

**MINUTES OF THE PUBLIC MEETING** of the Toronto Police Services Board held on **DECEMBER 13, 2001** at 1:30 PM in the Auditorium, 40 College Street, Toronto, Ontario.

**PRESENT:**

**Norman Gardner**, Chairman  
**Councillor Gloria Lindsay Luby**, Vice Chair  
**Councillor Bas Balkissoon**, Member  
**A. Milliken Heisey, Q.C.**, Member  
**Benson Lau, M.D.**, Member

**ALSO PRESENT:**

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

**#P330.** The Minutes of the Meeting held on **NOVEMBER 15, 2001** were approved.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 13, 2001**

**#P331.           MOMENT OF SILENCE**

Chairman Gardner requested a moment of silence in memory of Retired Chief of Police Harold Adamson who passed away on December 6, 2001.

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**#P332. OUTSTANDING REPORTS - PUBLIC**

The Board was in receipt of the following report NOVEMBER 26, 2001 from Norman Gardner, Chairman:

Subject: OUTSTANDING REPORTS - PUBLIC

Recommendations:

It is recommended that:

- (1) the Board request the Chief of Police to provide the Board with the reasons for the delay in submitting each report 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.

**Chairman Gardner noted that both of the reports listed as outstanding were submitted following the preparation of the foregoing report and were considered on the supplementary agenda of this meeting.**

**The Board received the foregoing.**

**Reports that were expected for the December 13, 2001 meeting:**

<b>Board Reference</b>	<b>Issue - Pending Reports</b>	<b>Report Status</b>	<b>Recommendation Action Required</b>
#P251/01 #P280/01	<p><b>Woodbine Slots – Cost Recovery</b></p> <ul style="list-style-type: none"> <li>• <u>Issue:</u> in consultation with Toronto Legal Services, determine whether the Sol. Gen., OCCPS, or the Adequacy Standards can provide authority to direct the City to provide funding for policing.</li> </ul>	Report Due: Oct. 18/01 Extension Req's'd: Extension Granted: Revised Due Date: <b>Status:.....Outstanding</b>  Report now expected: Nov. 15/01  Nov. 15/01 Board Meeting – report noted as outstanding (Min. No. P300/00 refers) – no response received.	Chief of Police
#P304/01	<p><b>Enhanced Emergency Management</b></p> <ul style="list-style-type: none"> <li>• <u>Issues:</u> to periodically report to the Board with respect to the Service's role in the City's enhanced emergency management initiative</li> <li>• quarterly commencing Apr. 2002</li> </ul>	Report Due: Dec. 13/01 Extension Req's'd: Extension Granted: Revised Due Date: <b>Status:.....Outstanding</b>	Chief of Police

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**#P333. 2002 OPERATING BUDGET REQUEST**

The Board was in receipt of a report dated November 12, 2001 regarding the 2002 operating budget submission from Julian Fantino, Chief of Police, which had been deferred from the November 15, 2001 meeting (Min. No. P325/01 refers).

The Board was advised that the following report from Chief Fantino, dated December 7, 2001, containing a revised 2002 operating budget submission, replaces the November 12, 2001 report:

Subject: 2002 OPERATING BUDGET SUBMISSION

Recommendation:

It is recommended that:

1. the Board approve the 2002 net base budget request of \$586.7 million (M), an increase of \$7.6M (1.3%) over the revised 2001 net budget,
2. the Board approve the 2002 new initiatives of \$5.7M (1.0% increase) over the revised 2001 net budget,
3. the Board and Toronto Police Service staff pursue cost recovery with the City to minimise the impact from Provincial Offences Act, which would result in an equivalent decrease of \$0.6M to the new initiatives request (as identified in recommendation 2),
4. the Board approve the World Youth Days request of \$2.9M, to be funded and identified by the City on a corporate basis, with no net impact on TPS,
5. the Board approve the Anti-terrorism request of \$2.0M, to be funded and identified by the City on a corporate basis as part of the Enhanced Emergency Management, with no net impact on TPS,
6. the Board approve the Woodbine Racetrack request of \$0.6 M, to be funded and identified by the City on a corporate basis, with no net impact on TPS,
7. the Board approve the use of available OMERS Type 3 Surplus of \$2.0M to repay the Vehicle Replacement Reserve and \$0.5M set aside for one-time equipment expenditure, which would result in an equivalent decrease of \$0.5M to the 2002 new initiatives request,
8. the Board authorise the Chairman to approve, subject to ratification by the Board, changes to the operating budget submission during the time between meetings of the Board, and
9. the Board forward this report to the Director of Budget Services, City Finance for review and consideration.

## Background :

The following report provides an overview and discussion of the significant issues and pressures pertaining to the 2002 Operating Budget of the Toronto Police Service.

A Board report entitled “2002 Operating Budget Submission” was submitted for consideration and review at the November 15<sup>th</sup> meeting. The Board received this report and a copy of the report was forwarded to the City Budget Services for review. Since the November 15<sup>th</sup> meeting, the 2002 operating budget information has been updated. This report is a replacement to the previously submitted report.

## 2001 Operating Budget and Experience:

Toronto City Council, at its meeting of April 24, 2001, approved the 2001 TPS Operating Budget at a net amount of \$573.8 million (M), an increase of 3% over the 2000 Net Operating Budget.

When the Board approved the budget of \$573.8M, the Service identified a potential shortfall of \$7.9M for increased costs for benefits and identified that the approved operating budget would not be sufficient to replace the technology infrastructure. After further discussion with the City Treasurer and CFO, the Budget Advisory Committee and the Policy & Finance Committee, several motions were approved at Council. The motions regarding the benefits shortfall were:

*“The Chair, Toronto Police Services Board be requested to report to the Policy and Finance Committee, as part of its monthly operating budget variance reports, on the progress of cost containment strategies currently being undertaken with respect to Employee Benefits at the Toronto Police Service; and*

*If actual expenditures in 2001 begin to exceed approved levels, the Chair, Toronto Police Services Board request the Policy and Finance Committee to direct the Chief Financial Officer and Treasurer to report on providing funding through a in-year base budget adjustment.”*

During 2001, a variety of cost containment measures were implemented in an attempt to reduce the potential shortfall in benefits (Board #P240/01 refers). As a result, the Service is currently projecting a \$5.3M shortfall (\$2.6M less than the potential \$7.9M estimated during the 2001 process). The Service has requested an in-year budget adjustment of the same amount. Therefore, the 2001 approved operating budget is assumed to be \$579.1M and all 2002 budget comparisons will be made against this amount.

The motion regarding technology infrastructure was:

*that the Chief, together with the City of Toronto CFO and Treasurer, further explore cost efficiency opportunities in the area of Information Technology and report back to the Board, so that the Board can forward this report to the Budget Advisory Committee wrap-up session.*

The Service and City staff explored these opportunities and found no Surplus could be achieved. Although no additional funds were released to the Service to meet these pressures, IT infrastructure replacement could no longer be deferred, especially for some high-risk components such as the implementation of Occurrence Re-Engineering (eCOPS) and the replacement of the Service's E-mail system, which are funded in the capital program.

As a result, the TPS Board approved the expenditure for the next phase of the IT lifecycle lease program. These lease agreements are an extension of the required level of service for TPS to conduct business at 2001 levels. The 2001 cost impact of the lease program has been funded through Surplus in the 2001 budget.

The City Budget Advisory Committee (BAC) at its meeting of November 15<sup>th</sup> discussed the Service's variance. The BAC recommended that the Service absorb the 2001 cost of the IT leases and that the annualised impact in 2002 be considered as a new initiative instead of a base adjustment, and that no new commitments should be made prior to the 2002 budget approval.

In response to the BAC recommendation to absorb the 2001 lease costs, the Service's position is that these costs have been absorbed within the 2001 budget (excluding the benefits impact). The annualised impact, to be considered as a new initiative, will be dealt with later in this report.

#### 2002 City of Toronto Budget Process:

##### Base Budget:

The City budget process has been divided into two phases. The first phase, which was scheduled to be complete at the end of October, required the City Budget Services Division and TPS to agree to a 2002 Base Budget amount. This base budget amount is the funding level required to maintain the 2001 service level. The 2002 Base Budget was arrived at by applying a variety of factors to the 2001 approved base. These factors include annualization of salary costs, as well as any other decisions that had a part-year impact on 2001, inflation costs for specific non-salary accounts, and previously identified impact from Capital. The 2001 shortfall in funding for benefits was also included, as well as further expected benefit increases for 2002.

Included in phase 1 of the City process is a requirement to submit options for reducing the 2002 agreed-to base to the 2001 funding level.

##### New Initiatives:

The phase two deadline was November 15<sup>th</sup>, at which time the Service was expected to provide a full operating budget submission (i.e. base budget request plus new initiatives). A Board letter outlining the Service's budget request was provided to the City after the November 15<sup>th</sup> Board meeting (the Board received the budget request but did not approve it). The City has been advised that final budget approval is being sought at the December 13<sup>th</sup> meeting.

## TPS Budget Process:

### Base Budget:

The development of the Service's 2002 operating budget has taken into consideration the 2001 experience and the Service's 2002 – 2004 Priorities. Reallocations within the existing budget have been made wherever possible to cover financial pressures, through the deferral of expenditures and the realisation of efficiencies. In addition, cost-recovery opportunities have been maximized within the constraints of the Municipal Act to assist in alleviating budget pressures.

The core services or responsibilities of all police services within the Province of Ontario are set out in the Police Services Act and its accompanying regulations, including community-based crime prevention, emergency response, law enforcement, and assistance to victims. Each year the Service determines where, within the context of these mandated responsibilities and within the framework of the Service's own Vision and Mission Statements, our resources and activities will be focused. Our Priorities represent those areas within our mandated responsibilities to which we will give special emphasis. For years 2002 - 2004, these Priorities include:

- Youth violence and victimisation of youth,
- Organised crime,
- Traffic safety,
- Drug enforcement and education,
- Human resource development,
- Service infrastructure, and
- Community safety and satisfaction.

The request does not include any potential cost impacts that may arise from the 2002 collective agreement negotiations. It is expected that any collective agreement impacts will be treated as an in-year adjustment to the budget by the City.

Many amounts included in the budget support the achievement of the goals identified within the priority areas; however, it should be noted that with many initiatives, efforts to address the Service's Priorities result in no or few actual additional costs, and instead simply result in Service members focussing their work in those areas or being redeployed to new areas.

As part of our internal review process the City has asked the Service to examine all potential cost-saving measures and opportunities for grant funding in order to minimise the 2002 budget request. The 2002 budget submission includes a cost recovery aspect and where applicable, an increase in user fees (e.g. increase in alarm fees and introduction of fees for clearance letters). The Board at its meeting on March 22, 2001 (Board #P74/01, motion 3 refers), requested "as part of each year's TPS operating budget request to the Board, and during the year as issues arise, the Chief of Police identify opportunities for the Board to request funding support from the provincial and federal governments". As outlined in Board #P258/01,



*“The Service monitors all potential funding opportunities at all levels of government and outside sources. As these opportunities arise, they are reviewed by senior staff for approval to proceed. These opportunities are recorded and monitored to track all aspects of the funding process including reporting requirements and funding approval. As part of the annual budgeting process, all grants and funding opportunities are taken into consideration when arriving at the net budget request.”*

The 2002 request has taken into consideration any expected or potential grant or other funding opportunities (e.g. ROPE, CPP). During 2002, we will continue to monitor new funding opportunities and will report these back to the Board.

#### New Initiatives:

Units were asked during the preparation of their budgets to submit separately requests for new initiatives where they were unable to accommodate operational needs within the base. These submissions have undergone extensive review and consideration by the Command and initiatives that address the Service priorities and enhance the delivery of policing have been submitted.

#### **2002 Base Budget:**

##### (a) Agreement with City

Based on the City criteria, identified in phase 1 of the budget process, and discussions between TPS and City staff a base budget of \$587.2M was agreed to.

Several changes have been identified subsequent to this agreement:

- During the development of the 2002 base budget, a 2001 estimate of benefits funding shortfall of \$6.3M was provided and has since changed to \$5.3M.
- As a result of a provincial tax auditor’s review, the Service is now required to submit Employer Health Tax (EHT) payments on behalf of paid-duty costs paid to our officers. Although this decision is being challenged, this 2001 decision has resulted in a 2002 impact of \$0.27M.
- The City has recently increased its original estimate for the cost to TPS for SAP maintenance (the new financial system implemented in 2001). The new estimate for the impact from this capital project is \$0.12M.
- A technical adjustment of \$0.14M is expected from the City regarding groundskeeping.

The net impact of these changes is a reduction to the agreed-to base budget of \$0.47M, for a revised base budget for 2002 of \$586.7M.

TPS Budget representatives attended a City Budget Advisory Committee (BAC) meeting on November 16, 2001, to discuss the Service’s 2001 budget status. During this meeting the 2001 funding shortfall of \$5.3M was examined, with particular focus on several lifecycle agreements entered into in 2001, for much-needed technology replacement.

The TPS Board approved the expenditure for the additional lease program based on operational requirements. These lease agreements are an extension of the required level of service for TPS to conduct business at 2001 levels, and the 2002 annualized costs were therefore agreed to by TPS and the City's Budget staff as part of the base budget.

The BAC, however, has recommended that "the new IT program of \$2.5 million be considered as an expansion item in the 2002 process" and has requested that the Acting Chief Financial Officer show this as an area of service changes in the TPS budget for the 2002 budget deliberations.

TPS does not agree with the recommendation from BAC. **Our 2002 Base Budget request is \$586.7M, which is the level of funding required to provide the 2001 level of service and includes the \$2.5M annualization for the new lifecycle agreements.** The BAC recommendations would indicate that the TPS 2002 Base Budget request should be \$584.2M.

The base budget phase of the process also calls for the Toronto Police Service to assess and determine how the Service would reduce expenditures, if required, from the 2002 agreed-to base (which represents the funding required for a 2001 level of service) to the 2001 budget funding level. The required reduction to achieve the 2001 funding level is \$7.6M based on the Service's base amount of \$586.7M and the 2001 revised budget of \$579.1M. The Service response to this request has been provided to City Budget Service's as follows:

*The Service is not prepared to reduce the 2002 budget request to the 2001 funding level, as this will directly impact the Service's ability to provide the required level of service to the citizens of the City of Toronto. A large portion of the Service's budget is non-discretionary (93% of the net budget funds salaries, premium pay and benefits, and the majority of the remaining expenditures are applied to direct support of front-line police activities).*

*A reduction of \$7.6M could only be attained through a reduction in the 2002 hiring of Uniform recruits. 465 officers would not be hired in 2002 to achieve this reduction. These planned hires are intended to replace projected attrition. The reduction in hiring would result in an equivalent reduction to the Service's uniform strength. This reduction would directly impact the Service's ability to provide adequate policing services to the community, at a time when the City is facing increasing demands for policing services. Also, if the Service were put in a position of not hiring for one year, it could not recover from this shortfall for many years due to the maximum number of Uniform hires that can be processed in any given year.*

#### (b) Base Budget Highlights

The major components of change over the 2001 base funding level are the impact of the Human Resources strategy, continuing increases in benefits costs and required investment in technology. The total base budget change is \$7.6M and the following provides detail for areas with significant change.

### Human Resources Budget Impacts (Reduction of \$2.0M)

The Human Resource Strategy was presented in a separate report to the Board at the November 15<sup>th</sup> meeting. The *status quo* budget request reflects the Human Resource strategy.

The Service is aggressively pursuing a deployed strength of 5,242 (the 2001 target of 5,261, with a reduction of nineteen officers to the target as a result of the amalgamation of 21 and 22 divisions). As a result, the Service is planning on hiring 474 officers in 2002 (this will not attain the deployed target of 5,242, but is the maximum hiring feasible through the Ontario Police College). However, the separations experienced in 2001 have resulted in significant Surplus in 2002. Salary costs, and related recruit outfitting costs, are \$2.5M lower than the 2001 budget.

Board #P27/01 requested “the Chief to report on special activities as part of the annual operating budget submission”. In 2001, during the budget approval process, a reduction was made to the premium pay budget. The plan developed in 2001 to address this reduction was that all special-event policing would be conducted by paid-duty officers. This was met with significant resistance from event organisers; therefore the Service maintained a status quo approach to policing these events. As a result, the \$0.5M is being reinstated in the 2002 request.

### Benefits Changes (Increase of \$3.4M)

The Surplus and efficiencies gained in 2001 for medical costs have been annualised in 2002. TPS continues to work to contain all benefit costs. However, many of these benefits have rate increases imposed, or cost increases related to cost of services or usage increase. The Canada Pension Plan (CPP) rate is increasing in 2002, resulting in a \$1.2M increase. Retiree insurance costs are increasing by \$0.2M, largely due to increasing numbers of retirees. Medical and dental costs, and the associated administration fees, are expected to increase due to the increasing cost of drugs, and the increasing number of eligible members. This increase is estimated at \$1.6M.

The Service has also been advised by a provincial auditor that the Employer Health Tax (EHT) for paid duty salaries should be paid by the Service (to date, the Service has not considered the EHT payment for paid duty to be its responsibility and is currently challenging this decision as the Service is not responsible for payment of paid duty income to officers). The increase for EHT related to paid duty is \$0.3M. However, paid duty administration revenues (reflected in the Revenue section below) are expected to increase by a similar amount due to volume increases, and this will offset the EHT increase in 2002. Other minor benefit changes result in further increases of \$0.1M.

### Technology Infrastructure (Increase of \$4.8M)

The technology budget reflects increases for annualization of lease and maintenance agreements signed in 2001, as well as operating impacts of capital and other contractual cost increases. Lifecycle leases indicated in 2001 have an annualization increase of \$2.5M; maintenance agreements have an annual impact of \$1.3M. Several of the IT-related capital projects, such as eCOPS, will result in operational cost impacts of \$0.7M (required to maintain these systems).

During 2001, IT contracts and upgrades for existing systems and infrastructure have been renegotiated and created an operational increase of \$0.3M.

#### Revenue Changes (Increase of \$1.1M)

During the 2002 budgeting process, revenues have been reviewed taking into consideration historical trends and maximising grant funding. In 2002, the Community Partnership Program (CPP) will reach its maximum grant funding level of \$7.5M resulting in increased revenue of \$0.5M. The establishment of the Provincial Repeat Offenders Program (ROPE) resulted in TPS staff being seconded into this program, creating increased revenue for 2002 of \$0.9M. Transition funding from City regarding Fire results in a loss in revenue of \$0.3M. The review of historical trends for fees and sales resulted in some increases in revenue estimates (e.g. paid duties) and decreases in others (e.g. sale of vehicles).

Board #P46/01 regarding Police Reference Checks for all municipal applicants and applicants for municipally funded agencies recommended:

*“The Service shall review its position on police reference checks during 2001 and report back to the Board as part of the submission of the 2002 Operating Budget.”*

A separate Board report on this topic has been submitted at the December meeting, and will be forwarded to the City BAC for its information. The impact of that Board report has been incorporated into the 2002 budget submission.

#### Other Significant Changes (Increase of \$2.5M)

Other increases identified in the 2002 budget include \$0.6M increase in the vehicle reserve contributions (a one-time reduction was realised in 2001, due to an advance contribution made in 2000). Caretaking and maintenance services, including those provided by the City of Toronto, are increasing by \$0.6M (due to increased cost of utilities and other items).

The Service is currently renegotiating the cleaning contractual agreement (for clothing); current information indicates a \$0.4M increase. A report requesting approval to enter into a new cleaning contract will be submitted to the Board at the December 13<sup>th</sup> meeting.

There is an increase of \$0.5M for other uniform and clothing costs, due to the uniform conversion decided on in 2000, and implemented in 2001, as well as for a new type of rainwear that became part of the uniform in 2001.

There are several other small increases totalling \$0.4M for such items as gasoline, disclosure costs, and service contracts.

## Summary of 202 Base Budget Request

2001 Base Budget	\$579.1 M
<u>Increase over 2001 Budget</u>	
Impact of HR Strategy	(\$2.0 M)
Increase in Benefits Costs	\$3.4 M
Increase in Technology Costs	\$4.8 M
Revenue Increases	(\$1.1 M)
Mandatory Cost Impacts	<u>\$2.5 M</u>
Total Increases (1.3% increase)	\$7.6 M
<b>Total Base Budget</b>	<b>\$586.7 M</b>

### 2002 New Initiatives:

Several new initiatives totalling \$5.7M are identified in the 2002 request. Six of these are new programs; the remainder are enhancements of existing ones.

#### **(a) TPS Budget Requests**

##### **i. Anti-Gang Unit (Cost of \$0.7M)**

The anti-gang unit is designed to have a centralized squad operate out of Special Investigation Services to deal with the criminal street gang activity for the City of Toronto. In addition to supporting units that are currently dealing with street gangs at the community level, a centralized gang squad would ensure that the anti-gang effort is strategically driven, allow for stronger co-ordination of activities and provide for a common database. The proposed Anti-Gang Squad would consist of fifteen members with thirteen officers and two civilians. \$0.7M has been provided in the 2002 budget for the staffing, equipment and supplies associated with this new initiative. The annualized cost in 2003 is estimated to be \$1.1M.

##### **ii. Computer Crime Unit (Cost of \$0.4M)**

Computer crime was identified as part of the Chief's 90-Day Review initiative. This new initiative is intended to address crimes on the Internet and assist investigators with forensic examination of computer equipment. The increased usage and access to computers and specifically the Internet has increased the need to patrol and monitor the activity on the web. Our new program will target web-related crimes by assigning six uniform officers specialising in this area and utilising specialised computer equipment. The annualized cost in 2003 is estimated to be \$0.4M.

**iii. Strategic Intelligence Investigations (Cost of \$0.3M)**

This initiative will enhance activities currently underway. Strategic Intelligence gathering is a key non-tactical component of policing that provides support to various operational units. The enhancement of current intelligence activities will provide needed support for on-going tactical units, as well as the new initiatives identified in this report (specifically, Computer Crime Unit, Anti-Gang Unit and the Anti-Terrorism Unit). The 2003 cost for this initiative is estimated at \$0.5M.

**iv. Campbell Report / Major Case Management (Cost of \$0.4M)**

The Province's Campbell Report made recommendations towards a provincial-wide major case management system. The implementation of the Campbell report (which is expected to be mandated by the province) will require five additional uniform officers and ten civilian staff to enter and track major case information on the provincial system. The associated IT related costs are undetermined at this point, but are expected to be funded by the province for the first four years. The 2003 cost of this initiative is estimated at \$0.7M.

**v. Increase in Court Sittings and Locations (Increase of \$0.4M)**

The current budget for 158 part-time court officers at five hours per day was based on an average court sitting time established in 1990. Since then, average court sitting has increased to six hours per day. In addition, seven additional court locations were added in late 2001. Our 2002 budget estimates are based on these additional court locations and increased court hours. The 2003 estimated cost is \$0.8M.

It should be noted that the Service has budgeted \$28.9M in 2002 to provide court security and related activities. The Service has no control over the opening of new courts, but has the responsibility of providing additional security. This results in additional funding pressures. An invoice for the year 2000 costs has been sent to the province in an attempt to obtain funding.

**vi. Lifecycle Program for Information Technology (Increase of \$1.5M)**

In order to keep the information technology infrastructure functioning and responsive to current needs, this program will fund next phase of an lifecycle for the replacement of workstations, servers, printers and networking. These lifecycle programs will annualise to a cost of \$2.9M in 2003.

Failure to continue with the lifecycle program will result in the following:

- continued risk of not being able to resume IT services as a result of a disaster at the headquarters data centre. The current disaster recovery site has already been obsoleted to beyond a usable site;
- increased risks of system failures, potentially resulting in major operational disruptions. Many equipment repairs have been relegated to a best efforts basis; and

- increased repair costs / reduced service levels resulting from printers and workstations that are now five to twelve years old.

**vii. Lifecycle Program for Furniture (Increase of \$0.4M)**

In accordance with the existing furniture contractual leasing agreements, this lifecycle program phases in the replacement of furniture across TPS. In 2002, four areas are targeted for furniture replacement (Court Services, Bail & Parole Enforcement, Intelligence Services and Fleet Management). The replacement of furniture is required to mitigate any potential Health and Safety risks, given the current state of furniture in these areas.

**viii. Adequacy Standards Equipment Purchase (Increase of \$0.7M)**

The provincially legislated Adequacy Standards require all Ontario police agencies to maintain standards and guidelines ensuring a standardised level of police service across the province. The legislation provides guidelines and does not compel organizations to comply. TPS has taken the approach to observe guidelines to avoid potential liability issues surrounding non-compliance. In 2002, TPS has budgeted for designated equipment for the Public Order Unit in the amount of \$0.7M. This equipment includes such items as upper body protection and specialised helmets.

**ix. Other Requests Above Target (Increase of \$0.3M)**

Although the Service approached the 2002 process with the intention of budgeting for *status quo*, various units identified specific above-target requests that cannot be absorbed in their unit budgets, or in the Service budget, but that represent required increases related to the cost of doing business. The requests in this category vary from additional outside training, to enhanced software to assist in operations, to additional furniture to address long-unfulfilled staff requirements. The annualized cost is \$0.2M for these requests.

TPS will pursue funding from the province in an effort to offset the cost of the following program. However, TPS must provide this additional service and therefore has included the cost of the service in its budget submission.

**x. Provincial Court Initiatives (\$0.6M)**

The Province will be transferring responsibility for Provincial Offences Act Courts to the City of Toronto along with associated revenue streams. This has resulted in increased court security requirements. In addition, the creation of super jails by the province has resulted in a need for more prisoner wagons. The salary-related costs for this initiative are seven full-time court officers and six part-time court officers. This initiative will also require an additional five prisoner wagons.

The 2002 cost is estimated at \$0.6M (decreasing to \$0.5M in 2003). As the City will receive associated revenue, TPS' expectation is that the City would provide equivalent revenue. However, the cost of this new initiative is included in the TPS budget.

**(b) TPS Requests (no net impact assumed):**

TPS has identified 3 new programs that require specific funding from the City. The cost of these programs has not been included in the Service's budget request.

World Youth Days

The City of Toronto will be hosting World Youth Day 2002 Conference and Papal Visit, scheduled for July, 2002. It is expected that this will be the single largest event Toronto has ever hosted (750,000 delegates aged 16-34 are expected to attend from all over the world). It will require a large amount of personnel to provide for the safety and security for all those attending, including numerous VIPs, media representatives and volunteers. In addition, hundreds of thousands of local residents and tourists will be in Toronto to experience various related events.

A motion passed by City Council at its meeting on November 6, 7, 8, 2001 requested:

*“all program, Agencies, Boards and Commissions, and Go Transit, with funding requirements for World Youth Days be requested to submit detailed 2002 budget requests and any interim funding above current recommended interim operating estimates to the Finance Department no later than November 15, 2001.”*

The total cost for the planning of this event, and the security requirements during the event, are estimated at \$2.9M (see attachment B for detailed budget). This request has not been included in the Service's budget, since it is expected to be funded and identified by the City on a corporate basis. The City has established a World Youth Days Secretariat.

