all of those complex issues.**

**The Board indicated that it was satisfied with Chief Fantino's explanation for the delay of the report and asked Mr. Mathias if, given the explanation provided by Chief Fantino, he wished to continue with a deputation. Mr. Mathias confirmed his desire to make a deputation and the Board approved his request.**

**Mr. Mathias made a deputation to the Board.**

**The Board received Mr. Mathias' deputation and approved the foregoing report with the exception of the report regarding the review of the policy complaint which was submitted by Chief Fantino and will be considered by the Board at its next meeting (Min. No. P299/03 refers).**

**Reports that were expected for the October 16, 2003 meeting:**

Board Reference	Issue - Pending Reports	Report Status	Recommendation Action Required
#P243/03	<p><b>CAD Upgrade Project</b></p> <ul style="list-style-type: none"> <li><u>Issue:</u> include summary of the five-year plan and complete details of the proposed financial arrangements, including the rate of interest, capital costs and debt service costs</li> </ul>	<p>Report Due: Oct. 16/03                      Extension Reqs'd:                      Extension Granted:                      Revised Due Date:  <b>Status:.....outstanding</b></p>	Chief of Police
Memo – Sept. 15/03	<p><b>Review of Policy Complaint</b></p> <ul style="list-style-type: none"> <li><u>Issue:</u> request for review of policy complaint – 2003-EXT-0357</li> </ul>	<p>Report Due: Oct. 16/03                      Extension Reqs'd:                      Extension Granted:                      Revised Due Date:  <b>Status:.....outstanding</b></p>	Chief of Police
#P240/02 #P325/02 #P345/02 #P11/03 #P201/03	<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>on January 30/03 Chief advised that a full financial plan will be submitted for the July 17/03 meeting</li> <li>report on Regional Air Support Program and response by Durham Regional PSB to coordinated air support</li> <li>annual reporting of performance indicators to be submitted following commencement of new unit</li> </ul>	<p>Report Due: July 17/03                      Extension Reqs'd: July 17/03                      Extension Granted: Yes, July 17/03                      Revised Due Date: Sept. 25/03  <b>Status:.....outstanding</b></p> <p>Report Due: Mar. 27/03                      Extension Reqs'd:                      Extension Granted:                      Revised Due Date:  <b>Status:.....outstanding</b></p>	Chief of Police          Chief of Police

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**#P270. RECOMMENDATION TO AWARD THE MEDAL OF MERIT TO  
DEPUTY CHIEF OF POLICE MICHAEL BOYD**

On behalf of the Toronto Police Services Board, Acting Chair Gloria Lindsay Luby acknowledged the distinguished and exemplary career of Deputy Chief of Police Michael Boyd who recently announced that he will retire in November 2003 following 34 years of policing with the Toronto Police Service.

The Board was also in receipt of the following report SEPTEMBER 30, 2003 from Julian Fantino, Chief of Police:

Subject: MEDAL OF MERIT

Recommendation: It is recommended that the Board award the Medal of Merit to Deputy Chief of Police Michael Boyd.

Background:

The Medal of Merit may be awarded to a police officer for highly meritorious police service. Deputy Chief Michael Boyd joined the Toronto Police Service on July 15, 1969 and has spent the last 34 years progressing through the ranks in all aspects of policing.

Deputy Chief Boyd is a loyal and trustworthy public servant whose dedication to the profession of policing in Canada is truly noteworthy. He has made numerous significant contributions to the Service throughout his long career and has distinguished himself in the service of the community and citizens of the City of Toronto.

I therefore recommend that the Board award the Medal of Merit to Deputy Chief of Police Michael Boyd, for his exceptional police service.

**The Board approved the foregoing.**

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**#P271. TORONTO POLICE SERVICE 2004-2008 CAPITAL PROGRAM  
SUBMISSION**

The Board was in receipt of the following report SEPTEMBER 12, 2003 from Julian Fantino, Chief of Police:

Subject: TORONTO POLICE SERVICE 2004-2008 CAPITAL PROGRAM  
SUBMISSION

Recommendation:

It is recommended that:

- 1) The Board approve the 2004-2008 Capital Program as reflected in this report, with a 2004 request of \$33.3 million (M) (excluding cash flow carry forwards from 2003), and a total of \$188.8M for 2004-2008;
- 2) The Board authorise the Acting Chair to approve, subject to ratification by the Board, changes to the capital budget submission during the time between meetings of the Board; and
- 3) The Board forward a copy of this report to the City Chief Financial Officer and Treasurer.

Background:

Attachment A provides a financial summary of the Toronto Police Service's 2004-2008 Capital Program submission and a summary of the requests for the years 2009-2013, as per City of Toronto instructions. Details of this submission are outlined in this report.

Business cases have been prepared for each new capital project. These have been evaluated and prioritised to reflect Service goals and objectives. The Command and I have conducted a review of all projects to identify that the Capital Program reflects legitimate, bona fide needs of the Toronto Police Service (TPS) for the effective delivery of services. TPS is aware that the City continues to experience significant budget pressures and as a result, projects have been deferred, deleted or phased in wherever possible.

City Guideline:

City staff has provided a preliminary guideline of \$30M for the 2004 year. The amount has not been approved by the Budget Advisory Committee. This guideline includes funding to continue the new 43 Division and complete the new Traffic Services and Garage facilities.

The City guideline is based on no new debt being incurred by the City.



## 2004-2008 Submission:

The 2004-2008 submission can be broken down into two categories:

- A. On-going projects: Projects which have been approved by City Council in previous years; and
- B. Projects with no funding approval: Projects that are to begin in 2004 or future years, and have no funding approval from City Council.

Each project in the Capital submission must be submitted into one of five category definitions provided by the City:

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

These categories will be used by the City to establish capital priorities; however, only the first three were considered by the City in developing the 2004 guideline. All projects proposed in the capital program have been evaluated and categorised according to these categories.

### A. On-going Projects

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

#### State of Good Repair:

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

This Project was initiated in 2001 and construction is expected to be completed by end of 2003 and move in by 1<sup>st</sup> quarter of 2004. There is a \$1.0M cashflow carry forward into 2004 to complete the project.

It provides for the construction of a new 51 Division at Parliament and Front. The building has been acquired and is being renovated. Historical restoration is in progress and new construction for the parking structure and an extension to the existing structure is completed.

##### **2 State of Good Repair – Police (\$6.5M over 5 years)**

This project provides funds for the on-going maintenance and repair of Police-occupied buildings, which is managed by TPS' Facilities Management. The scope of Facilities Management work includes flooring replacement, window coverings, painting, and occupational Health & Safety issues.

### **3 Firearms Defensive Tactics /Applicant Testing Facility (\$47.4M)**

This project provides for the construction of a new single site for a new Police College at Birmingham Drive, which also provides a training facility for Firearms / Defensive Tactics. The site will provide classroom training, firearms training and an applicant testing facility.

Funding for this project includes the Police Vehicle Operations (PVO), including a skid-pad, which will be housed in a Fire Department-owned building (at 40-50 Toryork Drive), and costs are included for accommodation requirements at that site. Due to timing of the project there is a cashflow carry forward of \$1.5M into 2004.

### **4 23 Division (\$13.3M)**

This project was initiated in 2003, and is expected to be completed by 2006. This project provides for the construction of a new 23 Division (with a central lock-up) at Finch and Kipling.

Land was purchased in May 2003 and the design phase is expected to be completed by January 2004. The construction is expected to commence by April 2004.

### **5 11 Division (\$15.7M)**

This project was initiated in 2001 and is expected to be completed by 2007. It provides for the construction of a new 11 Division. A TTC site meeting the established criteria has been identified (at 640 Lansdowne Ave.) and the City Real Estate has initiated the process of acquiring the property. As a result of ongoing site negotiation, there is a \$0.8M cashflow carry forward into 2004.

### **6 Boat Replacement(\$1.4M)**

This provides for the replacement of two vessels, MU22 and MU23, in 2004 as a part of a lifecycle plan that was developed in 1998.

By the end of 2003, the Service will have replaced seven boats, which include two seadoos. There are two boats that are scheduled for 2004 replacement and two in 2005 at which time the lifecycle replacement program will be complete.

### **7 43 Division (\$12.7M)**

This is a City-initiated project and provides funds for the construction of a new division on City-owned land at Manse Road, which has been transferred to the Service. This project is expected to be completed by 2005 and \$2.0M will be cashflow carry forward to 2004.

### **8 Traffic Services and Central Garage Facilities (\$2.35M Service's share plus \$2.75M Parking)**

The relocation of the current facilities and construction of a new facility is required due to the proposed Front Street expansion, resulting from the Waterfront Development Program. City Council in July 2003 approved the acquisition and renovation of a facility at 9 Hanna Street.

The full cost of this project is \$31.9M and the City and the Waterfront Redevelopment Program will fund the replacement value of these facilities at the new location. However, discussions with the City have concluded that the Waterfront Development project should cover only those costs required to establish "the same" facility at a new site. Any costs related to upgrading the facility would be a TPS cost. The Service's share in the replacement of Traffic Services and Garage facility is \$2.35M for the enhanced portion of the facility. The \$2.75M required for the parking area has been included in the 2004 guideline provided.

#### Service Improvement and Enhancement Projects:

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

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

This project is divided into two major components:

2. Digital Repository- determining the amount of data required for storage, image resolution for the satisfactory input to a court case and how the number of VHS tapes translate to digital storage media.
3. Digital Video Capture.

The estimated spending for this project in 2003 is \$1.0M with a cashflow carry forward of \$2.1M to 2004.

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

This project was initiated in 2000 and is expected to be completed by October 2003. It provides for the installation of emergency generators at 18 front-line Police facilities to ensure that the Service's operations are not interrupted during power outages. There are five more facilities to be completed by October 2003.

##### **11 Livescan Fingerprinting System (\$5.0M)**

This project was initiated in 2002 and is expected to be completed by 2004. It provides for the replacement of the present manual system with an inkless electronic system. It allows for the exchange of information with various regional police services, and provincial and federal agencies.

The Board approved a contract, which was awarded to Printrak, a Motorola company in July 2002. We required an interface with our mugshot system, which is supported by Comnetix. We could not proceed with a contract with Comnetix until we had a contract with Motorola. Since then we have been finalizing the details of the Requirement Document for the System to present to Comnetix in order to have a contract with them to interface with the new System. We anticipate to have this contract signed by October 2003.

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

This project was initiated in 2002 and is expected to be completed by 2005. It provides for the creation of network connections between various systems (internally and externally). It allows for the internal exchange of information between RIC, AFIS, MCM, as well as external exchange of information between other regional police services, and provincial and federal agencies.

### **13 TPS Headquarters Renovation (\$1.9M)**

This project provides funds for required renovations within Headquarters as a result of organization realignment and to maximize the efficient use of space. The planned 2004 renovation includes Human Resources, Professional Standards, and some work at the Duty Desk.

## **B. Projects with no funding approval**

There are eight projects in this category. These are listed below in priority sequence and identified as to which City category they reflect:

### **1 Mobile Data Network Conversion – State Of Good Repair (\$1.3M)**

There are coverage issues with the existing 800 MHz radio frequency where TPS mobile can not communicate in some areas. To remedy the situation, the TPS must now move its data network to the recommended 450 MHz range. This will involve the replacement of the current radio modems in each vehicle and the replacement of the data network base stations enabling the network to operate over the 450 MHz range.

### **2 Voice Logging Recording System - State Of Good Repair (\$0.8M)**

This project would provide for replacement of Communication Centre Voice Logging System at both 703 Don Mills and 4330 Dufferin sites due to lifecycle factors. Integrity of continuous recordings for 9-1-1 calls is essential, along with all other phone communications, as well as the Voice Radio System. The new system architecture would allow for long term archiving from both sites, immediate retrieval, increased access points for multiple users and the potential for further expansion.

### **3 Lawfully Authorized Electronic Surveillance - State Of Good Repair (\$1.85)**

Lawfully Authorized Electronic Surveillance is an essential component of investigating organized crimes. The telephone industry is constantly changing and making current technology obsolete. The system is currently in need of upgrade or replacement.

### **4 Investigative Voice Radio System - State Of Good Repair (\$3.6M)**

This project would provide for the migration of investigative services users from the existing investigative services radio system to the new emergency services voice radio network as they are approaching their life expectancy. The existing radios will be used for other frontline operations where encryption capability is not required.

**5 Operational Health & Safety Furniture Lifecycle Replacement – Health & Safety (\$3.0M)**

This project would provide funding for the on-going management of the furniture replacement program currently adopted by the Service.

This would reduce the burden on the operating budget while at the same time allow the Service to be proactive in providing proper furniture to members of the Service, to avoid Occupational Health & Safety issues.

It also includes the replacement of chairs and workstations at the Communication Centre.

**6 Mobile Command Post Vehicle - Service Improvement and Enhancement (\$0.75M)**

A Mobile Command Vehicle (MCV) provides a readily available forward command post for police and related emergency services personnel to congregate in order to facilitate command and control of site operations and management. A MCV also provides support to both police and joint emergency operations at the site. This vehicle is expensive due to its fabricated body along with a suitable propulsion system that enables the vehicle to manoeuvre in diverse metropolitan geography. It is also equipped with state of the art technology to allow Police Incident Commanders to operate effectively under the Incident Management System. The current command vehicle (ETF8) is approaching its life expectancy. TPS requires a technologically modern Mobile Command Vehicle that would be compatible with other similar vehicles from other emergency services.

**7 Police Command Centre - State Of Good Repair (\$0.73M)**

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

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

**8 Facility Fencing - Service Improvement and Enhancement (\$3.7M)**

This project will address some site security deficiencies by upgrading existing fencing to an acceptable standard, installing new fencing, where required, to an acceptable standard, installing automatic gates to TPS parking areas, integrating the gate system(s) into the existing security system to provide TPS personnel secure access, and installing appropriate signage.

## **Operating Budget Impacts**

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

The following table identifies the net operating budget impact in future years, if the 2004-2008 capital budget is approved as submitted.

### **Net Operating Budget impact of on going and new 2004 projects in future years (\$000's)**

<b>Impact</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>
Incremental change, year to year	839	250	412	1,662

It is the Service's expectation that City Council would recognise these costs in the respective operating budgets for the above years. Total operating impact for 2004-2008 is \$10.2M.

## **Summary**

Attachment A summarises the 2004-2008 Capital program. The 2004 projects based on the City categories are as follows:

	(\$000's)
State of Good Repair	19,498
Service Improvement and Enhancement	13,067
Health & Safety	750
<b>Total 2004 Request</b>	<b>33,315</b>

The 2004 portion of the 5-year program can be further broken down as follows:

<b>2004 portion of the Capital submission (000's)</b>	
On-going projects	25,240
2004 projects with no funding approval	8,075
<b>Total 2004 Request</b>	<b>33,315</b>

It is recommended that the Board approve the 2004-2008 Capital Program as reflected in this report, with a 2004 request of \$33.3 million (M) (excluding cash flow carry forwards from 2003), and a total of \$188.8M for 2004-2008.

Although the guideline calls for a funding of \$30M, it is important for the Board to recognize the Service's justification for these needs and assist the Service staff to work with City staff and Council to acquire the necessary funds to address these requests.

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

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

**The Board approved the following Motions:**

- 1. THAT cash flow deferrals be approved for the following projects:**
  - (a) Firearms/Defensive Tactics and Applicant Testing Facility – cash flow for this project be adjusted by deferring \$1,500,000 allowing adequate funding in 2004 to commence on the design and site work;**
  - (b) No. 43 Division – cash flow for this project be adjusted by deferring \$3,000,000 to 2005 allowing adequate funding in 2004 to commence construction of the building;**
  - (c) No. 11 Division – cash flow for this project be adjusted by deferring \$250,000 to 2005 due to delay in acquiring the site; and**
  - (d) Facility Fencing – the total project will be completed over four years instead of the suggested three years for a cash flow deferral of \$305,000.**
  
- 2. THAT, with regard to the Mobile Data Network Conversion:**
  - (a) Service staff continue discussions with Industry Canada, Motorola and Telus Mobility to resolve this problem at no cost to the Service; and**
  - (b) that Chief Fantino prepare a report for the November Board meeting containing options available for the Board’s consideration in the event Telus Mobility is unable to propose a viable solution.**
  
- 3. THAT recommendation no. 1 in the foregoing report be received and that the Board approve the 2004 to 2008 capital program submission in the amount of \$188.8 Million and a 2004 request of \$28.3 Million (excluding cash flow carry forwards from 2003); and**
  
- 4. THAT recommendations no. 2 and 3 in the foregoing report be approved.**

**CAPITAL PROJECTS – 2004-2008 SUBMISSIONS  
(000'S)**

**Attachment A**

Project Name	Plan to end of 2003	2003 C/F C/F	2004-2008 Plan					2004-2008 Total Plan	2009-2013 Total Plan	Total Project Plan	
			2004	2005	2006	2007	2008				
On-going Projects:											
Video Tape Storage & Processing	3,131	2,131	0	0	0	0	0	0	0	3,131	SI
Emergency Generators	2,410	-500	0	0	0	0	0	0	0	2,410	SI
51 Division (Parliament & Front)	18,580	1,000	0	0	0	0	0	0	0	18,580	SG
Livescan Fingerprinting System	1,463	0	3,517	0	0	0	0	3,517	0	4,979	SI
Police Integration Systems (internal & external)	2,050	-300	1,650	1,550		0	0	3,200	0	5,250	SI
State-of-Good-Repair – Police	4,260	0	1,770	1,340	1,140	1,140	1,140	6,530	5,700	16,490	SG
Firearms Def.Tactics/Applicant Testing Facility-(Birmingham Dr)	2,300	1,500	2,600	14,000	14,100	14,400	0	45,100	0	47,400	SG
23 Division (Kipling and Finch)	624	0	2,500	8,750	1,426	0	0	12,676	0	13,300	SG
11 Division (640 Lansdowne Ave.)	800	782	250	3,150	6,750	4,750	0	14,900	0	15,700	SG
TPS Headquarters Renovation	825	0	575	263	250	0	0	1,088	0	1,913	SI
Boat Replacements	500	0	368	500	0	0	0	868	0	1,368	SG
43 Division	4,790	2,000	6,910	1,000	0	0	0	7,910	0	12,700	SG
Traffic Services and Garage facility	0	0	5,100	0	0	0	0	5,100	0	5,100	SG
<b>Total On-going Projects:</b>	<b>41,733</b>	<b>6,613</b>	<b>25,240</b>	<b>30,553</b>	<b>23,666</b>	<b>20,290</b>	<b>1,140</b>	<b>100,888</b>	<b>5,700</b>	<b>148,321</b>	



Project Name	Plan to end of 2003	2003 C/F C/F	2004-2008 Plan					2004-2008 Total Plan	2009-2013 Total Plan	Total Project Plan	
			2004	2005	2006	2007	2008				
2004 Projects: (Priority)											
Mobile Data Network Conversion	0	0	1,300	0	0	0	0	1,300	0	1,300	SG
Voice Logging Recording System	0	0	400	273	131	0	0	804	0	804	SG
Lawfully Authorized Electronic Surveillance	0	0	1,850	0	0	0	0	1,850	0	1,850	SG
Investigative Voice Radio System	0	0	1,200	1,200	1,200	0	0	3,600	0	3,600	SG
Operational H&S Furniture Lifecycle Replacement	0	0	750	750	750	750	0	3,000	0	3,000	SG
Mobile Command Post Vehicle	0	0	750	0	0	0	0	750	0	750	SI
Police Command Centre	0	0	605	120	0	0	0	725	0	725	SG
Facility Fencing	0	0	1,220	1,220	1,220	0	0	3,660	0	3,660	SI
Total 2004 Capital submission	0	0	8,075	3,563	3,301	750	0	15,689	0	15,689	
Projects beginning after 2004:											
52 Division	0	0	0	1,800	2,200	2,550	0	6,550		6,550	SG
Digital Photography Conversion	0	0	0	613	0	0	0	613	200	813	SI
Reporting Tools	0	0	0	500	0	0	0	500	0	500	SI
Replacement of Call Management Tools	0	0	0	500	1,075	550	0	2,125	0	2,125	SI
Strong Authentication- Computer Security	0	0	0	500	206	0	0	706	0	706	SI
HRMS additional functionality	0	0	0	988	488	0	0	1,476	0	1,476	SI
TRMS additional functionality	0	0	0	1,250	300	0	0	1,550	0	1,550	SI
Mobile Personal Communication to Police Information System	0	0	0	200	900	1,000	1,000	3,100	0	3,100	SI
Automated Vehicle Location System Expansion	0	0	0	650	650	0	0	1,300	0	1,300	SI
14 Division	0	0	0	2,250	5,850	7,050	1,050	16,200	0	16,200	SG
41 Division	0	0	0	350	3,100	5,950	4,250	13,650	0	13,650	SG
Detective Support Services	0	0	0	0	500	5,500	0	6,000	14,000	20,000	SG
54 Division	0	0	0	0	0	350	3,900	4,250	10,050	14,300	SG
32 Division	0	0	0	0	0	4,000	2,465	6,465	900	7,365	SG
FIS Printer	0	0	0	0	0	240	0	240	0	240	SG

Project Name	Plan to end of 2003	2003 C/F C/F	2004-2008 Plan					2004-2008 Total Plan	2009-2013 Total Plan	Total Project Plan	
			2004	2005	2006	2007	2008				
Additional Facilities	0	0	0	0	0	7,500	0	7,500	96,800	104,300	SG
13 Division	0	0	0	0	0	0	0	0	14,300	14,300	SG
Total after 2004 Capital submission	0	0	0	9,601	12,151	15,873	22,127	59,276	110,900	170,176	
<b>TOTAL CAPITAL SUBMISSION</b>	<b>41,733</b>	<b>6,613</b>	<b>33,315</b>	<b>43,717</b>	<b>42,236</b>	<b>55,730</b>	<b>13,805</b>	<b>188,803</b>	<b>141,950</b>	<b>372,485</b>	

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TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 16, 2003**

**#P272. TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT:  
2004-2008 CAPITAL PROGRAM SUBMISSION**

The Board was in receipt of the following report SEPTEMBER 12, 2003 from Julian Fantino, Chief of Police:

Subject: PARKING ENFORCEMENT 2004-2008 CAPITAL PROGRAM SUBMISSION

Recommendation:

It is recommended that:

- 1) The Board approve the 2004-2008 Parking Enforcement Capital Program as reflected in this report, with a 2004 request of \$1.9 million (M) (excluding cash flow carry forwards from 2003), and a total of \$5.1M for 2004-2008;
- 2) The Board authorise the Acting Chair to approve, subject to ratification by the Board, changes to the capital budget submission during the time between meetings of the Board; and
- 3) The Board forward a copy of this report to the City Chief Financial Officer and Treasurer.

Background:

Attachment A provides a financial summary of Parking Enforcement's 2004-2008 Capital Program submission. Details of this submission are outlined in this report.

Business cases have been prepared for each new capital project. These have been evaluated and prioritised to reflect Service goals and objectives, each project according to predetermined criteria. The Command and I have conducted a review of all projects to identify that the Capital Program reflects legitimate, bona fide needs of Parking Enforcement for the effective delivery of services. The Toronto Police Service is aware that the City continues to experience significant budget pressures and as a result, projects have been deferred, deleted or phased in wherever possible.