Woodbine Racetrack

The impact of the introduction of electronic gaming machines at the Woodbine Racetrack has increased criminal activity within this community. TPS is recommending an additional eighteen uniform staff to address the increased need for police services in the area. Although the 2002 cost is estimated at \$0.6M (increasing to \$1.0M in 2003), this initiative is cost neutral to TPS, as TPS' expectation is that the City would provide equivalent revenue. The City has an agreement in place with the Ontario Lottery and Gaming Corporation to receive a percentage of revenue generated from the slots. TPS' position is a portion of this revenue should be provided to TPS to offset the increased costs of policing since the installation of slots at Woodbine Racetrack.

A request for additional staff was put forward during the 2001 budget. However, no funding was approved and, as a result, no staffing increases were realised for this initiative.



## Anti-Terrorism Squad

The recent events in the United States have demonstrated how vulnerable North America is to terrorist activity. The only way to prevent this activity is through the use of good intelligence. In order to combat this new threat, the Intelligence Service requires the addition of twenty officers and thirteen civilian support staff and associated costs, to perform the labour-intensive tasks necessary to obtain useful intelligence. The Province has recently announced funding in an effort to combat terrorism. TPS is monitoring these announcements and will pursue potential funding opportunities. The 2002 cost for this initiative is \$2.0M; the 2003 cost is \$1.8M.

This request is part of the \$60M joint Enhanced Emergency Management request put forward by the City of Toronto.

### **(c) Summary of New Initiatives:**

<b>New Initiative</b>	<b>2002 Impact</b>	<b>2003 Impact</b>
Anti-Gang Initiative	\$0.7 M	\$1.1 M
Computer Crime	\$0.4 M	\$0.4 M
Strategic Intelligence Investigations	\$0.3 M	\$0.5 M
Campbell Report/ Major Case	\$0.4 M	\$0.7 M
Increase in Court Sittings and Locations	\$0.4 M	\$0.8 M
Lifecycle Program for Information Technology	\$1.5 M	\$2.9 M
Lifecycle Program for Furniture	\$0.4 M	\$0.4 M
Provincial Court Initiatives	\$0.6 M	\$0.5M
Adequacy Standards	\$0.7 M	\$0.0 M
Other Requests Above Target	<u>\$0.3 M</u>	<u>\$0.2 M</u>
<b>Total New Initiatives</b>	<b>\$5.7M</b>	<b>\$7.5M</b>

Note: World Youth Days, Woodbine Racetrack and Anti-terrorism not included in budget request.

### Revised Human Resource Strategy

If the new initiatives outlined above are approved, the uniform target strength will be increased to 5,312, as follows:

Current Target	5,242
Anti-Gang Unit	13
Computer Crime Unit	6
Strategic Intelligence Investigations	8
Campbell Report / Major Case Management	5
Woodbine Racetrack	18
Anti-Terrorism Squad	20
<b>Revised Human Resources Strategy</b>	<b>5,312</b>

## OMERS Type 3 Surplus

In 1992, OMERS made the then-Type 3 Supplementary Benefit available in the basic plan, rendering funds that had been on deposit for the supplementary benefit superfluous. This includes deposits made by the TPS Board on behalf of TPS staff. Initially, OMERS ruled that the disposition of these funds (referred to as OMERS Type 3 Surplus) required bargaining agent consent. The Board challenged this ruling, but subsequently entered into an agreement with the Association to share the funds on a 50/50 basis. OMERS only applies the Board's portion of the Type 3 Surplus to contribution obligations. Since OMERS has implemented a contribution holiday, no Surplus could be realised by the Board.

The Board's portion of the fund has since accumulated to \$53M. The OMERS Board has announced contributions will start being phased-in in July 2002 with full contributions expected by 2005. Now that contributions are being phased back in, some OMERS Type 3 Surplus will be available (estimated at \$2M in 2002).

In 1998 and 1999, TPS withdrew a total of \$15.0M from the City's Vehicle and Equipment Replacement Reserve while only contributing \$6.2M, for a net draw from the reserve of \$8.8M to the end of 1999. This large net draw prompted the City and TPS to develop a strategy to reimburse the reserve and effectively budget to increase contributions to more closely match future required draws to required contributions. A joint report (City Council Report No. 10, Clause No. 7 August 1 – 4, 2000) prepared by TPS' CAO Frank Chen and the then-City CFO & Treasurer Wanda Liczyk, and provided to the Policy and Finance Committee and approved by City Council, outlined the strategy to repay the reserve. TPS is currently contributing to, and drawing from, the reserve in the same amount each year. However the \$8.8M overdraw is still required to be repaid to the reserve.

As the OMERS Surplus become available, TPS proposes to utilise these funds to repay the reserve, while setting aside a nominal amount each year for operational one-time equipment requirements. Once the vehicle reserve overdrawn amount is repaid, the Type 3 Surplus will be contributed to the reserve for specific police purchases.

Due to the phase-in nature of the OMERS contribution reinstatement, and therefore the availability of the OMERS Type 3 Surplus, it is proposed that the repayment of the reserve shortfall is also phased-in, and for 2002 and 2003, a portion (\$500,000) of the OMERS Type 3 Surplus are applied to operational requirements. The remainder of the OMERS Type 3 Surplus would be contributed to the reserve, and designated specifically for police purposes.

This proposal is summarized as follows:

<b>Year</b>	<b>Available OMERS Surplus</b>	<b>Amount Utilized for Operational Requirements</b>	<b>Contribution to \$8.8M Shortfall</b>	<b>Contribution to Reserve, for Police Use Only</b>
2002	\$2.5M	\$0.50M	\$2.0M	\$0.0 M
2003	\$7.3M	\$0.50M	\$6.8M	\$0.0 M
2004	\$12.0M	\$0.0 M	\$0.0 M	\$12.0M
2005	\$14.5M	\$0.0 M	\$0.0 M	\$14.5M
2006	\$14.5M	\$0.0 M	\$0.0 M	\$14.5M
2007	\$2.2M	\$0.0 M	\$0.0 M	\$2.2M
<b>TOTAL:</b>	<b>\$53.0M</b>	<b>\$1.0M</b>	<b>\$8.8M</b>	<b>\$43.2M</b>

(Note: This scenario does not assume any growth in OMERS contributions or in OMERS Type 3 Surplus. It is also subject to OMERS' schedule for reinstatement of contributions.)

### 2002 Business Plan and Performance Measures

At the November 15<sup>th</sup> Board meeting, the 2002-2004 Business Plan was received and approved by the Board. Among other items, this business plan highlights the Service's operating and capital finances.

The TPS budget supports the overall delivery of policing services to the residents of the City of Toronto by detailing the organisational needs in financial terms. During the operating and capital budget development process, a detailed explanation outlining the need for all new initiatives is submitted. This explanation correlates back to Service Priorities, Adequacy Standards and organisational requirements. This approach supports the approved business plan. Corporate Planning prepares a report each year on performance measurements. The 2001 interim report was presented to the Board on August 30, 2001 (Board #P225/01) and the final report will be prepared in 2002.

On October 3, 2000 the Province of Ontario announced the Municipal Performance Measurement Program (MPMP) requiring all municipalities to report on sixteen performance measures in nine service areas. TPS was required to provide details regarding:

- Operating costs for police services per \$1,000 of assessment, and
- Percentage of cases cleared for Statistics Canada categories of violent crimes and property crimes.

As requested by the City, this information is collected and provided for inclusion in the annual report which is prepared by the City Chief Administrative Officer (CAO).

The performance measurements reported for the year 2000 are:

- TPS Operating costs of \$2.81 per \$1,000 of assessment, and
- Percentage of cases cleared for Statistics Canada categories:
  - violent crimes 74% and
  - property crimes 32%.

## SUMMARY:

The Service requires a funding level of \$592.4M in order to deliver and meet the core services and responsibilities set out in the Police Services Act and to focus on the Service's 2002 - 2004 Priorities. This funding level is \$13.3M (or 2.3%) more than the approved 2001 budget of \$579.1M. The increase is detailed in attachment A.

It is recommended that the Board approve the 2002 net budget request of \$592.4 M, comprised of a base budget request of \$586.7M and new initiatives totalling \$5.7M. It is further recommended that the Board approve the World Youth Days request of \$2.9M, the Anti-Terrorism request of \$2.0M, and the Woodbine Racetrack request of \$0.6M, to be funded and identified by the City on a corporate basis, with no impact on TPS' budget. Given that on-going budget discussions with the City will commence soon, it is recommended that the Chairman be authorized to approve, subject to ratification by the Board, changes to the operating budget submission during the time between Board meetings.

A presentation will be made at the Board meeting, and Mr. Frank Chen, Chief Administrative Officer, Corporate Support Command will be in attendance to answer any questions.

**Frank Chen, Chief Administrative Officer, and Angelo Cristofaro, Director, Finance and Administration, were in attendance and presented details of the 2002 operating budget request.**

**After considering the foregoing report, the Board approved the following Motions with regard to each of the recommendations:**

- 1. THAT recommendation no 1 be approved;**
- 2. THAT recommendation no. 2 be deleted, and replaced with:**
  - 2a. the Board approve a further amount of \$1.8M (0.3% increase) for mandated items and provincial downloading, and that the Board request that the City Chief Financial Officer and Treasurer include these as part of the base request;**
  - 2b. the Board approve a further amount of \$2.2M (0.4% increase) for impacts of City initiatives and previous Council decisions, and that the Board request that the City Chief Financial Officer and Treasurer include these as part of the base request;**
  - 2c. the Board approve 2002 new initiatives of \$1.7M (0.3% increase) over the revised 2001 net budget;**

3. **THAT recommendation no. 3 be deleted;**

4. **THAT recommendation no. 4 be amended to read:**

**THAT the Board approve, and request City Council to approve, the World Youth Days one-time request of \$2.9M, to be funded and identified by the City on a corporate basis, with no net impact on TPS;**

5. **THAT recommendation no. 5 be amended to read:**

**THAT the Board approve, and request City Council to approve, the Anti-terrorism request of \$2.0M for 2002 (with on-going expenditures of \$1.8M in 2003 and beyond), to be funded and identified by the City on a corporate basis as part of the Enhanced Emergency Management, with no net impact on TPS;**

6. **THAT recommendation no. 6 be amended to read:**

**THAT the Board approve, and request City Council to approve, the Woodbine Racetrack request of \$0.6M for 2002 (with on-going expenditures of \$1.0M in 2003 and beyond), to be funded and identified by the City on a corporate basis, with no net impact on TPS;**

7. **THAT recommendation no. 7 be approved;**

8. **THAT recommendation no. 8 be approved;**

9. **THAT recommenda tion 9 be received; and**

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

10. **THAT the Board communicate its concerns to both the provincial and federal governments regarding the added workload impacting the Toronto Police Service arising from the terrorist events of September 11, 2001; including:**

- **the vulnerability of the City of Toronto;**
- **the lack of funding allocated to municipal police agencies; and**
- **the need to create a united and integrated law enforcement fight on terrorism that will include municipal police who, like their provincial and federal counterparts, should be appropriately resourced by the higher levels of government.**

**SERVICE VARIANCE ANALYSIS  
2001 REVISED BUDGET TO 2002 REQUEST**

(in \$000s)

	<b>2001 Approved Budget</b>	<b>2002 Impacts</b>
<b>APPROVED 2001 BUDGET</b>	<b>573,835.4</b>	
Draw from contingency for benefits shortfall	5,300.0	
<b>REVISED 2001 BUDGET</b>	<b>579,135.4</b>	
<b>MAJOR CATEGORIES OF CHANGE:</b>		
<b>Staffing-related expenditures</b>		
Uniform annual. 2001 hires, separations (incl. D21/22 amalgamation savings)		(5,120.0)
Cost of uniform reclassifications		5,600.0
Net impact of uniform 2002 hires and separations		(4,260.0)
Civilian JE impact, and increments		900.0
Civilian savings (D21/22 amalgamation and CIS Implementation)		(250.0)
Net increase for recruit outfitting costs		620.0
Premium pay increase for special events		500.0
Other minor changes		40.0
<b>Increase in benefits</b>		
CPP Rate increase		1,160.0
Medical cost increase		570.0
Dental cost increase		920.0
Medical / dental administration cost increase		150.0
Retiree insurance		210.0
EHT related to paid duties		270.0
Other minor changes		70.0
<b>Increase in technology infrastructure</b>		
Annualization of lease lifecycles		2,490.0
Maintenance		1,300.0
Operating impacts from Capital		660.0
Cost changes in contracts and upgrades		310.0
<b>Revenue changes</b>		
Increase in CPP grant		(470.0)
Increase for ROPE program		(850.0)
Loss of transition funding		300.0
Other minor changes		(60.0)
<b>Other Base Changes</b>		
Increase in contribution to vehicle reserve		560.0
Increase in outfitting costs (rainwear, trousers)		460.0
Increase in City caretaking/maintenance chargeback		590.0
Cleaning contract for clothing		380.0
Increase in gasoline price per litre		90.0
Increase in service contracts		170.0
Other changes		284.6
<b>TOTAL BASE IMPACTS</b>		<b>7,594.6</b>
<b>TOTAL 2002 BASE BUDGET</b>	(1.3% increase)	<b>586,730.0</b>

**SERVICE VARIANCE ANALYSIS**  
**2001 REVISED BUDGET TO 2002 REQUEST**  
(in \$000s)

		<b>2002 Impacts</b>
<b>NEW INITIATIVES</b>		
Anti-Gang Unit		700.0
Computer Crime Unit		400.0
Strategic Intelligence Investigations		300.0
Campbell Report / Major Case Management		400.0
Expansion of Court Sittings and Locations		400.0
Lifecycle Program for Information Technology		1,500.0
Lifecycle Program for Furniture		400.0
Provincial Court Initiatives		600.0
Adequacy Standard equipment costs		690.0
Other requests above target		300.0
<b>NEW INITIATIVES WITH NO NET IMPACT</b>		
World Youth Days (\$2,900,000)		0.0
Woodbine Racetrack (\$600,000)		0.0
Anti-terrorism Squad (\$2,000,000)		0.0
<b>TOTAL NEW INITIATIVES</b>		<b>5,690.0</b>
<b>TOTAL BASE IMPACTS PLUS NEW INITIATIVES</b>		<b>13,284.6</b>
<b>TOTAL 2002 REQUEST</b>	<b>(2.3 % increase)</b>	<b>592,420.0</b>

**Community Policing Support – World Youth Days**  
**2002 Budget Submission (in \$000's)**

	<b>2002 Budget</b>
Salaries and Benefits	2,757,350
Materials and Supplies	63,700
Equipment	100,000
Services and Rents	187,300
<b>Total Gross Budget</b>	<b>3,108,350</b>
<b>Net Joint Task Force costs</b>	<b>296,350</b>
TPS share of Joint Task Force Costs (1/3)	98,783
TPS specific costs	<u>2,812,000</u>
<b>Total TPS Budget to be funded by City</b>	<b>2,910,783</b>



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 13, 2001**

**#P334. 2002 PARKING ENFORCEMENT UNIT BUDGET REQUEST**

The Board was in receipt of the following report NOVEMBER 12, 2001 from Julian Fantino, Chief of Police:

Subject: Parking Enforcement Unit Budget 2002

Recommendation:

It is recommended that:

- i) the Board approve the 2002 net base budget of the Parking Enforcement Unit request of \$25.4 (million) M,
- ii) approve the hire of an additional 48 Parking Enforcement Officers at a cost of \$1.1M,
- iii) during the time between meetings of the Toronto Police Services Board, the Chairman be authorised to approve, subject to ratification by the Board, changes to the operating budget submission.

Background :

The purpose of the Parking Enforcement Unit of the Toronto Police Service is to 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.

The Council approved 2001 net operating budget for the Parking Enforcement Unit was \$24.1M. The Parking Enforcement Unit's base net operating budget request for the year 2002 is \$25.4M, for a base increase of \$1.3M.

Regular pay, premium pay, and fringe benefits constitute 83.9% of the budget (or \$21.3M). Costs have increased by 5.4% (or \$1.1M) from the 2001 budget. This increase is mainly due to the impact of the civilian job evaluation.

Non salary accounts constitute 16.1% of the budget (or \$4.1M) and have increased by \$0.2M due to a decrease in rent recovery revenue. Increases in costs for computer leasing, service contracts, vehicles and parking tag purchases have been offset by savings in hardware, radios and indirect costs.

### Initiative to Hire 48 Parking Enforcement Officers

In order to provide a more comprehensive service to the City of Toronto, it is recommended that the Parking Enforcement Unit be funded to hire an additional 48 Parking Enforcement Officers at a cost of \$1.1M. Hiring an additional 48 Parking Enforcement Officers will result in an additional 160,000 parking tags being issued to a total of approximately 2,630,000 tags for 2002. This increase will result in a revenue increase of \$3.8M to a total of \$62.1M. Under the Municipal Law Enforcement Program, approximately 0.2M tags are anticipated in the year 2002 for revenue of \$4.6M. The combined total revenue for 2002 is estimated to be \$66.7M, which is an increase of \$3.7M from 2001.

In summary, it is recommended that the Board approve the 2002 Operating Budget of the Parking Enforcement Unit at a net amount of \$25.4M plus the hiring of an additional 48 Parking Enforcement Officers at a cost of \$1.1M for a total budget increase of \$2.4M. The overall net impact to the City will be a net increase in revenue of \$1.3M.

A presentation will be made at the Board meeting, and Deputy Chief M. Boyd, Policing Support Command, will be present at the Board meeting to answer any questions.

**Superintendent Doug Reynolds, and Kim Rossi, Manager, Parking Support, were in attendance and presented details of the 2002 Parking Enforcement Unit budget request.**

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

**THAT the next semi-annual absenteeism report include data on the average number of sick days per officer.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 13, 2001**

**#P335. HUMAN RESOURCES STRATEGY – 2002 TO 2006**

The Board was in receipt of the following report NOVEMBER 09, 2001 from Julian Fantino, Chief of Police:

Subject: HUMAN RESOURCES STRATEGY - 2002 to 2006

Recommendation:

It is recommended that: The Board adopt this report for inclusion in the Service's 2002 Operating Budget package presented to Toronto City Council.

Background:

The Board at its meeting on January 25, 2001 (Minute No. P14) was in receipt of a report on the Human Resources Strategy for the period 2001 to 2005. The Board was also in receipt of a further report on the Strategy at its meeting on July 20, 2001 (Minute No. P207) and approved adjustments to various projections, based on the experience accrued during the first half of the year.

The following report is an update on our experience to the end of September, and the recommended Strategy for the next five year period, from 2002 to the year 2006.

Several issues have occurred this year which have been taken into account in the development of the new Strategy, including the following:

- re-instituting the deployment model for uniform strength planning purposes
- new initiatives being included in the 2002 Operating Budget request
- OMERS' announcement on June 26, 2001 that the Provincial Government had approved the phase out of the OMERS reduced pension factors over the years 2002 to 2004, rather than closing the current program on December 31, 2001
- possible impacts on the separation rate of changing economic conditions, the pending negotiations for a new Collective Agreement, etc.
- the Occurrence Re-engineering project, the Civilian Staffing Review, and the amalgamation of Nos. 21 & 22 Divisions

## **UNIFORM STAFFING**

### **Target Strength**

New recruits to the Service are hired in the civilian position of cadet-in-training and remain in that role during their first five months of initial training at Aylmer and the C.O. Bick College. The Command has determined therefore, that cadets-in-training should not be counted for uniform strength planning purposes. Accordingly, the Strategy for this period is based on a deployment model, whereby new recruits are counted as additions to the uniform strength not on their hire date, but upon their appointment as 4<sup>th</sup> Class Constables and assignment to their training divisions. This model conveys a more realistic indication of the level of support available for service delivery throughout the year, and provides a more accurate gauge of our hiring requirements.

As indicated on the attached spreadsheet (Appendix "A"), the deployed strength target has been set at 5,242, which takes into account the reduction of 19 officers resulting from the amalgamation of Nos. 21 and 22 Divisions (Minute No. P186/01 refers). It does not include, however, the additional personnel that will be required to support the 60/40 staffing model recommended by the 90 Day Review. This model is currently being implemented through re-deployment, and further experience during 2002 should clarify the resources required to maintain this program. It is anticipated that these resource needs will be identified in the budget request for 2003. The target also does not include staffing that will be required for the new No. 43 Division. This station is expected to become operational in the latter part of the Strategy period, and its staffing needs will be specified in a future budget request.

Several new initiatives proposed in the 2002 Operating Budget would increase the target by 70 to 5,312, if approved. These include 20 officers for anti-terrorism enforcement, 13 officers for an anti-gang unit, 18 for the Woodbine Casino, 6 for computer crime investigations, 8 for strategic intelligence investigations, and 5 for major case management arising from the Campbell report. Additional details relating to these requests are contained in the report being submitted separately on the 2002 Operating Budget.

### **Target Hiring**

A total of 374 hires are planned by year end, including 23 lateral entries and 125 new recruits to be hired in late December for the January, 2002 intake class at the Ontario Police College.

Hiring is geared to achieving the deployed strength target and for next year, this amounts to the projected hiring of 432 new recruits and 42 lateral entries for a total of 474 hires. This volume impacts on the training spaces required by the Service at the Ontario Police College, and we are in regular liaison with them to secure the necessary number of positions. Recently, the Service has written to the Ministry of the Solicitor General suggesting that if the requirements of our Service, the other municipal services, and the O.P.P. exceed the capacity of the College, then consideration should be given to extending the number of recruit classes from six intakes over the next two years to seven, or that our Service be accredited to deliver recruit training. A reply from the Ministry is pending.

To achieve service coverage during periods when the Service is below its target strength, other staffing options include the hiring of former officers to work on a part-time basis.

### **Projected Separations**

Separations to the end of 2001 are now projected to reach 450. Earlier in the year, the separation rate was higher than originally anticipated and was adjusted from a year-end total of 300 to a total of 400 (Minute No. P207/01 refers). However, particularly as a result of continuing resignations, and retirements scheduled through to the end of the year, the projection has been adjusted.

Projected separations of 322 for next year are based on our experience to the end of September, and the assumption that the phase out of the reduced OMERS pension factors will have a moderating effect on the rate of retirements during 2002 and 2003, with an upturn at the end of the program in 2004. The phase out means that those members who became qualified for the 75 Factor this year will continue to qualify for an early pension over the length of this period, and not face the need to make their retirement decision by the end of this year. Other moderating influences include a possible change in economic conditions and reduced job opportunities next year, and possible salary increases resulting from bargaining which could be an incentive for some members to delay their retirement or resignation.

As discussed below, the impact of resignations to other police services has also been significant this year. This trend may decline, however, in tandem with the expected decrease in officer retirements throughout the Province as a result of the OMERS phase out.

### **Year 2001 Experience (to September 30<sup>th</sup>)**

#### **Hires**

The Service hired 226 new recruits up to the end of September. Of these, 125 are currently in training at Aylmer, and 96 are due to complete their front-line field training and be assigned to their permanent Divisions as of December 24<sup>th</sup>. In addition, 13 officers from other services ("lateral entries") have been hired during this period. These officers do not require re-qualification at the OPC, but receive two weeks of training at the C.O. Bick College before being deployed to front-line duties.

The significant volume of hiring this year presented the Service with the opportunity to continue its progress toward meeting its equal opportunity objectives. Of the new officers hired, 37, or 15%, were females; 26, or 11%, were racial minorities; and 5, or .02%, were aboriginals.

#### **Overall Separations**

Separations effective by the end of September totalled 375, including 258 retirements, 116 resignations, and 1 death. This compares to total separations of 237 for the same period last year.

## Resignations

Seventy-seven of the resignations have been officers who left to join another police service. The reasons cited for these departures related primarily, as in the past, to quality of life issues such as shorter commute times, lower house prices, etc. This volume of separations to other services is considerably higher than our experience for the same period in 2000 (32), and is almost certainly the result of hiring pressures by other services to replace their retirees.

## Retirements

As expected, retirements effective by the end of September were substantially higher than for the corresponding period last year, at 258 compared to 163 in YR2000. Of these, 231 officers retired under the OMERS plan, and 27 under the Police Benefit Fund. A significant contribution to this increase was a high rate of retirements early in the year among those officers who became newly qualified for the reduced factors this year. Since the government did not make its decision about the phase out until late June, these officers may have decided to take advantage of the program upon becoming qualified, in the event that it was not continued.

## **CIVILIAN STAFFING**

### **Establishment**

The civilian establishment and strength set out in the Strategy pertain to the permanent, full-time complement of the Service, exclusive of certain members who are budgeted for separately: members of the Parking Enforcement Unit; part-time personnel; and temporaries, other than those assigned to Corporate Information Services, who have been hired pending the implementation of Occurrence Re-engineering.

The establishment for this year has been decreased by four positions to reflect the change resulting from the amalgamation of Nos. 21 and 22 Divisions. For the new Strategy period, the following additional initiatives have also been taken into account:

#### *Occurrence Re-engineering*

The Occurrence Re-engineering project is still in progress and a Change Management Committee has been formed to review the anticipated changes in business processes and their impact on staff downsizing. The original estimate of permanent positions that could be released was 139, and to date 52 positions in Corporate Information Services have been filled with temporaries pending the opportunity to reduce the permanent functions. It is now projected that 33 permanent positions will be deleted in the latter months of next year, as reflected on the chart in Appendix "C", attached. Staffing needs as a result of this transition will continue to be reviewed as implementation proceeds and recommendations are identified by the Change Management Committee.

### *Civilian Staffing Review*

A Civilian Staffing Review has been undertaken to seek additional efficiencies in the Service. Through surveys and on-site visits, the Review has focused on the functions being performed by civilians, as to whether they are still required and are adequately staffed, and whether any positions have become obsolete or new ones are required. A report to the Command is expected by year end and any impact on the civilian establishment will be reported in updates to the Strategy next year.

### *New Initiatives in the 2002 Budget Request*

New initiatives which may increase the civilian establishment if approved in the 2002 Operating Budget request include 13 for anti-terrorism enforcement, 2 for the anti-gang squad, 2 for case management resulting from the Campbell report, and 7 full-time court officers which would be required as a result of responsibility for the Provincial Offences Act courts being transferred to the City of Toronto. Further details pertaining to these items are included in the Operating Budget request report.

### **Hiring**

Hiring for next year and the balance of the Strategy period is based on replacement only (except for the positions deleted as a result of Occurrence Re-engineering), pending the approval of any new positions identified in the Operating Budget request.

### **Separations**

For the purposes of the strategy, civilian separations include not only those members who leave the Service, but also those who become cadets-in-training, those who join the Parking Enforcement Unit, and those who move to part-time or temporary positions. As of the end of September, 34 civilians left the Service through retirement, 48 left through resignation, and there was one death. The remaining separations included 9 members who became cadets-in-training, and 4 who took part-time positions.

Separations projected for next year have been based on our resignation and retirement experience this year and the phase out of the OMERS reduced retirement factor program. Trends in civilian separations may also be affected by changes in the economic climate and the results of collective bargaining.

### **BUDGET IMPACT**

The budget impact of the foregoing strategy will be included in separate submissions to the Board regarding the proposed 2002 Operating Budget.

Charts setting out the statistical changes for the uniform and civilian personnel for this strategy period are attached as Appendices "A", "B", and "C".