City Guideline:

No specific guideline has been established for the 2004 year for Parking Enforcement.

The City guideline is based on no new debt being incurred by the City.

## 2004-2008 Submission:

The 2004-2008 submission can be broken down into two categories:

- A. On-going projects: Projects which have been approved by City Council in previous years; and
- B. Projects with no funding approval: Projects that are to begin in 2004 or future years, and have no funding approval from the City Council.

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

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

These categories will be used by the City to establish capital priorities.

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

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

This project started in 2004 and will be completed by 2005. It would provide funding for the implementation of Handheld Parking Devices. This would provide Parking Enforcement with more expedient data transfer, an increased ability to locate stolen vehicles, an increased rate for processing tickets and more enhanced management information.

This project would provide a return on investment in less than four years. It has cash flow carry forward of \$0.8M to 2004.

### **B. 2004 & Beyond Projects with No Funding**

For these projects starting in 2004 or future years, the City of Toronto has not provided funding as the projects have yet to obtain approval to proceed. There are two projects under this category.

#### **PEO West (\$0.96M)**

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

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

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

This project was approved for 2003 to provide funding for the inclusion of Parking Enforcement East offices at 54 Division at East York Civic Centre. However, the location is no longer available and this project is postponed to 2005.

The lease for the current facility has been extended for a further three years to allow for the location of another site.

**Operating Budget Impacts**

Many capital projects incur subsequent operating costs such as maintenance costs, or result in operating savings. The following table identifies the net operating budget impact in future years, if the 2004-2008 capital budget is approved as submitted.

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

<b>Impact</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>
Incremental change, year to year	-25	-295	74	0	-927

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

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

**Summary**

Attachment A summarises the 2004-2008 Capital program request. It is recommended that the Board approve the 2004-2008 Parking Enforcement's Capital Program as reflected in this report, with a 2004 request of \$1.9 million (M), and a total of \$5.1M for 2004-2008 and a total project cost of \$6.3M.

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

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

**The Board noted that a report it had requested at its September 18, 2003 meeting (Min. No. P263/03 refers) regarding the geographical areas where the most ticketing activity occurs was also considered by the Board at its meeting today.**

**The Board approved the foregoing report with the exception of the costs associated with Parking Enforcement East and Parking Enforcement West which were deferred pending the receipt of a further report from Chief Fantino on alternative options for the locations of the Parking Enforcement facilities (Min. No. P273/03 refers).**

ATTACHMENT A

PARKING ENFORCEMENT CAPITAL BUDGET 2004-2008 (000's)

Project Name	Plan to end of 2003	2003		2004-2008 Plan					2004-2008 Total Plan	2009-2013 Total Plan	Total Project Plan
		C/F	C/F	2004	2005	2006	2007	2008			
Handheld Parking Ticket Device	1,156	835	1,666	50	0	0	0	0	1,715	0	2,871
PEO West ( with D 11)	0	0	250	712	0	0	0	0	962	0	962
PEO East	0	0	0	1,253	317	858	0	0	2,428	0	2,428
<b>Total Parking Enforcement</b>	<b>1,156</b>	<b>835</b>	<b>1,915</b>	<b>2,015</b>	<b>317</b>	<b>858</b>	<b>0</b>	<b>0</b>	<b>5,105</b>	<b>0</b>	<b>6,261</b>

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

Project Name	Plan 2004-2008						2004-2008	2009-2013	Total
	to end of	2004	2005	2006	2007	2008	Proj. Total	Proj. Total	Project
	2003						Plan	Plan	
<b>Parking Enforcement proposed case:</b>									
Handheld Parking Ticket Device	0	-25	-320	34	34	34	-243	170	-73
PEO West ( with D 11)	0	0	0	-280	-280	-280	-840	-1,400	-2,240
PEO East	0	0	0	0	0	-927	-927	-4,635	-5,562
<b>Total Parking Enforcement:</b>	<b>0.0</b>	<b>-25.0</b>	<b>-320.0</b>	<b>-246</b>	<b>-246</b>	<b>-1,173</b>	<b>-2,010</b>	<b>-5,865</b>	<b>-7,875</b>



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 16, 2003**

**#P273.            PARKING ENFORCEMENT UNIT: FACILITY REQUIREMENTS**

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

Subject:            PROPOSED PARKING ENFORCEMENT UNIT FACILITY REQUIREMENTS

Recommendation:

It is recommended that:

- (1) the Board receive this report for information; and,
- (2) the Board approve the present centralized management and two-location structure based on the identified catchment areas as described herein.

Background:

Parking Enforcement is presently housed in two leased facilities. Parking Enforcement East (PKE) is located at 1500 Don Mills Road and Parking Enforcement West (PKW) is located at 970 Lawrence Avenue West. The leases for these facilities expire in July 2004 and December 2005, respectively. The 2004 leases for the Parking Enforcement locations will be \$900,000 for the facilities for PKE and \$310,000 for PKW, for a total of \$1,210,000. At the completion of these leases, it was proposed that the Parking Enforcement Units be relocated in keeping with the City's property rationalisation program and a recommendation (No. 10) made by the City Auditor in 1999, (Board Minutes No. P320/2000, P41/2001, P220/2002 refer). The Board agreed with my response to the Auditor's recommendations, that Parking Enforcement continue with the present centralized management structure operating from two locations.

The plan was to move into surplus buildings owned by the former municipal entities or share space with a police division. It is believed that a move to municipal owned property may result in financial savings to the City.

The parking enforcement function was consolidated into one entity between 1993 and 1994. Amalgamation was undertaken as the de-centralized system, where parking enforcement officers were part of a division's complement, was not producing the desired results. The centralization of the parking enforcement function has allowed for increased direction and control. The benefits of the amalgamation have been the ability to focus on and achieve Unit objectives, consistent enforcement practices, effective supervision policies, enhanced communications, and ethical decision-making regarding investigations and tag withdrawals.

Since its amalgamation, Parking Enforcement's role has increased in order to carry out the enhanced Unit Purpose, which is now defined as:

- Assist With the Safe and Orderly Flow of Traffic;
- Respond to the Parking Concerns of the Community;
- Regulate Parking; and
- Provide Operational Support to the Toronto Police Service.

In addition to parking by-law enforcement the unit has the following responsibilities:

- Parent School Safety Program, promoting safe arrival and departure of children from school;
- Disabled Persons Permit Enforcement;
- Training and Management of the Private Property Municipal Law Enforcement Programme;
- The StreetSweeper Project, recovery of stolen motor vehicles; and
- Development and delivery of Service and Unit Training Programmes.

The Unit also maintains an internal training section responsible for the interviewing, testing and training of new/current personnel and supervision and control of the Private Property Municipal Law Enforcement Programme. The implementation and success of the present Performance Management Review Process and Attendance Management Programme are directly attributed to the present centralized operation.

### Unit Facility Configuration

When Parking Enforcement was amalgamated, it was originally housed in one location on Strachan Avenue. This single location was inefficient due to the time it took for parking enforcement officers to travel to their assigned areas. An important factor in housing the unit thus became the traffic flow patterns as opposed to a strict distance consideration. The two-location configuration has allowed for reduced driving times and increased productivity while not increasing management, supervision, and administration costs beyond the minimal amount required to ensure optimal results.

In 1998, a year-long pilot project was carried out to assess the benefit of having additional locations for Parking Enforcement whereby parking enforcement officers would be housed closer to high volume areas. At the commencement of this project the belief was that, by having parking enforcement officers located near their area of work, more parking tags would be issued. The area selected was the downtown core and the enforcement personnel reported directly to the downtown location.

The anticipated benefits from this downtown deployment were not forthcoming. Enforcement numbers did not increase and the project was discontinued in favour of re-centralizing to reduce operating costs. Based on the 1998 pilot project, operating in more than two locations would mean a decrease in communication and control and an increase in supervisory and operational costs, with no appreciable increase in parking tag issuance.

In 2001, a proposal was developed with the intention of having PKE share space with 54 Division when the lease expired for PKE. The new facility was to be housed in the former East York Municipal Offices, however this initiative failed to receive permission from the City to proceed with the use of this property and the proposal was dropped.

Subsequently, a request was made to find a surplus City property. The area specified was to be accessible to the Don Valley Parkway, and bounded on the east and west, by Victoria Park Avenue and Leslie Street, respectively. The north and south limits of the ideal catchment area are Lawrence Avenue East on the north and O'Connor Drive on the south. A location within these geographic parameters would provide enforcement personnel optimal access to the downtown core, and other areas requiring daily enforcement, i.e. Danforth Avenue, Bloor Street, the 'Beaches', and rush-hour routes. In addition, there are a number of arterial roads providing easy access to the outlying divisions in Scarborough and the northern parts of Toronto.

As the City could not identify any surplus properties or suitable facilities, it was decided that the lease for 1500 Don Mills Road would be extended until a suitable location for PKE is determined. Presently the City is negotiating with the Oxford Property, the owners of 1500 Don Mills Road for this extension.

The original plan for PKW, at the completion of the lease in 2005, was to share space with 11 Division at a new site on Lansdowne Avenue. This option is no longer possible, due to construction limitations. If a move is dictated, then a catchment area bounded by Lawrence Avenue on the north, Black Creek Drive/Weston Road on the west, St. Clair Avenue on the south and Dufferin Street on the east is suggested. This area would provide for optimal driving times to all divisions in the west end. The wide enforcement and call for service profile for PKW includes the suburban expanse of both North York and Etobicoke. Parking density, rush hour enforcement, parades, cultural festivals, and the Canadian National Exhibition, could all be serviced from a site within these boundaries.

In setting out the catchment areas the following criteria was used:

- enforcement profiles;
- calls for service; and
- ease of access to the various areas serviced by the respective units.

#### Enforcement/Calls for Service Data

An analysis of 2002 enforcement data for PKE and PKW reveals the following:

<u>Unit Enforcement 2002</u>	
Parking Enforcement East	1,608,000 (60%)
Parking Enforcement West	<u>1,072,000 (40%)</u>
Total	2,680,000 (100%)

Appendix "A" Parking Tags By Division breaks down the enforcement profile by Division illustrating that the high enforcement areas are in the downtown core of the City.

Appendix "B" through "H" subdivides the parking tag issuance by seven enforcement categories. The highest number of tags are for No Parking offences followed by Meters/Pay and Display offences.

A review of 2002 calls for service data for parking related matters, the single largest category of calls received by the Communications Centre, reveals the following:

<u>Unit Calls for Service 2002</u>	
Parking Enforcement East	52,040
Parking Enforcement West	<u>51,204</u>
Total	103,244

While PKE issues the majority of the parking tags, when calls for service are taken into account, the workload is evenly divided between the two locations. A further difference is in the demand profile for calls for service, where areas outside of the downtown core represent a substantial portion of the calls as reflected in Appendix "I".

The parking enforcement profile by division clearly shows that the highest enforcement areas are located within the former City of Toronto. If this was the only criteria to be used to select a suitable location it would appear that PKE and PKW be located within the boundaries of 52 and 14 Division, respectively. However, along with responsibility for parking enforcement in the City, Parking Enforcement is also charged with attending all calls for service regarding parking complaints. Based on calls for service, it would appear that an ideal location for PKW would be further north than 14 Division. In regards to PKE, it would appear that a location north and east of 52 Division is required. In order to address the need to balance the demands of enforcement and calls for service, the final criteria; ease of access, was reviewed. Ease of access encompasses traffic patterns, the timing of shift-changes, access to expressways and arterial roads. Officers must travel to their assigned areas and must service the entire extent of their areas on a daily basis, which requires them to arrive at their assigned areas in a timely fashion.

Although much enforcement is focused on the city core areas, the calls for service are more evenly distributed throughout the City. This requires that the two units are placed so that all demands and service areas are adequately addressed. Based on the above review, the proposed catchment areas for PKE and PKW will allow reasonable travel times for enforcement personnel to arrive in their assigned areas to carry out their duties. Appendix "J" Catchment Area Map illustrates that given the need to address calls for service, enforcement and ease of access the two proposed catchment areas are well situated.

While not forming part of the above review regarding location, some final considerations must be applied when selecting a site. The site selected site must include provisions for secure parking for all police and staff vehicles. Minimum parking space requirements are: PKE – 145 and PKW – 80. Off-street parking is required because it is essential that Parking Enforcement model the behaviour which the parking by-laws dictate.

The site selected for PKE must also accommodate the Unit's Management and Administration functions, Parking Support Services staff, including the Private Parking-Municipal Law Enforcement programme as well as, Unit training programmes, Disabled Person Parking Permit enforcement and the StreetSweeper stolen auto recovery project.

PKE currently occupies 36,600 sq. ft. of office space. Facilities Management has suggested that this may be reduced following a needs assessment. At the very minimum, the space requirement may be reduced by the 2000 sq. ft. that the City's First Appearance Facility now occupies. PKW presently occupies 11,100 square feet and Facilities Management concurs that this would be the minimum space for that operation.

### Staffing Levels

The present staffing levels for parking enforcement officers, including all ranks, for the four parking enforcement function areas are as follows: PKE - 201; PKW - 116; Parking Support Services - 26; and Disability Permit/StreetSweeper - 14, for a total of 357 members. Of the 317 members assigned to front line parking enforcement duties, 60% are in PKE and the remaining 40% are assigned to PKW. The staffing levels assigned to these two enforcement units were set in accordance with the historical enforcement activity, which is still valid today.

PKE and PKW operate on a Compressed Work Week schedule, which distributes personnel evenly across the City. Members assigned to the platoons are assigned to specific areas based on calls for service and historic enforcement profiles. Additionally, in order to address the increased workload during peak demand times, PKE and PKW have each dedicated a platoon of officers to assist with the safe and orderly flow of traffic. These officers work 1030 to 1830 hours Monday to Friday allowing the units the ability to respond to the increased demand in the busiest areas of the city in a timely manner, as reflected in Appendix "J".

### Addressing Community Needs

While the present structure allows for effective direction and control, it was recognized that there was a requirement to ensure the needs of individual communities were addressed. In order to deal effectively with specific community needs in a centralized environment, the Area Supervisory Programme was introduced. The Area Supervisors work closely with the divisional Unit Commanders, traffic sergeants, local councillors, residents, and business groups to address community concerns. To further enhance this initiative, parking enforcement officers are typically assigned to specific areas on a continuous basis, to ensure they are familiar with changing community needs, concerns, and problems.

## Conclusion

The consolidated Parking Enforcement function was established because the decentralized system failed to supply the desired results and the use of additional locations failed to realise any additional benefits.

It is recommended that the Board approve the present centralized management and two-location structure based on the identified catchment areas described herein.

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

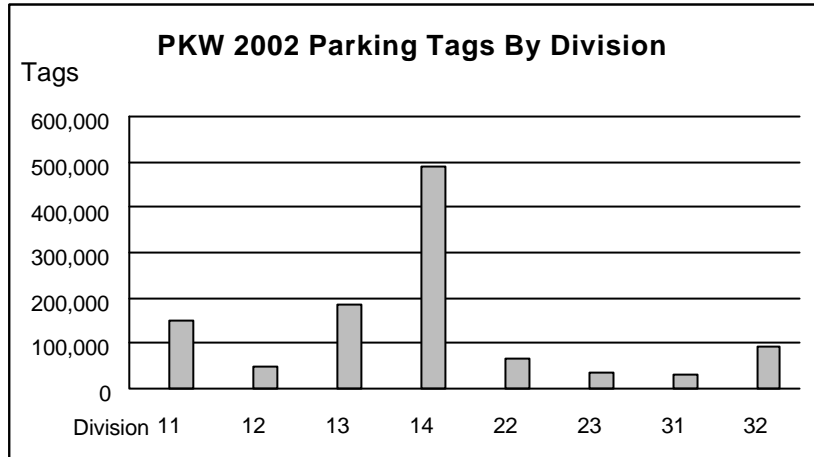
**The Board received the foregoing and requested that Chief Fantino provide a further report on alternative options for the locations of the Parking Enforcement facilities.**

**APPENDIX A**

**Parking Tags By Division 2002**

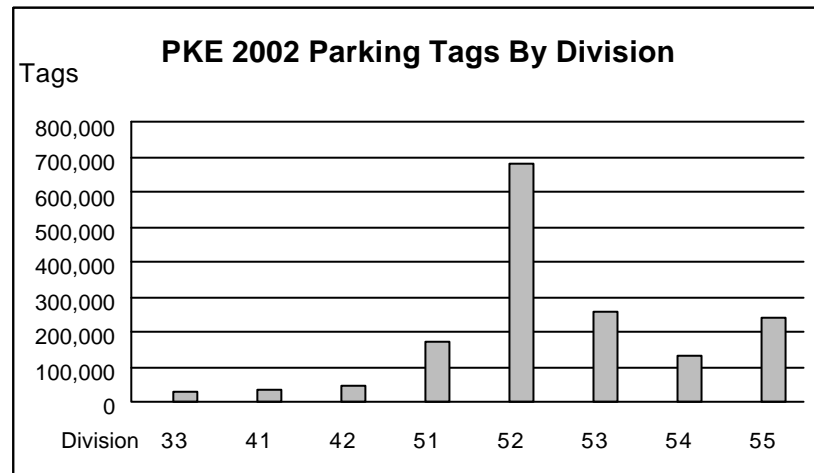
**PKW**

Division	Tags*
11	150,296
12	48,628
13	184,440
14	489,548
22	67,858
23	35,567
31	32,252
32	91,412
<b>Sub-total</b>	<b>1,100,000 40.7%</b>



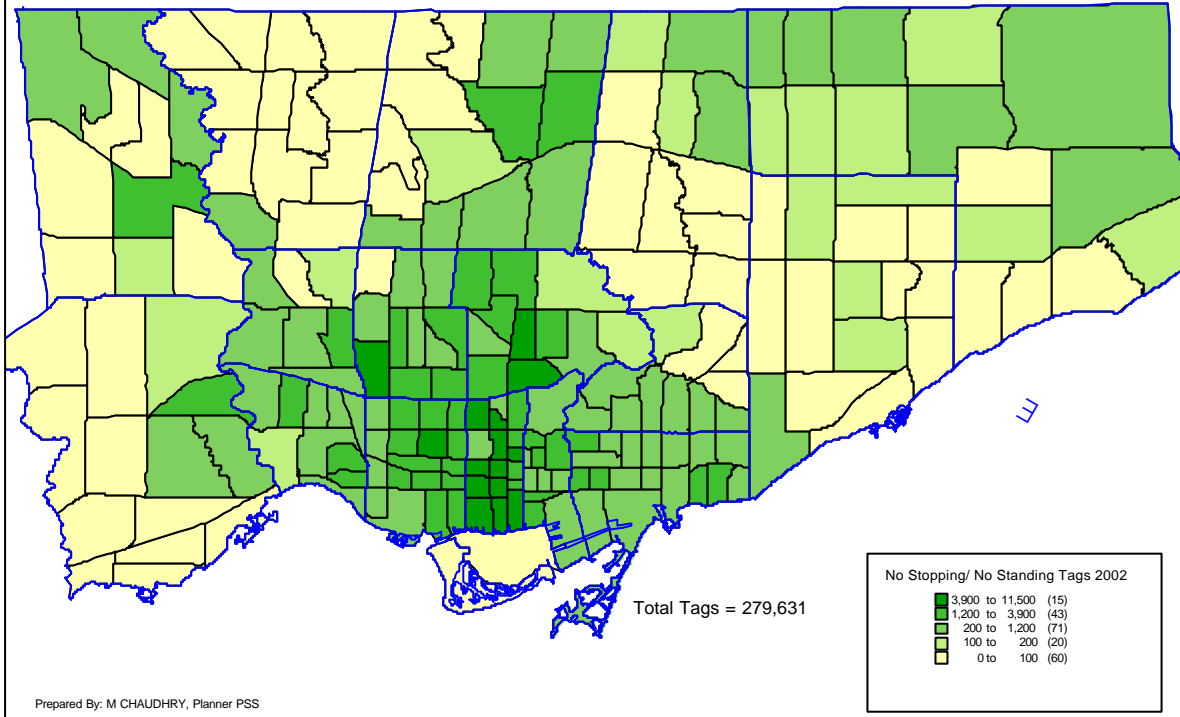
**PKE**

Division	Tags*
33	28,363
41	36,727
42	45,522
51	172,027
52	684,068
53	259,008
54	131,498
55	242,786
<b>Sub-total</b>	<b>1,600,000 59.3%</b>
<b>Total</b>	<b>2,700,000</b>
*Adjusted	



Appendix B

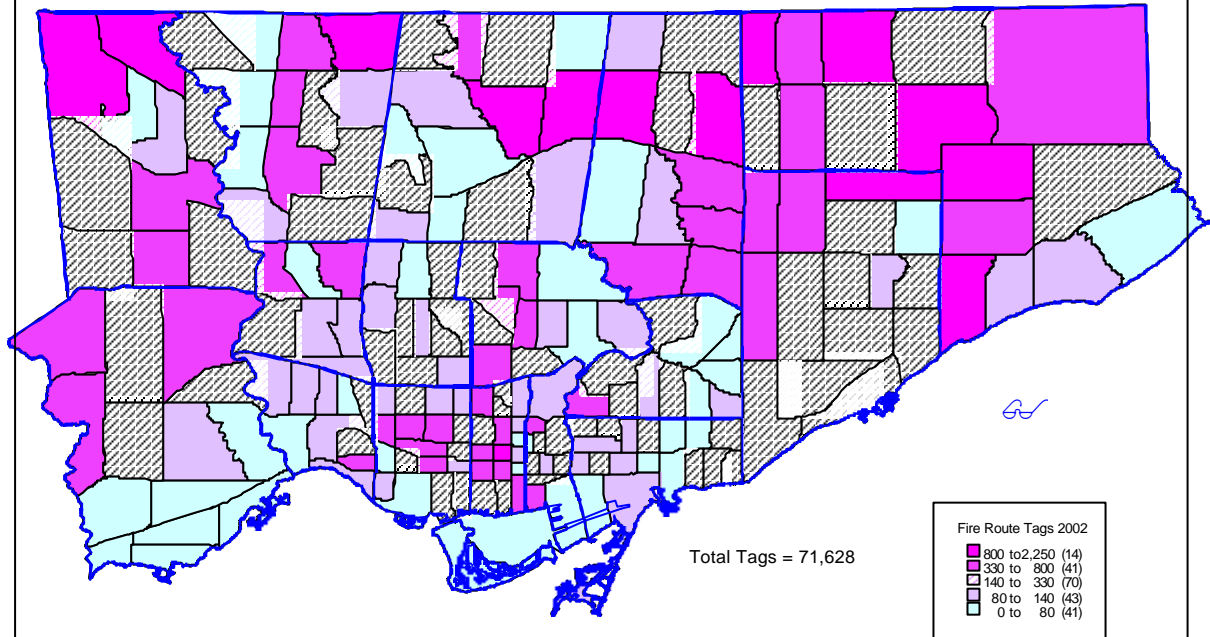
**ISSUANCE PATTERN: NO STOPPING/ NO STANDING TAGS 2002**





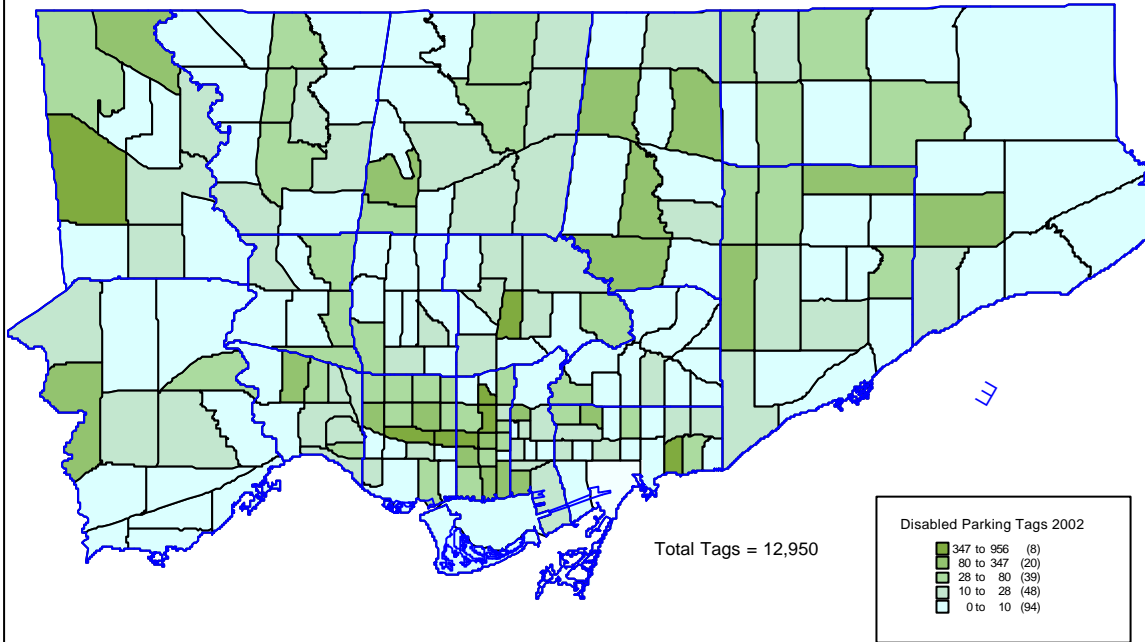
Appendix C

ISSUANCE PATTERN: FIRE ROUTE TAGS 2002



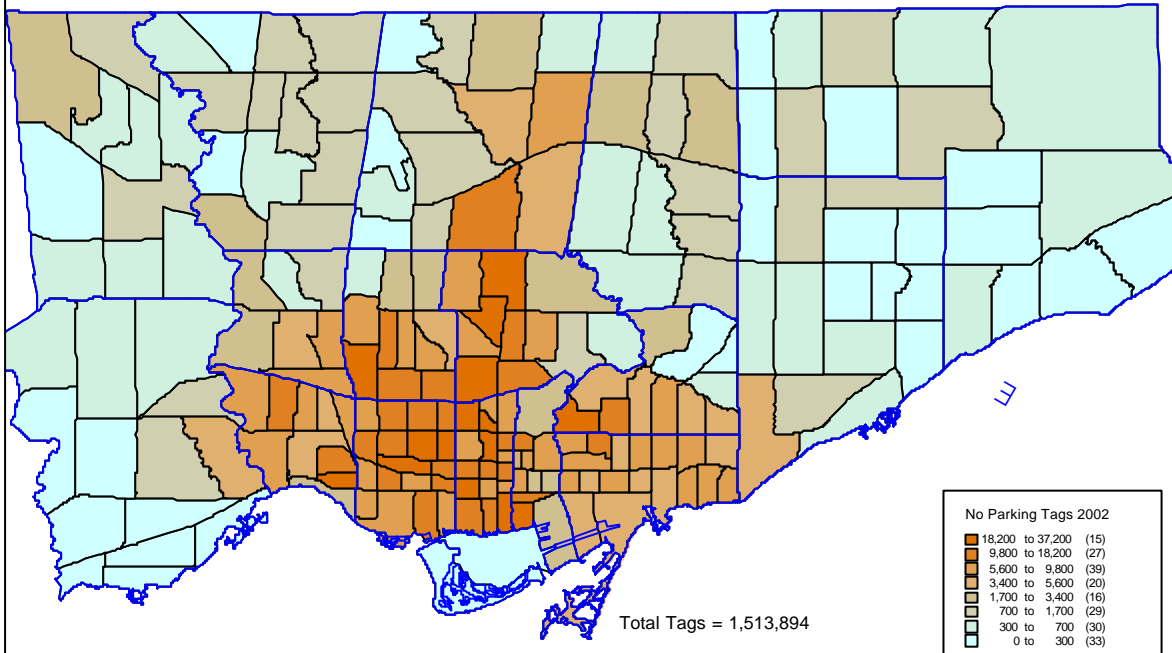
Appendix D

ISSUANCE PATTERN: DISABLED PARKING TAGS 2002



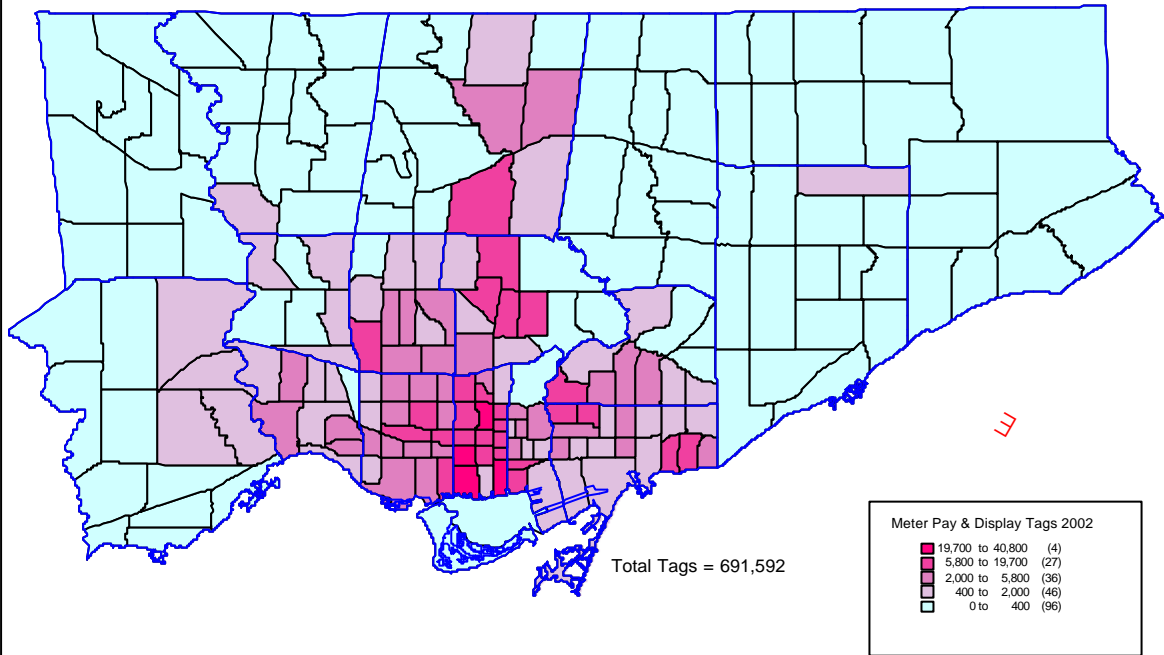
Appendix E

ISSUANCE PATTERN: NO PARKING TAGS 2002



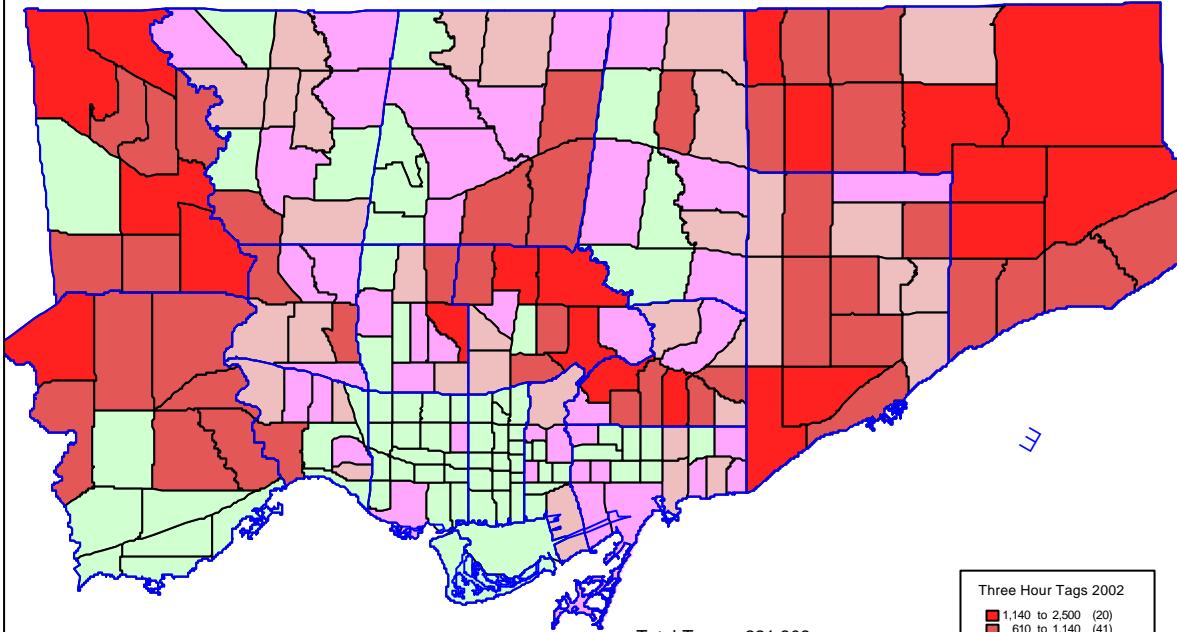
Appendix F

**ISSUANCE PATTERN: METER PAY & DISPLAY TAGS 2002**



Appendix G

ISSUANCE PATTERN: THREE HOUR TAGS 2002

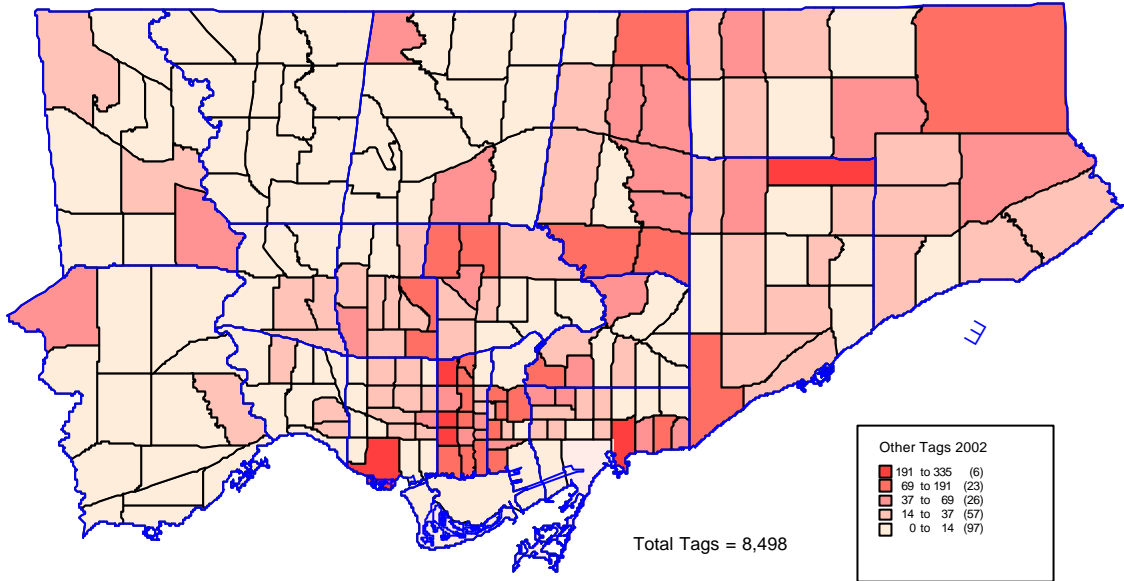


Total Tags = 221,808

Three Hour Tags 2002	
1,140 to 2,500	(20)
610 to 1,140	(41)
300 to 610	(34)
100 to 300	(41)
0 to 100	(73)

Appendix H

ISSUANCE PATTERN: OTHER TAGS 2002

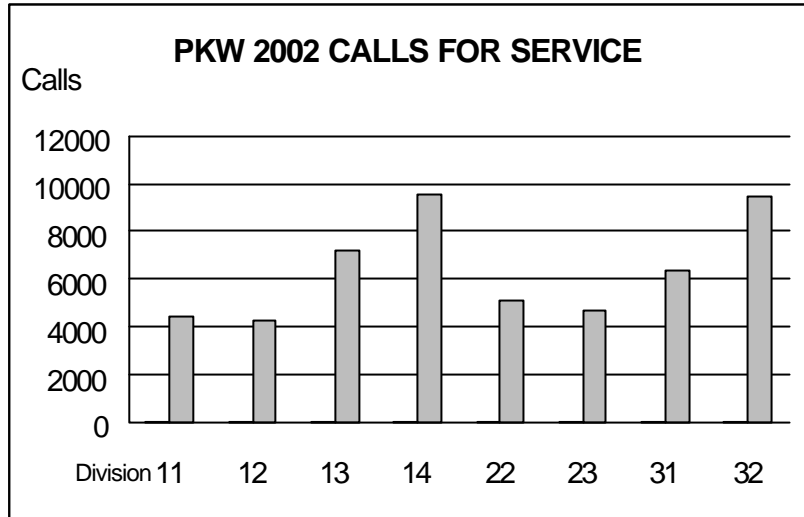


**APPENDIX I**

**Parking Calls For Service By Division 2002**

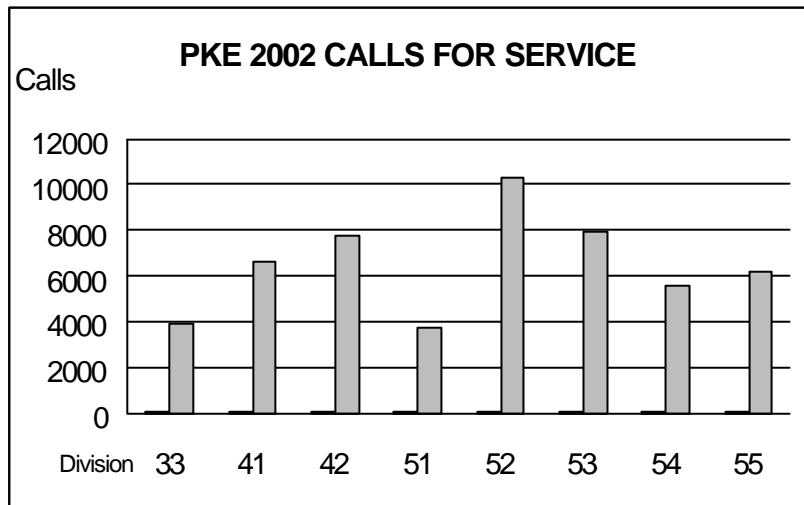
**PKW**

Division	Calls for Service
11	4,462
12	4,265
13	7,227
14	9,549
22	5,143
23	4,711
31	6,405
32	9,442
<b>Sub-total</b>	<b>51,204</b> 49.6%

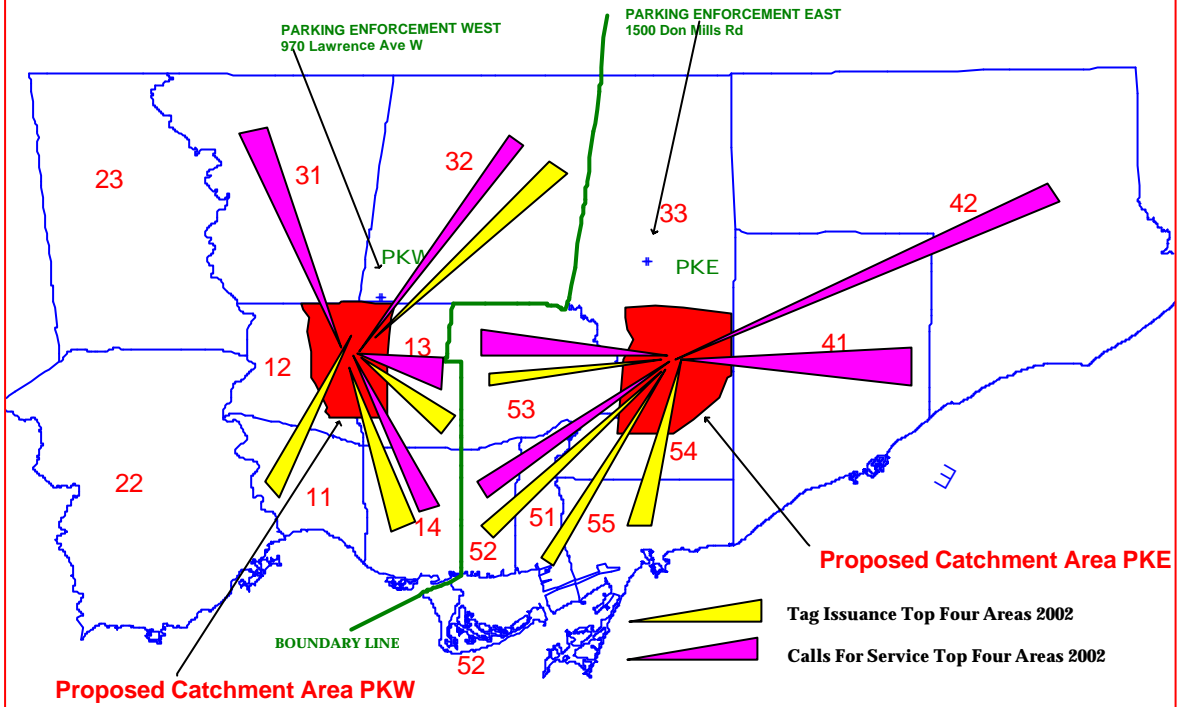


**PKE**

Division	Calls for Service
33	3,892
41	6,598
42	7,750
51	3,747
52	10,291
53	7,960
54	5,593
55	6,209
<b>Sub-total</b>	<b>52,040</b> 50.4%
<b>Total</b>	<b>103,244</b>



**Appendix J: Catchment Area Map**





**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 16, 2003**

**#P274. BICYCLE THEFTS**

The Board was in receipt of the following report SEPTEMBER 30, 2003 from A. Milliken Heisey, Q.C., Member:

Subject: BICYCLE THEFTS

Recommendation:

It is recommended that the Chief report to the Board with respect to Toronto Police Service efforts to address bicycle theft.

Background:

It is my impression, and the impression of Toronto's cycling community, that over the past several months, there has been an unusually high level of bicycle theft in Toronto. It seems that the theft of bicycles is far more prevalent than the theft of automobiles.

I am recommending that, to contribute to public education about this subject, the Chief of Police prepare a report to the Board that addresses:

- The level of bicycle theft in 2003 as compared to previous years
- The initiatives that the Service has implemented to address bicycle theft and an assessment of the success of these initiatives; whether there are innovative programs in other jurisdictions that the Service is considering to better address bicycle theft
- Suggestions for the public to minimise their vulnerability to bicycle theft
- If practicable, an estimate of the cost to the Service of addressing thefts of bicycles
- A comparison of the level of bicycle theft to the level of automobile theft, if known
- An estimate of the percentage of bicycle theft that is unreported
- A comparison of TPS procedures governing response to bicycle theft versus response to automobile theft

I believe that this report will be useful in making the cycling community aware of both the risk of bicycle theft and the efforts that the Toronto Police Service is taking to address the problem of theft.

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 16, 2003**

**#P275. COST RECOVERY OPTIONS FOR SEARCH, RESCUE AND  
ASSISTANCE TO PRIVATE PLANES AND BOATS ON LAKE ONTARIO**

The Board was in receipt of the following report OCTOBER 02, 2003 from A. Milliken Heisey, Q.C., Member:

Subject: REQUEST FOR EXTENSION & REFERRAL - COST RECOVERY OPTIONS  
FOR SEARCH, RESCUE AND ASISTANCE TO PRIVATE PLANES AND  
BOATS ON LAKE ONTARIO

Recommendation:

It is recommended that:

- (1) The Board approve the request for a two-month extension to submit a report on cost recovery options.
- (2) The Chief, in consultation with City Legal, report to the December 2003 meeting on the issues raised in the body of this report.

Background:

At its meeting on July 17, 2003, the Board received an update from Chief Fantino regarding the recovery efforts to raise a private airplane that had crashed and was lying at the bottom of Lake Ontario. Following the discussion, the Board requested Board staff to draft a policy for Board approval on cost-recovery options concerning boating or aviation situations occurring on Lake Ontario.

A survey was conducted of OAPSB Big 12 Boards that police a waterway to determine if any cost recovery or charge back policies were in place in their jurisdiction. Responses were received from the following Boards: York, Durham, Waterloo, London, Peel, Ottawa and Windsor. All responding Boards indicated that they currently do not have any cost-recovery policies in place for situations occurring on waterways.

Additionally, the Toronto Police Service and the Board does not have a policy with respect to cost recovery for situations occurring on Lake Ontario. According to TPS Procedure 04-23, the Toronto Police Service Marine Unit is available to assist members in the field in investigations for the purposes of medical emergencies, search and rescue and the gathering of evidence. With respect to non-emergency stranded vessels, the TPS Marine Unit evaluates each incident on scene. If no hazard exists to the vessel or the person(s) on board, the Marine Unit suggests the

individual contact their boating club for assistance and if they do not belong to a boating club, the Unit will suggest they contact a private towing company to contact for assistance. If no other means are available, the Marine Unit will tow the distressed vessel.

In order to fully assess the issue, it is necessary to receive further information from the Chief with respect to current practices and procedures in place with respect to search and rescue, the average number of incidents the Unit responds to (both emergency and non-emergency incidents) and the nature of the incident, the annual operating budget of the marine unit and cost recovery options that may be considered by the Board. In addition, the number of times this past season the marine unit has provided towing services to boaters who have run out of gasoline or diesel fuel. The total cost to the police service of the search, rescue and recovery of a private plane on Lake Ontario and costs recovered and/or sought from the insurer or other sources. I would also request that information be provided for existing cost recovery practises for search and rescue in the UK and the United States.

I am therefore recommending that the Board approve the request for a two-month extension to submit a report on this matter. This extension will allow the Chief an opportunity to compile the information requested and the additional time required to consult with City Legal Services.

**The Board approved the following Motions:**

- (1) THAT recommendation no. 1 be received;**
- (2) THAT recommendation no. 2 be amended by requesting Chief Fantino to submit the report for the January 2004 meeting rather than December 2003; and**
- (3) THAT the report to be submitted by Chief Fantino also include:**
  - the costs incurred by the Service as the result of the Marine Unit rescue of the pilot and passengers in a small privately-owned airplane that crashed into the Toronto Harbour on October 09, 2003;**
  - a detailed breakdown of the costs associated with the October 09, 2003 rescue noted above compared to the costs incurred by the Marine Unit for the search and recovery of the pilot and airplane that crashed into Lake Ontario on July 07, 2003 (Min. No. P206/03 refers);**
  - any new search and rescue or policing responsibilities that have been downloaded by the federal or provincial governments to the Toronto Police Service; and**
  - procedures adopted by other jurisdictions with respect to cost-recovery following search, rescue and/or recovery involving police marine services.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 16, 2003**

**#P276. REVIEW OF CONDITIONS OF APPOINTMENT FOR CHAIR,  
TORONTO POLICE SERVICES BOARD**

The Board was in receipt of the following report OCTOBER 03, 2003 from Gloria Lindsay Luby, Acting Chair:

Subject: REVIEW OF CONDITIONS OF APPOINTMENT FOR CHAIR & MEMBERS,  
TORONTO POLICE SERVICES BOARD

Recommendations:

It is recommended that:

- (1) the Board approve the retention of a consultant to conduct a review and evaluation of conditions of appointment for the positions of Chair and Members, Toronto Police Services Board;
- (2) the Board request the consultant to complete the review and report back to the Board with recommendations for consideration at its December 11, 2003 meeting; and
- (3) the Board authorize the Executive Director, Toronto Police Services Board in consultation with the Director, Human Resources, to sole source in order to retain a consultant for the above-mentioned review.