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

**The Board approved the foregoing.**



**UNIFORM STAFFING STRATEGY  
2001 TO 2006  
Prepared November 7th, 2001**

Appendix A

Month	2000					2001					2002				
	In-year Changes		Totals			In-year Changes		Totals			In-year Changes		Totals		
	Separations	Deployed Officers	Deployed Target	Deployed Strength	Variance to Dep Target	Separations	Deployed Officers	Deployed Target	Deployed Strength	Variance to Dep Target	Separations	Deployed Officers	Deployed Target	Deployed Strength	Variance to Dep Target
Start of year:			5,261	5,112	-149			5,261	5,139	-122			5,242	5,031	-211
JAN	-22	7	5,261	5,097	-164	-28	1	5,261	5,112	-149	-23		5,242	5,008	-234
FEB	-37		5,261	5,060	-201	-55	111	5,261	5,168	-93	-42	125	5,242	5,090	-152
MAR	-24	70	5,261	5,106	-155	-31	4	5,261	5,141	-120	-26	14	5,242	5,078	-164
APR	-27		5,261	5,079	-182	-49		5,261	5,092	-169	-34		5,242	5,044	-198
MAY	-30	6	5,261	5,055	-206	-46		5,261	5,046	-215	-35		5,242	5,009	-233
JUN	-27		5,261	5,028	-233	-42	116	5,261	5,120	-141	-32	125	5,242	5,102	-140
JUL	-22	108	5,261	5,114	-147	-51		5,242	5,069	-173	-32	14	5,242	5,084	-158
AUG	-22	7	5,261	5,099	-162	-37		5,242	5,032	-210	-27		5,242	5,058	-184
SEP	-26		5,261	5,073	-188	-37		5,242	4,995	-247	-29		5,242	5,028	-214
OCT	-17	114	5,261	5,170	-91	-30	110	5,242	5,075	-167	-21	144	5,242	5,152	-90
NOV	-9	8	5,261	5,169	-92	-22		5,242	5,053	-189	-9	14	5,242	5,157	-85
DEC	-11		5,261	5,158	-103	-22		5,242	5,031	-211	-12		5,242	5,145	-97
End of year:	-274	320	5,261	5,158	-103	-450	342	5,242	5,031	-211	-322	436	5,242	5,145	-97

**year 2001**

Jan-Oct seps are actuals

OMERS 75 & 76 Factors close this year

Deployment target reduced in July by 19 due to amalgamation of 21 & 22 Division.

Deployed strength at Jan. 1/01 decreased by 19 positions for 12 officers on CSB, and 7 officers seconded to the TPA.

Strength nos. include 9 in Pkg. Enf: 1Supt, 2 S/Sgts, 3 Sgts, & 3 P.C. for this year and the balance of the Strategy period

**Hiring**

**Cadet Hire Dates**

April	101
August	125
December	125 (Projected)
	<u>351</u>

**Laterals**

March	5
July	8
November	9
	<u>22</u>

**Total Hires 373**

**year 2002**

Deployed target does not include 70 positions requested in the proposed 2002 Operating Budget.

OMERS 77 Factor applies this year

OPC class dates for Dec of this year and the balance of the Strategy period are estimated

**Projected Hiring**

**Cadet Hire Dates**

April	144 (Projected)
August	144 (Projected)
December	144 (Projected)
	<u>432</u>

**Laterals**

March	14
July	14
November	14
	<u>42</u>

**Total Hires 474**



**UNIFORM STAFFING STRATEGY  
2001 TO 2006**

Appendix A

Prepared November 7th, 2001

Month	2003					2004					2005				
	In-year Changes		Totals			In-year Changes		Totals			In-year Changes		Totals		
	Separations	Deployed Officers	Deployed Target	Deployed Strength	Variance to Dep Target	Separations	Deployed Officers	Deployed Target	Deployed Strength	Variance to Dep Target	Separations	Deployed Officers	Deployed Target	Deployed Strength	Variance to Dep Target
Start of year:			5,242	5,145	-97			5,242	5,298	56			5,242	5,246	4
JAN	-19		5,242	5,126	-116	-23		5,242	5,275	33	-11		5,242	5,235	-7
FEB	-34	144	5,242	5,237	-5	-42	100	5,242	5,332	90	-20	50	5,242	5,264	22
MAR	-20	7	5,242	5,223	-19	-26	7	5,242	5,313	71	-12	7	5,242	5,259	17
APR	-27		5,242	5,196	-46	-34		5,242	5,279	37	-16		5,242	5,243	1
MAY	-28		5,242	5,168	-74	-35		5,242	5,244	2	-17		5,242	5,226	-16
JUN	-25	144	5,242	5,287	45	-32	100	5,242	5,312	70	-15	50	5,242	5,261	19
JUL	-25	7	5,242	5,269	27	-32	7	5,242	5,287	45	-15	7	5,242	5,252	10
AUG	-21		5,242	5,248	6	-27		5,242	5,261	19	-13		5,242	5,240	-2
SEP	-23		5,242	5,225	-17	-29		5,242	5,231	-11	-14		5,242	5,226	-16
OCT	-16	100	5,242	5,308	66	-21	50	5,242	5,261	19	-10	50	5,242	5,266	24
NOV	-7	6	5,242	5,307	65	-9	6	5,242	5,258	16	-4	6	5,242	5,268	26
DEC	-9		5,242	5,298	56	-12		5,242	5,246	4	-6		5,242	5,262	20
End of year:	-255	408	5,242	5,298	56	-322	270	5,242	5,246	4	-154	170	5,242	5,262	20

**year 2003**

OMERS 79 Factor applies this year

**year 2004**

OMERS 80 Factor applies this year

**year 2005**

OMERS 85 Factor resumes

Separations projected to increase as OMERS reduced factor program closes this year

**Projected Hiring**

**Cadet Hire Dates**

April	100	(Projected)
August	100	(Projected)
December	100	(Projected)
	<u>300</u>	

**Laterals**

March	7
July	7
November	6
	<u>20</u>

**Total Hires 320**

**Projected Hiring**

**Cadet Hire Dates**

April	50	(Projected)
August	50	(Projected)
December	50	(Projected)
	<u>150</u>	

**Laterals**

March	7
July	7
November	6
	<u>20</u>

**Total Hires 170**

**Projected Hiring**

**Cadet Hire Dates**

April	50	(Projected)
August	50	(Projected)
December	50	(Projected)
	<u>150</u>	

**Laterals**

March	7
July	7
November	6
	<u>20</u>

**Total Hires 170**



**UNIFORM STAFFING STRATEGY  
2001 TO 2006**

Prepared November 7th, 2001

Month	2006				
	In-year Changes		Totals		
	Separations	Deployed Officers	Deployed Target	Deployed Strength	Variance to Dep Target
Start of year			5,242	5,262	20
JAN	-11		5,242	5,251	9
FEB	-20	50	5,242	5,280	38
MAR	-12	7	5,242	5,275	33
APR	-16		5,242	5,259	17
MAY	-17		5,242	5,242	-0
JUN	-15	90	5,242	5,277	35
JUL	-15	7	5,242	5,268	26
AUG	-13		5,242	5,256	14
SEP	-14		5,242	5,242	-0
OCT	-10	50	5,242	5,282	40
NOV	-4		5,242	5,278	36
DEC	-6		5,242	5,272	30
End of year	-154	164	5,242	5,272	30

year 2006

**Projected Hiring**

**Cadet Hire Dates**

April 50 (Projected)  
August 50 (Projected)

100

**Laterals**

March 7  
July 7  
14



**Uniform Strength Statistics**  
**Prepared November 7th, 2001**

Appendix B

RANK	31.Dec	31.Dec	31.Dec	31.Dec	31.Dec	Proj	Proj
	1996	1997	1998	1999	2000	31.Dec 2001	31.Dec 2002
Constable	3,963	3,919	3,897	4,017	3,947	3,783	3,919
Sgt./Det.	813	812	838	856	887	908	897
S/Sgt./Det.Sgt.	199	197	227	222	238	247	237
<b>Total</b>	<b>4,975</b>	<b>4,928</b>	<b>4,962</b>	<b>5,095</b>	<b>5,072</b>	<b>4,938</b>	<b>5,053</b>
Inspector	7	7	20	29	34	38	38
S/Inspector	37	36	32	29	27	25	24
Superintendent	14	14	22	21	20	21	21
S/Supt.	0	0	0	0	0	6	6
<b>Snr. Off. Total</b>	<b>58</b>	<b>57</b>	<b>74</b>	<b>79</b>	<b>81</b>	<b>90</b>	<b>89</b>
D/Chiefs	6	6	6	5	4	2	2
Chief	1	1	1	1	1	1	1
<b>S.O./Cmnd Tot</b>	<b>65</b>	<b>64</b>	<b>81</b>	<b>85</b>	<b>86</b>	<b>93</b>	<b>92</b>
<b>Uniform Total</b>	<b>5,040</b>	<b>4,992</b>	<b>5,043</b>	<b>5,180</b>	<b>5,158</b>	<b>5,031</b>	<b>5,145</b>

Prior to YR2000, constables include cadets-in-training





**CIVILIAN STAFFING STRATEGY  
2001-2006  
Prepared November 7th, 2001**

Appendix C

Month	2000					2001					2002				
	In-year changes		Totals			In-year changes		Totals			In-year changes		Totals		
	Separations	Hires	Target Establishment	Actual Strength	Variance to Target	Separations	Hires	Target Establishment	Actual Strength	Variance to Target	Separations	Hires	Target Establishment	Actual Strength	Variance to Target
Start of year:			1,858	1,710	-148			1,864	1,715	-127			1,860	1,682	-178
JAN	-3	1	1,858	1,708	-150	-8	6	1,864	1,713	-151	-4	4	1,860	1,682	-178
FEB	-10	2	1,858	1,700	-158	-15	16	1,864	1,714	-150	-12	12	1,860	1,682	-178
MAR	-8	13	1,858	1,705	-153	-6	2	1,864	1,710	-154	-6	6	1,860	1,682	-178
APR	-4	1	1,858	1,702	-156	-9	10	1,864	1,711	-153	-6	6	1,860	1,682	-178
MAY	-7	10	1,858	1,705	-153	-13	2	1,864	1,700	-164	-9	9	1,860	1,682	-178
JUN	-7	7	1,858	1,705	-153	-7	5	1,864	1,698	-166	-6	6	1,860	1,682	-178
JUL	-8	4	1,858	1,701	-157	-11	14	1,864	1,701	-163	-9	9	1,860	1,682	-178
AUG	-7	28	1,858	1,722	-136	-16	-	1,864	1,685	-179	-11	11	1,860	1,682	-178
SEP	-15	9	1,858	1,716	-142	-9	12	1,864	1,688	-176	-11	11	1,860	1,682	-178
OCT	-9	15	1,858	1,722	-136	-7	1	1,864	1,682	-182	-5	5	1,848	1,682	-166
NOV	-2	7	1,858	1,727	-131	-8	8	1,864	1,682	-182	-5	5	1,836	1,682	-154
DEC	-13	1	1,858	1,715	-143	-5	5	1,864	1,682	-182	-5	5	1,827	1,682	-145
End of year:	-93	98	1,858	1,715	-143	-114	81	1,864	1,682	-182	-89	89	1,827	1,682	-145

**year 2000**

OMERS 80 Factor applies this year  
Jan.-Dec. seps & hires are *actuals*

**Target Establishment adjustments:**

24 positions approved in 2000, rather than 37  
Decrease of 40 clerical/admin positions that are in Pkg Enf.  
Decrease of 5 re Internal Audit Unit disbanded

Aug hires include 17 court officers

**NOTE:**

The Civilian Staffing forecast **excludes** temporaries, (except CIS), part-timers, cadets in training, and all civilians assigned to parking enforcement units, including clerical and administrative staff. Civilian separations include resignations and retirements, reclassifications to uniform, and from full-time to, part time/temporary, and for transfer to the Parking Enforcement Unit.

**year 2001**

OMERS 80 Factor closes this year

Jan - Oct seps and hires are actuals.

**year 2002**

OMERS 82 Factor applies this year

**21 & 22 Division amalgamation**

Reduction of 4 civilian positions

**Occurrence Re-engineering:**

33 positions deleted from the establishment:  
12 positions in Sept, 12 positions in Oct,  
and 9 positions in Dec.



**CIVILIAN STAFFING STRATEGY  
2001-2006  
Prepared November 7th, 2001**

Appendix C

Month	2003					2004					2005				
	In-year changes		Totals			In-year changes		Totals			In-year changes		Totals		
	Separations	Hires	Target Establishment	Actual Strength	Variance to Target	Separations	Hires	Target Establishment	Actual Strength	Variance to Target	Separations	Hires	Target Establishment	Actual Strength	Variance to Target
Start of year:			1,831	1,682	-149			1,831	1,682	-149			1,831	1,682	-149
JAN	-3	3	1,831	1,682	-149	-4	4	1,831	1,682	-149	-3	3	1,831	1,682	-149
FEB	-11	11	1,831	1,682	-149	-12	12	1,831	1,682	-149	-9	9	1,831	1,682	-149
MAR	-6	6	1,831	1,682	-149	-6	6	1,831	1,682	-149	-5	5	1,831	1,682	-149
APR	-6	6	1,831	1,682	-149	-6	6	1,831	1,682	-149	-5	5	1,831	1,682	-149
MAY	-9	9	1,831	1,682	-149	-9	9	1,831	1,682	-149	-7	7	1,831	1,682	-149
JUN	-6	6	1,831	1,682	-149	-6	6	1,831	1,682	-149	-5	5	1,831	1,682	-149
JUL	-9	9	1,831	1,682	-149	-9	9	1,831	1,682	-149	-7	7	1,831	1,682	-149
AUG	-10	10	1,831	1,682	-149	-11	11	1,831	1,682	-149	-9	9	1,831	1,682	-149
SEP	-10	10	1,831	1,682	-149	-11	11	1,831	1,682	-149	-9	9	1,831	1,682	-149
OCT	-5	5	1,831	1,682	-149	-6	6	1,831	1,682	-149	-4	4	1,831	1,682	-149
NOV	-5	5	1,831	1,682	-149	-6	6	1,831	1,682	-149	-4	4	1,831	1,682	-149
DEC	-5	5	1,831	1,682	-149	-6	6	1,831	1,682	-149	-4	4	1,831	1,682	-149
End of year:	-85	85	1,831	1,682	-149	-92	92	1,831	1,682	-149	-72	72	1,831	1,682	-149

year 2003

year 2004

year 2005

OMERS 84 Factor applies this year

OMERS 85 Factor applies this year

OMERS 90 Factor applies this year



**CIVILIAN STAFFING STRATEGY  
2001-2006  
Prepared November 7th, 2001**

Appendix C

2006				
In-year changes		Totals		
Separations	Hires	Target Establish- ment	Actual Strength	Variance to Target
		1,831	1,682	-149
-3	3	1,831	1,682	-149
-9	9	1,831	1,682	-149
-5	5	1,831	1,682	-149
-5	5	1,831	1,682	-149
-7	7	1,831	1,682	-149
-5	5	1,831	1,682	-149
-7	7	1,831	1,682	-149
-9	9	1,831	1,682	-149
-9	9	1,831	1,682	-149
-4	4	1,831	1,682	-149
-4	4	1,831	1,682	-149
-4	4	1,831	1,682	-149
-73	73	1,831	1,681	-150

year 2005

OMERS 90 Factor applies this year

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 13, 2001**

**#P336. ANNUAL FINANCIAL CLAIMS ACTIVITY – REPORTING FORMAT**

The Board was in receipt of the following report NOVEMBER 23, 2001 from Shirley Hoy, Acting Chief Financial Officer, City of Toronto:

SUBJECT: Annual Financial Claims Activity Report

Purpose:

The purpose of this report is to advise of the reasons prohibiting the disclosure of annual financial claims activity information and statistics which are contained in an In Camera report to the Toronto Police Services Board from the Chief Financial Officer and Treasurer dated June 1, 2001. This report also recommends that all such future reports be considered confidential and not available for disclosure.

Financial Implications and Impact Statement:

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

Recommendations:

It is recommended that:

- (1) financial reports on insurance claims activity regarding the Toronto Police Service submitted to the Toronto Police Services Board be received as confidential reports at in-camera meetings only and not be available for disclosure.

Background:

At its in-camera meeting on June 21, 2001, the Toronto Police Services Board considered a report dated June 1, 2001 from the Chief Financial Officer & Treasurer with regard to financial insurance claims activity against the Toronto Police Service.

The Board discussed whether this matter could be considered during the public portion of the meeting. The Board deferred the matter until after the City's Insurance & Risk Management staff consulted with representatives from the insurance companies to determine whether there are any legal reasons prohibiting the disclosure of the report.

There are significant and compelling reasons why financial reports on Toronto Police Service insurance claims activity must remain confidential. This report outlines those reasons and recommends that all future reports of insurance claims activity be treated as confidential information and that it be prohibited from public disclosure.

The City's Director of Corporate Access & Privacy and the Director of Litigation have been consulted on this report and they concur with its recommendations.

Comments:

Financial reports on Toronto Police Service insurance claims activity including information on trends and policy impacts is intended to support the Board's governance mandate to ensure effective management of the police service. Knowledge of what claims are occurring and potential financial exposure resulting from such claims will enhance the Board's ability to manage risk through implementation of loss control measures. Claims activity information is intended to be used as a confidential management tool.

By its very nature, claims activity is adversarial. Disclosure of the information strengthens the position of potential plaintiffs to policing operations through knowledge of operational weaknesses and faults that created the claim activity to begin with. Strengthening of plaintiff positions leads to higher settlement amounts on current claims and an increased awareness by the public of their ability to make claims against the Toronto Police Service, which will result in a higher claim volume thereby increasing expenses.

Liability insurance arrangements for the Board are governed externally by Liberty International Underwriters, the City's current liability insurance company, as approved by City Council at its meeting of April 26, 2001. Intermediary insurance broker, Marsh Canada Ltd. makes those arrangements. Each firm was consulted about disclosure of financial claims activity information.

Liberty objects to the disclosure of its financial claims activity information. The General Conditions contained within Liberty's Commercial General Liability Policy No. KE1-B71-070918-011, which insures the Board and the operations of the Toronto Police Service, contains a provision requiring the Insured to assist and co-operate with the Company. The City, on behalf of all named insureds including Toronto Police Service and Toronto Police Board, enters into the insurance policy contract in good faith with the intent to mitigate current and future claims exposures. It is not in the financial interest of Liberty to disclose information that will knowingly lead to increased claims activity. Consequently Liberty requires that claims activity information be maintained as confidential and that its insureds assist and co-operate in this regard. The Liberty insurance policy contract compels the City and all of the named insureds to comply with Liberty's request. Contravention of policy requirement could jeopardize insurance coverage.

Marsh Canada Ltd. insurance broker represents the City in the world-wide insurance market place. It is a widely accepted insurance industry practice to regard all liability claims activity as confidential. Marsh has advised that departure from the practice and disclosure of financial claims activity information will have an adverse impact on the City's ability to remain competitive as an attractive prospect to private insurance companies. In a shrinking and hardening insurance market place, particularly in light of the market reaction to the terrorist events of September 11, 2001, maintaining the marketability of the City is increasingly important. Disclosure of claims activity information would impair the City on behalf of the

Toronto Police Service from attracting competitive insurance quotations. Accordingly, such disclosure would be injurious to the economic and financial interests of the City of Toronto.

Insurance policy contractual provisions and maintaining the ability to attract competitive insurers are two significant and compelling reasons not to disclose financial claims activity information. An additional reason is that such reports expose policing operations that are more vulnerable to claims than others. As mentioned above, the objective of providing the information is for the development of preventative measures to address specific operations that give rise to claims. Disclosure of claims activity will cause an increase in claims made in those operational areas.

The providers of insurance related services to the Board were each consulted on the content of this report and unanimously agree that financial reports on insurance claims activity must remain confidential. Those in concurrence with the recommendations of this report are:

- Donna Barclay, Senior Vice President, Casualty Group, Liberty International Underwriters
- Steve A. Moskowitz, Vice President Marsh Canada Ltd.
- Rita E. Reynolds, Director, Corporate Access & Privacy
- City of Toronto, Claims Review Group (members include City staff from Treasury & Financial Services and Legal Services)
- Albert Cohen, Director of Litigation, Toronto Legal Services Division
- Edward A. Ayers, Q.C. Borden Ladner Gervais LLP
- Jerry Wiley, Q.C. Professional Standards, Toronto Police Service

#### Conclusions:

Liability insurance arrangements for the Board are governed externally by Liberty International Underwriters. Liberty has declared an objection to the disclosure of its financial claims activity information. As an insured under the Liberty insurance policy contract the City is compelled to assist and co-operate with Liberty in regards the administration of its insurance coverage.

On the basis that annual financial insurance claims activity information must remain confidential and that it not be disclosed, the format of the Annual Financial Claims Activity Report dated June 1, 2001 from the Chief Financial Officer and Treasurer, has not been revised for submission at a public meeting.

Disclosure of claims activity information would impair the City on behalf of the Toronto Police Service from attracting competitive insurance quotations. Accordingly, such disclosure would be injurious to the economic and financial interests of the City of Toronto.

**The Board approved the foregoing.**



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 13, 2001**

**#P337.           RESPONSE TO THE CORONER'S JURY RECOMMENDATIONS –  
INQUEST INTO THE DEATH OF CARLTON LAWRENCE NAIRNE**

The Board was in receipt of the following report OCTOBER 15, 2001 from Julian Fantino, Chief of Police:

Subject:        **RESPONSE TO THE CORONER'S JURY RECOMMENDATIONS FROM THE  
INQUEST INTO THE DEATH OF CARLTON LAWRENCE NAIRNE**

Recommendation:

It is recommended that:

- (1) the Board approve this response to the Coroner's jury recommendations from the inquest into the death of Carlton Lawrence Nairne
- (2) the Board Administrator forward a copy of this report to the Chief Coroner for Ontario.

Background :

On October 7<sup>th</sup>, 1999, police officers from 22 Division attended a private residence and executed a Controlled Drugs and Substances Act search warrant. Mr. Nairne was apprehended in the rear room of the house, which was being used for the sale and ingestion of crack cocaine. When apprehended, officers noticed he had something in his mouth, which they believed to be crack cocaine. Attempts were made to have him expel this material from his mouth without success.

A decision was made to transport Mr. Nairne directly to hospital by police vehicle; this was the most expeditious means of transport. Upon arrival in the Emergency Department, Mr. Nairne continued to actively resist all attempts to remove the crack cocaine from his mouth. His condition soon deteriorated, suffering first a seizure, then coma and cardiac failure. He was given appropriate medical care, but did not respond to emergency resuscitative measures.

Doctor Mary Thompson, an expert in emergency care and cocaine poisoning, indicated that the only thing that may have prevented Mr. Nairne's death, was if someone had been able to remove the cocaine from his mouth before it was ingested. Toxicology examination revealed a remarkably high level of cocaine in the heart blood sample (4.3 mg/100ml) as well as benzoylecgoine and some diazepam. The clinical course was entirely consistent with acute cocaine toxicity.

On April 4<sup>th</sup>, 2001, after a seven day inquest into this death, the coroner's jury made five recommendations, three of which were directed at the police.

*Response to Coroner's Jury Recommendations:*

**Recommendation #1**

- 1(a) Review what training is provided to police officers in the United States and other pertinent jurisdictions on how to deal with persons who have placed drugs or other foreign objects in their mouth in an attempt to conceal those items from the police.**
- 1(b) Determine whether or not it would be appropriate to adapt or use any of that training for members of the Toronto Police Service, with the safety of the police and other persons involved in mind.**

*Response:*

The Toronto Police Service currently does not provide any training in the area of removing drugs or foreign objects from persons in custody. In reviewing the training practices of several other police agencies throughout Canada and the United States, only Canada Customs provide any type of training in removing drugs or objects from the mouth.

The following police agencies were queried regarding their training practices: Federal Bureau of Investigation, Drug Enforcement Agency, Ontario Provincial Police, Royal Canadian Mounted Police, Canadian Police College, Ontario Police College, Hamilton-Wentworth Police, Durham Regional Police, Canada Customs, York Regional Police, Peel Regional Police, Corrections Canada.

With the exception of Canada Customs, the trainers queried, all of whom are highly trained in defensive tactics feel there is too great a risk of injury to both officers and suspect by teaching any technique involving the removal of evidence or drugs from a suspect's mouth.

Canada Customs are currently training their officers who are dealing with these situations to use physical force on the suspects. They are taught the application of direct pressure to the tracheal/jugular notch area at the base of the neck which will cause an immediate gag reflex and can induce voluntary expulsion of the object in question.

There are a number of concerns with this training. First, if the suspect ingests the object and falls to the ground these areas are unavailable to the officer. Canada Customs recommend further applications of pressure to pain sensitive areas such as hair, eyes, head and vertebrae manipulation. The concern with this is that this requires an officer to apply physical force in the exact area, namely the esophagus and throat with speed and accuracy to bring about the desired response. If the officer uses too much force or is in the wrong area, this could result in the suspect being injured.

The second concern is if the officer puts his/her finger near or into the mouth of the suspect, this procedure may result in the loss of fingers, as well as exposing the officer to a risk of contracting a communicable disease.

The consensus of the training staff is that the risk of applying such a technique is too high, and therefore, do not recommend adopting this training method for members of the Toronto Police Service.

## **Recommendation #2**

**Review Rule 4.17.1 (Ambulance to be Called) and Policy 01-03 (Transportation of Persons in Custody) and clarify whether or not there is any discretion for a member of the Toronto Police Service to transport an individual in custody to hospital without an ambulance if it is safe to do so.**

### ***Response:***

There had been some concerns raised regarding the conflict in the direction given to officers between the Rule 4.17.1 “Ambulance to be Called” and the Service Procedure 01-03 “Transportation of Persons in Custody”. The wording of this Rule was in the process of being re-written prior to this jury recommendation.

Currently, Rule 4.17.1 does not allow a member to use discretion as to whether or not an ambulance should be called in a situation where a person requires medical attention. The Rule directs the member to call an ambulance in all cases involving a person requiring medical attention. At its meeting on July 20, 2001, (Minute #P195 Refers, Appendix A attached) the Board approved the change in the wording in order that the Rule and Procedure were not in conflict. The wordings for each of these policies have been included in the response for reference.

#### **4.17.1 AMBULANCE TO BE CALLED (*Old Wording*)**

When members come upon an unconscious, semi-conscious, injured or apparently ill person who appears to require medical attention, *such members shall call an ambulance to the scene.* Members qualified in standard first aid treatment shall, if deemed necessary, perform first aid until the arrival of the Toronto Ambulance or Toronto Fire Services personnel.

#### **4.17.1 PERSONS REQUIRING MEDICAL ATTENTION (**New Wording**)**

When members come upon an unconscious, injured or apparently ill person who appears to require medical attention, such members shall

- ◆ if necessary, and if qualified in standard first aid treatment, perform first aid on the person.
- ◆ **transport the person to the nearest hospital if safe to do so, or ensure an ambulance is called in emergency situations.**

#### **TRANSPORTATION OF PERSONS IN CUSTODY 01-03 (Current Wording)**

When a person in custody requires medical attention through illness, injury or intoxication shall ensure an ambulance is called in emergency situations, ensure the person is transported to the nearest hospital if it is safe to do so.