Background:

In reviewing the draft remuneration and expense policy submitted by the City of Toronto's ABC Ad Hoc Committee for comment, it was determined that the treatment of benefits provided to the Chair and Members of the Toronto Police Services Board varied over the years and that no Board policy exists.

Therefore, I am recommending that the Executive Director, Toronto Police Services Board in consultation with the Director, Human Resources be authorized to retain a consulting firm to conduct a review and evaluation of conditions of appointment for the positions of Chair and Members, Toronto Police Services Board. The consultant shall survey like organizations within the City's agencies, boards, commissions and corporations and comparable external organizations and provide options for the Board to consider regarding benefits that may be offered to the TPSB Chair and Board members. Benefits to be assessed include: medical/dental and hospital coverage, long term disability insurance, death and dismemberment insurance,

pension entitlement, group life insurance, vacation entitlement, and the use of a vehicle and chauffeur. It is further recommended that the report be submitted to the Board with recommendations for consideration at its December 11, 2003 meeting in order that the policy is effective the first day of the Chair's term in 2004.

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

**THAT recommendation no. 1 be amended by indicating that the cost will not exceed \$5,000 and that the review will be limited to the position of Chair only, so that the recommendation now reads as follows:**

**the Board approve the retention of a consultant, at a cost not to exceed \$5,000, to conduct a review and evaluation of conditions of appointment for the position of Chair, Toronto Police Services Board.**

**Councillor Frances Nunziata requested that she be noted in the negative with regard to this matter.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 16, 2003**

**#P277. BOARD POLICY: POL-002 MINUTES, AGENDAS AND MEETINGS**

The Board was in receipt of the following report OCTOBER 03, 2003 from Gloria Lindsay Luby, Acting Chair:

Subject: BOARD POLICY: POL-002 MINUTES, AGENDAS AND MEETINGS

Recommendation:

It is recommended that: The Board approve the following Board Policy: POL-002 Minutes, Agendas and Meetings.

Background:

The current regulatory environment within the Toronto Police Service is overly complex and requires streamlining. For example, regulations that apply to Service members can currently be found in Board policy documents, Board minutes, Board rules, Board by-laws, Service Directives, Routine Orders and miscellaneous correspondence from the Chief.

In response, the Board, in consultation with the Service, is currently conducting a review of all Board rules to identify those that fall within the Board's purview. Each rule will then be re-written in the form of Board policy and forwarded to the Board for approval (Board Minute P 183/02 refers). In addition, the Board is reviewing current Board policies, identifying those that require updating and proposing new Board policies that reflect the guiding principles of the Board.

Therefore, I am recommending that the Board approve the attached Board policy:

**POL-002 Minutes, Agenda and Meetings**

This policy confirms the Board principle that its public agenda, meetings and minutes are accessible to both the members of the public and members of the Toronto Police Service.

**The Board approved the foregoing.**

**TORONTO POLICE SERVICES BOARD  
POLICY AND DIRECTIONS**

**TPSB POL - 002**

**Minutes, Agenda and Meetings**

<input checked="" type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

**New**

**Amended**

**Reviewed – No Amendments**

**Board Authority:** BM###-yyyy.mm.dd

**Board Authority:**

**BOARD POLICY**

It is the policy of the Toronto Police Services Board that the Board adhere to the principle that its public agenda, meetings and minutes are accessible to both the members of the public and members of the Toronto Police Service.

**Agenda**

1. The Board shall adhere to the principle that its public agenda is made available in advance of and at the Board meeting in both a paper and 'electronic' version.
2. The agenda and supporting material shall be delivered to the Board members in advance of the meeting at which the agenda is to be considered.
3. Upon delivery of both the Board's main and supplementary agenda to the Board Members, City Legal and the Chief of Police, Board staff shall be authorized to release the agenda publicly in accordance with the Board office procedure.
4. Members of the public, City Council or other agencies may be notified by the Board Administrator of a specific requested report being on the Board agenda in advance of the public release of the agenda; however, they may not obtain a copy of the report until the Board's agenda is publicly released.
5. All members of the public who made a deputation to the Board on a particular issue will be notified by the Board office if further reports on the same issue are to be considered at a future Board meeting (BM P116/02 refers).
6. The Board office shall provide copies of the agenda to the press prior to the meeting if requested and in accordance with the Board office procedure (BM P648/82 refers).

## **Reports**

7. All Board reports should provide Board members with sufficient information to make informed decisions based upon clear and comprehensive reports.
8. All reports submitted to the Board shall comply with the "board report format guidelines" as contained in the board office procedure. Compliance with the "board report format guidelines" will ensure that the Board agenda and minutes can be created in a timely and effective manner.
9. The Chief will arrange for presentations to be made at a Board meeting when reports are brought forward that involve significant or new initiatives (BM P79/03 refers).

## **Minutes**

10. It is the policy of the Toronto Police Services Board that its public minutes will be accessible to both members of the public and members of the Toronto Police Service.
11. It shall be the practice of the Board to record in the Board's minutes that a deputation was made; however a copy of the written deputation shall not be appended to the minute.

## **Meetings**

12. Board meetings are governed by By-law 107, procedural by-law (BM P171/96 refers).

## **Duty of Member**

13. Where a member has any pecuniary interest, either direct or indirect, in any matter and is present at a meeting of the Board at which the matter is the subject of consideration, the member shall,
  - a) Prior to any consideration of the matter at the meeting, disclose the interest and the general nature thereof,
  - b) Not take part in the discussion of, or vote on any question in respect of the matter; and
  - c) Not attempt in any way whether before, during or after the meeting to influence the voting on any such question.
14. Where the meeting referred to in section 13 above is not open to the public, in addition to complying with the requirements of that section, the member shall forthwith leave the meeting or the part of the meeting during which the matter is under consideration.
15. Where the interest of a member has not been disclosed as required by section 13 above by reason of the member's absence from the meeting referred to therein, the member shall disclose the interest and otherwise comply with section 13 at the first meeting attended by the member after the meeting referred to in section 13 above.



**REPORTING:** N/A

**LEGISLATIVE REFERENCE**

<b>Act</b>	<b>Regulation</b>	<b>Section</b>
Police Services Act R.S.O. 1990 as amended		35, 37
Municipal Conflict of Interest Act R.S.O., 1990		c. M50, section 5

**BOARD POLICIES:**

<b>Number</b>	<b>Name</b>
POL 019	Corporate Recognition
POL 033	Protocol
POL 040	Board – Community and Public Meetings
POL 041	Board Members – Media Relations
By Law 107	Procedural Bylaw

**BOARD OFFICE PROCEDURES:**

<b>Number</b>	<b>Name</b>
ADM - 001	Board Meetings
ADM - 002	Board Agenda
ADM - 004	Board Report Format Guidelines

**SERVICE PROCEDURES:**

**THE MUNICIPALITY OF METROPOLITAN TORONTO  
POLICE SERVICES BOARD**

BY-LAW No. 107

**To Govern the Proceedings of the  
Municipality of Metropolitan Toronto  
Police Services Board**

WHEREAS the Municipality of Metropolitan Toronto Police Services Board wishes to establish rules governing the conduct of its meetings;

AND WHEREAS the Municipality of Metropolitan Toronto Police Services Board wishes to ensure that those rules reflect principles of accessibility, responsiveness and accountability to the community, fairness, respect and full debate in the conduct of its meetings and flexibility in responding to changing circumstances at meetings of the Board;

AND WHEREAS the Municipality of Metropolitan Toronto Police Services Board wishes to ensure that the application and interpretation of the procedural rules contained in this by-law are consistent with those principles;

NOW, THEREFORE, the Municipality of Metropolitan Toronto Police Services Board HEREBY ENACTS as follows:

INTERPRETATION

1. In this By-law,
  - (a) "Board" means the Municipality of Metropolitan Toronto Police Services Board;
  - (b) "Board Secretary" means the Secretary of the Board;
  - (c) "Chair" means the Chair of the Board;
  - (d) "Vice Chair" means the Vice Chair of the Board;
  - (e) "Member" means a member of the Board;
  - (f) "motion to defer" means a motion made for the purpose of disposing of a matter with or without any proposed amendment, by delaying its consideration indefinitely or until some specified time or event;

- (g) "motion to receive" means a motion made for the purpose of acknowledging receipt of a particular item and placing the item in the records of the Board for future reference;
- (h) "motion to refer the matter" means a motion made for the purpose of disposing of a matter under consideration, with or without any proposed amendment, by deferring it and seeking its consideration by any designated committee, body or official;
- (i) "point of order" means the raising of a question for the purpose of calling attention to any departure from the terms of this by-law or the customary modes of proceedings in debate or in the conduct of the Board's business;
- (j) "point of procedure" means a question directed to the Chair to obtain information on the rules of the Board bearing on the business at hand in order to assist a Member to make an appropriate motion, raise a point of order or understand the effect of a motion.

#### GENERAL

2. Subject to section 32, this By-law shall be observed in all proceedings of the Board, other than disciplinary proceedings conducted pursuant to Part V of the *Police Services Act*, and shall govern the order and dispatch of business conducted by the Board.

3. Meetings of the Board shall be open to the public except as authorized by subsection 35(4) of the *Police Services Act* or as may be permitted or required by statute or the common law.

#### CHAIR AND VICE-CHAIR

4. (1) The Chair shall be Chair of the Board and ex-officio a member of all committees of the Board and shall be entitled to a vote as a member of such committees.

(2) When the Chair is absent, the Vice Chair will take the place of the Chair.

5. (1) The election of a Chair shall be conducted at the first meeting of each calendar year in the following manner:

- (i) the Board Secretary or the presiding officer shall call for nominations;
- (ii) where more than one nominee stands for election, a vote shall be taken;
- (iii) a nominee for the position of Chair requires the vote of a majority of the Members present to be elected;

- (iv) if there are more than two nominees who choose to stand and upon the first vote no nominee receives the majority required for election, the name of the nominee receiving the least number of votes shall be dropped and the Board shall proceed to vote again and continue to do so until either,
  - (a) a nominee receives the majority required for election; or
  - (b) it becomes apparent by reason of an equality of votes that no nominee can be elected.

(2) Where the votes cast in a vote under this section are equal for all the candidates:

- (i) if there are three or more candidates nominated or remaining, the Board Secretary shall by lot select one such candidate to be excluded from subsequent voting; or
- (ii) if only two candidates remain, the tie shall be broken and the position of Chair filled by the candidate selected by lot conducted by the Board Secretary.

(3) For the purpose of subsection (2), "lot" means the method for determining the candidate to be excluded or the candidate to fill the position, as the case may be, by placing the names of the candidates on equal size pieces of paper placed in a box and one name being drawn by the Board Secretary.

(4) The Vice Chair shall be elected in the same manner as the Chair.

#### HOLDING BOARD MEETINGS

**6.** (1) Regular meetings of the Board shall commence at 1:00 p.m. unless otherwise provided by resolution of the Board.

(2) At its first meeting in each calendar year, the Board shall by special resolution establish and publish a schedule of its regular meetings for the following one-year period, in accordance with this by-law, and shall adhere to such schedule unless otherwise decided by Board resolution.

(3) Regular meetings shall not be scheduled for a time which conflicts with a regular meeting or a meeting previously called of the Council of the Municipality of Metropolitan Toronto or any of its committees on which Members sit.

**7.** (1) The Chair may at any time summon a special meeting of the Board on twenty-four hours' notice to the Members and shall summon a special meeting of the Board when requested in writing to do so by a majority of the Members.

(2) The notice calling a special meeting of the Board shall state the business to be considered at the special meeting and no business other than that stated in the notice shall be considered at such meeting.

(3) A special meeting shall not be summoned for a time which conflicts with a regular meeting or a meeting previously called of the Council of the Municipality of Metropolitan Toronto or any of its committees on which members sit.

(4) The Chair shall prepare, in collaboration with the Board Secretary, main and supplementary agendas, with supporting material, to be delivered to the Members in advance of the meeting at which the agenda is to be considered. Any item not included on the agendas can only be introduced at a meeting with the consent of the majority of the Members present.

#### ORDER OF PROCEEDINGS IN BOARD MEETINGS

**8.** A majority of Members is necessary to constitute a quorum.

**9.** As soon as a quorum is present after the hour fixed for a meeting of the Board, the Chair shall take the chair and call the Members to order.

**10.** If no quorum is present thirty minutes after the time fixed for a meeting of the Board, or the resumption of a meeting after an adjournment, or should a quorum at a meeting be lost for a period of thirty consecutive minutes, the Board Secretary shall, at the request of a majority of the Members present, record the names of the Members present and the meeting shall stand adjourned until the next regular meeting.

**11.** (1) If the Chair does not attend within thirty minutes after the time fixed for a meeting of the Board, or the resumption of a meeting after an adjournment, the Vice Chair shall call the Members to order and shall act as Chair of the meeting. If the Chair and Vice Chair are absent at the same time, an acting Chair shall be appointed from among the Members present who shall preside until the arrival of the Chair or Vice-Chair.

(2) While presiding, the acting Chair shall have all the powers of the Chair and shall continue to be entitled to vote as a Member.

**12.** (1) Unless otherwise decided by the Board, the minutes of each meeting of the Board shall be submitted for confirmation or amendment to the Board at its next regular meeting or so soon thereafter as is reasonably practicable.

(3) After minutes of a previous meeting have been confirmed, or approved as amended, by the Board, the Chair shall sign them.

## RULES OF DEBATE AT THE BOARD

**13.** (1) When two or more Members wish to speak, the Chair shall designate the Member who first requested to speak as the Member who speaks first.

(2) For each matter under consideration, the Chair shall maintain a list of Members who have requested to speak and shall designate Members to speak in accordance with that list.

(3) No member shall speak more than once until every member who wishes to speak has done so.

**14.** When a Member is speaking no other Member shall interrupt him or her except to raise a point of order.

**15.** Any Member may require the question or motion under discussion to be read at any time during the debate but not so as to interrupt a Member while speaking.

**16.** Subject to the remainder of this section, a Member may speak more than once on the same matter.

**17.** (1) A Member may ask a question only for the purpose of obtaining information relating to the matter then under discussion.

(2) Questions may be asked only:

(a) of a Member who has already spoken on the matter under discussion;

(b) of the Chair;

(c) of an official of the Metropolitan Toronto Police Service or the Metropolitan Toronto Legal Department; and

(d) of any other person addressing the Board pursuant to section 30 of this By-law.

**18.** The following matters may be introduced by Members at a meeting of the Board without written notice and without the consent of the Board:

(a) a point of order or procedure;

(b) the presentation of petitions;

(c) a motion to suspend or not follow a rule of procedure;

- (d) a motion to adjourn the meeting;
- (e) a motion that the vote on a matter be taken;
- (f) other motions of a purely procedural nature.

## VOTING

**19.** The Chair shall ensure that all Members who wish to speak on a matter have spoken and that the Members are ready to vote and shall then put the matter to a vote.

**20.** Every Member present at a meeting of the Board when a question is put shall vote on the question, unless prohibited by statute, in which case the fact of the prohibition shall be recorded in the Minutes of the meeting.

**21.** (1) The matter put to a vote shall be in the form of a motion addressing the matter then under consideration.

(2) Any member may propose a motion on the matter then under consideration which the Board Secretary shall record in writing.

(3) If there is more than one motion with respect to a matter, the Board Secretary shall record all motions in writing and read the various motions to the members prior to the vote being taken.

**22.** When a vote is taken, and a Member requests that the vote be recorded, the Board Secretary shall record each Member's vote, and a failure to vote by a Member shall be deemed to be a negative vote.

**23.** Any motion on which there is an equality of votes shall be deemed to be lost.

## RECONSIDERATIONS

**24.** (1) Subject to subsection (2), after any matter has been decided, any Member may move a motion for reconsideration of the matter.

(2) In the case of a recorded vote, after any matter has been decided, any Member who voted with the majority may move a motion for a reconsideration of the matter.

(3) No discussion of the matter shall occur until the motion for reconsideration is carried.

## POINTS OF ORDER AND PROCEDURE

**25.** Subject to being overruled by a majority vote of the Members, which vote shall be taken without debate, the Chair

- (a) shall maintain order and preserve decorum of the meeting;
- (b) shall rule upon points of order and points of procedure without debate or comment, other than to state the applicable rule;
- (c) shall rule as to whether a motion or proposed amendment is in order or out of order; and
- (d) may call a Member to order.

**26.** (1) When a Member raises a point of order or procedure he or she shall ask leave of the Chair to do so, and after leave is granted, shall state the point of order to the Chair and request the Chair's ruling on the point.

(2) A Member may further address the Chair on the same point of order or procedure for the purpose of appealing to the Board from the Chair's decision.

(3) If no Member appeals, the decision of the Chair shall be final.

(4) The Board, if appealed to, shall decide the question without debate and its decision shall be final.

**27.** Whenever any point of order or point of procedure is raised by a Member, it shall be immediately taken into consideration and ruled upon by the Chair, and subject to appeal in accordance with subsections 26(2), (3) and (4), the Chair's ruling is final.

**28.** When the Chair considers that the integrity of the Chief of Police or other official has been impugned or questioned by a Member, the Chair may permit the Chief or other official to make a statement to the Board on the matter.

## CONDUCT OF BOARD MEMBERS

**29.** All Members shall

- (a) treat other Members and any person appearing before or speaking to the Board with courtesy and respect;
- (b) speak only on the subject in debate; and



- (c) obey the rules of the Board or a decision of the Chair or of the Board on questions of order or procedure or upon the interpretation of the rules of the Board; and in case a Member fails to obey after having been called to order by the Chair, the Chair shall put the question, no amendment, adjournment or debate being allowed, "that such Member be ordered to leave his or her seat for the duration of the meeting of the Board," but if the Member apologizes he or she may, by vote of the Board, be permitted to take his or her seat.

#### RECEIPT OF PUBLIC DEPUTATIONS AT BOARD MEETINGS

**30.** (1) Subject to the remainder of this section, any person may, either on his or her own behalf or as a representative of an organization or group, appear at any public meeting of the Board and address the Board with respect to any matter relating to policing under consideration by it or being raised for consideration by such person.

(2) Every person wishing to make oral submissions to the Board shall give written notice to the Board Secretary no later than five working days prior to the next regularly scheduled Board meeting.

(3) The notice referred to in subsection (2) shall be signed by the person or organization or group on behalf of which submissions are to be made, and shall contain an outline of the submissions intended to be made.

(4) The Board may decide to hear oral submissions, notwithstanding non-compliance with the requirements of subsections (2) and (3).

(5) The Board may require the filing of a written version of the submissions with the Board Secretary as a condition of hearing the oral submissions.

(6) Unless otherwise decided by the Board, the presentation of a submission shall be limited to five minutes.

(7) A presentation on behalf of any organization or group may be made by more than a single representative but the entire submission on behalf of a organization or group shall be limited to five minutes

(8) Despite subsection (6), the time involved in answering questions from the Members shall not be included in the time limit for the presentation of submissions.

#### OTHER PROCEDURAL MATTERS

**31.** All procedural matters not addressed in this by-law shall be decided by the Chair first in accordance with the established rules of Metropolitan Council and second in accordance with the established rules of the Legislature of the Province of Ontario.

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**32.** The Board may waive any rules of procedure established by this By-law as it considers appropriate.

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

ENACTED AND PASSED this                    day of                    , 1996.

Maureen Prinsloo  
Chair

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 16, 2003**

**#P278. BY-LAW No. 148: AMENDMENT TO BOARD FINANCIAL BY-LAW No. 147**

The Board was in receipt of the following report SEPTEMBER 23, 2003 from Julian Fantino, Chief of Police:

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

Recommendation:

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

Background:

At its meeting held on OCTOBER 16, 2003 (BM#P132/03 refers), the Board enacted a new financial by-law, By-law No. 147. Over the first few months since the enactment of the By-law, a number of issues have arisen in respect to its application.

Section 16 of the By-law provides that no award or commitment can be made on behalf of the Board except with Board approval or in accordance with the provisions of the By-law or any other legal requirements. The By-law provides for the delegation of specified award and commitment authority to the Chief and other specified members of the Service. Those people with delegated authority to make an award (i.e. accept a bid or proposal) are also authorized to enter into the commitment arising from that award (i.e. enter into the document evidencing the contractual obligation for the purchase of a goods or services arising from an award).

The Board has delegated authority to the Chief of Police and other members of the Service to make awards and commitments for amounts below \$500,000.00. In situations where the Board has made an award, given section 16, it would be the Board that would have to enter into the commitment. The Chair of the Board will generally execute agreements on behalf of the Board in the event the form of agreement requires such execution. However, there are situations where the Board has made an award, but the commitment is made by way of a purchase order. Consequently, the Board does not formally have to execute the commitment. In light of this, it is recommended that the By-law be amended in accordance with the attached draft amending by-law. In situations where a purchase order is being issued in respect to an award made by the Board, the Service's Purchasing Agent is authorized to issue the purchase order provided it reflects the terms and conditions approved by the Board when it made the award.

The By-law currently provides that where there is an "existing agreement", as defined in the By-law, the Chief of Police can make an award and commitment for any amount through the existing agreement. The Chief can only do so if there is an appropriation for the purpose of the award and commitment in the budget in the year in which the award or commitment are made,

and, the amount payable under the commitment, in the year in which the award and commitment are made, does not exceed the amount of the appropriation.

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

A similar situation arises in respect to vendors of record approved by the Board. A “vendor of record” must be selected by the Board and involves the Board’s approval of a vendor of particular goods or service at specified prices over a period of time. However, at the time the vendor of record is selected by the Board, no purchase is necessarily being made since it is anticipated that a series of purchases of goods or services will be made over the period of time for which the person has been awarded vendor of record status. For example, if a vendor is selected to provide office furniture to the Service at specified prices over a three year period, it is possible that a series of furniture purchases will be made from that vendor over the time period at those prices, provided there are funds in the budget to allow the purchases to be made.

Given the concept of an existing agreement, it is recommended that the Board also enact an amendment to the By-law to define a vendor of record and authorize the Chief to make awards and commitments in respect to the vendor or record in excess of his current delegated authority of \$500,000.00, provided there are funds in the budget for that purpose. This will expedite the process for purchases in situations where the Board has already selected the vendor and accepted the price structure for the purchase of the relevant goods or services over an approved period of time.

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

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

**THAT the Board approve an amendment to By-Law No. 147 so that it is consistent with the current arrangement whereby the Service’s Purchasing Agent is authorized to issue the purchase award provided it reflects the terms and conditions approved by the Board, and that the By-Law not be amended with regard to vendor of record or a change in the level of authorization for the Chief of Police at this time.**

**A copy of By-Law No. 148 approved by the Board and which incorporates the amendment noted in the Motion above is appended to this Minute for information.**

**TORONTO POLICE SERVICES BOARD**

**BY-LAW No. 148**

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

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

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

The Toronto Police Services Board HEREBY ENACTS as follows:

1. Section 17 of the By-law is amended by adding the following as subsection (1a):

In cases where the Board has made an Award, and the form of the Commitment arising from the Award is a purchase order, the TPS Purchasing Agent is authorized to issue the purchase order subject to such terms and conditions imposed by the Board when making the Award.

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

ENACTED AND PASSED this 16th day of October 2003.

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Gloria Lindsay Luby  
Acting Chair  
Toronto Police Services Board

**Board Meeting:  
October 16, 2003  
Minute No: P278/03**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 16, 2003**

**#P279. REVIEW OF 2002 PUBLIC SECTOR SALARY DISCLOSURE LIST**

The Board was in receipt of the following report SEPTEMBER 23, 2003 from Julian Fantino, Chief of Police:

Subject: REVIEW OF 2002 PUBLIC SECTOR SALARY DISCLOSURE LIST

Recommendation:

It is recommended that:

- (1) the Board receive this report for information, and
- (2) the Board request the Minister of Finance, Province of Ontario to index the \$100,000 disclosure limit to reflect inflationary pressures and public sector collective agreement settlements since the amount was first determined in 1996 to provide a fairer and more accurate picture on how the Service manages and controls premium pay expenditures.

Background:

In accordance with the Public Sector Salary Disclosure Act, 1996, the Toronto Police Service is required to disclose the names, positions, salaries and taxable benefits of employees who were paid \$100,000 or more in a year.

In 2002, thirty-two (32) members of the Service, whose base salary is normally under \$100,000, earned over \$100,000 when combined with their premium pay. In a report to the Board dated March 7, 2003 (#P95/2003 refers), reasons why these members earned over \$100,000 were provided. Professional Standards – Quality Assurance has performed a review of the Service's members who earned over \$100,000 to ensure that all premium pay incurred by these individuals was in accordance with Service rules and procedures.

The review found that:

- (1) The premium pay expenditures related to the 32 members were incurred in the exigency of the Service and approved by their unit commanders and supervisors. The 32 members were described as hardworking and dedicated officers who are proactive in investigative and enforcement activities.

- (2) The disclosure limit of \$100,000 was set by the Government of Ontario in 1996 and has never been revised upwards even though there have been inflationary pressures and collective agreement settlements in the Service and the broader public sectors since 1996.
- (3) In order to provide a meaningful comparison, premium pay amounts from 1996 to 2001 are indexed to 2002 dollar values to reflect the wage settlements during those years. The disclosure limit of \$100,000 would be equivalent to \$115,572 for 2002 if Service collective agreement settlements since 1996 were taken into account.
- (4) The highest earners in the 2002 disclosure list earned \$115,054. If the disclosure limit was indexed to \$115,572, none of the thirty-two officers would have appeared on the disclosure list.
- (5) Indexing restates the previous year dollar value into the current year dollar value by applying the salary increase percentage or consumers price index (CPI) increase. The following table shows a member who worked 100 hours overtime with an hourly rate of \$25 would be paid \$2,500 in 1999. The same member who worked the same 100 hours overtime would be paid \$2,550 in 2000, \$2,627 in 2001 and \$2,718 in 2002. The increase in overtime pay is due to the increase in the hourly rate even though the member still worked the same amount of overtime hours.

<b>Year</b>	<b>Salary Increase %</b>	<b>Index Factor</b>	<b>Hours Worked</b>	<b>Premium Pay</b>	<b>Indexed Premium Pay</b>
1999		108.74	100	\$ 2,500.00	\$ 2,718.43
2000	2.00%	106.61	100	\$ 2,550.00	\$ 2,718.43
2001	3.00%	103.50	100	\$ 2,626.50	\$ 2,718.43
2002	3.50%	100.00	100	\$ 2,718.43	\$ 2,718.43

The indexed premium pay shows the member in the above example received the same amount of pay by working the same amount of overtime hours. By eliminating the effect of salary increase, the indexed amount of premium pay provides a fairer comparison in terms of hours worked by members.

- (6) Most importantly, the indexed average premium pay for uniform member decreased significantly in 2000 (-19%) and remained steady in 2001 (-0.5%) and 2002 (-0.8%) as indicated in the following table.

Year	Uniform premium pay (000's)	Number of uniform member	Premium pay per uniform member	Wage increase %	Index factor	Indexed premium pay (000's) in 2002 dollars	Indexed premium pay per uniform member	+ / - % from previous year
1999	\$31,504	5,183	\$6,078		108.74	\$34,257	\$6,609	
2000	\$26,832	5,149	\$5,211	2.00%	106.61	\$28,604	\$5,555	-19.0%
2001	\$26,842	5,028	\$5,339	3.00%	103.50	\$27,781	\$5,525	-0.5%
2002	\$28,068 *	5,119	\$5,483	3.50%	100.00	\$28,068	\$5,483	-0.8%

\* For consistent comparison, uniform premium pay for 2002 did not include premium pay of \$1,433,183 incurred as a result of the World Youth Day. Premium pay for World Youth Day was captured separately from other premium pays.

This decrease in indexed premium pay and comparative hours worked can be attributed to the implementation of recommendations from various reports and reviews in the past that have strengthened the Service's control on premium pay expenditures.

In addition, in 2002, there were 111 members whose salary was between the \$90,000 to \$99,999 range. Taking into account the collective agreement increase for 2003 of 3.5%, many of these individuals will also qualify for disclosure reporting if the limit is not indexed.

Therefore, I recommend that the Board request the Minister of Finance, Province of Ontario to index the \$100,000 disclosure limit to reflect inflationary pressures and public sector collective agreement settlements since 1996. This indexed amount would provide a fairer and more accurate picture on how the Service manages and controls premium pay expenditures.

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

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

**THAT the Board send a recommendation to the Ministry of Finance that it re-examine the purpose of the *Public Sector Salary Disclosure Act, 1996* – which is to assure the public disclosure of the salary and benefits paid in respect of employment in the public sector to employees who are paid a salary of \$100,000 or more in a year – and, specifically, the amount of \$100,000 established by the *Act* as the minimum amount of salary required to be publicly reported.**

**Acting Chair Gloria Lindsay Luby requested that she be noted in the negative with regard to this matter.**



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 16, 2003**

**#P280. DONATION – RADAR SPEED BOARD FOR NO. 55 DIVISION  
COMMUNITY TRAFFIC SAFETY**

The Board was in receipt of the following report SEPTEMBER 25, 2003 from Julian Fantino, Chief of Police:

Subject: CORPORATE DONATION - RADAR SPEED BOARD

Recommendation:

It is recommended that the Board accept the donation of \$3,700.00 (including taxes) from The Co-operators for the purchase a radar speed board. This equipment is to be used in No. 55 Division by police, auxiliary police, students and volunteers as a community traffic safety initiative.

Background:

In the fall of 2002 The Co-operators, an international insurance company, offered to sponsor the purchase of a radar speed board in support of No. 55 Divisions' traffic safety initiatives. The Co-operators have offered sponsorship in the amount of \$3,700.00.

The Co-operators support safety initiatives across Canada. The radar speed board would be used to augment ongoing community policing programs, Service initiatives in relation to the priority of traffic safety and to offer learning experiences for children in our community.

The radar speed board would be introduced to students in various schools within No. 55 Division. The students would measure speed/distance factors of motor vehicles passing through their school zone and compare their findings with the radar speed board. A police officer would be present in order to facilitate questions from students concerning traffic safety and aggressive driving.

The radar speed board would also be used for traffic safety initiatives and response to community complaints within No. 55 Division and would be made available to other units within the Service upon request. The radar speed board would be placed on streets where residents have complained about speeders, the site would be attended by police officers, auxiliary officers, volunteers and concerned citizens.

The radar speed board consists of a portable 1/3 meter tall digital display readout mounted on a tripod. The board would be placed at the side of the road, facing on-coming traffic. The board displays the speed of the approaching vehicles.

The radar speed board would be purchased through Tribar Industry who provides radar equipment and radar boards to the Toronto Police Service. The Service's Radio and Electronics Unit currently maintains equipment manufactured by Tribar Industries and will be able to provide service to the radar speed board upon the expiry of the one year warranty.

In the past No. 55 Division has borrowed a radar speed board and found it to be an effective tool in areas experiencing a high number of speeding violations. Pending Board approval, No. 55 Division intends to present the use of the radar speed board to the No. 55 Division Community Police Liaison Committee as one of the tools that can be utilized in joint decision making for solving community complaints with respect to traffic issues.

This donation conforms to Service Policy 18-08 – "Donations". Further, this donation is in harmony with the 2003 Service Priorities (Traffic Safety and Community Safety and Satisfaction). The Co-operators have requested a corporate tax receipt.

Deputy Chief Steven Reesor, Policing Operations Command will be in attendance to respond to any questions the Board may have.

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 16, 2003**

**#P281. QUOTATION FOR UNIFORM FOOTWEAR**

The Board was in receipt of the following report SEPTEMBER 25, 2003 from Julian Fantino, Chief of Police:

Subject: QUOTATION FOR UNIFORM FOOTWEAR

Recommendation:

It is recommended that: the Board award the quotation to Gordon Contract for the supply and delivery of uniform footwear for the period November 1, 2003 to October 31, 2005 at an estimated annual cost of \$450,000 for an estimated total of \$900,000, including taxes, for the two (2) years, with an option to renew for an additional one (1) year period.

Background:

The current contract for the supply and delivery of uniform footwear with Gordon Contract has expired. As a result, a quotation request with generic specifications (copy attached) was issued to known vendors on file with the City of Toronto. In addition, the quotation request was posted on the City's web site.

Twenty-one (21) known vendors were invited to submit bids.

Quotations have now been received from three (3) vendors, as outlined on the attached summary, and reviewed by appropriate City Purchasing and Service personnel. The three submissions have been reviewed for compliance to specifications and attached are the results of the review. Based on the analysis, Gordon Contract has submitted the lowest bid meeting specifications for each of the five (5) categories of uniform footwear required. The estimated annual requirement for footwear is \$450,000, including taxes. The total estimated requirement over the two (2) year term is \$900,000. The estimated annual requirement is included in the Service's 2003 operating budget and will be maintained in the base budget for the future years.

Therefore, it is recommended that the Board award the quotation to Gordon Contract located at 552 Queen Street West, Toronto, Ontario M5V 2B5, for the supply and delivery of uniform footwear commencing November 1, 2003 to October 31, 2005, with an option to renew for an additional one (1) year.

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

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

**THAT, in future, all reports recommending purchases of equipment or supplies identify the previous vendor for that item(s), if any, and the location of the recommended supplier.**

**A copy of the quotation request referred to in the foregoing report is on file in the Board office.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 16, 2003**

**#P282. SPECIAL FUND REQUEST: CONFERENCE ON BEST PRACTICES IN  
YOUTH PROGRAMS AND INITIATIVES**

The Board was in receipt of the following report AUGUST 20, 2003 from Julian Fantino, Chief of Police:

Subject: REQUEST FOR FUNDS - CONFERENCE ON BEST PRACTICES IN YOUTH PROGRAMS AND INITIATIVES

Recommendation:

It is recommended that: the Board approve an expenditure from the Board's Special Fund of an amount not to exceed \$3,000.00, for expenses to be incurred for a Toronto Police Service Youth Conference on Best Practices in Youth Programs and Initiatives scheduled for Saturday, November 1, 2003.

Background:

During the latter part of 2002, the issue of youth violence and victimisation, along with racial profiling, was addressed by stakeholders from the black community, the Toronto Police Service and Toronto Police Services Board through a series of meetings and consultations. As a result, various strategies were developed to address these complex issues. One such strategy, which has become part of my 10 Point Plan, was a proposal to host a conference to bring youth and the police together with faith community leaders in an effort to create proactive and constructive partnerships and solutions to these issues.

Subsequently, on Saturday, November 1, 2003, the Service, in partnership with the Greater Toronto Area Christian Alliance, will be hosting a youth conference entitled "Best Practices in Youth Programs and Initiatives" at the North York Civic Centre, 5100 Yonge St. from 8:00 a.m to 4:00 p.m.

The amount of \$3000.00 is requested from the Special Fund to facilitate our hosting of this important event. It is expected that approximately 150 participants will attend, including Service members, the faith community, community social agencies and city youth. Breakfast, lunch and various snack breaks will be provided to participants during the conference. There will be a full day of presentations on youth programming and initiatives by all stakeholders. Further presentations dealing with the proper acquisition of funding for youth programs will also be highlighted during the conference. This event will facilitate effective networking and partnership opportunities for all stakeholders involved in addressing issues of youth violence and victimisation.

Funding assistance for the conference has been sought from and granted by Pro-Action-Cops Helping Kids in the amount of \$750.00.

Proposed Budget  
“Best Practices in Youth Programs and Initiatives”  
Conference

Catering

(All day for approximately 150 attendees): \$3000.00

Incidentals:

Conference supplies

Gifts for conference presenters \$750.00

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Total Budget:	\$3,750.00
Minus Pro-Action Contribution	<u>- \$750.00</u>
Board Special Fund Request	\$3,000.00

I understand that this request does not meet the Board’s Special Fund criteria, however this conference will be an excellent occasion to address youth violence and victimisation and promote effective dialogue and partnerships with key community stakeholders. This unique opportunity will see all stakeholders at the table to tackle these crucial issues. This conference will aid us in addressing the Service’s Priority dealing with Youth Violence and Victimisation in our community.

Therefore, it is recommended that the Board approve the expenditure from the Board’s Special Fund of an amount not to exceed \$3,000.00, for expenses to be incurred for a Toronto Police Service Youth Conference on Best Practices in Youth Programs and Initiatives scheduled for Saturday, November 1, 2003.

Deputy Chief Michael Boyd, Policing Support Command, will be in attendance to answer any questions that Board members may have.

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 16, 2003**

**#P283. NEW JOB DESCRIPTIONS: COMMUNICATIONS COORDINATOR  
AND INFORMATION & ISSUES MANAGEMENT SECTION HEAD,  
CORPORATE COMMUNICATIONS**

The Board was in receipt of the following report OCTOBER 03, 2003 from Julian Fantino, Chief of Police:

Subject: NEW JOB DESCRIPTIONS – COMMUNICATIONS CO-ORDINATOR  
(A12017.3) AND INFORMATION & ISSUES MANAGEMENT SECTION  
HEAD (A12018.3) – CORPORATE COMMUNICATIONS

Recommendation:

It is recommended that: the Board approve the attached two new job descriptions for the positions of Communications Co-ordinator (A12017.3) and Information & Issues Management Section Head (A12018.3).

Background:

The current structure of Corporate Communications does not facilitate its expanded mandate to “analyze information, manage issues and deliver effective, measurable strategic communication products to proactively influence attitudes, behaviours and decision making inside and outside of the Toronto Police Service”. As a result, a restructuring plan was developed for the Corporate Communications Unit to address the needs of the new mandate.

To this end, the positions of Communications Co-ordinator and Information & Issues Management Section Head were created. These positions will contribute to the development of the Service’s corporate communications strategy. More specifically, the position of Information & Issues Management Section Head will provide leadership in the collection, analysis and interpretation of research related to ongoing and emerging communication issues. The Communications Co-ordinator position will provide leadership in the development, documentation, editing and dissemination of internal and external communications materials.

Job descriptions were developed for the two positions and they have been evaluated by Compensation & Benefits and determined to be Class 12s (35 hour) in the Unit “A” Collective Agreement with a salary range of \$65,571 – \$76,250 per annum. Both positions will be staffed using the Unit’s existing establishment and budget.

It is hereby recommended that the Board approve the attached new job descriptions for the positions of Communications Co-ordinator (A12017.3) and Information & Issues Management Section Head (A12018.3). Subject to Board approval, the Toronto Police Association will be notified accordingly and the positions will be posted as per the provisions of Article 16 of the Unit "A" Collective Agreement.

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

**The Board approved the foregoing.**





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

Date Approved:  
Board Minute No. :  
Total Points:  
Pay Class: A12

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<b>JOB TITLE:</b>	Communications Co-ordinator	<b>JOB NO.:</b>	A12017
<b>BRANCH:</b>	Chief's Office	<b>SUPERSEDES:</b>	New
<b>UNIT:</b>	Corporate Communications	<b>HOURS OF WORE:</b>	35 <b>SHIFTS:</b> 1
<b>SECTION:</b>	Chief	<b>NO. OF INCUMBENTS IN THIS JOB:</b>	1
<b>REPORTS TO:</b>	21C Inspector	<b>DATE PREPARED:</b>	16 September 2003

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**SUMMARY OF FUNCTION:** Provides leadership in the development, documentation, editing and dissemination of internal and external communications materials, and as a member of the Communications Management Team, contributes to the development of the Service's issues management and corporate / public communications strategy.

**DIRECTION EXERCISED:** Formal accountability to schedule, assign and coordinate the work of writers and events staff.

**MACHINES & EQUIPMENT USED:**

Microcomputer / word processor with associated software, and other related office equipment may be required.

**DUTIES AND RESPONSIBILITIES:**

1. Provides leadership in the writing, editing and dissemination of a full range of communications materials, ensuring validation of content, consistency of image, and positive positioning of the Service's message with its internal and external stakeholders. Activities supporting this accountability include:
2.
  - Writes, and oversees staff in the development of a full range of materials, including, but not limited to, articles, media releases, press statements, weekly / monthly Service newsletters and employee communication pieces, annual report and web-communications, on an ongoing basis and in response to crisis communications initiatives.
  - Edits materials developed by staff, ensuring that language' and message are factually and contextually accurate, audience-appropriate, and foster public and employee confidence in the Service, its message and mandate.
  - Coordinates the production of communications materials with Service internal and external service providers.
2. As a member of the Communications Management Team, brings experience and expertise to the strategic planning process, contributing to the development of the Service's position on a full range of emerging and ongoing issues. Ensures a journalistic, media-savvy and employee-sensitive approach to the development, positioning and documentation of the Service's message to internal and external stakeholders.
3. Develops and maintains an effective network of contacts with Service stakeholders in the media, and with colleagues in other Services. Leverages personal network to collect and share information and perspective, anticipate and plan for contingencies around potential media and public perception and response, and foster the positive public positioning of the Service with stakeholders.

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dg:92237

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



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

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

**JOB TITLE:** Communications Co-ordinator      **JOB NO.:** A12017  
**BRANCH:** Chiefs Office      **SUPERSEDES:** New  
**UNIT:** Corporate Communications      **HOURS OF WORK:** 3      5      **SHIFTS:** 1  
**SECTION:** Chief      **NO. OF INCUMBENTS IN THIS JOB:** 1  
**REPORTS TO:** 21C Inspector      **DATE PREPARED:** 16 September 2003

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

4. Provides **mentoring** and coaching to the Media Relations Section Head and **Officers**, and to other Service personnel as appropriate, in preparation for **public** presentation of the Service's position (media **scrums**, scene of incident coverage) with respect to specific communications issues. Acts as a resource to the **Communications** team and to a full range of Service uniform and civilian personnel in the development, **production** and dissemination of publications and communications materials.
5. Performs other related duties and tasks as assigned by the Chief.

**APPROVALS:** W. Padua Insp.  
Unit Commander / Manager

**DATE:** 2003/09/17

J. Seccombe  
Staff Supt. Director

**DATE:** 03.09.17

J. Brute  
Chief

**DATE:** 03/09/30

Note: Prior to submission for job evaluation, all signatures required,

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

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

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

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<b>JOB TITLE:</b>	Information & Issues Management Section Head	<b>JOB NO.:</b>	A12018
<b>BRANCH:</b>	Chiefs Office	<b>SUPERSEDES:</b>	New
<b>UNIT:</b>	Corporate Communications	<b>HOURS OF WORK:</b>	35 <b>SHIFTS:</b> 1
<b>SECTION:</b>	Chief	<b>NO. OF INCUMBENTS IN THIS JOB:</b>	1
<b>REPORTS TO:</b>	21C Inspector	<b>DATE PREPARED:</b>	16 September 2003

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**SUMMARY OF FUNCTION:** Provides leadership in the collection, analysis and interpretation of research related to ongoing and emerging issues, and as a member of the Communications Management Team, contributes to the development of the Service's issues management and corporate / public communications strategy.

**DIRECTION EXERCISED:** Formal accountability to schedule, assign and coordinate the work of communications analysts.

**MACHINES & EQUIPMENT USED:**

Microcomputer / word processor with associated software, and other related office equipment may be required.

**DUTIES AND RESPONSIBILITIES:**

1. Provides leadership in the development and implementation of comprehensive research and analysis projects related to issues of political and public sensitivity to the Service, supporting the Service's issues management strategy and public positioning. Activities supporting this accountability include:
  - Identification of issues requiring collection, analysis and interpretation of information, both proactively and in response to incidents, investigations, press / news releases, etc.
  - In conjunction with analysts, conducts environmental scan, including police reports, publications, opinion polls, FOI requests, and other pertinent sources to detect trends and patterns, and to identify issues of potential significance to the Service. Prioritizes areas of concern, taking into account urgency of issues, stakeholders involved, and potential for Service exposure to negative press and/or public opinion.
  - Oversees the development and maintenance of a library of research and resource materials in support of the unit.
2. As a member of the Communications Management Team, brings experience and expertise to the strategic planning process, contributing to the development of the Service's position on a full range of emerging and ongoing issues. Coordinates and oversees the implementation of research initiatives, and presents reports and recommendations to the Team on an ongoing basis and in response to crisis communications issues,
3. Develops and maintains an effective network of contacts with Service stakeholders at the local, provincial and national level, including government and political representatives, public (groups) and colleagues in other Services. Leverages personal network to collect and share information and analyses, anticipate and plan for contingencies around emerging issues, and foster the positive public positioning of the Service with stakeholders.

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**dg:92239:**

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



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

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

<b>JOB TITLE:</b>	Information & Issues Management Section Head	<b>JOB NO.:</b>	A12018
<b>BRANCH:</b>	Chief's Office	<b>SUPERSEDES:</b>	New
<b>UNIT:</b>	Corporate Communications	<b>HOURS OF WORK:</b>	35 <b>SHIFTS:</b> 1
<b>SECTION:</b>	Chief	<b>NO. OF INCUMBENTS IN THIS JOB:</b>	1
<b>REPORTS TO:</b>	21C Inspector	<b>DATE PREPARED:</b>	16 September 2003

**DUTIES AND RESPONSIBILITIES:**

4. Provides mentoring and coaching to the Media Relations Section Head and Officers, and to other Service personnel as appropriate, related to the communication of the Service's public positioning with respect to a range of current and emerging issues. Acts as a resource to the Communications team and to a full range of Service uniform and civilian personnel with respect to issues management procedures and best practices, and in the provision of research services.
5. Performs other related duties and tasks as assigned by the Chief.