This amendment provides clearer direction to police officers who are dealing with persons requiring medical attention. As a result of this change, the Service is compliant with the jury’s recommendation.

### **Recommendation #3**

**It is recommended that the dangers of positional asphyxia be fully discussed by police instructors and officers in the appropriate training sessions.**

#### ***Response:***

This recommendation does not arise from any evidence at the inquest. The uncontradicted evidence of the police in question was that they were aware of the dangers of positional asphyxia and that Mr. Nairne was kept in an upright position except while he was being handcuffed. Further, the medical evidence indicated that there were no signs of positional asphyxia playing a role in Mr. Nairne's death. In addition there was no evidence at the inquest or questions asked as to the details of the training that police officers received with respect to the dangers of positional asphyxia. It would appear that this was the family's requested recommendation and the jury heard the concerns.

The Service has provided training to all their officers prior to this recommendation being made. In 1997, this topic comprised the lecture portion of the Use of Force Program. At that time, all police officers of this Service received training in the recognition and handling of persons at high risk of suffering from both Excited Delirium and/or Positional Asphyxia. Further, the same topic was reviewed at the start of the 1998 Use of Force Program. It was also included as a module of the 2000 Crisis Resolution Course.

With the exception of the Booking Officers Safety Course, it is not presently being presented in any of our 2001 programs. This topic is a component on the Recruit Training Program at the Ontario Police College. As such, all members of the Toronto Police Service have received sufficient training in this area.

Service Procedures 01-01 "Arrest" and 01-03 "Transportation of Persons in Custody" contain a section on Medical Notes, which identifies some symptoms that could indicate that a person is in distress. The procedures in force at the time of this incident stated, "Certain restraint positions (i.e. stomach down) may compromise heart and lung functions increasing the risk of death (positional asphyxia). Unless circumstances make it impossible, the person should be restrained in a sitting position while being be closely watched. Use of the sitting position permits easier breathing and cardiac function".

The jury is re-enforcing the necessity that officers be aware of the phenomena and dangers of positional asphyxia. The Service Training, Policies and actions of the involved officers clearly indicated that this is the case. Therefore the Service is compliant with the jury's recommendation.

## ***Conclusion***

The Service recognizes and would like to thank the jury for their recommendations. The review of our polices has ensured that all officers are receiving adequate training and clear direction in dealing with persons in custody or in need of medical attention.

It is recommended that the Board approve this response to the Coroner's jury recommendations from the inquest into the death of Carlton Lawrence Nairne; and that the Board Administrator forward a copy to the Office of the Chief Coroner.

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

**Kristina Kijewski, Corporate Planning, was in attendance and responded to questions by the Board about this report.**

**The Board noted that, with regard to the Service's response to recommendation no. 2, the Service's revised wording of Rule 4.17.1 is not consistent with the current wording of Policy 01-03. The Board requested that Policy 01-03 be revised by adding the word "or" so that there is no conflict between the two, it would then read as follows:**

**TRANSPORTATION OF PERSONS IN CUSTODY 01-03 (Current Wording)**  
**When a person in custody requires medical attention through illness, injury or intoxication shall ensure an ambulance is called in emergency situations, or ensure the person is transported to the nearest hospital if it is safe to do so.**

**Sergeant Scott Wiedmark, Training & Education, was also in attendance and responded to questions about the use of the Heimlich manoeuvre. The Board was advised that the Heimlich manoeuvre would not have been considered in this case as Mr. Nairne did not experience a blocked airway.**

**The Board approved the foregoing with the amendment to Policy 01-03 noted above.**

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## APPENDIX "A"

### THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE TORONTO POLICE SERVICES BOARD HELD ON JULY 20, 2001

#### #P195. BY-LAW No. 140 – AMENDMENTS TO SERVICE RULES

The Board was in receipt of the following report JUNE 20, 2001 from Julian Fantino, Chief of Police:

Subject: AMENDMENTS TO SERVICE RULES

#### Recommendation:

It is recommended that the Board approve draft By-law No. 140 regarding amendments to Service Rules.

#### Background:

At its meeting on April 19, 2001, the Board approved a request for a three-month extension to submit a report on amendments to Service Rules (Minute No. P129/01 refers).

Appended to this Board report is draft By-law No. 140 containing 14 amendments to Service Rules. The main revision to the Rules contained in this draft By-law is to eliminate all Rules pertaining to members completing memorandum books.

Ontario Regulation 03/99 entitled "Adequacy and Effectiveness of Police Services" made pursuant to the Police Services Act (Regulation) which became effective on January 1, 2001, mandates police services in Ontario to meet specific standards to ensure effective and adequate policing to the citizens of Ontario.

In addition to the Regulation, Policing Standards Guidelines issued by the Ministry of the Solicitor General were forwarded to policing agencies suggesting best business practices for a variety of operational procedures. One of these Guidelines issued was in regard to note taking by police officers.

In reviewing the Guidelines regarding note taking, it made sense to incorporate not only the Policing Standards Guideline, but also the majority of our Service Rules pertaining to memorandum books into one Procedure. As all of the Rules regarding the completion of a memorandum book are operational in nature and affect members on a day-to-day basis, they were incorporated into a single Procedure entitled "Memorandum Books" (13-17). This should ensure clarity and consistency for our members regarding note taking. As this Procedure now incorporates the course of action originally contained in Service Rules, the relevant Rules have now become redundant.

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Notwithstanding the above, one Rule pertaining to memorandum books has been retained and it pertains to Auxiliary members of the Toronto Police Service. As Auxiliary members are not included in the definition of "member" as contained in the Service Rules, it is necessary that the Rule pertaining to Auxiliary members completing memorandum books should be kept to link these members to the established practice which is the Procedure.

The other amendments to Service Rules as contained in the attached draft By-law are minor in nature.

For the Board's convenience, attached to this report is a chart with the current Rule on the left and the proposed Rule on the right with the revised wording bolded. The rationale for the revision is included just below the applicable Rule.

To prevent the above-mentioned chart from becoming cumbersome, amendments that are 'housekeeping' in nature are not included in the chart. An explanation for such changes is provided below:

- For the year 2000, the focus of the strategic planning process was changed from goals to priorities. This new focus is now reflected in the applicable Rules. Upon Board approval, Rules 3.2.1, 3.3.1, 3.4.1, and 3.5.1 will be amended accordingly.
- With the restructuring of the Service, the title of the "Chief Administrative Officer – Policing" was changed to "Chief Administrative Officer". The area that the Chief Administrative Officer is responsible for also changed. The new name of the Command is "Corporate Support Command". The applicable Rules will be amended accordingly.
- The granting of a leave of absence of over twenty days required the approval of the respective Command Officer. With the introduction of the Staff Superintendent rank, this approval level has been reassigned to Staff Superintendents. In cases where members do not have a Staff Superintendent in their area, the Director shall approve the request for a leave of absence. Upon Board approval, Rule 6.3.5 will be amended accordingly.

Therefore, it is recommended that the Board approve draft By-law No. 140 to formalize the revisions to the Rules identified in this report.

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

**The Board approved the foregoing.**

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**TORONTO POLICE SERVICES BOARD**

**BY-LAW NO. 140**

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

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

1. By-law No. 99, a by-law "To make rules for the effective management of the Metropolitan Toronto Police Service" (hereinafter called the "By-law") is amended by deleting sections 3.9.4, 3.10.3, 3.12.5, 4.15.1, 4.15.2, 4.15.3, 4.15.4 and 6.14.2 of the Rules attached as Schedule "A" to the By-law and forming part thereof (hereinafter called the "Rules").

2. The Rules are amended by adding the following as section 1.1.4:

**1.1.4 CIVILIAN MEMBER**

means any employee who is not a police officer.

3. The Rules are amended by re-numbering section 1.1.4 up to and including section 1.1.20 as section 1.1.5 through section 1.1.21.

4. The Rules are amended by adding the following as the last dash to section 3.5.1:

- ensure that police officers are deployed 24 hours per day for response to emergency calls for service and ensure that a minimum of one supervisory officer is available at all times.

5. The Rules are amended by deleting section 3.7.3 and substituting the following:

**3.7.3 VIEWING CELL AREA**

During their tour of duty, staff sergeants shall ensure that the cell area in their unit is checked regularly, persons in custody are viewed and that the results of the checks are recorded in accordance with the established practice.

6. The Rules are amended by deleting section 3.16.3 and substituting the following:

**3.16.3 SCHOOL CROSSING LOCATION**

A request for a new school crossing location or the deletion of a school crossing location shall be assessed in accordance with the Board's policy and submitted, in writing, to the chief of police for approval.



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7. The Rules are amended by deleting section 3.17.11 and substituting the following:

**3.17.11 MEMORANDUM BOOKS**

Members of the Auxiliary Police Service shall, while on duty, carry an issued memorandum book which shall be completed in accordance with the established practice.

8. The Rules are amended by deleting section 4.17.1 and substituting the following:

**4.17.1 PERSONS REQUIRING MEDICAL ATTENTION**

When members come upon an unconscious, injured or apparently ill person who appears to require medical attention, such members shall

- if necessary, and if qualified in standard first aid treatment, perform first aid on the person
- transport the person to the nearest hospital if safe to do so, or ensure an ambulance is called in emergency situations.

9. The Rules are amended by deleting the words "command officer" where they appear in section 6.3.5 and substituting the words "staff superintendent/director".

10. The Rules are amended by deleting section 6.9.3 and substituting the following:

**6.9.3 SECONDMENTS**

Secondments shall only be made with the approval of the chief of police in accordance with the established practice. The chief of police shall report to the Board annually, at the beginning of each year, on secondments that have taken place during the previous year.

11. The Rules are amended by deleting section 6.10.2 and substituting the following:

**6.10.2 SECONDMENTS**

Secondments shall only be made with the approval of the chief of police in accordance with the established practice. The chief of police shall report to the Board annually, at the beginning of each year, on secondments that have taken place during the previous year.

12. The Rules are amended by deleting the words "chief administrative officer – policing" and "Administrative Support Command" where they appear in the Rules and substituting the words "chief administrative officer" and "Corporate Support Command" respectively.

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13. The Rules are amended by deleting the words "goals and objectives" and "goals, objectives and strategies" and "goals, objectives, strategies" where they appear in the Rules and substituting the word "priorities".

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

**ENACTED AND PASSED THIS 20th day of July 2001.**

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Norman Gardner  
Chairman

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 13, 2001**

**#P338. SELECTION OF MOTOROLA CANADA INC. AS VENDOR OF  
RECORD FOR VOICE RADIO PARTS AND EQUIPMENT**

The Board was in receipt of the following report NOVEMBER 08, 2001 from Julian Fantino, Chief of Police:

Subject: SELECTION OF MOTOROLA CANADA INC. AS VENDOR OF RECORD  
FOR VOICE RADIO PARTS AND EQUIPMENT

Recommendation:

It is recommended that: the Board approve Motorola Canada Inc. as the vendor of record for the supply of voice radio communication equipment, for three years commencing December 2001.

Background:

At its meeting of December 15, 1998, the Board approved the selection of Motorola Canada Ltd. as the vendor of record for the supply of parts and equipment pertaining to the voice radio system for Toronto Police Services (Minute #515/98 refers).

The current "SmartZone" trunked voice radio system is based on infrastructure of which Toronto Police has a present investment of \$19 million and Toronto Fire an investment of a further \$17 million. Our Communications centres are based on Motorola technology with a Toronto Police Services investment of \$5 million and an additional \$22 million worth of field gear (portable and mobile radios). These trunked radio systems are based on protocols proprietary to Motorola and, as such, only Motorola radio equipment is licensed to operate on these systems. The original proposed system was evaluated by the consulting firm of KVA Communications Inc. and they endorsed our recommendation of Motorola at that time.

Further, it is the policy of Motorola to provide field equipment to Motorola authorised service centres (such as the Toronto Police Radio & Electronics Services) based on a price structure reflecting lower costs than what Motorola offers to dealers.

In the light of our past successful voice radio relationship with Motorola and their pricing policy, it is requested that Motorola Canada Ltd. continue as vendor of record for the next three years. Any purchases made from Motorola pertaining to the voice radio equipment will be made in accordance with approved by-laws and budget availability.

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

**Chairman Gardner advised the Board that the voice radio parts and equipment would cost \$300,000 per year.**

**Larry Stinson, Director, Information Technology Services, was in attendance and responded to questions by the Board about the Service's on-going use of Motorola parts and equipment. He indicated that he has a very strong preference to continue using Motorola parts and equipment and reiterated that, as an authorized Motorola service centre, the Toronto Police Service purchases parts and equipment at cost.**

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 13, 2001**

**#P339. DRY CLEANING, PRESSING AND LAUNDERING SERVICES 2002-2006**

The Board was in receipt of the following report NOVEMBER 16, 2001 from Julian Fantino, Chief of Police:

Subject: DRY CLEANING, PRESSING AND LAUNDERING SERVICES

Recommendation:

It is recommended that: the Board approve the issuance of a purchase order to Grayker Corporation/Cadet Cleaners for a 5-year period effective January 1, 2002 to December 31, 2006, for dry cleaning, pressing and laundering services at a per voucher cost of \$2.60 for 2002, \$2.72 for 2003, \$2.85 for 2004 and \$3.00 for 2005 and 2006, plus GST.

Background:

The Toronto Police Service, as per the Collective Agreements, is required to provide dry cleaning of clothing and related laundering services for eligible articles of clothing utilised to perform specified duties. Eligible TPS members are provided with an allotment of cleaning vouchers, as per the working agreement, on a quarterly basis and these vouchers are redeemed based on the article of clothing being cleaned. The current contract with Grayker Corporation/Cadet Cleaners expires on December 31, 2001 and includes a \$2.00 plus GST per voucher cost. The \$2.00 voucher cost has been in effect for the past 7 years.

The service provider of cleaning and laundering services to TPS members must have the ability for a 2-day turn-around on clothing and have sufficient outlets so that access to service is not a hardship for staff. Grayker Corporation/Cadet Cleaners has 167 outlets and provides the 2-day turn-around service. Grayker currently provides cleaning services for other Police Services and some City of Toronto Agencies/Boards/Commissions (ABCs).

The TPS Purchasing staff has examined other cleaning and laundering service providers, however given the requirements above only Grayker/Cadet have sufficient outlets to accommodate the geographical area covered by TPS members. Based on the TPS needs and the current decisions by other Police Services and City ABCs, a formal request for proposals was not issued. Grayker Corporation/ Cadet has submitted a proposal for renewal of the cleaning contract for the next 5 years. The proposal, covering the years 2002 to 2006, is as follows:

<b>Year</b>	<b>Cost per Voucher*</b>	<b>% Increase over previous yr.</b>
2002	\$2.60	30.0
2003	\$2.72	4.6
2004	\$2.85	4.8
2005	\$3.00	5.3
2006	\$3.00	0.0

\* Excludes GST

The proposed per voucher increase in 2002, although significant, reflects the impact of cost increases during the past 7 years while the Service enjoyed a static cost. The 2002 voucher cost of \$2.60 and the future years proposed costs are very competitive with the rates being paid by other Police Services and the City ABCs. As a result, the Service recommends continuing with the services of Grayker Corporation/Cadet Cleaners for the provision of cleaning and laundering services. Based on the 2002 proposed voucher cost an increase of \$370,000 (i.e., a projected total expenditure of \$1,593,800) to the 2002 operating budget is required. This increase has been included in the Service's 2002 operating budget submission.

Therefore, it is recommended that the Board approve the issuance of a purchase order to Grayker Corporation/Cadet Cleaners, for a 5 year period effective January 1, 2002 to December 31, 2006, in accordance with the prices in the above table and the same level of service as per the current contract.

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

**Mr. Frank Chen, Chief Administrative Officer, was in attendance and responded to questions by the Board about the decision not to issue a tender for this contract.**

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 13, 2001**

**#P340. ISSUANCE OF CONFIRMATION PURCHASE ORDER TO THE  
UNIFORM GROUP FOR CARGO PANTS**

The Board was in receipt of the following report NOVEMBER 22, 2001 from Julian Fantino, Chief of Police:

Subject: Issuance of Confirmation Purchase Order to the Uniform Group for Cargo Pants

Recommendation:

That the Board, pursuant to Section 12 of the Toronto Police Service's By-Law 100, ratify the November 19, 2001 decision of Chairman Gardner to increase the total 2001 commitment to the Uniform Group for the purchase of cargo pants.

Background:

The Chairman, in accordance with Part 5; section 12 of By-law no. 100, approved the issuance of a confirmation purchase order (totalling \$450,000.00) to the Uniform Group for cargo pants. The initial purchase of cargo pants was tendered for supply in 2001 under quotation number 0102-00-1140, as issued by the City of Toronto, and purchase order no.4000782 issued for same.

The Service requires an increase to the original order of cargo pants for 2001 to address replacement requirements and the hiring of additional recruits due to more attrition than expected. Due to time constraints to produce the cargo pants by December 31, 2001 and that in combination with the original order the total award exceeds \$500,000.00, the Chairman was requested to approve this purchase prior to Board approval.

The 2001 operating budget includes funds for the replacements while savings from more attrition would offset the additional cargo pants for the recruits. Therefore, there is no impact on the 2001 financial status of the Service from this action. The Chief Administrative Officer, Corporate Support Command has certified that sufficient funds are available in the 2001 operating budget.

Mr. Frank Chen, Chief Administrative Officer, Corporate Support Command, will be in attendance to answer 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 DECEMBER 13, 2001**

**#P341. BOARD MEETING DATES FOR 2002 – OCTOBER TO DECEMBER**

The Board was in receipt of the following report NOVEMBER 23, 2001 from Norman Gardner, Chairman:

Subject: BOARD MEETING DATES FOR 2002 – OCTOBER TO DECEMBER

Recommendation:

It is recommended that the following dates be approved as 2002 Board meeting dates for the period October to December.

Background :

At its meeting on November 15, 2001 the Board approved meeting dates for the period January through September 2002. City Council has now approved their meeting schedule for the full year. Based on Council's schedule, I recommend that the Board approve the following schedule for the remainder of the year.

Each meeting will be held on a Thursday with the confidential meeting commencing at 10:30 AM and the public meeting commencing at 1:30 PM, unless otherwise noted.

January 24

February 28

March 27 (Wednesday)

April 25

May 30

June 27

July 25

August 22

September 26

**October 17**

**November 7 (for consideration of operating and capital budgets, only)**

**November 14**

**December 5**

**The Board approved the foregoing.**



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 13, 2001**

**#P342. RECLASSIFICATION OF POLICE CONSTABLES**

The Board was in receipt of the following report NOVEMBER 06, 2001 from Julian Fantino, Chief of Police:

Subject: RECLASSIFICATION OF POLICE CONSTABLES

Recommendation:

It is recommended that: the Board approve the reclassifications outlined below.

Background :

The following constables have served the required period in their current classification and are eligible for reclassification as indicated. They have been recommended by their Unit Commander as of the dates shown.

First Class Constable

HAYRE, Harmandip	8237	23 Division	2001.12.11
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Second Class Constable

ADAMS, Scott	5445	31 Division	2001.12.10
ALEXANDER, Kevin	5444	23 Division	2001.12.10
ANDERSON, Luke	99518	22 Division	2001.12.10
D'ANTONIO, Remo	99786	31 Division	2001.12.10
DEMELO, Carlos	99596	51 Division	2001.12.10
DICKIE, Craig	5361	31 Division	2001.12.10
EZEKIEL, Scott	5370	22 Division	2001.12.10
FORD, Spencer	5396	54 Division	2001.12.10
GAUDET, David	5428	42 Division	2001.12.10
GIRARDI, Nancy	5400	54 Division	2001.12.10
KING, Patrick	5446	41 Division	2001.12.10
MATHIEU, Melanie	5404	14 Division	2001.12.10
MCCAW, Douglas	5439	14 Division	2001.12.10
PACHECO, Walter	5424	33 Division	2001.12.10
RELPH, Bradley	99478	41 Division	2001.12.10
STATHER, Janet	5374	53 Division	2001.12.10
TROTTER, Timothy	5433	14 Division	2001.12.10
TROVATO, Luigi	99533	42 Division	2001.12.10
WESTERVELT, Vicki	5415	14 Division	2001.12.10

As requested by the Board, the Service's files have been reviewed for the required period of service to ascertain whether the members recommended for reclassification have a history of misconduct, or any outstanding allegations of misconduct/*Police Services Act* charges. The review has revealed that these officers do not have any history of misconduct, nor any outstanding allegations of misconduct on file.

It is presumed that the officers recommended for reclassification shall continue to perform with good conduct between the date of this correspondence and the actual date of Board approval. Any deviation from this will be brought to the Board's attention forthwith.

The Chief Administrative Officer has confirmed that funds to support these recommendations are included in the Service's 2001 Operating Budget. The Service is obligated by its Rules to implement these reclassifications.

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

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 13, 2001**

**#P343. CONFIRMATION OF SERGEANTS/DETECTIVES**

The Board was in receipt of the following report NOVEMBER 08, 2001 from Julian Fantino, Chief of Police:

Subject: CONFIRMATION OF SERGEANTS/DETECTIVES

Recommendation:

It is recommended that the Board confirm the members outlined below in the rank of Sergeant/Detective.

Background:

The following members have satisfactorily completed their probationary period in their rank in accordance with the Service Rules. They have been recommended by their Unit Commander for confirmation in rank, as of the date shown.

COSENTINO, Salvatore	4495	41 Division	2001.12.18
GALLANT, Kelly-Ann	4781	31 Division	2001.12.18
HAMILTON, Robert	6971	33 Division	2001.12.18
HARPER, David	6972	33 Division	2001.12.18
HARTFORD, Thomas	3220	31 Division	2001.12.18
KING-MARSHALL, Cheryl	5900	14 Division	2001.12.18
LEONE, Michiele	4709	52 Division	2001.12.18
STANLEY, William	321	12 Division	2001.12.18
WILSON, David	4428	Training & Education	2001.12.18

The employment equity analysis indicates that there are two white females included in the above list.

The Service's files have been reviewed for the required period of service, that is, from August 2000, the month of their original promotion, to August 2001 to ascertain whether the members concerned have any outstanding allegations of misconduct or *Police Services Act* charges. Background investigations have revealed that these officers have no record on file pertaining to these issues.

It is presumed that these officers shall continue to perform with good conduct between the date of this correspondence and the actual date of the Board meeting. Any deviation from this will be brought to the Board's attention forthwith.

I concur with these recommendations.

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

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 13, 2001**

**#P344. POLICE REFERENCE CHECKS FOR MUNICIPAL APPLICANTS AND  
APPLICANTS FOR MUNICIPALLY-FUNDED AGENCIES - UPDATE**

The Board was in receipt of the following report NOVEMBER 23, 2001 from Norm Gardner, Chairman:

Subject: POLICE REFERENCE CHECKS FOR MUNICIPAL APPLICANTS AND  
APPLICANTS FOR MUNICIPALLY-FUNDED AGENCIES - UPDATE

Recommendation:

It is recommended that this report be forwarded to the City of Toronto's Budget Advisory Committee for its information.

Background:

At its meeting on February 22, 2001 the Board considered a report from the Chief of Police, entitled 'Police Reference Checks for all Municipal Applicants and Applicants for Municipally-Funded Agencies (Min. P64/01 refers).

This report was prepared in response to a request from City Council at its meeting in July 1999, at which time the City requested that the Police Service lift fees for criminal reference checks for applicants for all municipally-funded agencies. The Service recommended the following to the Board:

- 1. That the Board accept City Council's motion that the Service not charge a fee for police reference checks for all applicants for municipal employment agencies funded through the Municipal Community Services Funding Grants Program, subject to the following conditions:**
  - (a) The City undertakes to centrally administer the Memorandum of Understanding (MOU) and waiver process for all agencies funded through the Community Services Funding Grants Programs and all new City employees.**
  - (b) The City maintains and shares a list of all funded agencies with the Manager, Corporate Information Services – Information Access, updating the list whenever there is a change to agencies receiving funding.**
  - (c) Current arrangements with the TTC and Toronto Licensing Commission and any other Boards, Agencies or Commissions remain unaffected.**
  - (d) That "no fee" service shall commence as soon as all administrative issues between the parties are concluded.**

- (e) The Service shall review its position on police reference checks during 2001 and report back to the Board as part of the submission of the 2002 Operating Budget**
- 2. The Board approve the continuation of the Clearance Letter Program at a fee of \$25.00 per request, plus GST, and,**
- 3. The Board forward a copy of this report and its recommendations to the Budget Advisory Committee.**

The Board approved the foregoing report subject to Recommendation 1(a).

The Board received an update on the “no-fee” reference check program at its meeting on July, 20, 2001 (Min. P188/01). At that time, the Memorandum of Understanding had not been signed and the City was working to resolve administrative issues with respect to the program.

### **Current Status**

The City of Toronto Budget Committee, at its meeting held on September 10, 2001, adopted a motion requesting the Chairman of the Police Services Board to report to the Budget Advisory Committee if the “no fee” administrative issues between the parties have not been concluded and the “no fee” service cannot be implemented on or before December 1, 2001.

A Memorandum of Understanding (MOU) with the City has been signed and, consequently, a “no fee” police reference check program for all municipal applicants, including Family Services staff has been implemented.

A number of administrative issues have not yet been resolved, by the City, with respect to the provision of a “no fee” reference check program to applicants for municipally-funded agencies. For example, the City has yet to prepare information packages and instructions for the various agencies, hold information sessions for agencies and develop written procedures for the program. It is anticipated that, should the City resolve its own issues in the next few weeks, implementation of the “no fee” program for municipally funded agencies should occur by February, 2002.

**The Board received the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 13, 2001**

**#P345. DRUG ABUSE RESISTANCE EDUCATION (D.A.R.E.) PROGRAM –  
EXPLORING ALTERNATIVE PROGRAMS AND PARTNERSHIPS**

The Board was in receipt of the following report NOVEMBER 2, 2001 from Julian Fantino, Chief of Police:

Subject: D.A.R.E. (DRUG ABUSE RESISTANCE EDUCATION) PROGRAM:  
EXPLORING ALTERNATIVE PROGRAMS AND PARTNERSHIPS

Recommendation:

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

Background:

At its meeting on April 19, 2001, (Board Minute P130/01 refers), the Board directed the Chief of Police as follows: **"That the Board request Chief Fantino and/or his representatives to meet with the representatives of the Toronto District School Board and the Toronto Catholic District School Board to develop a joint program of drug education, such as D.A.R.E., for children, and that Chief Fantino provide the results in a report for a future Board meeting."**

On June 19, 2001, a meeting was held with stakeholders, including the Toronto District School Board (T.D.S.B.), the Toronto Catholic District School Board (T.C.D.S.B.), Centre for Addiction and Mental Health (C.A.M.H.) and Toronto Public Health. As a result, a working group was established to identify and research existing lesson plans and programs, and to ensure there are no gaps in the delivery of the service that exists.