APPROVALS: W. Peden Insp.  
Unit Commander / Manager

DATE: 2003/09/17

J. Segre  
Staff Supt. Director

DATE: 03.09.17

J. Pute  
Chief

DATE: 03/09/30

Note: Prior to submission for job evaluation, all signatures required.

dg:92239

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



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 16, 2003**

**#P284. NEW JOB DESCRIPTION: ADULT/YOUTH CORPS VOLUNTEER  
PROGRAM COORDINATOR**

The Board was in receipt of the following report SEPTEMBER 11, 2003 from Julian Fantino, Chief of Police:

Subject: NEW JOB DESCRIPTION - ADULT/YOUTH CORPS VOLUNTEER  
PROGRAM CO-ORDINATOR, COMMUNITY PROGRAMS (A06086.3)

Recommendation:

It is recommended that: the Board approve the attached new job description for the position of Adult/Youth Corps Volunteer Program Co-ordinator (A06086.3).

Background:

The Adult/Youth Corps Volunteer Program Co-ordinator's position currently held by a Uniform Sergeant in Community Programs was identified for civilianization as a result of the Uniform Staffing Review. The recommendation was subsequently approved by the Command for implementation. For this reason, the unit's civilian establishment was increased by one and the uniform establishment was decreased accordingly.

A Position Description Questionnaire (PDQ) has been prepared by Community Programs and it has been used to develop a job description for the Adult/Youth Corps Volunteer Program Co-ordinator. The position has been evaluated by Compensation & Benefits and determined to be a Class 6 (35 hour) in the Unit "A" Collective Agreement with a salary range of \$40,046.01 – \$45,086.71 per annum.

The funding available for the Sergeant's position will be used to staff the new position. As a result of the salary differential between the positions, there will be an annualized savings of \$33,266.

It is hereby recommended that the Board approve the attached new job description for Adult/Youth Corps Volunteer Program Co-ordinator (A06086.3). Subject to Board approval, the Toronto Police Association will be notified accordingly and the position will be posted as per the provisions of Article 16 of the Unit "A" Collective Agreement.

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

**The Board approved the foregoing.**



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

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

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JOB TITLE:	Adult/Youth Corps Volunteer Program Co-ordinator	JOB NO.:	A06086
BRANCH:	Policing Operations Command	SUPERSEDES:	New
UNIT:	Community Programs	HOURS OF WORK:	35 <b>SHIFTS:</b> 1
SECTION:	Volunteer Resources	NO. OF INCUMBENTS IN THIS JOB:	1
REPORTS TO:	Officer in Charge	DATE PREPARED:	2003.08.12

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SUMMARY OF FUNCTION: Coordinates the Service's Adult/Youth Corps Volunteer Program in compliance with Service Rules, Community Volunteer Management Standards and/or Community Volunteer and Consultation Manual and Provincial Adequacy Standards.

DIRECTION EXERCISED: Trains, assigns, and supervises adult/youth corps volunteers. Provides guidance to divisional Community Response Managers, as well as other members of the Service regarding event planning/preparation.

MACHINES & EQUIPMENT USED: Microcomputer/word processor with associated software, and other related office equipment may be required.

DUTIES AND RESPONSIBILITIES:

1. Promotes the volunteer program both internally and externally, providing new program initiatives and expanding on program potential.
2. Organizes volunteer events and responsible for deploying volunteers to the field.
3. Responds to public and internal inquiries regarding the volunteer program e.g. availability, complaints.
4. Monitors divisional reports and compiles statistics and demographics in a constant effort to measure, evaluate and restructure the volunteer program.
5. Co-ordinates volunteer screening, recruitment and selection processes, as well as assignments and terminations.
6. Develops, implements, operates and maintains training programs for volunteers.
7. Co-ordinates volunteer orientation program, appreciation week events and awards, and recognition programs.
8. Researches, writes and publishes a monthly volunteer newsletter. Writes recruitment materials, speeches, responses to Board reports, as well as other correspondence pertaining to the volunteer program.
9. Monitors and balances budget issues in relation to the volunteer program.
10. Purchases, maintains quality control of and issues volunteer clothing and recognition event items.

ih: #91078

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



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

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

JOB TITLE:	Adult/Youth Corps Volunteer Program Co-ordinator	JOB NO.:	A06086
BRANCH:	Policing Operations Command	SUPERSEDES:	New
UNIT:	Community Programs	HOURS OF <b>WORK</b> :	35      SWIFTS:      1
SECTION:	Volunteer Resources	NO. OF INCUMBENTS IN THIS JOB:	1
REPORTS TO:	Officer in Charge	DATE PREPARED:	2003.08.12

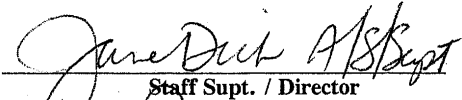
DUTIES AND RESPONSIBILITIES CONT'D:

11. Assists in the compilation of volunteer personnel files.
12. Performs all other duties inherent to the position.

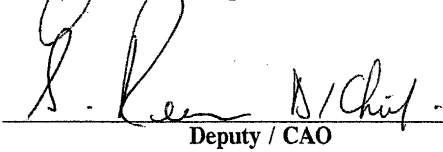
APPROVALS:

  
\_\_\_\_\_  
Unit Commander / Manager

DATE: 2003/08/25

  
\_\_\_\_\_  
Staff Supt. / Director

DATE: 2003 08 26

  
\_\_\_\_\_  
Deputy / CAO

DATE: 2003.08.08

Note: Prior to submission for job evaluation, **all** signatures required.

jh: #91078

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 16, 2003**

**#P285. SPECIAL CONSTABLES – UNIVERSITY OF TORONTO –  
APPOINTMENT OF SPECIAL CONSTABLE**

The Board was in receipt of the following report SEPTEMBER 08, 2003 from Julian Fantino, Chief of Police:

Subject: APPOINTMENT OF SPECIAL CONSTABLE FOR THE UNIVERSITY OF  
TORONTO POLICE (U of T)

Recommendation:

It is recommended that: the Board approve the appointment Stan O'Brien as a special constable for the University of Toronto Police (U of T), subject to the approval of the Minister of Public Safety and Security.

Background:

Under Section 53 of the Police Services Act of Ontario, the Board is authorized to appoint special constables subject to the approval of the Minister.

Pursuant to this authority, the Board entered into an agreement with the U of T for the administration of special constables. The special constables are appointed to enforce the Criminal Code and other federal and provincial legislation on U of T property within the City of Toronto (Board Minute 571/94, refers).

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

The U of T has requested that Stan O'BRIEN be appointed as a special constable for a five-year term.

The agreement between the Board and the U of T requires that background investigations be conducted on individuals recommended for appointment as special constables. The Service's Employment Unit completed a background investigation on Stan O'Brien and there is nothing on file to preclude him from becoming a special constable.



The U of T advise that Stan O'Brien has met the U of T hiring criteria and has successfully passed background checks. In addition, U of T advise that he will complete the U of T special constable training by November 7, 2003 which is in compliance with Ministry of Public Safety and Security guidelines.

It is therefore recommended that the Board approve the appointment of Stan O'Brien as a special constable for the U of T, subject to the approval of the Minister of Public Safety and Security.

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

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 16, 2003**

**#P286. SPECIAL CONSTABLES – UNIVERSITY OF TORONTO –  
TERMINATION OF STATUS FOR SPECIAL CONSTABLES**

The Board was in receipt of the following report AUGUST 19, 2003 from Julian Fantino, Chief of Police:

Subject: UNIVERSITY OF TORONTO POLICE (U of T) - TERMINATION OF  
SPECIAL CONSTABLE STATUS OF ANDREW HULBERT, SCOTT  
HASSBERGER AND SIMON JAMES

Recommendation:

It is recommended that:

- (1) the Board receive the letter advising the Service that the University of Toronto Police (U of T) no longer requires special constable status for Andrew Hulbert, Scott Hassberger and Simon James; and
- (2) that the Board notify the Minister of Public Safety and Security of these terminations.

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 June 29, 2000, the Board approved a request to appoint Andrew Hulbert and Scott Hassberger as special constables with the U of T (Board Minute #295/00, refers).

At its meeting on July 31, 2002, the Board approved a request to appoint Simon James as a special constable with the U of T (Board Minute P198/02, refers).

Appended to this report is a letter dated August 11, 2003, from Mr. Dan Hutt, Manager, U of T Police, advising the Service that Andrew Hulbert, Scott Hassberger and Simon James resigned from the employ of the U of T.

The appointing documents specify that each appointment is valid for a specific period or until the individuals are no longer in the employ of the University of Toronto.

It is therefore recommended that the Board receive the letter advising the Service that the U of T no longer requires special constable status for Andrew Hulbert, Scott Hassberger and Simon James and that the Board notify the Minister of Public Safety and Security of these terminations.

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.**



University Of Toronto FACILITIES AND SERVICES

Police Services 21 Sussex Ave Toronto Canada M5S 1A1 Tel: 416/ 978-2323 Fax: 416/ 978-1099

2003. 186

Monday, August 11, 2003

S/Sgt. Gord Barratt  
Toronto Police Service  
Community Policing Support Unit  
40 College Street,  
Toronto, Ontario M5G 2J3

Community Liaison Unit  
Date Received : 03. 08. 18  
Date Due : 09. 08. 29  
Assigned to : Sgt. Barratt  
Approved by : [Signature]

Notification of Resignations

The following persons have resigned the employ of the University of Toronto. Please notify the Toronto Police Services Board and the Ministry of Public Safety and Security to cancel their status as special constables.

<u>Name</u>	<u>Resination Date</u>
Andrew Hulbert	24 September 2001
Scott Hassberger	06 January 2002
Simon James	21 July 2003

Yours truly,

Dan Hutt  
Manager, Police Services

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 16, 2003**

**#P287. SPECIAL CONSTABLES – TORONTO COMMUNITY HOUSING  
CORPORATION– TERMINATION AND APPOINTMENT OF STATUS  
FOR SPECIAL CONSTABLES**

The Board was in receipt of the following report SEPTEMBER 08, 2003 from Julian Fantino, Chief of Police:

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

Recommendation:

It is recommended that:

- (1) the Board receive the letter advising the Service that the Toronto Community Housing Corporation (TCHC) no longer requires special constable status for Nicole Ehlers and is seeking the appointment of Tony Stainthorpe as a special constable;
- (2) that the Board notify the Minister of Public Safety and Security of the termination of Nicole Ehlers; and
- (3) the Board approve the appointment of Tony Stainthorpe as a special constable for the TCHC, subject to the approval of the Minister of Public Safety and Security.

Background:

Under Section 53 of the Police Services Act of Ontario, the Board is authorized to appoint special constables subject to the approval of the Minister.

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

On March 8, 2000, the Board entered into an agreement with the former Metropolitan Toronto Housing Authority, now called the TCHC, for the appointment of special constables (Board Minute 414/99, refers). The Minister approved the request of the former MTHA to have some of its security officers appointed by the Board as special constables, pursuant to section 53 of the Act, upon certain amendments to the agreement.

At its meeting on October 26, 2000, the Board approved the requested amendment to the TCHC agreement to limit the number of appointments to a maximum of 55 applicants (Board Minute 480/00, refers).

Appended to this report is a letter dated August 25, 2003, from Mr. Rick Girard, Senior Security Planner, Security Services Unit, TCHC advising that Nicole Ehlers resigned from the TCHC effective September 8, 2003 and requesting the appointment of Tony Stainthorpe as a special constable.

#### Termination:

At its meeting on November 21, 2002, the Board approved an eighteen-month extension of the appointments of the TCHC special constables including the appointment of Nicole Ehlers as a special constable, subject to the approval of the Minister (Board Minute 296, refers).

The appointing document for Nicole Ehlers specifies that the appointment is valid until May 31, 2004 or until the appointee is no longer in the employ of the TCHC.

#### Appointment:

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

The TCHC advise that Tony Stainthorpe has met the TCHC hiring criteria and has successfully passed background checks and special constable training. The appointment of this applicant will bring TCHC to the maximum authorized limit of 55 special constables.

It is therefore recommended that the Board approve the appointment of Tony Stainthorpe as a special constable for the TCHC, subject to the approval of the Minister.

It is also recommended that the Board receive the letter advising the Service that the TCHC no longer requires special constable status for Nicole Ehlers and that the Board notify the Minister of Public Safety and Security of this termination.

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

**The Board approved the foregoing.**

Toronto Community  
Housing Corporation  
365 Bloor St E.  
8<sup>th</sup> Floor  
Toronto, ON M4W 3L4  
Tel.: (416) 981-4424

2003.194

Community Liaison Unit

Date Received : 03.08.29

Date Due : 03.09.15

Assigned to : Algot. barratt

Approved by : [Signature] A/S/125/3606



Toronto  
Community  
Housing

August 25, 2003

Staff Sergeant **Gordon Barratt**  
C.P.S.U. Special Constable Liaison Section  
Toronto Police Service  
40 College Street  
Toronto, ON M5G 2J3

COPY

Re: Appointment of TCHC Special Constables

Dear Staff Sergeant Barratt:

The TCHC Special Constable extended pilot project, which was approved by the Police **Services Board**, commenced field operations on December 2, 2002. The approved complement of Special Constables was 55. In an effort to ensure that the Special Constable complement remains constant, we created a reserve pool of 12 staff to fill in any vacancies due to turnover, etc. We have had one of our Special Constables, **Nicole Ehlers** tender her resignation effective 8 September 2003.

I am forwarding the name of one of our staff from the reserve pool, **Tony Stainthorpe** with hopes that this staff person can be put on the agenda for the Next Board meeting. Tony met the hiring criteria **and** successfully passed the Special Constable training. The Application for appointment was forwarded to the Employment Unit either in June or July and during this same time period, Tony **was** fingerprinted at the Employment Unit.

Tony will also need to be issued a TPS Identification Number.

Please let me know when we can get this staff person on the agenda for the Toronto Police Service Board. Your **assistance** in this matter is greatly appreciated.

Yours truly,

**RICK GIRARD**  
Senior Security Planner  
Security Services Unit

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 16, 2003**

**#P288. 2002 ANNUAL REPORT AND REQUEST TO DISCONTINUE THE  
REQUIREMENT FOR AN ANNUAL REPORT REGARDING THE  
POLICE COOPERATIVE PURCHASING GROUP**

The Board was in receipt of the following report SEPTEMBER 24, 2003 from Julian Fantino, Chief of Police:

Subject: ANNUAL REPORT: POLICE COOPERATIVE PURCHASING GROUP  
(PCPG)

Recommendation:

It is recommended that:

1. the Board receive this report.
2. the Board approve that PCPG savings be reflected in the monthly variance report and discontinue the requirement for an annual report.

Background:

The Police Co-operative Purchasing Group (PCPG), with its two sub-committees Clothing and Equipment and Fleet, is continuing with its mandate of seeking opportunities to purchase common police products from suppliers who have demonstrated their ability to work with the Group in supplying the best quality product at the most competitive cost. The PCPG website (hosted under the OACP website) continues to be a good source of information on activities of the Group and its Sub-Committees. The website includes updated specifications and purchase agreements available to all police agencies in Ontario, as well as guidelines, minutes of meetings, and a bulletin board for upcoming events or items for sale. This is particularly helpful to agencies outside the Greater Toronto Area that are unable to attend meetings on a regular basis.

The Committees continue to research and test new products and update specifications to meet police requirements and to ensure compliance to the Adequacy Standards Legislation. The Fleet Sub-Committee continues to look at the feasibility of standardizing specifications for non-patrol vehicles (investigative and administrative use) to increase the volume and reduce vehicle costs. Future years could see the standardization of surveillance type vehicles.



During the 2003 year, the Toronto Police Service purchased the following items under the PCPG:

- Ammunition
- Uniform Clothing
- Uniform Shirts
- Marked Patrol Cars
- Tires

The 2003 year was an option year for ammunition and uniform clothing. Therefore, there were no additional savings for these items in 2003. Uniform shirts, marked patrol cars and tires were purchased within the existing PCPG agreements and therefore there were no further savings for these items. The Committee is currently reviewing specifications for both ammunition and uniform clothing and will be issuing tenders through the Toronto Police Service on behalf of the Committee.

The PCPG has been working well over the years and will continue to do so. Given this, it is recommended that instead of an annual status report on the PCPG that any savings achieved through PCPG purchases be reflected in the monthly variance reports.

Frank Chen, Chief Administrative Officer, Corporate Support Command, will be at the meeting to answer any questions.

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 16, 2003**

**#P289. TORONTO POLICE SERVICE – 2003 OPERATING BUDGET  
VARIANCE AS AT SEPTEMBER 30, 2003**

The Board was in receipt of the following report OCTOBER 03, 2003 from Julian Fantino, Chief of Police:

Subject: 2003 OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO  
POLICE SERVICE AS AT SEPTEMBER 30, 2003

Recommendation:

It is recommended that:

- (1) the Board receive this report; and
- (2) the Board forward this report to the City Chief Financial Officer and Treasurer, and to the City Policy and Finance (P&F) Committee.

Background:

Toronto City Council, at its meeting held on February 24 to February 28 and March 3, 2003, approved the Toronto Police Service (TPS) Operating Budget at a net amount of \$634.6 million (M), which is the same amount as the revised budget approved by the Toronto Police Services Board at its meeting of February 20, 2003 (Board Minute # P36/03 refers). This represents an increase of 4.2% over the 2002 Net Operating Budget. The Council-approved budget provides sufficient funding to maintain current services. The budget also provides additional funding for the creation of a Strategic Traffic Enforcement Measures (STEM) Team in the amount of \$0.7M as well as funding for costs related to the 2002 to 2004 Toronto Police Association salary settlement.

2003 Operating Budget Variance

As at September 30, 2003, the Service is projecting a year-end shortfall of \$0.3M, which is \$0.4M less than reported previously.

STAFFING

A net shortfall of \$1.0M is projected for staffing costs to year-end, which is \$0.3M less than reported previously.

It is currently projected that there will be 140 uniform separations in 2003 compared to the original budget estimate of 300 for the year. As at September 30, 2003, there were 125 separations, compared to 286 at the same point in time last year. As a result of the projected decrease in separations, planned hires have been reduced to 185 recruit hires in 2003 compared to the original budget estimate of 379.

Premium pay expenditures are estimated to be \$0.6M over budget, which is the same as reported last month. This projected over expenditure is primarily due to the increased requirement for use of overtime in conducting recent high profile investigations such as the child abduction and murder in Toronto's west end, the plane crash in the Toronto harbour and anti war demonstrations.

On July 30, 2003, an event was held in support of Toronto in light of recent hardships the city has encountered due to SARS. This event had a significant impact on police and other city resources, as over 450,000 fans attended the all day event. Police resources were required to ensure public safety on the event grounds and the grounds surrounding the site, affect road closures and divert traffic, staff nearby TTC surface and subway routes, and provide overall planning and co-ordination assistance. Total TPS costs for the event were \$0.6M, with unbudgeted incremental costs of \$0.2M. This incremental cost is included in the overall variance.

At its meeting of September 18, 2003 the Board received a report on the impact of the 11.5 hour pilot shift project. It was reported to the Board that the year-end costs associated with the pilot were expected to amount to \$0.6M. During 2003 the Service was able to limit premium pay spending in the non-pilot divisions (outside of the issues presented in the operating budget variance reports). Therefore, although there was an increase in premium pay spending resulting from the pilot project, it is anticipated there will be minimal net impact on the Service operating variance.

### BLACKOUT

On the afternoon of August 14, 2003 several states in the United States and areas across the province of Ontario were subject to the largest blackout in North American history. In order to maintain public safety, the Service required over 400 day shift workers to extend their shifts on the evening of the blackout. Staffing levels remained in excess of normal in the days immediately following the blackout as power was not fully restored to many areas of the city for up to 36 hours and those areas that had power were under risk of rolling blackouts. In total approximately 6,500 hours of overtime were worked. Police resources were required to deter criminals from taking advantage of the blackout and to provide traffic safety as a result of traffic lights failing throughout the city.

The TPS incurred approximately \$300,000 in premium pay costs and \$50,000 in non salary costs associated with the blackout. The majority of the premium pay costs were incurred during the first hours of the blackout with some additional costs due to the length of the blackout. Non salary costs consisted mainly of electronic equipment damaged during the blackout due to power surges and therefore this equipment required replacement.

City staff have been gathering information on the financial impact of the blackout as the Province has indicated that funding could be available for impacts related to the blackout. The City has indicated that the Service's incremental costs of \$350,000 would qualify for funding from the Province. To this end, the Service is not projecting this cost in the variance and has forwarded the above information to City staff.

### BENEFITS

A savings of \$0.5M is projected for medical and dental benefits which is the same as reported previously. This savings is attributable to decreased costs resulting from previous years' cost containment initiatives.

### NON-SALARIES

Non-salary accounts are projected to be under spent by \$0.2M, which is \$0.1M more than reported previously. This increase is due in part to the anticipated recovery of costs associated with the blackout and Service discretionary expenditure reductions in an attempt to remain within the approved budget.

### SUMMARY

As at September 30, 2003, the total Service projected year-end unfavourable variance is \$0.3M. The Service will continue to control costs and defer discretionary expenses where possible in an attempt to offset the above variance.

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

**The Board received the foregoing and agreed to provide a copy of this report to the City Chief Financial Officer and Treasurer and to the City of Toronto-Policy and Finance Committee for information.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 16, 2003**

**#P290.           RESPONSE TO REQUEST FOR REPORT ON INITIATIVES TO  
REMOVE GRAFFITI**

The Board was in receipt of the following report SEPTEMBER 30, 2003 from Julian Fantino, Chief of Police:

Subject:        PLANNING AND TRANSPORTATION COMMITTEE REQUEST RE:  
                  ENFORCEMENT MEASURES THAT CAN BE TAKEN BY THE CITY OF  
                  TORONTO REGARDING GRAFFITI REMOVAL

Recommendation:

It is recommended that: the Board receive this report:

Background:

At its meeting on June 24, 25, 26, 2003, the Council of the City of Toronto adopted, Clause No. 6 and Clause No. 7 from of The Planning and Transportation Committee Report No. 7 headed "Enforcement Powers regarding Littering and Graffiti. The Committee requested that the Board respond to the following:

the City Solicitor, together with the Toronto Police Service, be requested to submit a report to the Planning and Transportation Committee on enforcement measures that can be taken by the City of Toronto regarding graffiti.

**Response:**

The Office of the Commissioner of Urban Development Services has established an Interdepartmental Working Group to address issues raised by Toronto City Council regarding graffiti in the City. In response to the above motion, the Working Group is currently addressing enforcement measures that can be undertaken within the City.

Mr. Larry King, Policy Planner for the Urban Development Services, is the chairperson of the Working Group. The Group is comprised of staff members from the following City agencies: Urban Development Services, Works and Emergency Services, Toronto Parks Department, Toronto Transit Commission, Toronto Community Housing and our Service.

The Working Group met in the spring of 2003. Subsequent meetings were held on April 8, June 4, and June 25. The Working Group adjourned for the summer with the next meeting scheduled for Friday, October 3, 2003.

Staff Sergeant Heinz Kuck, Lead Co-ordinator of the Toronto Police Service Graffiti Eradication Program, is the Service's representative in the Working Group. Staff Sergeant Kuck advises the Group on the issues relating to police involvement in the apprehension and prosecution of offenders on criminal charges. By-law enforcement and prosecution will be the responsibility of the various City agencies. Staff Sergeant Kuck will address issues that impact the Service in regards to enforcement measures. Forthcoming recommendations will be incorporated into the final report.

Mr. Larry King will present a final report from the Interdepartmental Working Group to the Planning and Transportation Committee during their February 2004 meeting. Part of that report will outline the enforcement measures that can be undertaken in the City when dealing with the graffiti problem.

Deputy Chief Reesor of Policing Operations Command will be in attendance to answer any questions the Board may have.

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

- (1) THAT the Board send a recommendation to the City of Toronto through the Planning & Transportation Committee to establish a by-law under the City of Toronto Municipal Code-Property Standards regarding the removal of graffiti and request that By-Law Enforcement Officers enforce that new by-law in the same manner they would enforce other property standards provisions, such as garbage; and**
- (2) THAT the Board also send a recommendation to the City of Toronto through the Planning & Transportation Committee that the City vigorously remove all the graffiti on City-owned property.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 16, 2003**

**#P291. 2002 ANNUAL REPORT OF THE TORONTO POLICE SERVICE**

The Board was in receipt of the following report SEPTEMBER 30, 2003 from Julian Fantino, Chief of Police:

Subject: TORONTO POLICE SERVICE - 2002 ANNUAL REPORT

Recommendation: It is recommended that: the Board receive the 2002 Annual Report and that a copy be forwarded to Toronto City Council through the Policy and Finance Committee.

Background:

Each year, the Toronto Police Service prepares an Annual Report on activities during the previous year. The report provides highlights relating to Service Priorities, major Service initiatives and community events. The report also provides a brief overview of personnel, fleet, communications, financial, crime and public complaint information. The report is also available on our web site at [www.torontopolice.on.ca](http://www.torontopolice.on.ca).

Superintendent Wayne Cotgreave, Executive Officer, Office of the Chief of Police will be in attendance to respond to any questions, if required.

**The Board received the foregoing and agreed to provide a copy to the City of Toronto-  
Policy & Finance Committee for information.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 16, 2003**

**#P292. 2002 ANNUAL REPORT: STAFFING CHANGES WITHIN CORPORATE  
INFORMATION SERVICES**

The Board was in receipt of the following report SEPTEMBER 24, 2003 from Julian Fantino, Chief of Police:

Subject: ANNUAL REPORT: STAFFING CHANGES WITHIN CORPORATE  
INFORMATION SERVICES (CIS)

Recommendation:

It is recommended that: the Board receive the following information

Background:

The Board, at its meeting of March 31, 1997, requested a status report annually on the status of staffing changes within the new CIS unit (BM #107/97 refers).

At its meeting on June 19, 2003, the Board received a report entitled "Occurrence Reengineering – Project Update & Extension of Technical Services" (BM #169/03), which documents all relative information pertaining to financial implications and staffing changes. In that report, implementation of eCOPS was identified as four phases:

- Phase I Basic desktop functionality in Corporate Information Systems and the Alternate Response Unit - 2003 Q3
- Phase II Service-wide occurrences on the desktop – 2003 Q4
- Phase III Service-wide deployment of all remaining desktop functionality (Arrests, Case Management, Warrants) - schedule pending further analysis
- Phase IV Mobile Functionality – schedule pending further analysis

Phase I was completed on schedule. eCOPS is now in production use in CIS, the Central Alternate Response Unit, and in the Property and Evidence Management Unit. Phase II remains on schedule for 2003 Q4, and Phases III and IV are currently pending a complete analysis, as identified in the report submitted to the Board at the June meeting (BM #169/03).



At its meeting of December 11, 2002 (BM #P326) the Board was updated on the planned Service-wide staffing reductions resulting from the Occurrence Reengineering project:

CIS	Divisional Data Entry Clerks	Criminal Investigation Clerks	Total Planned Reduction
97	22	20	139*

\* Note that of the 139 positions above, 74 have been back-filled with temporary staff over the past several years in preparation for the impending downsizing.

By December 31 2003, the entire Service will have basic functionality for occurrence processing on their desktop computers. This will result in a reduction of 20 staff within Q1 2004. The final two phases in 2004 will provide the remaining staff reductions.

Further information will be submitted to the Board at the December 11 meeting, to update the Board on the status of Phases III and IV, relative to further financial implications and staffing levels.

Mr. Frank Chen, CAO, Corporate Support Command, will be in attendance to answer any questions the Board may have with respect to this matter.

**The Board received the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 16, 2003**

**#P293. SEMI-ANNUAL REPORT: APRIL TO SEPTEMBER 2003: GRANT  
APPLICATIONS AND CONTRACTS**

The Board was in receipt of the following report SEPTEMBER 23, 2003 from Julian Fantino, Chief of Police:

Subject: SEMI-ANNUAL REPORT: APRIL - SEPTEMBER 2003: GRANT  
APPLICATIONS AND CONTRACTS

Recommendation:

It is recommended that the Board receive the following report.

Background:

At its meeting of February 28, 2002, the Board granted standing authority to the Chair of the Police Services Board, to sign all grant and funding applications and contracts on behalf of the Board (BM #P66/02 refers). The Board also agreed that a report would be provided on a semi-annual basis summarizing all applications and contracts signed by the Chair.

During the current reporting period, April 1 to September 23, 2003, the Chair of the Police Services Board was not required to approve any grant applications or proposals. Appendix A lists all new applications which did not require the Chair's approval and status updates for applications signed in a prior period. During this period, a two-year renewal of the Community Policing Partnership (CPP) Program was executed, with a total annual funding amount of \$7,530,000 (see Appendix B).

The grant application/approval cycle is closely tied to Ontario's fiscal year. Typically, grant submissions are due late in the fall and funding decisions are announced in early spring. Currently, Service members are working on grant funding applications for the Victims Services Grant Program and the Joint Emergency Preparedness Program; applications are due in late October. Due to the upcoming provincial election, the announcement of grant programs, including Youth Crime and Violence Initiatives and Partners Against Crime, have been postponed and may not be available this year.

Currently, the Toronto Police Service has a total of twelve active grants, including the Community Policing Partnership Program, Officer Secondment to New York City Police Department, Provincial Street Gang Database and Youth Referral Program. Of the twelve active grants, the provincial government funds eight, the federal government funds four and the provincial government administers three on behalf of the federal government. The current grant

inventory totals in excess of \$11,000,000 in revenues for the Service; the majority of grant funding is received through the CPP grant.

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

**The Board received the foregoing.**

**Appendix A**  
**Grant applications**  
**April 1, 2003 – September 30, 2003**

Name and Description of Grant	Amount of Funding Requested	Grant Term	Status
<b>New Grant Applications</b>			
<p><b>Assisting Victims by Ensuring Compliance to Christopher’s Law and Effective Sex Offender Management</b></p> <ul style="list-style-type: none"> <li>In June 2003, the Toronto Police Service submitted a proposal to the Ministry of the Attorney General requesting the allocation of funding from the Victim’s Justice Fund to enhance the operations of the Sex Offender Registry. No formal application process existed, therefore, the Chair’s approval was not required.</li> </ul>	\$700,000	September 1, 2003 to August 31, 2005	<p>Cabinet approved full funding in June 2003; contract being drafted</p> <p>Ministry of Public Safety &amp; Security (funding from Ministry of the Attorney General, Victim’s Justice Fund)</p>
<p><b>Provincial Street Gang Database</b></p> <ul style="list-style-type: none"> <li>The Intelligence Services unit of the Toronto Police Service proposed, to the Organised Crime Strategy Section of the Ministry of Public Safety and Security, the development of a gang network for use by all police services across the province. No formal application process existed, therefore, the Chair’s approval was not required.</li> </ul>	\$290,000	Not Specified	<p>Full funding approved, project on-going</p> <p>Ministry of Public Safety &amp; Security</p>
<b>Previously Reported Grant Applications – Status Update</b>			
<p><b>Joint Emergency Preparedness Program (J.E.P.P.) - Emergency Management Response Capability</b></p> <ul style="list-style-type: none"> <li>In September 2002, the Toronto Police Service submitted an application for funding for the purchase of equipment to assist the Public Safety Unit in their response at the scene of a disaster or major event.</li> </ul>	\$86,164	September 19, 2003 to March 31, 2004	<p>Partial funding of \$40,000 approved in September 2003, project on-going</p> <p>Ministry of Public Safety &amp; Security (funding from federal government)</p>



Name and Description of Grant	Amount of Funding Requested	Grant Term	Status
<p><b>Joint Emergency Preparedness Program (J.E.P.P.) - Dialogic Communication System</b></p> <ul style="list-style-type: none"> <li>In September 2002, the Toronto Police Service submitted an application for funding for an emergency notification and information system that can contact any form of telephone or internet based device. The system will be used to contact auxiliary officers.</li> </ul>	\$17,634	Funding Approval Date To March 31, 2004	<p>Partial funding of \$16,641.63 approved in September 2003, project has been placed on the Ministry's Wait List, pending additional funding to Ministry.</p> <p>Ministry of Public Safety &amp; Security (funding from federal government)</p>
<p><b>Joint Emergency Preparedness Program (J.E.P.P.) - Police Command Centre</b></p> <ul style="list-style-type: none"> <li>In September 2002, the Toronto Police Service submitted an application for funding for improvements to the Police Command Centre.</li> </ul>	\$325,000	Funding Approval Date To March 31, 2004	<p>Partial funding of \$25,000 approved in September 2003; project has been placed on the Ministry's Wait List, pending additional funding to Ministry.</p> <p>Ministry of Public Safety &amp; Security (funding from federal government)</p>
<p><b>Reduce Impaired Driving Program (R.I.D.E.)</b></p> <ul style="list-style-type: none"> <li>In April 2003, the Toronto Police Service submitted an application, signed by the Chair, for funding from the 2003/2004 R.I.D.E. Program.</li> </ul>	\$178,110	April 1, 2003 to February 28, 2004	It is anticipated that the Ministry of Public Safety and Security will give notice of funding approval in October 2003.
<p><b>Police-Linked Community Victim Services Grant Program - Victim Handbook &amp; Posters</b></p> <ul style="list-style-type: none"> <li>In January 2003, the Service applied for funding for the production and use of posters and a victim handbook to promote education and awareness and to encourage victims to obtain support.</li> </ul>	\$242,000	April 1, 2003 to March 31, 2005	The Ministry of Public Safety and Security did not approve funding - April 2003

Name and Description of Grant	Amount of Funding Requested	Grant Term	Status
<p><b>Police-Linked Community Victim Services Grant Program - Video/Digital Camera</b></p> <ul style="list-style-type: none"> <li>In January 2003, the Service applied for funding the implementation of video statements and digital photography at the scene of domestic violence to promote earlier guilty pleas and, possibly, higher conviction rates.</li> </ul>	<p>\$25,000</p>	<p>April 1, 2003 to March 31, 2005</p>	<p>The Ministry of Public Safety and Security did not approve funding - April 2003</p>

**Appendix B**  
**Grant Contracts**  
**April 1, 2003 – September 30, 2003**

<b>Name and Description of Grant</b>	<b>Amount of Funding</b>	<b>Grant Term</b>
<b>Community Policing Partnership (CPP) Program</b> <ul style="list-style-type: none"><li>Two-year renewal of funding, from the Ministry of Public Safety and Security, for cost sharing of 251 officers. The Ministry funds half, up to \$30,000 per officer per year, for up to 251 officers involved in community policing activities. (original grant term: April 1, 1998 to March 31, 2003)</li></ul>	\$7,530,000 per annum	April 1, 2003 to March 31, 2005  Ministry of Public Safety & Security



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 16, 2003**

**#P294. QUARTERLY REPORT: JUNE TO SEPTEMBER 2003: REPORT ON  
COMPLETE SEARCHES**

The Board was in receipt of the following report SEPTEMBER 04, 2003 from Julian Fantino, Chief of Police:

Subject: QUARTERLY REPORT: JUNE TO SEPTEMBER 2003: COMPLETE  
SEARCH REPORT

Recommendation:

It is recommended that: the Board receive this report.

Background:

At its meeting of December 14, 2000, 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 occurrences is targeted to commence rollout by the third quarter of 2003 and will take approximately 3 months to complete. Service wide rollout of eCOPS with full functionality is targeted to be completed by the end of second quarter of 2004 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. Mr. Frank Chen, CAO, Corporate Support Command, will be in attendance to answer questions from Board members.

**The Board received the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 16, 2003**

**#P295. QUARTERLY REPORT: JULY TO SEPTEMBER 2003: ENHANCED  
EMERGENCY MANAGEMENT**

The Board was in receipt of the following report SEPTEMBER 29, 2003 from Julian Fantino, Chief of Police:

Subject: QUARTERLY REPORT: JULY – SEPTEMBER 2003,  
ENHANCED EMERGENCY MANAGEMENT

Recommendation:

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

Background:

At it's meeting of December 13, 2001 (Board Minute 356/01 refers), I was directed by the Board to report quarterly on the progress of the Enhanced Emergency Management Plan. This report is in response to that direction.

The Board was last updated at the July 17, 2003 Board meeting (Board Minute P196/03 refers).

The Service's Emergency Management Section has been involved in a number of operational activities throughout the summer. In July, the Emergency Management Section worked with a team of special event planners and emergency managers from various levels of government and private organizations to prepare for any contingencies during the Rolling Stones SARS benefit concert. The teamwork and co-ordination resulted in a safe and successful event.

In August, the Emergency Management Section was activated to respond to the massive power failure that occurred in Ontario on August 14, 2003. The Police Command Centre (PCC) was activated to contend with the declared state of emergency. The Emergency Management Section worked to operate the PCC in order to facilitate communications, directives and orders for police response to the blackout emergency. Emergency Management also coordinated operations with other key municipal and provincial agencies through their Command Centres. Control for all TPS operations was co-ordinated by myself, and Deputy Chiefs Steven Reesor and Michael Boyd, through the PCC, until the provincial state of emergency was repealed eight days later, on August 22, 2003.

In September, the Emergency Management Section worked extensively under the direction of Deputy Chief Michael Boyd to facilitate contingency plans and operations for Hurricane Isabel. This storm was initially classified as a Category 5 hurricane. Fortunately, the hurricane had diminished substantially by the time it reached Toronto and was re-classified as a tropical storm. The Emergency Management Section worked with the lead agency, the Toronto and Region

Conservation Authority, and the Toronto Emergency Operations Centre (EOC) to prepare for the hurricane. All divisional and unit planners worked together and developed their own specific contingency plans and operations for each division and unit. The PCC was activated and monitored the progress of the storm throughout the period that it was in our area. Because of the considerable preplanning, the TPS was prepared to respond to emergencies that may have resulted from the storm.

TPS continues to meet with members of the Joint Operations Steering Group consisting of representatives from our Service, Toronto Fire Service (TFS), Emergency Medical Services (EMS), City of Toronto Office of Emergency Management (OEM) and Toronto Public Health. Joint emergency planning continues with respect to Chemical, Biological, Radiological and Nuclear (CBRN), Heavy Urban Search and Rescue (HUSAR), medical – pandemic planning, and general joint emergency preparedness including specific risk and hazard analysis for Toronto.

The joint city CBRN team (TPS, TFS and EMS) is now operating in phase three of the initial three-phase business plan. Phase three focuses on enhanced operational deployment, advanced training and formalizing protocols for chemical, biological and nuclear incidents. Currently, the team is operational with respect to chemical and biological incidents and regularly responds to calls for service involving potential CBRN events. They are also developing protocols for radiological and nuclear operations. In addition, the CBRN team has been actively training with other agencies, including the United States Marine Corps. The team has just completed a second Advanced Level training course at CFB Suffield, Alberta where eight TPS personnel were exposed to training in a live chemical and biological agent environment. The Joint CBRN team is planning a multi-agency field level exercise for the first quarter of 2004. The purpose of the exercise will be to test joint response capabilities with other emergency services in a simulated attack on a Toronto Transit Commission facility.

Presently, the focus for the TPS component of the CBRN team is to train selected members of our Service to operate with the upgraded Provincial Protective Equipment (PPE). The TPS target groups include the Community Response Unit (CRU) officers and the Public Safety Unit (PSU). The purpose of training CRU and PSU officers is to allow them to operate within a contaminated 'warm zone' in order to provide perimeter security. A more advanced level of CBRN training has been completed for Emergency Task Force (ETF) personnel, which enables them to conduct their response in a 'hot zone' environment.

HUSAR is a Toronto Fire Service lead initiative with a TPS component and joint HUSAR training with TFS is ongoing. Police Dog Services (PDS) is training two dogs for search purposes in support of the joint HUSAR team. Currently, these dogs are cadaver trained and it is anticipated that they will be fully search and rescue trained by the end of 2004.

A number of emergency preparedness exercises are scheduled to take place within the final quarter of 2003. These include a nuclear event exercise for the Pickering Nuclear Station scheduled for October 16, in conjunction with Ontario Power Generation and the Province of Ontario. Emergency Management will also participate in two exercises with the Community Awareness Environment Response (CAER) group in Toronto. CAER is a private organization that consists of representatives from chemical companies. This organization assists with the

development of emergency response protocols in response to chemical spills and hazards. These exercises will allow TPS personnel, as well as members from other agencies, learn and practice emergency response to hazardous chemical spills.

Emergency Management continues to facilitate joint emergency operations training with the Toronto OEM. Currently, there are three courses offered, Basic Emergency Planning, Introduction to the Incident Management System and Emergency Operations Centre Management. Senior TPS personnel are enrolled on these courses in order to enhance their knowledge and capabilities within municipal emergency preparedness and joint response operations. Additionally, TPS members have attended emergency operations courses in Ottawa as conducted by the Department of National Defence. Emergency Management is working with the C.O. Bick College to develop an internal police oriented emergency management training curriculum.

In March 2003, under my direction, Inspector Tony Crawford was assigned to lead a task force comprised of representatives from Emergency Management, Intelligence Services, Detective Services, Corporate Communications, Training and Education, Corporate Planning and selected field units. The purpose of the 'Special Operations Task Force' is to develop and co-ordinate a comprehensive and integrated TPS plan to respond to major emergencies and disasters. The final report is currently being reviewed.

New applications for the Joint Emergency Preparedness Program (JEPP) have been received from the Federal government. Emergency Management will continue to pursue available funding from the 2004 grant process.

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

**The Board received the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 16, 2003**

**#P296. REQUEST FOR EXTENSION OF TIME TO SUBMIT REPORT:  
SERVICE PROCEDURE IMPLEMENTING THE ADEQUACY  
STANDARDS REGULATION POLICY "SEX OFFENDER REGISTRY"**

The Board was in receipt of the following report SEPTEMBER 19, 2003 from Julian Fantino, Chief of Police:

Subject: REQUEST FOR TIME EXTENSION TO SUBMIT PROCEDURE  
REGARDING ADEQUACY STANDARDS REGULATION – POLICE  
SERVICES PROCEDURES

Recommendation:

It is recommended that: the Board approve the request for a two-month extension to finalize details of the Service Procedure that implements Adequacy Standards Regulation Policy LE-046, "Sex Offender Registry".

Background:

At its meeting of March 27, 2003, (Board Minute #P80/03 refers), the Board approved the Adequacy Standards Regulation Board Policy LE-046, "Sex Offender Registry". The Board also requested that the Chief of Police provide the Board with the Service Procedure that implements the aforementioned policy.

Corporate Planning has been conducting research and consulting with several Service units with regard to this procedure. Originally it was estimated that the report and corresponding procedure would be completed for the Board meeting scheduled for October 16, 2003.

With the exception of one outstanding issue involving the address verification of registered sex offenders, the Procedure has been completed. Court Services and the Field Commands indicated they have insufficient resources to properly perform this time consuming task. Further evaluation is required to identify the best method of implementing the address verification portion of the Service Procedure.

Therefore, it is recommended that the Board approve the request for a two-month extension to finalize details of the Service procedure that implements this Adequacy Standards Regulation Policy.

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

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 16, 2003**

**#P297.           CORRESPONDENCE**

The Board was in receipt of a summary of the public correspondence received in the Board office between AUGUST 11, 2003 and OCTOBER 01, 2003. A copy of the summary is on file in the Board office.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 16, 2003**

**#P298. LEGAL FEES – ONTARIO CIVILIAN COMMISSION ON POLICE  
SERVICES INVESTIGATION**

The Board was in receipt of the following report OCTOBER 14, 2003 from Gloria Lindsay Luby, Acting Chair:

Subject: LEGAL FEES - ONTARIO CIVILIAN COMMISSION ON POLICE SERVICES  
INVESTIGATION

Recommendation:

It is recommended that the Board approve payment of the account of Ms Trisha Jackson, Torys LLP, in the amount of \$19,755.97.

Background:

Attached is a statement of account from the legal firm of Tory's in the amount of \$19,755.97 for professional services rendered during the period June 3, 2003 to September 19, 2003.

I recommend that the Board approve payment of this account from the Board's operating budget.

This report corresponds with additional information provided on the in-camera agenda.

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

**THAT City of Toronto-Legal Services Division provide a report to the Board identifying a proposed fee structure for the Board to approve which the Board will provide to external lawyers to represent their services on the occasions when the Board is required to retain outside counsel.**

In Account With **TORYS** LLP  
NEW YORK TORONTO

Suite 3000  
79 Wellington St. W.  
Box 270, TD Centre  
Toronto, Ontario  
M5K 1N2 Canada

TEL: 416.865.0040  
FAX 416.865.7380

www.torys.com

All accounts  
are payable on receipt.

GST registration number  
R1 19420685

September 30, 2003

Toronto Police Services Board  
Office of the Chief of Police  
40 College Street  
Toronto, Ontario  
M5G 2J3

Attention: Joanne Campbell

Re: Independent Legal Advice

TO PROFESSIONAL SERVICES RENDERED, for the period ending September 19, 2003 as described on the attached Schedule.

Fee \$17,773.50

Disbursements Subject to GST

Copies	\$208.40	
Courier	220.60	
Laser Printing	42.30	
Meals	209.27	
Telecopier	<u>9.45</u>	690.02

GST

TOTAL

TORYS LLP

Per: 

REF: 1062165/32438-2001

Please retain this copy  
for your files.

Interest at the rate of 3.50% per year, calculated on a daily basis,  
will be charged on all accounts overdue one month or more.



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 16, 2003**

**#P299. REQUEST FOR REVIEW OF A COMPLAINT ABOUT POLICE POLICY  
(TPS FILE No. 2003-EXT-0357)**

The Board was in receipt of the following report OCTOBER 07, 2003 from Julian Fantino, Chief of Police:

Subject: REQUEST FOR REVIEW OF A COMPLAINT ABOUT POLICE POLICY  
(TPS FILE NO.2003-EXT-0357)

Recommendation:

It is recommended that:

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

Background:

Legislative Requirements:

Section 61 of the Police Services Act (PSA) deals specifically with complaints about the policies of, or services provided by a municipal police force. Subsection 61(7) allows for a complainant to request a review of the investigation into the policy complaint by the Board.

Nature of the Complaint:

- The policy complaint emanates from a traffic fatality investigation that occurred on Friday, October 11, 2002, at about 10:35 p.m. at Richmond Street West within the City of Toronto.
- On Friday, October 11, 2002, Traffic Services (TSV) conducted an investigation into a fatality collision involving the operator of a motor vehicle, and two pedestrians, a 28 year old male, who sustained injuries and a 24 year old female, now deceased.
- The collision occurred at 10:35 p.m., 14 Division officers arrived on the scene within minutes, assisted the victims, secured the scene, determined the operator's identity, interacted with him and seized the ignition keys for his motor vehicle.
- No officers and/or civilian witnesses made any observations, or voiced any suspicions or concerns of alcohol consumption by the involved operator.