The following representatives comprise the working group:

Inspector James Sneep	Toronto Police Service	Community Policing Support Unit
Sergeant Bill Russell	Toronto Police Service	Community Policing Support Unit
Constable Donna Smith	Toronto Police Service	Community Policing Support Unit
Mr. Dan Koenig	T.C.D.S.B.	Co-ordinator Physical and Health Education and Outdoor Education
Ms. Darlene Berry	Toronto Public Health	Manager Healthy Lifestyle - South
Mr. Ari Blatt	C.A.M.H.	Youth Outreach Services
Ms. Michelle Munroe	City of Toronto	Community Development Officer
Mr. Richard Ward	T.D.S.B.	Instructional Leader Physical and Health Education

In 1999, the Ontario Ministry of Training and Education mandated all Ontario School Boards to implement a new Ontario Curriculum. Experts responsible for educating our youth developed the curriculum. The curriculum is in the early stages of implementation and will require time to prosper, develop and be properly evaluated. The T.D.S.B. and the T.C.D.S.B. support the curriculum and are endeavouring to meet the new expectations of knowledge and skills required for each grade. The curriculum has been put in place and is in the process of being fully implemented in all schools.

Included within the new Ontario Curriculum are the expanded Health and Physical Education components. One aspect of the Health and Physical Education component organized around the 'Healthy Living - Personal Safety and Injury Prevention' segment is substance use and abuse. The substance use and abuse component of the curriculum is mandated for delivery by the school boards. The Ministry of Training and Education's learning expectations for the substance use and abuse component span the period from grade one through grade ten. An overview of the Ministry curriculum was provided to the Board in the previous D.A.R.E. Progress Report (Board Minute P252/01 refers).

As a result of the new Ontario Curriculum, the Centre for Addiction and Mental Health (C.A.M.H.) and the Ontario Physical Health and Education Association (O.P.H.E.A.) have each provided the T.D.S.B. and the T.C.D.S.B with lesson plans and programs.

The Community Policing Support Unit (C.P.S.U.), Youth Services Section, reviewed all lesson plans and programs relating to substance use and abuse that are being used by the T.D.S.B. and the T.C.D.S.B. A report entitled "Drug Education Program Comparison" was prepared by the C.P.S.U., Youth Services Section. Included in the "Drug Education Program Comparison" is an overview of the Drug Abuse Resistance Education Program (D.A.R.E.), and a comparison of D.A.R.E. to the Ontario Ministry of Training and Education's new Ontario Curriculum. (See Appendix A – "Drug Education Program Comparison")

On October 10, 2001, a meeting was held with the members of the working group. Each member reviewed the "Drug Education Program Comparison". As a result, it was determined that the lesson plans and programs relating to substance use and abuse provided by C.A.M.H. and O.P.H.E.A. are virtually identical. Although the teaching and learning strategies vary, the lesson objectives are the same. These lessons and programs meet the expectations of the Ontario Ministry of Education and Training's new Ontario Curriculum for substance use and abuse. Further, the working group was unable to identify any existing gaps in the delivery of service. The members of the working group agree that any new program development would result in duplication of the service that is already being provided.

The report entitled "Best Practice Compendium" developed by Health Canada, the Canadian Centre on Substance Abuse, the Canadian Association of School Health, and C.A.M.H. is scheduled for release in November 2001. The United States Surgeon General's report entitled, "Youth Violence: A Report of the Surgeon General" has been ordered. Members of the working group, to determine whether the findings will affect the development and implementation of drug education programs, will evaluate these reports.



After review, it is the decision of the working group that the new Ontario Curriculum is a more complete program than D.A.R.E. Where D.A.R.E. only provides a 17 week program at the grade six level, the new Ontario Curriculum provides a comprehensive curriculum that begins in grade one and continues until grade ten. The new Ontario Curriculum includes all of the D.A.R.E. components, as well as covering valuable, additional areas.

Discussions were held by the working group to address the need for the Service to deliver independent lessons on substance use and abuse. The members of the working group believe police officers play an integral role in elementary school program delivery. Police officers provide a perspective that enhances the T.D.S.B. and the T.C.D.S.B.'s new Ontario Curriculum and serve a useful purpose in reinforcing those messages.

The working group concluded that there is no need for the Service to deliver an independent program. The group concluded that the most appropriate role for the Service in drug education is to supplement the lessons, delivered by the T.D.S.B. and the T.C.D.S.B., through officer experience and to utilize this expertise during the lessons when discussing the consequences relating to substance use and abuse.

The Community Policing Support Unit, Youth Services Section, conducted a review of the Community School Liaison Officer (C.S.L.O.) Program and determined a core curriculum for delivery in the elementary schools. The working group viewed the core curriculum and identified the lesson on "Youth and the Law" (when discussing consequences relating to substance use and abuse) as the most appropriate lesson for a drug education component.

The Community Policing Support Unit, Youth Services Section, has contacted O.P.H.E.A. Manager of Projects and Public Affairs, Michelle Brownrigg, and Program Development Leader, Jennifer Cowie Bonne, who is responsible for program and curriculum development. The representatives from O.P.H.E.A. are working together with our Service in an effort to assist with targeting the appropriate grade levels for our involvement and drafting lesson plans. This will ensure the lesson plans meet the needs and expectations of the T.D.S.B. and T.C.D.S.B.'s mandated Ontario Curriculum and at the same time, augment and enhance that curriculum.

These joint drug education lessons will be delivered to the schools by the C.S.L.O's. It is the Service's intent that these lessons will be developed and included in the C.S.L.O's core curriculum, which will be implemented in the schools in September 2002.

It is recommended that the Board receive this report.

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

**The Board received the foregoing.**

**APPENDIX A**

**DRUG EDUCATION  
PROGRAM  
COMPARISON**

**COMMUNITY POLICING SUPPORT  
YOUTH SERVICES SECTION**

**SEPTEMBER 2001**

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PROGRAM COMPARISON

D.A.R.E. vs MINISTRY OF TRAINING AND EDUCATION

## **Introduction**

The objective of this report is to summarize the expectations of the Ministry of Education and Training as well as the curriculum's available through the Centre for Addiction and Mental Health (CAMH) and the Ontario Physical Health Education Association (OPHEA).

The Toronto Police Service believes they have a role in the education of the students regarding drugs; however, the specific role should be defined as one requiring police expertise and should be incorporated and possibly developed in partnership with the Toronto District School Board the Toronto Catholic District School Board and Toronto Public Health.

In addition this report summarizes the D.A.R.E. program and compares this program with the curriculum already being taught in the schools, as mandated by the Ministry of Education and Training.

## Grade One

### MINISTRY OF EDUCATION AND TRAINING

- Recognize that there are some medicines and other substances that help the body when used safely and properly;
- Identify from their labels and symbols, medicines and household products that are harmful to the body;
- Employ decision-making skills to identify when and how medicines should be used, including seeking out adult assistance.

### CAMH

The overall expectation is for students to recognize commonly used medicines and household products.

The specific learning expectations are as follows:

- Recognize that there are some medicines and other substances that help the body when used properly e.g., cough syrup, vitamins;
- Identify medicines and household products that are harmful to the body e.g., symbols and labels;
- Employ decision-making skills to identify when and how medicines should be used e.g., seeking out adult assistance.

The teaching/learning strategies include;

- Brainstorming;
- Discussions after a story depicting children playing well e.g., *Being With You This Way*;
- Drawing a picture of a well and an unwell person showing three points in each picture that demonstrate a well and an unwell person;
- Use “*Look, Think, Decide, Act*” a decision making model from the “Making Decisions Program”;
- Use magazine pictures, different containers (candy, vitamin, cough syrup);
- Use various household containers to show different symbols;
- Divide students into small groups and talk about scenarios practising the decision-making model. Present solutions to whole group and discuss, using “*What Should I Do?*” from Drug Abuse Prevention Project, Toronto District School Board.

### OPHEA

The overall expectation is for students to learn about how medicines can help the body when used properly, identify products that are harmful to the body through product symbols and labels, and use decision-making skills to identify the safe use of medicines.

The specific learning strategies are as follows;

- Recognize safety risks and safe practices;
- Recognize commonly used medicines and household products;
- Recognize there are some medicines and other substances that help the body when used properly. Categorizes drugs into three categories; prescription, non-prescription and **\*illegal**;
- Employ decision-making skills to identify how medicines should be used;
- Identify symbols and labels on medicines and household products that are harmful to the body.

The teaching/learning strategies include:

- Storybook *Jillian Jiggs* by Phoebe Gilman;
- My Medicine Rules – Grade One Curriculum Support for Healthy Living Strand, Durham Catholic District School Board and Durham Region Health Department;
- Decision Making Model (*Stop, Think, Act, Reflect*);
- Medicine Scenarios for discussion and to employ decision-making skills;
- Hazardous Products Symbol Cards;
- Danger Detective Cards;
- Hazardous Products Rules;
- Hazardous Safety Scenarios.

\*The categorizing of drugs appears to be the only area consistent with the knowledge and expertise of police officers. The lesson plan briefly names a few illegal or street drugs e.g., marijuana, heroin, LSD, cocaine, ecstasy, speed, etc. There is nothing to indicate that this component would be benefited from being taught by a police officer.

## Grade Two

### MINISTRY OF EDUCATION AND TRAINING

- Describe the difference between prescription and non-prescription medicines;
- Outline the safe use of medicines (e.g., the need for an adult to supervise the administration of medicines , taking proper dosages);
- Use decision-making skills to identify healthy alternatives to drug use (e.g., fresh air and exercise can help relieve headaches).

### CAMH

The overall expectation is to describe the effects of appropriate and inappropriate uses of medicines on the body.

The specific learning expectations include:

- Describe the differences between prescription and non-prescription medicines;
- Outline the safe use of medicines (e.g., needing an adult to supervise the administration of medicines, taking proper dosages);
- Use decision making skills to identify healthy alternatives to drug use (e.g., fresh air and exercise can help to relieve headaches).

The teaching/learning strategies include:

- Brainstorming;
- “Safety Rules for Medicines” bulletin board;
- Decision-making model “*Look, Think, Decide, Act*”;
- Role-playing.

### OPHEA

The overall expectation is to describe differences between prescription and non-prescription medicines, outline their safe use, and use decision-making skills to identify healthy alternatives to drug use.

The specific learning expectations include:

- Define prescription, non-prescription medicines and **\*illegal drugs**;
- Safe Use of Medicines including the effects on the body;
- Healthy alternatives to drug use;
- Use decision-making skills to identify healthy alternatives to drug use (e.g., fresh air and exercise can help relieve headaches).

The teaching/learning strategies include;

- Discussion;
- Student booklet;”*Mr. Finlay’s Pharmacy*” video;
- Sample Medicine Bottles;
- Decision-making model “*Stop, Think , Act, Review*”;
- My Safety Book About Medicine;
- Self/Peer Assessment Triangle;
- Substance Use and Abuse Scenarios.

\*This section differentiates other medicines from illegal drugs. It explains that illegal drugs cannot be purchased in stores and are sold in secret places hidden from the police. You can be charged or jailed if caught with the drug and drug safety can not be certain. Police expertise is not required for this section.



## Grade Three

### MINISTRY OF EDUCATION AND TRAINING

- Define the term drug and identify a variety of legal and illegal drugs;
- Identify nicotine (in cigarettes), caffeine (in coffee and colas), and alcohol as drugs;
- Use decision-making skills to make healthy alternatives to drug use, and recognize the effects of various substances (e.g., nicotine, caffeine, and alcohol) on the body.

### CAMH

The overall expectation is for students to describe what a drug is, and list several examples (e.g., nicotine, caffeine, alcohol), and describe the effects of these substances.

The specific learning expectations are as follows:

- Define the term “drug” and identify a variety of legal and illegal drugs;
- Identify nicotine (in cigarettes), caffeine (in coffee and colas), and alcohol as drugs;
- Use decision-making skills to make healthy choices about drug use, and to recognize the effects of various substances (e.g., nicotine, caffeine, alcohol) on the body. **\*This section will also touch on the legality of certain substances** and how politics will shape social/public policy and the concern about age and stage of development when use is initiated.

The teaching/learning strategies

- Use *Look, Think, Decide, Act* a decision-making model from the “Making Decisions Program”;
- Brainstorming;
- Visit a pharmacy;
- Do a pulse exercise to demonstrate changes in your heart rate;
- Drug Detective exercise;
- Role-playing.

### OPHEA

The overall expectation is for students to learn about drugs, specifically alcohol, nicotine, and caffeine, their effect on the body, and practice making healthy choices regarding drug use.

The specific learning expectations are as follow:

- Define the term drug and identify a variety of legal and illegal drugs;
- Review alternatives to medicine;
- Identify alcohol and nicotine as drugs;
- Use decision-making skills to make healthy choices about drug use, and recognize the effects of various substances on the body (e.g., nicotine, caffeine, alcohol).

The teaching/learning strategies:

- Drug Quiz;
- Refusal Techniques;
- Clever Comeback Poster;
- Decision-making model;
- “*When Someone In The Family Drinks Too Much*” by R. Langsen, Dial Book for Young Readers;
- Substance Use and Abuse Drug Quiz
- “I Have A Decision To Make” worksheet

\*The CAMH manual feels for Grade Three students, it is enough to say that lawmakers make laws about the use of substances, with help from doctors and others, because they are concerned about public safety.

## Grade Four

### MINISTRY OF EDUCATION AND TRAINING

- Identify the major harmful substances found in tobacco and explain the term addiction;
- Describe the short and long term effects of first and second hand smoke, and identify the advantages of remaining smoke-free;
- Apply decision-making and assertiveness skills to make and maintain healthy choices related to tobacco use, and recognize factors that can influence decisions to smoke or to abstain from smoking (e.g., the media, family members, friends, laws governing use and sale of tobacco products).

### CAMH

The overall expectation is for students to identify the influences (e.g., the media, peers, family members) that affect the use of tobacco, as well as the effects, legalities of and healthy alternatives to tobacco use.

The specific learning expectation is as follows:

- Identify the major harmful substances found in tobacco and explain the term “addiction”;
- Describe the short- and long-term effects of first- and second-hand smoke, and identify the advantages of being smoke-free;
- Apply decision-making and assertiveness skills to make and maintain healthy choices about tobacco use, and to recognize factors that can influence decisions to smoke or not to smoke (e.g., the media, family members, friends, law);
- **\*The legalities of smoking**

The teaching/learning strategies:

- Activity sheets;
- Role-playing;
- “*Whats It All About*” Tobacco Control Act, Ontario Ministry of Health, 1995 revised;
- Decision-making model (*Look, Think, Decide, Act*)
- *IDEAL* decision-making model from “Smoke Free Class of 2000, Grade 7Kit” Council for Tobacco
- “*Influences*” word search from Tuning Into Health (1986) Alcoholism Foundation of Manitoba

## OPHEA

The overall expectation is for students to examine the harmful substances found in tobacco and the effects of smoke, and work to develop the skills necessary to make healthy choices around tobacco use.

The specific expectations are as follows:

- What a cigarette is made of and identifying the major harmful substances;
- Addiction to cigarettes;
- The influences;
- Identify short and long term effect of first and second hand smoke;
- Decision-making and assertiveness skills;
- Decision to be smoke-free;
- **\*Legalities of smoking**

The teaching/learning strategies are;

- Worksheets
- Word searches
- Self/Peer Assessment Target
- Crossword puzzles
- *“Pressure To Smoke”* story
- Influences activity card
- Advantages of Being Smoke-Free Worksheet
- Resisting the Pressure To Smoke Decision-Making worksheet

\*This section in both programs includes:

- Legal age to purchase cigarettes;
- It is not illegal for someone under the age of 19 to have tobacco. However, the person who sold or gave it to them has broken the law;
- Municipal by-laws, provincial laws and federal laws in relation to the prohibited smoking areas.

## Grade Five

### MINISTRY OF EDUCATION AND TRAINING

- Describe the short and long term effects of alcohol use and abuse;
- Apply decision-making skills to make healthy choices about alcohol use, and recognize factors (e.g., the media, family members, friends, laws governing use and sale of alcohol) that can influence the decision to drink alcohol;
- Demonstrate resistance techniques (e.g., avoidance, walking away) and assertiveness skills (e.g., saying no) to deal with peer pressure in situations pertaining to substance use and abuse.

### CAMH

The overall expectation is for students to identify the influences (e.g., the media, peers, family members) that affect the use of alcohol, as well as the effects, legalities of and healthy alternatives, to alcohol use.

The specific learning expectation is as follows:

- Describe the short and long term effects of alcohol use and abuse;
- Apply decision-making skills to make healthy choices about alcohol use, and recognize factors (e.g., the media, family members, friends, **\*laws**) that can influence the decision to drink alcohol;
- Demonstrate resistance techniques (e.g., avoidance, walking away) and assertiveness skills (e.g., saying no) to deal with peer pressure in situations pertaining to substance use and abuse.

The teaching/learning strategies :

- “*Myth and Realities*” activity copyright OPHEA 1996;
- Decision-making model;
- Role-playing;
- “*IDEAL*” decision-making worksheet
- Scenarios, courtesy of American Health Foundation: Know Your Body- School Health Education Program
- “*Mixed Messages*” activity copyright OPHEA 1996
- “*What Could I Say*” worksheet American Health Foundation: Know Your Body – School Health Education Program

### OPHEA

The overall expectation is for students to examine the effects of alcohol use and abuse. They learn to recognize factors that can influence the decision to drink alcohol. Decision-making and

assertiveness skills are also covered in order to promote the skills necessary to make healthy choices.

The specific expectations are as follows:

- Describe the short and long term effects of alcohol use and abuse;
- Apply decision making skills to make healthy choices about alcohol use, and recognize factors (e.g., the media, family members, friends, **\*laws**) that can influence the decision to drink alcohol;
- Demonstrate resistance techniques (e.g., avoidance, walking away) and assertiveness skills (e.g., saying no) to deal with peer pressure in situations pertaining to substance use and abuse.

The teaching/learning strategies:

- *“It Seemed Like A Good Idea At The Time”* – story and discussion;
- Activity Sheets;
- Alcohol scenarios;
- Decision-making worksheet;
- Self/peer Assessment;
- *“What Could I Say?”* Worksheet;
- Resistance Slips Activity Cards;
- *“Saying No to Alcohol”* story plan.

\*These sections instruct that alcohol is a controlled substance and can only be sold at a LCBO or through licensed operations. The Liquor Control Act prohibits the sale of alcoholic beverages to any person under the age of 19 and prohibits the sale of alcohol to an intoxicated person. Laws are a deterrent for a percentage of youth but the majority do not regard legal restrictions as a major restraining factor in alcohol use. Most teens report legal implications and risks related to drinking and driving as a key factor in their drinking behaviour.

## Grade Six

### MINISTRY OF EDUCATION AND TRAINING

- Describe the short and long term effects of cannabis and other illicit drugs;
- Determine influences (e.g., interpersonal, personal, legal, economic) on the use and abuse of tobacco and other drugs (e.g., alcohol, cannabis, LSD) and consider them as part of a decision making process to make healthy choices;
- Identify people and community agencies that support making healthy choices regarding substance use and abuse.

### CAMH

The overall expectation is for students to identify the influences (e.g., the media, peers, family) affecting the use of cannabis and other drugs, as well as their effects and legalities of, as well as healthy alternatives to, cannabis and other drugs.

The specific learning expectations are as follows:

- Describe the short and long term effects of cannabis and other drugs;
- Determine influences (e.g., interpersonal, personal, legal, economic) on the use and abuse of tobacco and other drugs (e.g., alcohol, cannabis, LSD) and consider them as part of a decision-making process to make healthy choices;
- Identify people and community agencies that support making health choices regarding substance use and abuse.

The teaching/learning strategies:

- “*Cannabis Awareness Exercise*” Toronto Public Health;
- “*Cannabis Basketball*” activity, courtesy of American Health Foundation: Know Your Body – School Health Education Program;
- “*Generation Gap*” worksheet;
- “*Advertising Promises*” activity courtesy of American Health Foundation: Know Your Body – School Health Education Program;

### OPHEA

The overall expectation is for students to examine the effects of cannabis and other illicit drugs and learn to recognize factors that can influence the use and abuse of tobacco and other drugs (e.g., alcohol, cannabis, LSD). Decision making-skills and community agencies that support making healthy choices are also highlighted.

The specific learning expectations are as follows:

- Describe the short and long term effects of cannabis and other illicit drugs (e.g. caffeine, steroids, cocaine, hallucinogens, LSD, Opioids, PCP, etc.)
- Determine influences (e.g., interpersonal, personal, legal, economic) on the use and abuse of tobacco and other drugs, (e.g., alcohol, cannabis, LSD) and consider them as part of a decision-making process to make healthy choices;
- Identify people and community agencies that support making healthy choices regarding substance use and abuse.

The teaching/learning strategies:

- Cannabis Test
- Cannabis Jeopardy worksheet
- “*Resisting The Pressure To Use Alcohol*” worksheet
- Community Helper Matching Exercise
- “*Influences*” worksheet

\*There is no section in either lesson plan that requires police expertise. The lesson plans focus on what the illicit drugs are how they were derived and the effects they have on the body.



## Grade Seven

### MINISTRY OF EDUCATION AND TRAINING

- Outline a variety of issues related to substance use and abuse (e.g. the effects of second hand smoke; the impact of laws governing drug use, including the use of tobacco and alcohol);
- Identify and categorize drugs as stimulants, depressants, and hallucinogens;
- Apply a decision-making process to make informed choices regarding drug use;
- Demonstrate strategies (e.g. saying no, walking away) that can be used to counter pressures to smoke, drink and identify healthy alternatives to drug use.

### CAMH

The overall expectation is for students to apply living skills to deal with peer pressure related to substance use and abuse.

The specific learning expectations are as follows:

- Outline a variety of issues related to substance use and abuse (e.g. the effects of second-hand smoke; the impact of laws governing drug use, including the use of alcohol and tobacco);
- Identify and categorize drugs as stimulants, depressants, and hallucinogens;
- Apply a decision-making process to make informed choices regarding drug use;
- Demonstrate strategies (e.g. saying no, walking away) that can be used to counter pressures to smoke, drink and identify healthy alternatives to drug use.

The teaching/learning strategies:

- *"Drug Effects"* worksheets;
- *"Categories: Understanding Drug Types"* adapted from the Centre for Applied Research in Education, 1993
- *"IDEAL"* Decision-making model
- *"Taking a Stand"* game from Toronto Public Health

### OPHEA

The overall expectation is for students working with peers in small group activities, students categorize commonly known drugs, examine the issues related to substance use and abuse, and apply decision-making skills to real-life situations. Students apply these skills by teaching younger students and working with them co-operatively.

The specific learning expectations are as follows:

- Categorize drugs; \*including legal and safety issues;
- Apply living skills to deal with peer pressure related to substance use and abuse;

- Demonstrate strategies that can be used to counter pressures to smoke, drink, and take drugs and identify healthy alternatives to drug use.

The teaching/learning strategies:

- Drug Identification Table Handout;
- Substance Use and Abuse Questionnaire;
- Understanding of Concepts Recording Chart Handout

\*The legal issues mentioned are the two Federal statutes (NCA and CDSA) and the six common drug offences. The safety issue mentioned is the use of drugs and alcohol in relation to motor vehicles. Again, police expertise is not required, however, these issues can be addressed in a "Youth and the Law" lesson plan at the grade six level and reinforced by teachers in grade seven.

## Grade Eight

### MINISTRY OF EDUCATION AND TRAINING

- Outline the possible negative consequences of substance use and abuse (e.g. fetal alcohol syndrome, effects of steroid use, accidents when drinking and driving);
- Identify those school and community resources that are involved in education about substance use and abuse, and those involved in preventing and treating substance abuse;
- Describe causes and symptoms of stress and positive ways to relieve stress that are not substance related;
- Apply the steps of a decision-making process to address age-specific situations related to personal health and well being in which substance use or abuse is one of the factors.

### CAMH

The overall expectation is for students to identify local support groups and community organizations (e.g., public health offices) that provide information or services related to health and well being;

The specific expectations are as follows:

- Outline the possible negative consequences of substance use and abuse (e.g., fetal alcohol syndrome, effects of steroid use, collisions when drinking and driving);
- Identify school and community resources that are involved in education about substance use and abuse, and those involved in preventing and treating substance abuse;
- Describe causes and symptoms of stress and positive ways (as opposed to substance use) to relieve stress;
- Apply the steps of the decision-making process to address age-specific situations related to personal health and well being in which substance use or abuse is one of the factors.

The teaching/learning strategies:

- “*Trial By Jury*” activity by ACTION from OPHEA;
- “*Opening Doors*” A personal and Social Skills Program by CAMH
- Role-playing
- Scenarios
- “*School and Community Resources*” sheet

## OPHEA

The overall expectation is for students to build upon the skills learned in Grade Seven by reviewing the different categories of drugs and describing the negative consequences of abusing substances. They learn about the community resources that are available to help, and alternatives to substance use and abuse. They learn about the decision-making process that can help them make healthy life choices.

The specific expectations are as follows:

- Apply living skills to deal with peer pressure related to substance use and abuse;
- Apply a decision-making process to make informed choices regarding drug use;
- Apply living skills (e.g., decision-making, problem solving, and refusal skills) to respond to matters related to sexuality, drug use, and healthy eating habits;
- Apply the steps of a decision-making process to address age-specific situations related to personal health and well being in which substance use or abuse is one of the factors.

The teaching/learning strategies:

- Substance Cards;
- Health Resources handout;
- Decision-making cards
- Fact Sheets

\*There is no section of these lesson plans that would require police expertise.

## Grade Nine

### MINISTRY OF EDUCATION AND TRAINING

- Identify facts and myths related to the use of abuse and alcohol, tobacco, and other drugs (e.g., cannabis);
- Explain the effects of the use and abuse of alcohol, tobacco, and other drugs;
- Identify the major factors (e.g., environmental influences such as peer pressure, media influences, adolescent attitudes) that contribute to the use of alcohol , tobacco, and other drugs;
- Demonstrate and use both decision-making and assertion skills with respect to media influences and peer pressure related to alcohol, tobacco, and other drugs.

### OPHEA

The resource guide is a supplement and intended to be used as a companion to the Public and Catholic Course profiles. It is highly recommended that teachers use this resource side by side with the course profile

The resource includes:

- Fact and myth section;
- Drug descriptions ;
- Short and long term effects of drugs and alcohol;
- \*Legal Status/Consequences (in Canada);
- Assertiveness and refusal techniques.

\*The information supplied in this section is very basic including the most common offences associated with the particular drug and the maximum legal consequence.

## **Grade Ten**

### MINISTRY OF EDUCATION AND TRAINING

- Describe the factors that lead to substance dependency;
- Describe the physiological and sociological effects of substance abuse;
- Demonstrate knowledge of the legal aspects of substance abuse (e.g., regarding under-age drinking, impaired driving, the Tobacco Control Act).

### OPHEA

The Grade Ten content is to be used to support the delivery of the Health and Physical Education Curriculum, using the public course profile.

It suggests the activities for students to participate in. It also includes information on gender differences, tips and facts for teachers.

## Grade Overall Expectation Summaries

### CAMH

- Grade 1: Recognize commonly used medicines and household products.
- Grade 2: Describe the effects of appropriate and inappropriate uses of medicine on the body.
- Grade 3: Describe what a drug is, listing several examples (nicotine, caffeine, alcohol) and describing the effects of these substances on the body.
- Grade 4: Identify the influences (e.g., the media, peers, family members) affecting the use of tobacco, as well as the effects and legalities of, and healthy alternatives to, tobacco use.
- Grade 5: Identify the influences (e.g., the media, peers, family) affecting alcohol use, as well as the effects and legalities of, and healthy alternatives to alcohol use.
- Grade 6: Identify the influences (e.g., the media, peers, family) affecting the use of cannabis and other drugs as well as the legalities of, and healthy alternatives to, cannabis and other drugs.
- Grade 7: Apply living skills to deal with peer pressure related to substance use and abuse.
- Grade 8: Identify local support groups and organizations (e.g., public health) that provide information or services related to health and well being.

### OPHEA

- Grade 1: Recognize commonly used medicines and household products.
- Grade 2: Recognize appropriate and inappropriate uses of medicine, and describe the effects on the body.
- Grade 3: Describe what a drug is, listing several examples (nicotine, caffeine, and alcohol) and describing the effects of these substances on the body.
- Grade 4: Identify the influences (e.g., the media, peers, family members) affecting the use of tobacco, as well as the effects and legalities of, and healthy alternative to, tobacco use.
- Grade 5: Identify the influence (e.g., media, peers, family members) affecting alcohol use, as well as the effects and legalities of, and healthy alternatives to, alcohol use.
- Grade 6: Identify the influences (e.g., the media, peers, family members) affecting the use of cannabis and other drugs, as well as the effects and legalities of, and healthy alternatives to, cannabis and other drugs.
- Grade 7: Apply living skills to deal with peer pressure related to substance use and abuse.
- Grade 8: Identify local support groups and community agencies that provide information or services related to health and well being.
- Grade 9: Demonstrate personal strategies to deal effectively with the social influences that contribute to the use and abuse of alcohol, tobacco, and other drugs (e.g., cannabis).

## **Drug Education Resistance Education D.A.R.E. Program Summary**

The program content for D.A.R.E. is organized into seventeen 45 to 60 minute lessons to be conducted by a uniformed officer and suggested extended activities to be taught by the regular classroom teacher.

The emphasis of this program is to help students recognize and resist the many direct and subtle pressures that influence them to experiment with alcohol, tobacco, marijuana, inhalants, or other drugs or to engage in violence.

A D.A.R.E. Box is used to facilitate discussions of drug information and to respond to questions regarding the D.A.R.E. curriculum. Every lesson will begin with questions from the D.A.R.E. Box.

### LESSON 1                   INTRODUCING D.A.R.E.

The purpose of this lesson is to introduce the D.A.R.E. program to students. This involves:

- explaining the acronym D.A.R.E.;
- explaining the D.A.R.E. rules;
- The D.A.R.E. student letter “*Dear DARE Student*”
- D.A.R.E. Student workbook
- The concept of student rights

### LESSON 2                   UNDERSTANDING THE EFFECTS OF MIND ALTERING DRUGS

The purpose is to help students develop knowledge of basic drug facts and the harmful effects of mind-altering drugs if misused. This involves:

- A D.A.R.E. video
- D.A.R.E. Student workbook
- D.A.R.E. Drug Fact sheet, including definitions (e.g., marijuana, cocaine, inhalant, tolerance)
- Story scenarios

### LESSON 3                   CONSIDERING CONSEQUENCES

The purpose is to help students understand there are many consequences that may result from the use of drugs. Students will be able to identify consequences of using and choosing not to use tobacco, alcohol and marijuana. This involves:

- D.A.R.E. Chart “*Consequences*”
- D.A.R.E. Student workbook “*Considering Consequences*”

### LESSON 4                   CHANGING BELIEFS ABOUT DRUG USE

The purpose is to make students aware of the actual extent of drug use among adolescents and of the kinds of peer pressure they may face. Students will be able to identify the major sources and kinds of pressure and to compare their estimates of the extent of drug use among adolescents with estimates reported in national surveys. This involves:

- D.A.R.E. Student workbook



- D.A.R.E. Charts
- Transparency

#### LESSON 5                    LEARNING RESISTANCE TECHNIQUES

The purpose is to help students learn and practice effective ways to respond to different kinds of peer pressure to use drugs. Students will be able to demonstrate effective ways to say no in responses to different kinds of peer pressure to use drugs. This involves:

- D.A.R.E. Student workbook “*Ways To Say No*” “*Why Most Kids Don’t Use Drugs*”
- D.A.R.E. Charts “*Ways To Say No*”
- Transparency

#### LESSON 6                    BUILDING SELF ESTEEM

The purpose is to help students understand that self-esteem, the way a person feels about him/herself, results from positive and negative feelings and experiences. Students will recognize positive qualities about themselves. This involves:

- D.A.R.E. Chart “*Self Esteem*”
- D.A.R.E. Workbook “*Giving A Compliment*” “*Personal Licence Plate*”
- Story “*Bills Balloon*”

#### LESSON 7                    LEARNING ASSERTIVENESS – A RESPONSE STYLE

The purpose is to teach students assertiveness as a technique for refusing offers to use drugs or other situations where it would be helpful. Students will be able to respond assertively in refusing offers to use drugs. This involves:

- D.A.R.E. Chart “*Assertiveness*”, “*Response Styles*”, “*Behaviour For Role Plays*”
- D.A.R.E. Student workbook “*Response Styles*”
- Role playing

#### LESSON 8                    MANAGING STRESS WITHOUT TAKING DRUGS

The purpose is to help students recognize stress encountered in their daily living and to suggest ways to deal with it other than by taking drugs. Students will be able to identify stressors in their lives. This involves:

- D.A.R.E. Chart “*Stress*” and “*Stressors*”
- D.A.R.E. Workbook “*My Stress Level*”, “*Ways To Deal With Stress*”

#### LESSON 9                    REDUCING VIOLENCE

The purpose is to help students recognize that destructive acts of violence are inappropriate ways to deal with anger and to resolve disagreements. Students will be able to identify non-violent ways to deal with anger and disagreement. This involves:

- D.A.R.E. Student workbook “*The Blame Game*”
- D.A.R.E. Chart “*Violence*”
- Transparencies “*Violence*”, “*Appropriate Steps*”
- Scenarios

## LESSON 10 COMBATING MEDIA INFLUENCES ON DRUG USE AND VIOLENCE

The purpose is to help students develop the understanding and skills needed to analyze how the media can influence the way people think, feel, and act about drug use and violence. Students will be able to recognize media influence in presentations about tobacco, alcohol and other drug use. The purpose is to help students develop the understanding and skills needed to analyze how the media can and in presentations about violence that encourage or discourage drug use or violence. This involves:

- D.A.R.E. Chart “*Sources of Pressure*”, “*Media*”, “*Media Message Techniques*”
- D.A.R.E. Student workbook
- Transparencies
- Story “*The Masked DJ*”

## LESSON 11 MAKING DECISIONS ABOUT RISKY BEHAVIOURS

The purpose is to help students apply the decision-making process in evaluating the consequences of various kinds of risk-taking behaviour, including that of using drugs, tagging and using weapons. This involves:

- D.A.R.E. Student Workbook
- Stories “*Subira*”, “*Frank*”, and “*Jimmy*”
- D.A.R.E. Charts “*Risk*”, “*Making A Decision*”

## LESSON 12 SAYING YES TO POSITIVE ALTERNATIVES

The purpose is to help students find activities that are interesting and rewarding alternatives to drug use. Students will identify and participate in positive alternative activities which they may find interesting and in which they can achieve success. This includes:

- D.A.R.E. Chart “*Alternatives*”
- Transparency “*Social Needs*”
- D.A.R.E. Coupons
- D.A.R.E. Activity

## LESSON 13 HAVING POSITIVE ROLE MODELS

The purpose is to acquaint students with high school leaders who do not use drugs and to clarify the misconception that drug users are in the majority. Students will identify ways that successful high school students avoid the use of drugs by participating in a variety of positive activities. This involves:

- D.A.R.E. Student workbook

## LESSON 14 RESISTING GANG AND GROUP VIOLENCE

The purpose is to help students recognize the negative consequences of gang and group violence and to help them resist becoming involved. This involves:

- D.A.R.E. Chart “*Youth Gang*” and “*Intimidate*”
- D.A.R.E. Stories
- Transparency “*Not a Wanna Be*”

## LESSON 15                      SUMMARIZING DARE LESSONS

The purpose is to help students summarize and assess what they learned from participating in Project D.A.R.E. Students will respond appropriately as a team to questions involving drug use and violence. This involves:

- D.A.R.E. Student Workbook
- D.A.R.E. Chart “*Taking A Stand*”

## LESSON 16                      TAKING A STAND

The purpose is to help students respond effectively when they are pressured to use drugs. Students will take a positive stand to be drug-free and to avoid violence by putting their commitment in writing and reading it aloud. It involves:

- D.A.R.E. Student Workbook “*Taking A Stand*” (completed essay)

## LESSON 17                      D.A.R.E. CULMINATION

The purpose is to provide an appropriate DARE culminating activity to recognize individual achievement of all participants and to reinforce the values and skills they have learned. This involves:

- D.A.R.E. Certificates
- Other awards s appropriate

## **PROGRAM COMPARISON**

The curriculum for the Centre for Addiction and Mental Health and the Ontario Physical Health and Education Association are virtually identical. The teaching/learning strategies vary however, the lesson objective is the same. Both curriculum meet the expectations of the Ministry of Education and Training for substance use and abuse.

The Ministry of Education and Training emphasizes the shared responsibility of parents, peers, schools, health-care systems, government, the media and a variety of other institutions and agencies.

The Ministry of Education and Training also state the substance use and abuse learning expectations respond to these facts by focusing on an understanding of the effects of drugs – prescription drugs, non-prescription drugs, illicit drugs, tobacco, alcohol – and the consequences of their use. This knowledge is integrated with the development of a variety of living skills that help students make and maintain healthy choices.

The Ministry of Education and Training also emphasizes decision-making skills. From grade one through three students employ decision-making skills to identify when and how medicines should be used and to decide healthy alternatives. At grade four they employ their decision-making skills along with assertiveness and resistance techniques to recognize and tackle factors that influence them. These techniques and skills are practised and employed through the remaining school years.

The actual curriculum begins with students in grade one learning the basics of medicines and household products. At this level safety is the focus and paramount concern, they do however, categorize drugs and introduce some drugs are “illegal”. Grade two will differentiate illegal drugs from legal drugs.

In grade three, four and five the focus is shifted to legal drugs such as tobacco, caffeine and alcohol and describing the effects these drugs will have on their body. It again will review alternatives.

Grade six begins the teaching of illegal drugs. It gives a brief overview of various drugs (e.g., street drugs, rave drugs, etc), the effects these drugs have on the body and healthy alternatives to drug use. Again the focus is on influences and resistance techniques that the students have been practising for two years. At this time they will also identify people and community agencies that support making healthy choices regarding substance use and abuse.

In grade seven, the students will also be able to categorize drugs into stimulants, depressants and hallucinogens, and learn the impact of laws governing drug use, including the use of alcohol and tobacco.

Finally, grade eight will outline the negative consequences of substance use and abuse. Reinforce the support from the community agencies and continue the steps of a decision-making process.

As far as the legalities specified in the curriculum, it begins with the very basics of what an illegal drug is. It continues into legal aspects of smoking and using alcohol and the different laws that govern their use. These are very basic laws. It is not until grade six that the curriculum integrates illicit drugs. Even at this point police expertise is not essential. The lesson plan focuses on health related issues and the very minor offences associated with these drugs.

The decision and content of police involvement in the substance use and abuse curriculum would have to be developed with the input of the various stakeholders to ensure issues such as program duplicity or inappropriateness do not occur. The Toronto Police Service believes they have a role in the education of the students regarding drugs, however, the specific role should be defined as one requiring police expertise and should possibly be incorporated into a Youth And The Law lesson plan.

## **D.A.R.E. vs MINISTRY OF TRAINING AND EDUCATION**

The D.A.R.E. educational program, as previously stated begins at the grade six level. In the current educational system, by the time a student is in grade six they will have already established a basic understanding of legal and illegal drugs, the short and long term effects of using these drugs, and the influences they will encounter, including; peer pressure, media, and family.

The first D.A.R.E. lesson is strictly an introduction. Lesson two quickly moves in to the effects of mind altering drugs which the grade six students will already have learned according to the expectations of the Ministry of Education and Training. Lesson three, four, five and seven deal with consequences and influences and how to deal with them. Through the Ministry of Education and Training, students have already been identifying influences since grade four, learning the resistance techniques from grade seven through ten, and applying healthy living skills and alternatives from grade two.

D.A.R.E. then continues in lesson six into self-esteem. A major part of the Ministry's guidelines deals with the growth and development of young people. This encompasses many areas and not just anatomy and physiology. This area of self-esteem is addressed with the teachers and students developing a comfort level so that information can be discussed openly, honestly, and in an atmosphere of mutual respect.

Lesson eight simply discusses managing stress without taking drugs. As previously mentioned, the guidelines established by the Ministry have students from grade two identifying healthy alternatives to drug use and then continues from grade four dealing with stress and pressures.

Lesson nine focuses on reducing violence. This topic is not a part of the Ontario Curriculum for Health and Physical Education by the Ministry of Education and Training. The Ministry undoubtedly mandates it elsewhere in other guidelines.

Lessons ten, eleven, twelve and thirteen all deal with influences, decision-making and alternatives. This is repetitious and has been taught from grades four through nine.

The final four lessons deal with youth gang violence, the summarization of D.A.R.E. lessons, and students taking a positive stand against drug use.

All of the lessons are very important; however, they do not all require police expertise and should more appropriately be taught by other professional partners such as teachers, public health nurses, etc.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 13, 2001**

**#P346.        PROGRESS REPORT: RECOMMENDATIONS OF TORONTO POLICE  
SERVICES YOUTH ADVISORY GROUP AND YOUTH AND POLICE  
ACTION COMMITTEE**

The Board was in receipt of the following report OCTOBER 18, 2001 from Julian Fantino, Chief of Police:

Subject:        PROGRESS REPORT: RECOMMENDATIONS OF TORONTO POLICE  
SERVICES YOUTH ADVISORY GROUP AND YOUTH AND POLICE  
ACTION COMMITTEE

Recommendation:

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

Background :

At its meeting on May 20, 1999, the Board received a report from the Toronto Police Services Board Youth Advisory Group, chaired by Councillor Sherene Shaw. The report contained fifteen recommendations by the committee and the Service was asked to respond (Board Minute 249/99 refers). At the November 22, 1999 meeting, the Board received a report from the Chief asking for a four-month extension for submission of the response (Board Minute 481/99 refers).

In August 1999, Councillor Olivia Chow and Board member Sandy Adelson formed a group called the Youth and Police Action Committee. At the Board's March 2000 meeting, this group tabled a report containing seventeen recommendations (Board Minute 122/2000 refers). Appended to this Board Minute was a secondary recommendation that the Service provide a response to both the Youth Advisory Group Report and the Youth and Police Action Committee Report.

On August 31, 2000, the Board received a report from the Chief responding to all thirty-two recommendations (Board Minute 392/00 refers). The implementation of the many recommendations continues to be an ongoing process.

At its meeting on August 30, 2001, the Board requested the Chief to provide an update on the Toronto Police Services Youth Advisory Group and The Youth and Police Action Committee, as follows:

- 1) The Chief update the Board on the progress of the Service in implementing the recommendations of both the Toronto Police Service Youth Advisory Group and the Youth and Police Action Committee; and,**

**2) The Board forward the Chief's update to the City of Toronto Youth Cabinet and all City Councillors for their information.**

This progress report includes each recommendation, the original responses, as received by the Board on August 31, 2000 (Board Minute 392/00 refers), and provides the Board with a current update on each recommendation.

**Recommendations of the Toronto Police Services Board – Youth Advisory Group**

**IMPROVE FORMAL AND INFORMAL COMMUNICATION AND INTERACTION BETWEEN POLICE AND YOUTH**

**1. Improve informal interaction between police and individuals/groups of young people in public places. The development of a policy with a specific set of guidelines for officers to follow when approaching and interacting with youth.**

**Original Response:**

The Service agrees that improvements can be made in the interaction between youth and police. Many positive initiatives to improve this relationship have been undertaken by the Service over the past several years including conferences, seminars, sensitivity training and reinforcement of standards of professional conduct. The interaction that occurs between police and youth varies according to the circumstances that give rise to the interaction. To set out guidelines for police that would cover all or even most issues that might arise is an extremely difficult, if not impossible task. Relationships are improved by mutual understanding and co-operation between the parties involved. Both sides of a relationship must take some responsibility for improving conditions between them.

**Update:**

The Service continues to offer training to our members to improve interpersonal skills and communication techniques. The standards put in place to govern the conduct and professionalism of our members are there to ensure that all members of the public are treated in a fair and equitable manner. Failure to follow these standards could result in disciplinary action being taken against the member.

The development of interpersonal skills and effective communication techniques is not a matter that should be governed by policy. These skills are best learned through practical training and daily interaction with the public.

**Implementation Status:** Complete



- 2. Improve informal communications between police and youth. Each Division be encouraged to increase foot and bicycle patrol officers and community policing initiatives to ensure increased positive interaction with youth.**

**Original Response:**

The use of foot and bicycle patrols is an effective and positive community policing activity. This type of patrol activity is also very labour intensive and consumes human resources. The use of foot and bicycle officers is a deployment issue that is decided, generally, at the discretion of the local Unit Commander based on, among other things, availability of resources and the needs of the community. Balancing and prioritizing the requirements in each of our 17 Divisions is the Unit Commander's main function. At this point, personnel resources at the Divisional level are stretched very thinly.

Each of the 17 Divisions has developed a variety of initiatives over the years. The development of these initiatives is a work in progress; initiatives that work are kept, ones that don't work are dropped and new ones are developed to take their places. The Environmental Scan, a yearly report produced by Corporate Planning, captures many of these initiatives, numbering in the hundreds.

The Divisions are encouraged, through existing practices, to maximize the contact with the community. This contact is at the heart of community policing.

**Update:**

The recommendations from the Chief's Organization Review Task Force requires the Service to establish a model known as the 'PR Staffing Model'. Under this model a target of 60 percent of the front line officers' time is allocated to reactive activities and 40 percent of their time is dedicated to proactive activities. Officers at the Divisional level are now mandated to engage in proactive activities during their tours of duty, allowing for increased interaction with the community. This model shall be reviewed on a semi-annual basis in each Division to ensure continued validity.

**Implementation Status:** Complete

- 3. Allocate more time for officers to 'drop in' to community locations where youth congregate for informal positive interaction.**

**Original Response:**

As previously mentioned, the critical issue of human resources to staff activities such as drop ins is at a crossroads within the Service. The ability of officers to 'drop in' to community locations where youth congregate is driven primarily by calls for service. Policing, to a large degree, is

not a scheduled event. The Service is not in a position to guarantee that certain officers would always be available at specified times for these types of programs.

**Update:**

The Chief's Organizational Review Task Force 'PR Staffing Model' allows for front line officers to allocate time to visit community centres to interact in a positive way with youth and the community. These proactive activities are an important part of the community policing model and extend to all segments of the community, not just youth. Calls for service remain the number one priority of our Service and the availability of officers to participate in this type of activity continues to be dictated by the requirements of frontline policing.

**Implementation Status:** Ongoing

- 4. Increase the amount of time allocated for new recruits to spend in local and youth communities where they can maximize informal interaction in order to become better acquainted with the dynamics and diversity of our city and to develop a mutual respect.**

**Original Response:**

New recruits spend almost nine months receiving training in a classroom setting coupled with training in the field before being assigned to a Unit. Once they are sent to a Division, the training does not stop. Recruits continue to learn from the experienced officers they are assigned to in the field. There is ample opportunity for new officers to familiarize themselves with the dynamics of our city. Increasingly, our recruits are becoming more reflective of the diversity of Toronto. A majority of our new officers come from southern Ontario. Through personal experiences in their own communities, they have much more comprehensive knowledge of issues around diversity than was previously the case. To extend the current training period would not serve a useful purpose.

**Update:**

No significant changes have been made to the recruit training curriculum. The programs featured at the Ontario Police College and the C.O. Bick College cover a wide range of topics applicable to the cultural diversity of our City and Province. Personal experiences and the opportunity to learn from veteran officers is an important element in the development of a new recruit to an experienced, confident police officer. Extending the training period would not necessarily enhance the knowledge or interpersonal skills of individual officers. For the most part these are acquired skills developed throughout an officer's career.

**Implementation Status:** Complete

- 5. Increase and expand the variety and number of youth programs offered by the Police Service to the diverse youth communities of our city, for example, discussion groups, sports, basketball, cricket, soccer, music, drama, dance, etc.**

**Original Response:**

Members of the Service are already involved in some of these types of activities. Many officers donate personal time to take part in community activities in Toronto. That we are able to do this at all is a reassuring sign because it says that we care about our communities. At the same time, it must be recognized that many of our officers do not live in Toronto and have commitments in their private lives that must be respected. I also note that many officers commit significant amounts of time to being good role models in their home communities through involvement with coaching minor sports, Scouting/Guiding, Service Clubs and other similar endeavours. I stress that the voluntary donation of an officer's time is a personal decision based on the officers personal situation.

There is little doubt that the provision of alternatives to criminal activity results in lower crime rates. The Youth Violence Task Force found that youth criminal activity escalated during those unstructured, after-school hours where no alternative activities are available. It is clear that the Police Service cannot do everything and that other agencies and community members must assist and acknowledge their role in making Toronto a safe community.

Running the types of programs envisioned by this recommendation is not part of our core business. There are many agencies in the community that are equipped to design and run 'drop in' programs. The Service is happy to support programs such as these on the understanding that responding to calls for service and dealing with our core functions come first. The Service's role is to support these programs, not necessarily run them.

**Update:**

The Service continues to encourage our members to become involved in youth programs, both in Toronto and in the communities where they reside. Some of these programs are endorsed Service wide, while others are supported at the Divisional level. Currently, a comprehensive proposal on Youth Crime Corporate Initiatives is before the Command. Recommendations in this proposal have identified various outreach programs that are fully developed, partially developed or require further development before implementation can take place. The implementation of the recommendations stemming from this report will be determined once the review process is completed.

**Implementation Status:** Ongoing

- 6. Development of an 'Annual Youth Conference' to be hosted by the Toronto Police Services Board and the Police Service. Topics to be discussed will include youth opinions about policing in the City of Toronto, and how police policies and procedures**

**should be structured towards youth. The conference will also include discussion groups that focus on role-reversal exercises and friendly competition, etc.**

**Original Response:**

The Service agrees that a conference involving youth is a positive concept. The Community Policing Support Unit is currently working on such a conference to be held in the spring of 2001. The format is not exactly as described in the recommendation but will build on previous success the Service has had in running this type of conference. **Target for completion – April 30, 2001.**

**Update:**

The concept of hosting a youth conference remains a very important initiative for the Community Policing Support Unit. The original response indicated that the Community Policing Support Unit was working towards hosting a conference in the spring of 2001. The unexpected resignation and retirement of several members of the Community Policing Support Unit, as well as the need to allocate resources to other priorities, adversely affected our ability to schedule a conference. The feasibility of hosting a conference will be considered for the Community Policing Support Unit's 'Goals and Objectives' for 2002.

**Implementation Status:** Ongoing

- 7. Increase the number of police sessions held at local schools and community centres, discussing information on policing issues, such as safety, youth programs, etc. Alternately, increase the number of days per year local police stations 'open its doors' to youth. This is recommended to facilitate increased community outreach specifically to the youth community.**

**Original Response:**

Members of the Service already spend a significant amount of time in the schools in our community teaching safety and other subjects. The Service also allows tours of our facilities when requested by groups. There are limitations on how many people can attend at a time and some areas of stations are not accessible by members of the public at certain times (i.e. - the cells when there are prisoners in them). We are also limited by availability of personnel to conduct the tours. This activity is lower in priority than, for example, responding to calls for service, or completing investigations. Individuals or groups that are interested in availing themselves of the opportunity of taking a tour are always welcome, within reasonable parameters.

**Update:**

During July and August of 2001, the Community Policing Support Unit – Youth Services Section conducted an extensive study with respect to youth outreach programs and elementary school education. This report, currently under review by the Command, contains a number of recommendations related to standardizing the program curriculum delivered to schools by police

officers as well as identifying youth outreach programs that should be approved for implementation service-wide. A standardized curriculum would result in all schools receiving approximately the same number of visits per year and ensure consistent programming across the city to all grade levels. At the present time this situation does not exist.

Tours of the local police divisions are normally conducted by the Community Relations or Crime Prevention Officers. These tours are available during the day or evening depending upon the availability of the officer conducting the tour. As previously mentioned, access to certain areas of the police facilities may be restricted depending on the activities in the station at the time of the tour. Many individual police facilities conduct open houses at different times of the year to coincide with joint police/community activities. In addition, all stations conduct an open house during National Police Week, held annually in May.

**Implementation Status:** Complete

## **GREATER ACCESS BY YOUTH TO POLICING INFORMATION AND POLICIES**

- 8. Greater access by youth to policing information and policies, by the development of new 'youth-focused' communication materials so that young people will be able to readily access information regarding policing policies and processes.**

### **Original Response:**

The internet has become the media of choice for corporations to disseminate information. The Service and the Police Services Board currently have internet websites that contain a large volume of information. The Service has spent considerable effort in designing the site to make information readily available. This site is constantly being redesigned and updated to reflect current information. The Board's policies are contained in the minutes of Board meetings and these are available on the Board's website. The Service also provides information in the form of pamphlets on a wide variety of topics.

The Service has not experienced a high demand for this type of information by youth, but it is available.

### **Update:**

The Service and the Police Services Board continue to update the respective websites to offer a wide variety of information on policing issues and changes within the Service. In addition, most local Divisions maintain a website for the benefit of the local community. The Community Policing Support Unit maintains publications on behalf of the Service and is constantly updating and introducing new printed materials to keep pace with the changing needs of the community.

**Implementation Status:** Complete

- 9. A specific brochure be developed that is youth-focused which explains youth rights and how to file a complaint. The brochure to be made easily available at all local police stations, and other city locations such as schools, libraries and community centres, and to be targeted to those in the age group of 12 to 25 years.**

**Original Response:**

This recommendation has been undertaken by the Youth Cabinet and is in place.

**Update:**

The Toronto Youth Cabinet in cooperation with the Justice for Children and Youth agency, has developed a 'Youth Rights' card detailing the rights and responsibilities of a young person when questioned by the police. These cards are distributed to youth agencies, shelters, secondary schools and probation offices throughout Toronto. The Community Policing Support Unit – Youth Services Section has ordered a quantity of these cards for distribution to the Divisions.

In addition, the Youth Cabinet maintains a website ([www.torontoyouth.com](http://www.torontoyouth.com)), which contains information on a variety of topics relating to contact with the police and other legal rights and responsibilities. The website encourages youth to exhibit a positive attitude and promotes cooperation.