- A Police Constable (P.C.) from TSV was dispatched at 11:30 p.m. to attend the location and arrived on the scene at 11:38 p.m. He was subsequently designated as the investigating officer for the collision investigation.
- The investigating officer's subsequent conversation and sensory observations of the operator did not detect any odour of an alcoholic beverage on his breath.
- The issue of the operator's alcohol consumption came to light only upon his own admission of consuming 1 ¾ beers with appetizers at a restaurant prior to the collision.
- In overview, this collision occurred at 10:35 p.m. A P.C. from TSV, arrived on scene at 11:38 p.m., 63 minutes after the collision had occurred. In total, 78 minutes had elapsed since the time of the collision and when the P.C. from TSV first engaged in conversation with the operator.
- On November 11, 2002, the operator was charged with Careless Driving, Contrary to Section 130 of the Highway Traffic Act (HTA).
- Officers from TSV met with the complainants and discussed the investigation.
- A Barrister/Solicitor represented the complainants and initiated correspondence with the TPS on their behalf.
- Correspondence was exchanged between the complainants' counsel and the Toronto Police Service (TPS) that had resulted in the Policy complaint being assigned to Corporate Planning for review on June 23, 2003.
- On August 17, 2003, the report of investigation and the accompanying covering letter was sent to the complainants' counsel.
- The Toronto Police Services Board received a request on Friday, September 12, 2003, to review the disposition that "no further action will be taken in this matter," pursuant to Section 61 of the PSA.

Nature of the Chief's Decision:

The complainants alleged that:

- the practice of the TPS not to administer an approved screening device test at collision scenes is flawed;
- the TPS failed to enforce provisions of the Criminal Code of Canada; specifically, Traffic Services (TSV) conducted an inadequate "Fatality Investigation" by failing to demand an "Approved Screening Device" test at the collision scene.

The Corporate Planning Unit investigated the policy complaint.

As a result of the investigation and careful review of the procedures, it was concluded that Service procedures “*give sufficient direction to our officers in the use of a road-side alcohol screening device and the administration of such a test. Likewise, they give appropriate direction to members regarding serious injury/fatality and alcohol-related investigations and reflect training received by officers.*”

Contrary to the complainants’ allegation, the Service does not employ a practice whereby screening devices are never used at collision scenes. Rather, these devices are used when specific circumstances exist. As identified in the Report of Investigation, Procedure (07-08) “Approved Screening Device” identifies the circumstances in which such a device may be used. The Procedure directs that “*an approved screening device is to be used only when the investigating officer has a reasonable suspicion that the operator or the person having care or control of a motor vehicle has consumed alcohol*”. This procedure reflects and is in line with the provisions of Section 254(2) of the Criminal Code of Canada.

Furthermore, Service procedure (07-08) directs that the approved screening device (ASD) is not to be administered to a person with obvious signs of impairment. In investigations where the driver is exhibiting obvious signs of impairment, Service procedures direct that the officer must comply with Procedure (07-06) “Ability Impaired/Over 80 Investigation”. This Procedure directs that an officer shall arrest pursuant to Procedure (01-01) “Arrest” when sufficient evidence has been obtained for an ability impaired offence. This is consistent with Criminal Code requirements and the best practices of this Service.

A review of the related TPS Procedures reinforces that our Service provides adequate direction to our members to ensure a professional and comprehensive fatality/alcohol related investigation is conducted.

Finally, Service procedures give sufficient direction to officers investigating collisions and the appropriate lawful use of the ASD.

#### Complainant Request for Review:

In the request for review of the policy complaint decision, the complainants identified and requested review of three additional issues:

- 1) *Are the police properly trained with respect to providing information and explanations to grieving families or are many victims simply left in the dark due to police indifference?*
- 2) *Are the police properly trained in the law relating to roadside breath testing and what is the operational policy with respect to investigating a fatal accident when TSV does not respond to the accident in a prompt manner?*
- 3) *When can a proper estimate of pre-collision speed be made and are officers properly trained to make this calculation?*

## Response to the Complainants' Review Issues:

### Issue #1:

*Are the police properly trained with respect to providing information and explanations to grieving families or are many victims simply left in the dark due to police indifference?*

The TPS works in partnership with the Victim Services Program Inc. (Victim Services Program) to provide assistance to victims of all types of incidents. TPS front-line officers are trained and encouraged to effectively utilize this front-line support initiative in dealing with victims of crime and/or circumstances.

At present, C.O. Bick College has incorporated tactical communication and compassionate messaging within its training curriculum. The TPS continues to enhance officer training in this vital area and this commitment is entrenched within Procedure (04-08) "Compassionate Messages" and (04-31) "Victim Services Program". Also, TPS officers are aware of the effective and integral role that the Victim Services Program plays in their providing of information, explanations, and comfort to a victim and/or next of kin.

Additionally, officers may call upon trained members of the Victim Services Program (twenty-four hours a day and seven days a week) to attend and/or assist police with incidents involving sudden death (traffic fatality) and its related psychological or physical trauma. Case Managers ensure additional assistance is obtained through the Victim Services Program when necessary.

### Issue #2:

*Are the police properly trained in the law relating to roadside breath testing and what is the operational policy with respect to investigating a fatal accident when Traffic Services does not respond to the accident in a prompt manner?*

### Roadside Breath Test Training:

In response to the first part of the question, yes, all officers are trained in the law relating to roadside breath testing and their responsibilities. Furthermore, since 1993 all new TPS officers receive training and materials as prescribed by the Recommended Standards and Procedures of the Canadian Society of Forensic Science Alcohol Test Committee, (Appendix 'A' refers). Officers are well prepared to deal with any operational eventualities that may arise.

The second part of the above question "*what is the operational policy with respect to investigating a fatal accident when Traffic Services does not respond to the accident promptly*" requires explanation of the process of any major investigation requiring specialist investigators such as those from TSV, Homicide Squad, Hold Up Squad or Sex Crimes Unit.

The procedural responsibility for an investigation starts with the first officer on the scene and only when a specialist officer or supervisor/detective attends is the accountability for the overall investigation transferred. The investigation commences and progresses continually from the moment the first officer arrives until concluded by the assigned specialist unit or squad.

In keeping with this model of investigative response, the time of arrival of a specialist investigator (in this case TSV) is not as critical as the time of arrival of the first officer responding to the incident to commence the investigation. In collisions in which a TSV investigator is required, e.g. all fatal and life threatening injury collisions (per Procedure 07-03), the dispatched or first officer on the scene retains responsibility for the investigation until the arrival of the TSV investigator.

In order to ensure appropriate first response, all officers are trained in the probable dynamics of “*at scene*” collision investigation. Officers consider the following in their investigation:

- Preservation of life and prevention of further injury
- Identification and elimination of hazardous situations
- Complexities of collision investigation and alcohol/drug use
- Gathering and preservation of evidence
- Taking appropriate enforcement action

TPS officers must contact TSV for all serious “life threatening” collision investigations, but are directed to continue with the investigation and consider it their own until relieved by a TSV specialist. The immediate attendance of TSV at life-threatening and fatality investigations is contingent upon demands for service and the availability of their specialist officers. TPS training, in conjunction with Service Procedures, directs that an investigation will continue in a thorough and professional manner until its conclusion.

TPS Procedure (07-01) reinforces the criteria, collision scene responsibilities, and process for investigation.

Issue #3:

*When can a proper estimate of pre-collision speed be made and are officers properly trained to make this calculation?*

TSV Reconstructionists are adequately trained to determine pre-collision speeds for many different scenarios contingent on the availability of required data.

Through this training and experience, these specialist officers make the determination of whether or not an accurate estimate of pre-collision speed can be made.

It should be noted, however, that each situation is unique and variables exist that impact directly upon obtaining accurate pre-collision speed estimates. Minute changes in these variables can dramatically affect estimates of pre-collision speed and periodically the final result is left undetermined.

TPS is dedicated to providing superior fatality investigation and this is best exemplified through the development of its specialized TSV Collision Reconstructionist Squad. This squad consists of twelve designated collision reconstructionists and four apprenticeship positions. At present, a one-year apprenticeship program exists within TSV. This program monitors and scrutinizes an officer's training and reports on ability development. Each and every report must pass a detailed two-part review process and is subject to final review via a Reconstructionist Supervisor prior to any civil or criminal proceedings.

TPS training is thorough and consistent with established North American standards.

### Summary:

TPS Procedures:

- provide sufficient direction and guidance to officers in the use and administration of the alcohol screening device;
- give appropriate direction and assistance to officers regarding serious injury/fatality and alcohol-related investigation;
- ensure that officers are alerted to the importance of utilizing the expertise of Victim Services and providing support to grieving families;
- ensure that adequate direction and support is given to officers enabling them to enforce the laws and put the appropriate charges before the courts.

Finally, it is important to note that the complaint was classified as a policy complaint and for that reason forwarded to Corporate Planning with the expectation that all relevant Service procedures and policies would be reviewed in light of the allegations. I am satisfied that the relevant procedures were thoroughly reviewed and that they give sufficient and appropriate direction to our officers as they relate to the complainants' allegations.

Therefore, based on the information available, it is my decision that no further action is to be taken.

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

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

To assist the board in reviewing this matter, Board members will receive confidential information about this investigation at its confidential meeting.

Conclusion:

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

Therefore, I recommend that:

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

Mr. Frank Chen, CAO – Policing, Corporate Support Command, will be in attendance to answer any questions that the Board members may have.

**The Board deferred consideration of the foregoing report to its November 13, 2003 meeting.**

## Appendix 'A'

### RECOMMENDED STANDARDS AND PROCEDURES OF THE CANADIAN SOCIETY OF FORENSIC SCIENCE ALCOHOL TEST COMMITTEE

#### 2. Screening Device Users

- a. Initial Qualifications - shall be peace officers engaged in general law enforcement and/or traffic law enforcement.
- b. Training - shall be provided by appropriately qualified Screening Device Calibration Technicians authorized for this purpose by the Training Course Director.
- c. Training Course - Minimum Standards.
  - i. Two hours of lectures including:
    - principles of breath tests for alcohol;
    - principles of mouth alcohol absorption;
    - interfering substances and false positive readings;
    - significance of Screening Device readings as compared with Approved Instrument results;
    - appropriate aspects of law and presentation of evidence;
    - department policy including frequency of battery recharging and/or replacement, frequency of calibration, and use of data forms and logs.
  - ii. One hour of individual practical training including:
    - basic operation procedure(s);
    - use of accessories;
    - sampling techniques;
    - performing breath tests on human subjects to develop the proper technique for collection of breath samples;
    - storing, handling and transporting.



As part of this training officers are given the following manuals and materials to assist with Drink/Drive investigations:

1. Drinking and Driving Law: An Investigator's and Breath Tech's Guide by Greg Barker, Assistant Crown Attorney
2. Toronto Police Service: Screening Device Guidelines
3. How To Prosecute A Blood Sample Case by James T. McKeachie, Assist. Crown Attorney
4. Article on Low Level Alcohol Consumption and Driver's Performance.
5. Intoxication Chart for Ethanol
6. Symptomatology Chart for Drugs
7. A Detection Guide for Drinking Drivers
8. Investigative Notes: Alcohol Related Driving Offences, A step by step report that can be used and filled out by all officers guiding them through the investigation.

These précis's and form are given to all officers to be kept and used at their discretion.

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TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 16, 2003**

**#P300. DIRECTION FROM THE CITY OF TORONTO REGARDING A HIRING  
FREEZE AND OTHER COST-SAVING INITIATIVES**

The Board was in receipt of the following report OCTOBER 08, 2003 from Julian Fantino, Chief of Police:

Subject: DIRECTION FROM THE CITY POLICY & FINANCE COMMITTEE AND  
BUDGET ADVISORY COMMITTEE REGARDING COST SAVING  
INITIATIVES - LAST QUARTER 2003

Recommendation:

It is recommended that:

1. the Board receive this report; and
2. the Board forward this report to the City Chief Administrative Officer.

Background:

The City CAO notified all Agencies, Boards and Commissions, via a letter dated September 19, 2003, regarding the direction adopted by the City Policy & Finance (P&F) and Budget Advisory (BAC) Committees on cost saving initiatives for the last quarter of 2003. The P&F/BAC recommendation was:

1. the City CAO be requested to:
  - (a) (i) freeze hiring/increase gapping
  - (ii) defer consulting contracts
  - (iii) defer attendance at conferences, seminars and business travel
  - (iv) curtail discretionary expenditures;

any expenditures in these areas and other discretionary spending be based on critical needs and approved by the Department's Commissioner; and

- (b) implement all possible energy savings and reduce energy costs;
2. the Agencies, Boards and Commissions be requested to follow the same protocol and advise the CAO of their activities.

The Service has reviewed the above request and the following information is provided.

From an overall perspective, the Service has been impacted by many significant events (e.g. SARS, anti-war demonstrations, Rolling Stones concert, blackout, and complex homicides) in 2003. All of these have placed pressure on the Service's operating budget. However, as at September 30, 2003, the Service is projecting a year-end shortfall of \$0.3M and it is expected that with continued controls the Service will be within its approved 2003 operating budget by year-end. In order to remain within the approved budget, the Service has closely monitored its spending and re-prioritised expenditures throughout the year while coping with the pressures above. The Service's 2003 net operating budget is 94% salaries and benefits. Therefore, the Service does not have much latitude in reducing discretionary costs when considering that of the remaining 6% of the budget, approximately 4% of that is for mandatory/contractual obligations.

### Hiring/Increased Gapping

The Service, prior to the letter from the City CAO, had already commenced the process of controlling costs, revised the 2003 hiring plan, and increased its gapping to remain within the approved budget. This action was required as budgeted attrition did not materialise, so the Service reduced its uniform hiring from an estimated 379 to 185. Civilian hiring has occurred for critical positions (e.g. Communication Operators, Court Officers, Parking Enforcement Officers, and other necessary positions). An internal process is in place for civilian hires that are critical to supporting the front-line. This process requires justification to fill a position and approval from Human Resources, Finance, and the appropriate Command area. Moreover, the Service is very close to rolling out e-cops, and this system will displace in excess of 100 civilians by the end of 2004/early 2005. Therefore, it is not my intention to freeze front-line hiring (e.g. Uniform Recruits, Communication Operators, Court Officers, Parking Enforcement Officers).

In 2003, the Service is also projecting a \$0.5M savings in fringe benefits (mainly medical/dental). These savings are a result of control measures implemented by the Service and the benefit carrier.

### Non-salary Accounts

The Service closely monitors these expenses, and as at September 30, 2003 is projecting a \$0.2M savings in this category. As mentioned previously, this category represents only 6% of the budget, and of that, only 2% is for discretionary costs. The majority of the discretionary costs have been spent given that 9 months of the year has elapsed. However, the Service will continue to monitor these items and only commit to expenditures that are critical to maintain service.

Unfortunately, an initiative that would have assisted with future year costs was referred back to staff by City Council. This initiative was to outsource the building cleaning function in police facilities. This strategy was estimated to save approximately \$0.5M in 2004 (based on four facilities), and if expanded throughout all Service facilities, would produce savings of about \$3M per year.

## Summary

The Service is aware of the financial pressures at the City, and will continue to work diligently to remain within the approved budget while being impacted by significant pressures during 2003. Moreover, the Service is also very aware of the future financial constraints, and has examined areas where savings could be achieved (e.g. outsourcing) in order to offset future pressures.

While I can appreciate the action being taken by the City to reduce costs, the Service has already been proactive in this regard. However, we will continue to control costs, assist the City wherever possible, and any further savings achieved in 2003 will be reflected in the year-end position.

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

**The Board received the foregoing and agreed to provide a copy to the City Chief Administrative Officer.**

Shirley Hoy, Chief Administrative Officer and

100 Queen Street West  
11<sup>th</sup> Floor East Tower  
Toronto, Ontario  
M5H 2N2

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September 19, 2003

By e-mail and hard copy:

TO: Heads of Agencies, Boards and Commissions

FROM: Shirley Hoy, Chief Administrative Officer

RE: Direction from BAC and P&F regarding hiring freeze and other cost saving initiatives

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On September 11, 2003, the Policy and Finance Committee adopted a recommendation, moved by the Budget Advisory Committee, in relation to a report entitled "Second Quarter 2003 Operating Variance Report". The recommendation was:

"(1) the Chief Administrative Officer be requested to:

- (a)
  - (i) freeze hiring;
  - (ii) increase gapping;
  - (iii) defer consulting contracts;
  - (iv) defer attendance at conferences, seminars and business travel; and
  - (v) curtail discretionary expenditure;

any expenditures in these areas and other discretionary spending be based on critical needs and approved by the Department's Commissioner; and

- (b) implement all possible energy savings and reduce energy costs;

**(2) the Agencies Boards and Commissions be requested to follow the same protocol and advise the Chief Administrative Officer of their activities;**

Please find enclosed a copy of a memorandum that was distributed to department heads at the City of Toronto. A common template to track savings is being developed and I will ensure that you are forwarded a copy of this template when it is completed.

If you require any additional information, please contact Mr. Jim Hart, Director of Executive Management at 4 16-392-8445.

Yours truly,



Shirley Hoy  
Chief Administrative Officer

cc: Jim Hart, CAO's office  
Executive Management Team

ABC Distribution list:

Board of Health  
Exhibition Place  
Toronto Parking Authority  
Toronto Police Services Board  
Toronto Public Library Board  
Toronto Transit Commission  
Toronto Zoo  
Board of Management  
Hummingbird Centre for the Performing Arts  
St. Lawrence Center for the Arts  
Board of Management  
Toronto Centre for the Arts  
Heritage Toronto  
Toronto Economic Development Corporation  
**TradeLink** Toronto  
Yonge-Dundas Square  
Toronto Community Housing Corporation  
Toronto Hydro Corporation  
Toronto Atmospheric Fund

Shirley Hoy, Chief Administrative Officer

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[www.toronto.ca](http://www.toronto.ca)

Date: September 17, 2003

To: Executive Management Team

From: Chief Administrative Officer

Re: **Recommendations for Last Quarter 2003 Operating Budget**

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On September 11, 2003, the Policy and Finance Committee adopted a recommendation, moved by the Budget Advisory Committee, in relation to a report entitled "Second Quarter 2003 Operating Variance Report". The recommendation was:

*"the Chief Administrative Officer be requested to:*

- *Freeze hiring;*
- *Increase gapping;*
- *Defer consulting contracts;*
- *Defer attendance at conferences, seminars and business travel; and*
- *Curtail discretionary expenditure.*

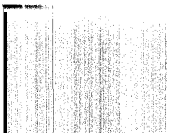
*Any expenditures in these areas and other discretionary spending be based on critical needs and approved by the Department's Commissioner".*

1. **Freeze Hiring/Increase Gapping**

As you are aware, because of the significant revenue shortfall in programs, such as TTC, Toronto Zoo, and Exhibition Place, we are projecting an operating deficit at year-end in the range of \$15 to \$20 million.

Given that municipalities must achieve balanced budget in its operations, I anticipate that Council will approve this recommendation next week. In view of the fact that we are now heading into the last quarter of our 2003 fiscal year, action must be taken immediately.

I would ask that the Commissioners review in detail the positions for recruitment, and only proceed with those which are essential, or in situations where significant financial or process commitment (e.g. final interviews completed or offers made) has already been made.



The freeze will apply to both internal and external recruitment effective immediately. Essential positions include only the following:

- where there is a legislative requirement, for example staff ratios;
- where there is a health and safety requirement; and
- maintain an essential operation.

Exceptions may also be made where the position is 100% funded from external agencies.

There may be amendments to this recommendation at Council next week, but given the severity of our financial situation, I believe that it is prudent for us to take action now.

As it is anticipated that the new Council may request a report out on this initiative, documentation should be done on action taken with regard to the hiring freeze (positions frozen, savings accrued, critical positions filled, etc.). It was agreed at the EMT meeting that Finance staff develop a template to be reviewed with FACT.

The hiring freeze will be in place until the end of the fiscal year. EMT will review the implications of this freeze after the municipal election.

It should be noted that the BAC motion does not speak to cutting service delivery. Therefore Commissioners will have the latitude to continue with the staffing of critical front-line service provider positions.

**2. Defer Consulting Contracts (Operating Budget)**

If substantial investment in the selection process has not taken place (e.g. an RFP has been issued) the contract should be deferred until 2004.

Exceptions to this will be subject to Commissioner's approval based on critical needs.

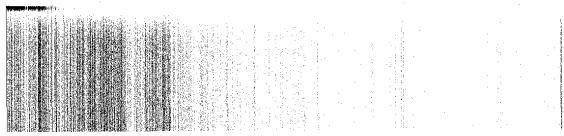
**3. Defer Attendance At Conferences, Seminars And Business Travel**

Where fees have been paid that cannot be fully recovered (e.g., registration, flight), conferences, seminars and business travel may proceed. Staff are encouraged to cancel participation if we can achieve some cost avoidance of a larger amount.

All new travel/seminar requests for 2003 may not take place, unless participation of City staff is legislatively required, 100% paid by the Ministry/conference organizers or where a City staff has been a confirmed speaker.

**4. Other Discretionary Spending**

Commissioners (or their General Manager/Executive Directors if this matter has been delegated) are asked to review and take appropriate action wherever possible.





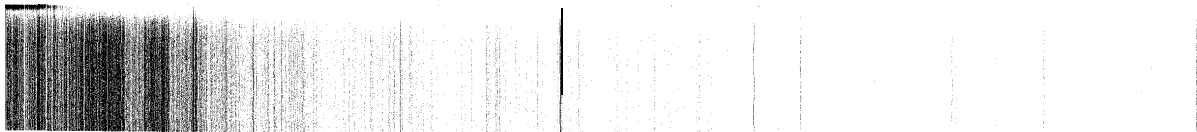


5. Measures to Reduce Energy Costs

EMT will discuss this at a later time and I welcome your thoughts on this issue.



Shirley Hoy  
Chief Administrative Officer





**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 16, 2003**

**#P301. DISPOSITION REPORT – REVIEW OF COMPLAINT CONCERNING  
ACTING CHAIR GLORIA LINDSAY LUBY**

The Board was in receipt of the following report OCTOBER 16, 2003 from Allan Leach, Member:

Subject: DISPOSITION REPORT - REVIEW OF COMPLAINT CONCERNING  
ACTING CHAIR LINDSAY LUBY

Recommendation:

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

Background:

The Board, at its in camera meeting held earlier today, reviewed a complaint pertaining to the use of the Toronto Police Service image in A/Chair Lindsay Luby's election campaign website.

A/Chair Lindsay Luby has responded to the Board with respect to the complaint and has indicated to the Board that the photo in question was inadvertently placed on the web site and has since been removed. The Board has accepted A/Chair Lindsay Luby's response and has requested her co-operation in ensuring any photographs containing the Toronto Police Service image are removed from all campaign materials.

On behalf of the Board and in accordance with the Board's policy, I will communicate the Board's decision and provide a copy of A/Chair Lindsay Luby's response to both the complainant and to the Ontario Civilian Commission on Police Services.

**The Board received the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 16, 2003**

**#P302.        ADJOURNMENT**

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Gloria Lindsay Luby  
Acting Chair