**Implementation Status:** Complete

- 10. Develop a 'police-youth hotline' as an alternative avenue for young people to utilize when they have concerns and require more information regarding policing policies and procedures.**

**Original Response:**

There are a number of hotlines that are specifically set up for youth by organizations that deal with specific issues (i.e. suicide, etc.). The Service supports these hotlines as they serve a valuable purpose. The Service has used hotlines as well, usually in investigative matters. Hotlines, in any organization, are usually reserved for high priority issues. The provision of routine information is not a high priority.

**Update:**

There are no plans, at this time, to establish a youth hotline specific to police policies and procedures. Information on these subjects is readily available by contacting the appropriate branch of our Service.

**Implementation Status:** Complete

**11. A regular mechanism be established for youth to dialogue with Board members and to access information through a joint Toronto Police Services Board and Police Service Youth Advisory Committee. The Committee will report to the Toronto Police Services Board, so young people can participate as vital stakeholders in the decision-making process of the developing and the formulation of police policy.**

**Original Response:**

The Service is currently reviewing the entire consultative process, including the involvement of youth. A report is due at the beginning of June and will be reviewed over the summer. It is anticipated that as a result of the review, the youth voice will be present in all areas of consultation. Having said this, the recommendation, as it is written, could be implemented by the Police Services Board on its own. Although the Service does not agree that this Committee should be established as described, if the intention of the recommendation is to make this Committee a sub-committee of the Board, the Service has no say in the matter.

The majority of issues that are of interest to youth, do not necessarily relate to policy. The issues that are raised time after time are operational in nature.

**Update:**

As result of the Chief's 90-Day Review, a report is currently before the Command dealing with the Service's consultative process. A further update will be provided at a future Board meeting, pending a decision by the Command.

**Implementation Status:** Ongoing

**12. Establish a 'Police Youth Ombudsman's Office' where the youth of the City of Toronto can obtain information from an impartial source regarding policing issues, and provide their valuable feedback and opinions about policing in our city. This office, to report directly to the Toronto Police Services Board.**

**Original Response:**

The usual role of an ombudsman is to act as a mediator between parties that cannot agree on an issue. In some cases, ombudsmen investigate allegations of unfair treatment where no resolution was arrived at. The description of the purpose detailed in the recommendation appears to be more of an information dissemination function. The Service would object to the establishment of another oversight process whose sole purpose would be to provide impartial information on policing issues. I question the necessity of the Service establishing such a position within our existing structure. Members of the Service freely involve themselves in discussions on issues around policing continually.

A review of the consultative process is underway and will soon be completed. It is anticipated that as a result of the review, the youth of Toronto will have a voice at every level of our process. The process will elicit youth involvement in a number of ways.

Finally, the Police Service cannot create an office that reports to the Board. It would be the Board's responsibility to create such a body.

**Update:**

The position of the Service remains the same as outlined in the original response.

**Implementation Status:** Complete

## **EXPAND POLICE AWARENESS OF YOUTH ATTITUDES AND SENSITIVITY**

**13. Expand police awareness of youth attitudes and sensitivity. Develop and implement improved training sessions for officers and new recruits with regard to youth attitudes, community values, and positive communication skills when dealing with young people, and with members of the diverse ethno-racial and multi-lingual communities that Toronto is comprised of.**

**Original Response:**

Service members receive a wide array of training in communications, diversity and cultural sensitivity throughout their careers and especially during recruit training. Our members deal with youth daily. The issues raised in this recommendation apply not only to youth but to all components of the community. Our officers need to apply these skills in every contact they have with members of the public. Awareness of attitudes and sensitivity is a two-way street.

**Update:**

The Training and Education Unit continues to offer mandatory diversity training to all members of our Service, uniform and civilian. The course provided to uniform members is four days in duration, while the civilian equivalent is three days in duration. The content of both courses contains a youth component consisting of information on stereotyping youth, youth gang involvement, as well as cultural and diversity issues. The course content is regularly reviewed to ensure that it is consistent with the policies and procedures of our Service as well as the needs and concerns of the community.

**Implementation Status:** Complete



**14. A new policy be developed to increase youth employment within the Toronto Police Service by increasing the opportunities available for youth through volunteer and paid work programs in police stations and facilities.**

**Original Response:**

The Community Policing Support Unit is working on a pilot project to employ two youths in each of the 17 Divisions to remove graffiti over the summer this year. Funding for this project is coming from a government grant. Depending on the success of this program and the continuing ability of the Service to obtain funding for it, it may be continued or expanded.

The Service has adult and youth volunteer programs in place. Due to the nature of the police workplace, the types of activities youth are able to undertake are somewhat limited. However, youth are used in a voluntary capacity to staff displays at malls and to disseminate information or pamphlets.

The Service also supports co-operative learning at the secondary school and university level through our co-op programs. Students are placed in a variety of functions across the Service for semester-long periods.

As mentioned earlier, due to the nature of policework and the confidentiality required, it is difficult to allow unrestricted access to all our police facilities to volunteers whether they are youth or adult. The Service imposes reasonable security restrictions on people who have access to confidential information. In certain circumstances, the Service is obligated by third parties to require fingerprinting and oaths of secrecy (as in the case of C.P.I.C.).

**Update:**

The Service launched a Graffiti Eradication Program in October of 2000. Youth volunteers and police officers from various Divisions have formed partnerships to assist in the removal of graffiti. This program continues to expand with an expectation that additional partnerships between youth and police will be created as the program gathers momentum.

The Service continues to support youth employment opportunities through the summer lifeguard program, as well as the student co-operative work program. There are no plans to establish any further paid employment opportunities for youth within the Service. However, any youth employment proposals that are put forward and are financially supported by outside sources, would be considered for implementation.

All opportunities to employ youth in volunteer activities alongside members of our Service should be encouraged.

**Implementation Status:** Ongoing

**15. Develop a new ‘police mentoring initiative’ for our city’s youth to provide increased opportunity focusing on life skills (i.e. communication, interpersonal skills, civic involvement, personal development.)**

**Original Response:**

See response to Recommendation No. 12 of the Youth and Police Action Committee below.

**Update:**

See response to Recommendation No. 12 of the Youth and Police Action Committee below.

**Implementation Status:** Complete

**Recommendations of the Youth and Police Action Committee**

**Toronto Police Service – Expansion:**

**1. The current Toronto Police Service ‘Policing and Diversity’ course, and specifically its youth component should:**

**Continue to be implemented in conjunction with the Toronto District School Board;**

**Original Response:**

This is a component of the training that was initiated when the Training and Education Unit began the Policing and Diversity Program. The Training and Education Unit continues to train with this module and has no plans to discontinue.

**Update:**

The Policing and Diversity Program continues to be mandatory training for all members of the Service. The course content includes a youth component consisting of information on stereotyping youth, youth gang involvement, and cultural and diversity issues. The course is reviewed on a regular basis to ensure content is consistent with policies and procedures of our Service and the needs and concerns of the community.

**Implementation Status:** Ongoing

## **Include the involvement of youth in both the preparation and delivery of the course**

### **Original Response:**

This module has students from across the city attend and participate, with members of the Service in an information gathering exercise. The purpose of student participation is to allow students to have input into the exercise and ask their own questions. In essence, the students set-up their own agendas. This course deals with many different communities other than students and it would be inappropriate for them to influence the course direction for messages that these other communities want to convey.

### **Update:**

The Training and Education Unit has successfully incorporated a youth component in the diversity training by utilizing students from the Toronto District School Board. Unfortunately, this segment of the course has been discontinued due to the recent retirement of the school board representative. The Community Policing Support Unit – Youth Services Section will work with the Training and Education Unit to revive this component of the diversity training.

**Implementation Status:** Ongoing

## **Address issues related to racism;**

### **Original Response:**

The course has an existing component that deals with racism. The Service's Human Rights Coordinator provides direction on racism and other Ontario Human Rights Code issues. In addition to this component, youth participating in the course can address racism or any other issues affecting them during their allotted time.

### **Update:**

The Policing and Diversity Program continues to be mandatory training for all members of the Service. A youth component featuring information on stereotyping youth, youth gang involvement as well as culture and diversity issues is an important element of this training. The course material is reviewed on a regular basis to ensure content is consistent with policies and procedures of our Service and the needs and concerns of the community.

**Implementation Status:** Ongoing

**Expand to meet the growing needs of both the Toronto Police Service, its officers, as well as the youth of Toronto. This expansion would entail more staffing and additional resources culminating in an increased number of sessions delivered each year; and**

**Original Response:**

Training and Education staffing for diversity training has increased this year from two to three persons. The college will operate twenty-six diversity classes for civilian and uniform members. This represents an increase over previous years.

**Update:**

The Training and Education Unit continues to conduct diversity classes. Effective in the fall of 2001, diversity training became a component of the new Advance Patrol Training Module. This training is mandatory for all front line officers and contains a youth component. The diversity training offered to civilian members is slightly different than that provided uniform members.

**Implementation Status:** Complete

**The youth component of the “diversity training” course should involve City of Toronto Parks and Recreation (community centres), youth detention facilities, as well as youth courts.**

**Original Response:**

Training and Education staff in co-operation with the Toronto District School Board designs the youth component of the diversity training. Currently, youth from the school board attend each session to participate. Other groups can be included in this process. Training and Education staff will arrange a meeting with the interested parties to discuss implementation.

**Update:**

The Training and Education Unit implemented a youth component, involving students from the Toronto District School Board as part of the diversity training. The involvement of youth in this course was discontinued when the diversity training became part of the Advance Patrol Training Module. Although youth are no longer physically involved in the program, a youth component remains part of the Advanced Patrol Training Module. The subject material includes, youth stereotyping, youth gang involvement and cultural and diversity issues. The Community Policing Support Unit – Youth Services Section will contact the college to discuss the feasibility of reintroducing actual youth participation to the diversity training program.

The Community Policing Support Unit – Youth Services Section will report to the Board on the progress of implementing this recommendation at a future Board meeting.

**Implementation Status:** Ongoing

2. **The ‘SWAT’ (Students With A Target) Program, currently run by the 33 Division Community Response Unit, should be expanded service-wide with the appropriate resources allocated, so that it runs out of every division in the Toronto Police Service.**

**Original Response:**

The Service is committed to endorsing one program that has the same objective as S.W.A.T. for the secondary school level. Police have been involved in the development of several of these programs and the Service is a strong supporter of them. Although originally developed by police, when implemented properly, SWAT is a program run by youth in the schools with the participation of the police. It is not a police program. The impetus to initiate programs such as these comes from the schools. There are similar programs running in various schools across Toronto (Student Crime Stoppers, School Watch, Student Liaison Assisting Police (S.L.A.P.), etc.). Programs of this type are run in middle schools and high schools (Grades 7 through O.A.C.). The decision to run a program of this nature rests with the school involved, not the police. Members of the Service encourage schools to take part in one of the several programs available and indeed most have and we recognize the necessity of endorsing one program across the city.

The Community Policing Support Unit in co-operation with Service members already involved in this type of program and the various boards of education, will examine best practices in relation to crime reduction programs in schools. Programs such as SWAT, SLAP, Student Crimestoppers will be examined. A suggested format for instituting such a program in schools will be developed with sufficient flexibility to allow for individual circumstances.

**Update:**

There are many programs similar to SWAT in use in schools throughout Toronto. In most cases these programs have been developed to meet the individual needs of the school and its students. Before any program can be approved for implementation service-wide, consideration must be given to ensure that the program is right for each individual school. To arbitrarily decide that one program is more effective than another is not the role or function of our Service. Care should be taken to ensure that our partnerships with the school boards are maintained and that these key stakeholders are part of any decision making progress, especially when the decisions directly effect the day to day operation of their facilities. The Service’s Youth Crime Co-ordinator and the Community Policing Support Unit-Youth Services Section are working together to develop a High School Safety and Violence Reduction initiative. A proposal to this effect is presently before the Command.

**Implementation Status:** Ongoing

- 3. The 'Safety Centre' model run by 55 Division of the Toronto Police Service should be expanded throughout the city. A committee including the Chief of Police (or designate), officers (including those from 55 Division), and young people, should provide a report indicating how to make these centres most successful and useful for young people.**

**Original Response:**

The centre is an excellent example of an effective partnership between the police and a community driven organization. The safety centre is run by a Board of Directors and is independent of the Service. The centre is funded by grants and costs over three hundred thousand dollars per year to operate. For the Service to contemplate taking on this program across the city would likely prove to be cost prohibitive.

In addition, the services that are offered by the centre go beyond the mandate of the Service and are based on the community needs. Members of the Service take part in some of the activities at the centre and provide support for it in a variety of ways. One of those ways is to provide endorsement of the program in its funding applications.

**Update:**

The safety centre referred to in the original response is no longer in operation. Initiatives of this type require a tremendous financial obligation as well as an enormous volunteer commitment from the community. A major challenge in this type of outreach program is maintaining interest long enough for the program to become self-sufficient. The Service will continue to offer our support to these types of endeavors, but the commitment of human resources must be evaluated on an individual request basis.

**Implementation Status:** Complete

- 4. Following a recent study completed by the Toronto Police Service, the role and responsibilities of School Liaison Officers should be delineated and consistently applied. A comprehensive Service-wide strategy should be developed to guarantee that the mandate is being properly fulfilled.**

**Original Response:**

The Task Force on Youth Violent Crime has recommended that schools have sufficient School Liaison Officers and that the delivery and content of youth education programs be standardized across the city to provide a consistent approach (Recommendation 4 & 5 of above noted report). **Target for completion – December 31, 2000.**

## **Update:**

The original response indicated that the Task Force on Youth Violent Crime has recommended that schools have sufficient School Liaison Officers and that the delivery and content of youth education programs be standardized across the city to provide a consistent approach. The Community Police Support Unit - Youth Services Section has conducted an extensive study on elementary school education. This report recommends a standardized core curriculum consisting of five subject areas to be delivered to the grade level appropriate for the material. The report goes on to recommend that certain Divisions with large school populations be allocated additional School Liaison Officers in order to ensure consistent service delivery. A proposal to this effect is currently before the Command and recommendations flowing from the proposal will be forthcoming when the review process is finalized.

**Implementation Status:** Ongoing

## **Toronto Police Service – Creation;**

**5. The Toronto Police Service, in partnership with the Toronto District School Board and City of Toronto Parks and Recreation, should create ‘youth liaison committees’ to operate within the boundaries of each division. These committees would serve to provide youth with a forum to address and highlight concerns/issues within the community, thereby maintaining a constant flow of information between youth and police in Toronto. Members of these committees should be carefully selected from each ‘section’ of the Toronto community. This will include representatives from City of Toronto Parks and Recreation, the Toronto District School Board, and other individuals selected by the Toronto Youth Committee.**

**(a) Each division within the Toronto Police Service should be responsible for organizing, at minimum, an annual community event that involves young people. This regular event should actively involve both police and youth in its design, and allow for divisions to promote programs being run for the benefit of young people.**

**(b) Each division within the Toronto Police Service should undertake to host, at minimum, annual focus groups between officers and young people within the boundaries of that division. These focus groups would serve to identify key issues and problems faced by young people in the community, as well as to provide officers with a forum in which to convey some of the division’s concerns. Clearly, this would further equip officers to better serve and protect the public.**

**Original Response:**

The Service is currently reviewing the entire consultative process and a report is due soon. It is anticipated that the review will address the issue of minimum levels of activities for all levels of the process including yearly 'town hall' style public meetings, yearly 'value added' projects and yearly youth activities. It is also anticipated that the role of youth in our consultative process will be greatly expanded and refined. I see the components of our consultative process including the youth of our city playing an important role in energizing the community through activities designed to improve the quality of life in communities around the city.

The report is due in early June and will be reviewed over the summer. Implementation of recommendations flowing from the report will be forthcoming when the review process is finalized.

**Update:**

A report on the entire consultative process stemming from the Chief's 90-Day Review is currently before the Command. Implementation of recommendations flowing from this report will be forthcoming when finalized.

**Implementation Status:** Ongoing

**6. A pilot 'letter writing' campaign should be implemented whereby officers in the Toronto Police Service would 'adopt' an elementary school class composed of students aged 7-11 years. This program would allow for frequent correspondence between officers and young students in Toronto. The Toronto Board of Education may assist in the coordination of this initiative, as it will serve to build long-lasting relationships between young people and the police.**

**Original Response:**

The Service is concerned about the logistics of implementing this recommendation. There are nearly seven hundred elementary schools in Toronto and an average of thirty classes per school. That equates to twenty-one thousand classrooms that would be written to. There are about five thousand police officers employed by the Service. Each of them would have to write to about four classrooms to cover all of them. From the Service's perspective, this type of campaign should only be undertaken on a voluntary basis by those who express an interest. The Service does not have sufficient personnel to support this initiative.

**Update:**

The Service currently participates in a program called 'Merry-Go-Round'. Youth who are selected to participate in this program are given a computer and internet access free of charge. The youth then engages in an exchange of e-mail correspondence with an officer from our Service who has volunteered to participate in the program.

**Implementation Status:** Complete



- 7. The Toronto Police Service should undertake to provide co-operative learning opportunities for young people identified by street youth services across Toronto. As well, the Toronto Police Service should ensure that regular co-operative learning opportunities are actively endorsed and available to young people.**

**Original Response:**

The Service agrees that co-operative learning experiences are valuable in promoting policing as a career and is already actively involved in the provision of opportunities for co-operative learning experiences. School boards provide students from their co-op programs and they work in a wide array of functions within our organization. The Service also provides similar opportunities for university level co-op students.

The Service would participate in co-operative learning experiences for youth at risk as an employer similar to those programs run for students in schools. The Service imposes reasonable security restrictions on people who have access to confidential information. In certain circumstances, the Service is obligated by third parties to require fingerprinting and oaths of secrecy (as in the case of C.P.I.C.).

The Service will explore, through its Volunteer Program and in consultation with the Youth and Police Action Committee, opportunities to engage street youth in co-operative learning activities.  
**Target for completion – January 1, 2001.**

**Update:**

The co-operative education program operated by the Service is an excellent example of a partnership between our Service and an outside agency. The success of this program should act as a catalyst to promote further examination of employment and volunteer opportunities for youth within our Service. Further consultation with organizations that provide outreach services to youth will be necessary before any further action can be taken.

**Implementation Status:** Ongoing

- 8. The Toronto Police Service should undertake to establish a Toronto Police Services Board centralized sub-committee that would deal with overseeing all matters related to youth and police relations in the City of Toronto. This sub-committee may be comprised of the Chief of Police (or designate), officers from the Toronto Police Service, young people from across the city, representatives from City of Toronto Parks and Recreation, and representatives from the Toronto Board of Education. The sub-committee could:**

- Identify important issues impacting youth and police relations in Toronto;**

- **Establish policies and mechanisms to ensure that specific projects are allocated to the appropriate divisions within the Toronto Police Service;**
- **Oversee and develop a long-term strategy that will serve to improve youth and police relations in Toronto;**
- **Encourage the participation of a wide variety of young people in any and all projects/initiatives serving to improve the relationship between youth and police; and**
- **Serve as a ‘reporting mechanism’ to the Toronto Police Services Board and other involved parties.**

**Original Response:**

The Service is currently reviewing the entire consultative process including involvement of youth. A report is due at the beginning of June and will be reviewed over the summer. It is anticipated that as a result of the review, the youth voice will be present in all areas of consultation. Having said this, the recommendation, as it is written, could be implemented by the Police Services Board on its own. Although the Service does not agree that this committee should be established as described, if the intention of the recommendation is to make this committee a sub-committee of the Board, the Service has no say in the matter.

**Update:**

A report on the entire consultative process stemming from the Chief’s 90-Day Review is currently before Command. Implementation of recommendations flowing from this report will be forthcoming when finalized.

**Implementation Status:** Ongoing

- 9. A mechanism should be implemented into the promotional process, whereby ongoing recognition of officers positively contributing to the lives of Toronto youth is provided.**

**Original Response:**

The Service is currently reviewing the promotional processes as part of the 90-Day Management Review and will include this recommendation for consideration. A report on the Management Review, which will include comment on the results of the promotional process, is scheduled for consideration by the Board at its meeting on July 27, 2000.

**Update:**

As a result of the Chief's 90-Day Review, the Toronto Police Service Uniform Promotion Application Form (TPS 818), now includes a section that allows candidates to list significant contributions to the Toronto Police Service or the community.

**Implementation Status:** Complete

**10. A review of School Liaison Officers in the Toronto Police Service should be held on a regular basis. This review would ensure that the mandate, allocation of resources, and structure of the program is modified in connection with the needs of youth in schools.**

**Original Response:**

The Task Force on Youth Violent Crime has recommended that schools have sufficient School Liaison Officers and that the delivery and content of youth education programs be standardized across the city to provide a consistent approach (Recommendation 4 & 5 of above noted report). **Target for completion – December 31, 2000.**

**Update:**

During the summer of 2001, the Community Policing Support Unit - Youth Services Section, conducted an extensive study examining the role of the Community School Liaison Officer in elementary school education. The study calls for a standardized curriculum consistent with the findings of the Task Force on Youth Violent Crime. Information from the study was used to formulate recommendations for inclusion in the Youth Crime Corporate Initiatives Report currently before the Command. Implementation of recommendations flowing from this report will be forthcoming when the review process is finalized.

**Implementation Status:** Ongoing

**11. The Chief of Police (or designate) of the Toronto Police Service must incorporate new criteria into the annual performance review. These criteria would take into account the adherence to policies and service directives regarding youth programs provided by the Toronto Police Services Board.**

**Original Response:**

The Service is currently reviewing the annual performance review as part of the 90-Day Management Review and will include this recommendation for consideration. A report on the Management Review, which will include comment on the results of the annual performance review, is scheduled for consideration by the Board at its meeting on July 27, 2000.

## **Update:**

Currently, there are no policies or directives in place within the Service that address how youth programs should be developed, implemented and maintained. To make this criteria part of an officer's annual performance review would target a particular group for special consideration and impair the officer's ability to provide fair and equitable service to all members of our community. This would be contrary to the core values established by our Service.

At present there is no specific job description for front line officers. Members are governed by their Oath of Office and policies and procedures established by our Service to ensure professional conduct and compliance.

**Implementation Status:** Complete

## **City of Toronto (Toronto Youth Committee, Toronto Parks and Recreation)**

**12. Officers in the Toronto Police Service should be paired with Toronto youth in a mentoring program, similar in principle and design to that run by Toronto Department of Public Health. This program would serve to engage both the officers and youth in activities to promote positive and valuable relationships.**

## **Original Response:**

The Service currently operates a mentoring program for officers preparing to join the Service. The purpose is to provide them with access to officers who can provide the information and experience needed to be successful in the employment process. This program has worked well for many applicants and increases their prospects of joining the Service.

Expansion of this type of mentoring to non-employment activities presents some real challenges. Mentors, by their very nature, must want to do the job. This would require officers to volunteer their time. Many of our officers already donate thousands of hours to volunteerism in their home communities and are excellent role models.

In addition, mentoring is a labour intensive activity – time is required to develop a relationship with the mentoring partner and to take part in the various functions that form the mentoring program. The question is – What policing activity does the Service stop performing so that officers can have the time to do mentoring or drop in to community centres on a scheduled basis? Programs that require significant time of police personnel have to be weighed against the responsibility of performing our core function with dwindling human resources.

The Service promotes positive values in youth through programs we already run such as the Values, Influence and Peer (V.I.P.) program for Grade 6 children.

## **Update:**

Members of our Service are involved in many programs where a mentoring component exists. In partnership with Toronto Parks and Recreation and other community partners, many youth outreach programs have been developed. Police officers work together with large groups or individual youth as part of these mentoring programs. Some examples of these mentoring programs include; Innerscity Outtripping, First Nations, police/youth basketball programs, Rookieball and the Junior Blues hockey program.

Participation by our members in these types of programs is supported corporately by our Service. Our members donate many hours every year to local youth initiatives in the Divisions where they work and the communities where they live. Our Service is committed to partnering with outside agencies that provide services to youth. It is generally accepted that programs that are community driven and police supported have the greatest opportunity for success. Programs that rely heavily upon the regular participation of police are difficult to maintain due to the uncertain nature of the job we perform.

**Implementation Status:** Complete

**13. The Toronto Police Service should undertake to organize division-wide, long-term ‘drop-in’ programs for youth. City of Toronto Parks and Recreation should design programs for youth to be run and monitored by officers in the Toronto Police Service. Together with members of the Toronto Police Service and young people, existing facilities (i.e. community centres, schools) could be set-up for ‘drop-in’ type use. This would include officers within the Toronto Police Service serving as tutors, sports coaches, and mentors. In the process of learning and interacting, increased use of community facilities will contribute to a more solid relationship between youth and police.**

## **Original Response:**

Members of the Service are already involved in some of these types of activities. As mentioned previously, many officers donate personal time to take part in community activities in Toronto. That we are able to do this at all is a reassuring sign because it says that we care about our communities. At the same time, it must be recognized that many of our officers do not live in Toronto and have commitments in their private lives that must be respected. Many officers commit significant amounts of time to being good role models in their home communities through involvement with coaching minor sports, Scouting/Guiding, Service Clubs and other similar endeavours. I stress that the voluntary donation of an officers time is a personal decision based on the officer’s personal situation.

There is little doubt that the provision of alternatives to criminal activity results in lower crime rates. The Youth Violence Task Force found that youth criminal activity escalated during those unstructured, after-school hours where no alternative activities are available. It is clear that the police service cannot do everything, that other agencies and community members must assist and acknowledge their role in making Toronto a safe community.

Running the types of programs envisioned by this recommendation is not part of our core business. There are many agencies in the community that are equipped to design and run 'drop in' programs. The Service is happy to support programs such as these on the understanding that responding to calls for service and dealing with our core functions come first. The Service's role is to support these programs, not necessarily run them.

#### **Update:**

Partnerships with outside agencies are an important component of community policing. Activities that are organized and coordinated by outside agencies and supported by the police, provide the ideal opportunity for positive police interaction with youth. Experience has shown that programs that are police driven and community supported have a greater possibility of failure due to the unpredictable nature of our duties and uncertain availability of officers.

The Community Policing Support Unit – Youth Services Section conducted a comprehensive study during the summer months cataloging youth outreach programs. Some of the programs are active throughout the Service, while others are in the development stages or operating in selected Divisions only. There is a comprehensive report before the Command which addresses, among other things, youth outreach programs. Implementation of recommendations flowing from the report will be forthcoming when the review is finalized.

**Implementation Status:** Ongoing

**14. Unit Commanders in each division should, in coordination with the City of Toronto Youth Committee, invite community groups to participate and facilitate some of the ongoing training sessions. This would ensure that officers are continuously exposed to new information and youth-related subject matter.**

#### **Original Response:**

In the past, the Service has conducted a Live Link broadcast, available in each of the police stations, called 'Straight Talk 97'. This broadcast was developed and produced by the Community Policing Support Unit – Youth Services Section and the Video Services Unit. The topic was *Gangs and Street Violence*. Youth from across the city came to their local police divisions to view and participate in this program. The show featured a call-in format and showcased the Service's ability to involve groups, other than police officers, in meaningful exchanges of ideas through advanced technology.

The Service conducts regular decentralized training in all of our facilities via the Live Link Network. This process has been ongoing for several years and is the preferred method of delivering operational training to the front line officers. The entire Service can be reached by this method over a period of five weeks. The issues addressed are operational as opposed to policy issues.

The concept of decentralized training works well because a common message is provided to all members of the Service consistently. If each Unit Commander were to develop and implement training sessions locally, there would be no consistency across the Service and the message would vary from one Division to another.

Community groups are already involved with our Training and Education Unit in the development of some of the training courses, specifically the Policing and Diversity course.

As has been mentioned previously, the Service is reviewing the entire consultative process. A report is due soon and it is anticipated that youth will play an active role in providing advice to the Service. The Community Policing Support, in co-operation with the staff at the Training and Education Unit and the Video Services Unit, will explore, with appropriate youth involvement, the development of one or more decentralized training sessions dealing with youth issues.  
**Target for completion – January 1, 2001.**

Community Policing Support, in co-operation with the Video Services Unit, will also explore the possibility of other joint ventures involving youth.  
**Target for completion – September 30, 2000.**

#### **Update:**

In December of 2000, the Video Services Unit produced a program involving frontline officers and youth from the Toronto Catholic District School Board. A Live Link broadcast originating from 40 College Street and featuring officers 'in studio' was broadcast to selected elementary schools within the Catholic School Board. The students had the opportunity to phone in questions to the officers on a variety of topics related to policing issues.

In January 2001, the Service's Video Unit produced a Live Link training and Crimestoppers re-enactment video using students. There are however several legal issues surrounding the participation of youth in this type of endeavour. Liability waivers and parental consent forms for those under eighteen years of age are but two of the obstacles encountered. At this time it is unreasonable to undertake this type of initiative on an regular basis, however this remains an effective communication option for the Service.

**Implementation Status:** Ongoing

**15. The Toronto Police Service, in co-operation with the City of Toronto, should undertake to produce a training program that may be delivered by officers to young people. This program should provide youth with insight and education on policing issues, specifically those regarding the rights of a young person. After initial training is provided, young people can then be selected to deliver this program to other youth. This program can be produced and delivered in partnership with the Toronto Board of Education, City of Toronto Parks and Recreation, and various youth serving agencies/organizations.**

**Original Response:**

It is recognized that each division in the city has its own youth concerns that are unique to the environment. The Policing and Diversity course deals with all these issues in a holistic manner. Once the officers receive this training they can draw upon these skills and apply them towards the specific challenges or concerns in their divisions.

Further, this program would require dedicated officers to implement and deliver. This would have a substantial impact by diverting officers away from front line policing. At the present time this is not practical and has not been budgeted for in the current year. If this program is adopted and funded in future years, it would fall under the umbrella of the Community Policing Support Unit, who are the experts at community policing.

Members of the Service have been active in such programs as Students Maximizing Interpersonal Leadership Experience (S.M.I.L.E.) and Leave Out Violence Everywhere (L.O.V.E.). Both of these programs address the concerns raised in the recommendation and involve the participation of the school boards.

The Service operates a Civilian Police College and many youth attend these sessions. The eleven week course (one night per week) has been very well accepted since its inception several years ago.

The Community Policing Support Unit will develop a Youth Civilian Police College designed along the same lines as the adult version but modified specifically for youth.

**Target for completion – January 1, 2001.**

**Update:**

The Community Policing Support –Youth Services Section conducted an extensive study during the summer months of 2001. A report currently before the Command identifies Youth and the Law as one of the subject areas that should be included in the standardized core curriculum taught to elementary school students by School Liaison Officers. Implementation of the recommendations stemming from this report will be forthcoming when the review process is finalized.



The recommendation further called for the creation of a Youth Civilian Police College. The Community Policing Support Unit – Volunteer Resources Section continues to operate a Civilian Police College which is offered twice each year. At the present time there are no plans to establish a stand alone Youth Civilian Police College. However, in February of 2002, the youth component of the Civilian Police College will be introduced. This segment will feature sessions on Service priorities, culture, diversity and human relations specific to youth issues.

**Implementation Status:** Complete  
**Toronto District School Board**

**16. In partnership with the Toronto District School Board, the Toronto Police Service should undertake to organize and host regular and frequent ‘field trips’ to all divisions in Toronto. Each school would have the opportunity to visit their local division, be given a tour of the facility, meet officers, and learn about the Toronto Police Service.**

**Original Response:**

Members of the public are already welcome at our police facilities. The Service allows tours of our facilities when requested by groups. Due to space considerations and the impact large groups have on the ongoing business of a police facility, there are limitations on how many people can attend at a time. Some areas of stations are not accessible by members of the public at certain times (i.e. - the cells when there are prisoners in them). We are also limited by availability of personnel to conduct the tours. This activity is lower in priority than, for example, responding to calls for service, or completing investigations. Individuals or groups that are interested in availing themselves of the opportunity of taking a tour are always welcome, within reasonable parameters.

**Update:**

In addition to the original response, School Liaison Officers conduct regular student visits to local police facilities. Students and staff are encouraged to visit the Toronto Police Museum on organized school trips throughout the school year. The Service continues to encourage scheduled tours of our facilities.

**Implementation Status:** Complete

**Non-Governmental Organizations**

**17. Produce a television series targeting children (aged 8-12 years) that highlights a ‘day in the life’ of a Toronto Police officer. The series should be constructed in partnership with a television station targeting the aforementioned age demographic (YTV).**

**Original Response:**

Several years ago, the Service assisted Y.T.V. in producing a multi-part program on the role of the police officer. The program was aimed at 4 to 6 year olds and was aired on the network's Treehouse show.

The Community Policing Support Unit will discuss the type of show envisioned by this recommendation with our Video Services Unit. **Target for completion: June 30, 2001.**

**Update:**

In November of 2000, Traffic Services in conjunction with the Video Services Unit and Rogers Communications produced a Live-Link broadcast on Traffic Safety. The 'live' broadcast featured a group of students in the studio and was broadcast to a number of schools throughout the city. The Community Policing Support Unit will work with the Video Services Unit and the participating schools to evaluate the effectiveness of this type of programming, compared to the actual officer in the classroom. The results of this research will impact substantially on any future initiatives of this type.

**Implementation Status:** Ongoing

It is recommended that the Board receive this progress report on the status of implementing recommendations from the Toronto Police Services Youth Advisory Group and the Youth and Police Action Committee for information.

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

**The Board requested that copies of the foregoing report be forwarded to Councillors Olivia Chow, City of Toronto Children's and Youth Advocate & Co-Chair, Youth and Police Action Committee, and Sherene Shaw, former Chair, Toronto Police Services Board Youth Advisory Group, for review and that they be invited to provide their comments at a future Board meeting.**

**Chief Fantino advised that he would like an opportunity to present information on the Service's current corporate and school programs involving youth.**

**The Board agreed to defer the foregoing report and that it, and the Chief's report on corporate and school programs, be considered at a future meeting, and that Councillors Chow and Shaw be invited to make provide their comments on the foregoing report at the same time.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 13, 2001**

**#P347. ADEQUACY STANDARDS REGULATION – TORONTO POLICE  
SERVICE PROCEDURES**

The Board was in receipt of the following report NOVEMBER 16, 2001 from Julian Fantino, Chief of Police:

Subject: ADEQUACY STANDARDS REGULATION – POLICE SERVICES BOARD  
POLICIES

Recommendation:

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

Background:

In late 2000, the Ministry of the Solicitor General provided police services and police service boards with amendments and additions to the Adequacy Standards Regulation. These changes contained updated information on policies that police service boards are required to develop. In turn, each Board Policy requires the Chief of Police to develop one or more procedure(s) to implement the policies.

At its meeting of July 20, 2001 (Board minute 198/01 refers), the Board provided their Adequacy Standards Regulation Policies. At that time, the Board also requested that the Chief of Police provide the Board with a list of the Service Procedures that implement these policies.

The attached table contains a column listing the Board Policy and another column listing the method of implementation used by the Service. (Attachment “A” refers). The Service Procedures and rules referred to in ‘Appendix A’ contain confidential material that impacts officer safety. For the convenience of Board members, a complete confidential package containing the material listed in this table is available in the Board office for the perusal of Board members. As demonstrated by this table, the Service is in compliance with Board Policies as required by the Adequacy Standards Regulation.

Included in this table are the following Board Policies: CP-003 Workplace Violence, LE-022 Officer Note Taking, LE-045 Suspect Apprehension Pursuit, ER-008 Emergency Planning, AI-003 Equal Opportunity, Discrimination and Workplace Harassment, AI-005 Use of Auxiliaries, AI-006 Use of Volunteers, AI-007 Management of Police Records, AI-008 Marked General Patrol Vehicles, AI-009 Safe Storage of Police Firearms and AI-010 Police Uniforms.

Procedure “AI-004 Communicable Diseases” is not yet complete. Corporate Planning, in conjunction with various stakeholders, is currently reviewing the guidelines to ensure the Service is in compliance. The Operational Service Procedure entitled “Communicable Diseases” (08-03) shall be brought forward as soon as this review is completed.

Conclusion:

It is therefore recommended that the Board receive the following report.

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

**The Board received the foregoing.**

**ADEQUACY STANDARDS REGULATION**  
**COMPLIANCE TABLE**

<b><u>Board Policy</u></b>	<b><u>Service Implementation</u></b>
CP-003 Workplace Violence	<p><b>Service Procedures:</b></p> <ul style="list-style-type: none"> <li>- 04-18 Crime and Disorder Management</li> <li>- 13-14 Workplace Harassment</li> <li>- 14-02 Evaluations, Reclassifications and Appraisals</li> <li>- 14-32 Crime Prevention</li> </ul> <p><b>Other:</b></p> <ul style="list-style-type: none"> <li>- 2000 Environmental Scan</li> </ul>
LE-022 Officer Note Taking	<p><b>Service Procedures:</b></p> <ul style="list-style-type: none"> <li>- 13-17 Memorandum Books</li> <li>- 13-16 Special Investigations Unit</li> </ul>
LE-045 Suspect Apprehension Pursuit	<p><b>Service Procedure:</b></p> <ul style="list-style-type: none"> <li>- 15-10 Suspect Apprehension Pursuits</li> </ul>
ER-008 Emergency Planning	<p><b>Service Procedures:</b></p> <ul style="list-style-type: none"> <li>- 10-01 Emergency Incident Management</li> <li>- 04-26 Security Offences Act</li> </ul> <p><b>Other:</b></p> <ul style="list-style-type: none"> <li>- City of Toronto Emergency Plan</li> <li>- Memorandum of Understanding with York and Peel Police</li> </ul>
AI-003 Equal Opportunity, Discrimination and Workplace Harassment	<p><b>Service Procedures:</b></p> <ul style="list-style-type: none"> <li>- 13-14 Workplace Harassment</li> <li>- 13-15 Stereotyping Prevention in the Workplace</li> <li>- 14-02 Evaluations, Reclassifications and Appraisals</li> <li>- 14-10 Uniform Promotional Process-up to and Including the Rank of Inspector</li> <li>- 14-11 Uniform Promotional Process to Staff Inspector and Superintendent</li> </ul> <p><b>Other:</b></p> <ul style="list-style-type: none"> <li>- Employment Unit Policy and Procedure Manual</li> <li>- Ontario Human Rights Code</li> </ul>

AI-005 Use of Auxiliaries	<p><b>Service Procedures:</b></p> <ul style="list-style-type: none"> <li>- 14-20 Auxiliary Members</li> <li>- 04-18 Crime and Disorder Management</li> </ul> <p><b>Service Rule:</b></p> <ul style="list-style-type: none"> <li>- 3.17.0 Auxiliary Police, Appendix 'B'</li> </ul>
AI-006 Use of Volunteers	<p><b>Service Procedure:</b></p> <ul style="list-style-type: none"> <li>- 04-18 Crime and Disorder Management</li> </ul> <p><b>Other:</b></p> <ul style="list-style-type: none"> <li>- Manual of Policy Guidelines for TPS-Community Volunteers</li> </ul>
AI-007 Management of Police Records	<p><b>Service Procedure:</b></p> <ul style="list-style-type: none"> <li>- 05-19 Violent Crime Linkage Analysis System</li> </ul> <p><b>Other:</b></p> <ul style="list-style-type: none"> <li>- C5.4.0 CPIC System Regulations</li> <li>- CPIC Reference Manual, CPIC Bulletins</li> </ul>
AI-008 Marked General Patrol Vehicles	<p><b>Service Procedures:</b></p> <ul style="list-style-type: none"> <li>- 07-01 Transportation Collisions</li> <li>- 07-05 Collisions Involving Service Vehicles</li> <li>- 15-11 Use of Police Vehicles</li> <li>- 15-12 Inspection of Police Vehicles and Equipment</li> </ul> <p><b>Other:</b></p> <ul style="list-style-type: none"> <li>- 2001 Model Year Police Vehicle Evaluation Program</li> <li>- Fleet Maintenance/Damage Logs</li> </ul>
AI-009 Safe Storage of Police Firearms	<p><b>Service Procedure:</b></p> <ul style="list-style-type: none"> <li>- 15-04 Service Firearms</li> </ul>
AI-010 Police Uniforms	<p><b>Service Procedure:</b></p> <ul style="list-style-type: none"> <li>- 15-16 Uniform Standards</li> </ul> <p><b>Service Rule:</b></p> <ul style="list-style-type: none"> <li>- 4.11.0 Uniform, Equipment and Personal Appearance, Appendix 'B'</li> </ul>

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 13, 2001**

**#P348. PAID DUTY RATES – JANUARY 1, 2002**

The Board was in receipt of the following report NOVEMBER 07, 2001 from Norman Gardner, Chairman:

Subject: PAID DUTY RATES - JANUARY 1, 2002

Recommendation:

It is recommended that the Board receive the attached notification from the Toronto Police Association with respect to an increase in paid duty rates effective January 1, 2002.

Background :

Article 20:01 of the uniformed collective agreement stipulates the following with respect to paid duty rates:

*“The rate to be paid to each member for special services requested of the Force for control of crowds or for any other reason, shall be determined by the Association and the Board shall be advised by the Association of the said rate when determined or of any changes therein”.*

Police Services Board records indicate that the paid duty rates were last adjusted on January 1, 2001; effective that date, the rate for all classifications of constables was \$45.00 per hour. The attached notice establishes a new rate of \$47.00 per hour for constables.

I recommend that the Board receive the attached notification from the Toronto Police Association with respect to an increase in paid duty rates effective January 1, 2001.

**The Board received the foregoing but noted that a \$2.00 per hour increase for constables over the 2001 rate may be financially difficult for some organizations.**



**TORONTO  
POLICE  
ASSOCIATION**

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Toronto, Ontario,  
Canada M2J 1R5

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*Vice President*

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Dennis Ewanuk  
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Member Benefits*

Don Courts  
*Director Civilian  
Administrative Services*

Doug Corrigan  
*Director  
Civilian Field Services*

Rick McIntosh  
*Director Uniform  
Administrative Services*

Allan Olsen  
*Director  
Uniform Field Services*

Andrew Clarke  
*Director  
Uniform Field Services*

November 6, 2001

**BY FAX (416) 808-8082 & REGULAR MAIL**

Ms. Joanne Campbell  
Executive Director  
Toronto Police Services Board  
40 College Street  
Toronto, ON M5G 2J3

Dear Ms. Campbell:

**Re: Paid Duty Rates - 2002 Increase**

In conformance with Article 20:01 of the Uniform Collective Agreement, we are advising the Toronto Police Services Board of an increase in the hourly paid duty rates to take effect as follows:

**January 1, 2002**

**Constables** (All classifications) \$47.00  
(minimum \$141.00)

**REQUIREMENT FOR PAID DUTY SUPERVISION IS AS FOLLOWS:**

**Sergeants:** (When in charge of 4 or more police officers) \$52.00  
(minimum \$156.00)

**Staff Sergeants:** (When in charge of 10 or more police officers) \$58.00  
(minimum of \$174.00)

**Staff Sergeants:** (When in charge of 15 or more police officers) \$60.00  
(minimum of \$180.00)

Partial hours (beyond a minimum of three hours) that an officer performs at such paid duty is paid out at the established hourly rate.

The Association will forward this information to all Units today. We trust the Police Services Board will have the rates reflected on Routine





Ms. Joanne Campbell  
November 6, 2001  
Page 2

Orders in a timely fashion and that Unit Commanders are advised accordingly. It would be appreciated if this information is published on Routine Orders by November 30, 2001 to inform our members so that they, in turn, can inform the paid duty users.

Yours sincerely,

TORONTO POLICE ASSOCIATION

Jack Ritchie  
Vice President

JR\*MAK

pc. Chief Jullar Fantino  
Ms. Maria Ciani  
~~Mr. Bill Gibson~~  
TPA Board of Directors

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 13, 2001**

**#P349. QUARTERLY REPORT: STATUS OF THE IMPLEMENTATION OF  
“CIPS” ENHANCEMENTS RELATED TO THE GATHERING OF  
STATISTICS FOR COMPLETE SEARCHES**

The Board was in receipt of the following report OCTOBER 27, 2001 from Julian Fantino, Chief of Police:

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

Recommendation:

It is recommended that the Board receive this report.

Background :

At its meeting on 2000.12.14, the Board directed quarterly status reports (Board Minute P529/00 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.”

At its meeting on 2001.06.21, the Board directed that the next status report to be received by the Board would be at its December 2001 meeting (Board Minute P167/00 refers).

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

Information Technology Services (ITS) advises that CIPS functionality will be incorporated into the Service’s new Records Management System called eCOPS (Enterprise Case and Occurrence Management System). eCOPS is targeted to commence rollout by the second quarter of 2002 and will take approximately six months to complete. Therefore the collection of complete search data in eCOPS will be available by end of the fourth quarter of 2002.

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

**The Board received the foregoing.**

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TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 13, 2001**

**#P350. QUARTERLY REPORT: TORONTO POLICE SERVICES BOARD'S  
SPECIAL FUND STATEMENT: JANUARY – SEPTEMBER 2001**

The Board was in receipt of the following report NOVEMBER 09, 2001 from Julian Fantino, Chief of Police:

Subject: TORONTO POLICE SERVICES BOARD'S SPECIAL FUND STATEMENT  
FOR THE PERIOD 2001 JANUARY 01 TO 2001 SEPTEMBER 30

Recommendation:

It is recommended that: the Board receive the report on the Toronto Police Services Board's Special Fund statement for their information.

Background:

Enclosed is the statement of receipts and disbursements with respect to the Toronto Police Services Board's Special Fund for the period 2001 JANUARY 01 to 2001 SEPTEMBER 30.

As at 2001 SEPTEMBER 30, balance in the Special Fund was \$118, 957. During this quarter, the Special Fund recorded receipts of \$58,500 and disbursements of \$98,298. Projected receipts and disbursements to year-end is expected to provide a balance of approximately \$127,000 at 2001 December 31.

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.**

<b>THE TORONTO POLICE SERVICES BOARD SPECIAL FUND</b>									
<b>2001 SECOND QUARTER RESULTS WITH ADJUSTED PROJECTIONS</b>									
	<b>2001</b>						<b>2000</b>		
	<b>INITIAL</b>	<b>ADJUSTED</b>	<b>JAN 01 TO</b>	<b>APR 01 TO</b>	<b>JUL 01 TO</b>	<b>OCT 01 TO</b>	<b>JAN 01 TO</b>		
	<b>PROJ.</b>	<b>PROJ.</b>	<b>MAR 31/01</b>	<b>JUN 30/01</b>	<b>SEPT 30/01</b>	<b>DEC 31/01</b>	<b>TOTALS</b>	<b>ACTUAL</b>	
<b>PARTICULARS</b>									<b>COMMENTS</b>
<b>BALANCE FORWARD</b>	79,411	427,383	90,652	20,468	21,317	(13,481)	132,437	427,383	
<b>Adjustment to beginning balance</b>								25,000	
<b>REVENUE</b>									
<b>PROCEEDS FROM AUCTIONS</b>	316,900	153,333	29,487	71,893	63,845	0	165,225	191,699	Auctions are arranged through the Property and Evidence
LESS OVERHEAD COST	(72,887)	(35,267)	(6,782)	(16,535)	(14,685)	0	(38,001)	(44,079)	Management Unit. Auctions are dependent on property available.
LESS RETURNED AUCTION PURCHASE	(900)	(900)	0	0	0	0	0	0	The occurrence of auctions can not be predicted with reasonable certainty.
<b>UNCLAIMED MONEY</b>	97,800	97,800	7,229	6,382	7,771	0	21,382	29,355	
LESS RETURN OF UNCLAIMED MONEY	(2,000)	(2,000)	(44)	0	0	0	(44)	(3,476)	
<b>EVIDENCE AND HELD MONEY</b>	0	1,600	4,727	0	0	0	4,727	7,587	
<b>INTEREST</b>	13,500	11,500	1,203	1,240	822	0	3,266	11,699	
LESS ACTIVITY FEE	(200)	(100)	(4)	(3)	(1)	0	(8)	(98)	
LESS CHEQUE ORDER	(100)	(100)	0	0	0	0	0	0	
					0				
<b>SEIZED LIQUOR CONTAINERS</b>	800	1,535	111	0	746	0	858	1,802	
<b>IAMP CONFERENCE</b>	0	25,000	0	0	0	0	0	0	
<b>OTHER</b>	200	0	0	0	0	0	0	0	
<b>TOTAL REVENUE</b>	353,113	252,401	35,929	62,976	58,500	0	157,405	194,489	
<b>BALANCE FORWARD BEFORE EXPENSES</b>	432,524	679,784	126,581	78,444	84,817	(13,481)	289,842	646,872	

<b><u>DISBURSEMENTS</u></b>									
<b><u>SPONSORSHIP</u></b>									
<b>SERVICE</b>									
VARIOUS SPORTS	13,400	7,100	7,057	0	0	0	7,057	25,700	
CPLC & COMMUNITY OUTREACH ASSISTANCE	24,800	24,800	0	25,000	0	0	25,000	15,521	
UNITED WAY	6,500	0	0	0	0	0	0	7,500	
RACE RELATIONS	20,000	0	0	0	0	0	0	0	
CHIEF CEREMONIAL UNIT	5,400	0	0	0	0	0	0	7,400	
2001 IACP CONFERENCE	50,000	0	0	0	0	0	0	50,000	2000 expenditure from the Special Fund to sponsor the 2001 IACP Conference
COPS FOR CANCER	3,000	0	0	0	0	0	0	4,034	
OTHER	27,900	4,000	0	0	0	0	0	71,977	
<b>COMMUNITY</b>									
CARIBANA	9,400	0	0	0	0	0	0	8,000	
YOUTH ADVISORY GROUP	3,300	0	0	0	0	0	0	0	
JUNIOR BLUES HOCKEY	25,000	5,000	373	3,074	(0)	0	3,446	29,136	
YOUTH BASKETBALL LEAGUE	13,000	3,000	3,000	0	0	0	3,000	8,000	
BLACK HISTORY MONTH	0	0	4,000	0	0	0	4,000	2,350	
VARIOUS ORGANIZATIONS	24,800	4,000	0	0	0	0	0	37,050	
<b>RECOGNITION OF SERVICE MEMBERS</b>									
<b>AWARDS</b>	<b>100,000</b>	<b>100,000</b>	<b>3,140</b>	10,892	73,585	0	<b>87,617</b>	<b>78,020</b>	In order to honor long time employees, the Board is committed to several award functions during the year. For 2000, a 25-year watch ceremony is planned. Initial planning indicates over 400 members eligible for the award. Other award functions may be required.
<b>CATERING</b>	<b>22,000</b>	<b>37,333</b>	<b>2,000</b>	1,698	24,662	0	<b>28,360</b>	<b>31,226</b>	
<b>RECOGNITION OF CIVILIANS</b>									
<b>AWARDS</b>	<b>5,000</b>	<b>5,000</b>	<b>0</b>	1,076	0	0	<b>1,076</b>	<b>3,967</b>	
<b>CATERING</b>	<b>1,000</b>	<b>1,000</b>	<b>160</b>	2,247	0	0	<b>2,407</b>	<b>2,492</b>	

<b>RECOGNITION OF BOARD MEMBERS</b>									
<b>AWARDS</b>	3,000	100	0	112	0	0	112	212	
<b>CATERING</b>	0	600	0	0	0	0	0	2,746	
<b>CONFERENCES</b>									
<b>BOARD</b>									
COMMUNITY POLICE LIAISONS COMMITTEE	8,000	8,000	0	6,500	0	0	6,500	0	
INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE	0	4,000	0	0	0	0	0	0	
ONTARIO ASSOCIATION OF POLICE SERVICE BOARDS	0	0	0	0	0	0	0	0	
ONTARIO ASSOCIATION OF CHIEFS OF POLICE	0	0	0	0	0	0	0	0	
CANADIAN ASSOCIATION OF POLICE SERVICE BOARDS	0	0	0	0	0	0	0	0	
CANADIAN ASSOCIATION OF CIVILIAN OVERSIGHT OF LAW ENFORCEMENT	0	0	0	0	0	0	0	0	
INT'L ASSOCIATION OF CIVILIAN OVERSIGHT OF LAW ENFORCEMENT	0	0	0	0	0	0	0	0	
CANADIAN ASSOCIATION OF CHIEFS OF POLICE	0	0	0	0	0	0	0	0	
OTHER	0	0	0	0	0	0	0	5,484	
<b>SERVICE</b>									
<b>ONTARIO WOMEN IN LAW ENFORCEMENT- 38TH ANNUAL</b>									
<b>IAWP CONFERENCE</b>	0	75,000	0	0	0	0	0	75,000	
OTHER	0	5,484	0	0	0	0	0	0	
<b>PROFESSIONAL SERVICES</b>									
TRUE BLUE	0	130,000	0	0	0	0	0	72,966	
ADEQUACY STANDARDS	0	0	0	0	0	0	0	0	
OTHER	0	35,300	0	0	0	0	0	0	
<b>DONATIONS</b>									
<b>IN MEMORIAM</b>	400	400	0	0	50	0	50	200	
<b>OTHER</b>	4,000	2,000	0	0	0	0	0	2,000	

<b>CATERING</b>	0	8,000	0	0	0	0	0	8,698	
<b>DINNER TICKETS (RETIREMENTS/OTHERS)</b>	11,600	4,000	880	2,240	0	0	3,120	11,805	
<b>OTHER</b>	2,800	1,000	21	0	0	0	21	3,006	
<b>GST REBATE</b>	(6,600)	(6,500)	(170)	(711)	(0)	0	(881)	(8,269)	
<b>TOTAL DISBURSEMENTS</b>	377,700	458,617	20,460	52,127	98,298	0	170,885	556,220	
<b>SPECIAL FUND BALANCE</b>	54,824	221,167	106,120	26,317	(13,481)	(13,481)	118,957	90,652	



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 13, 2001**

**#P351. STATUS UPDATE – REVISED RECORD RETENTION SCHEDULE**

The Board was in receipt of the following report NOVEMBER 06, 2001 from Julian Fantino, Chief of Police:

Subject: STATUS UPDATE - REVISED RECORD RETENTION SCHEDULE

Recommendation:

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

Background:

At its meeting on March 22, 2001 (Board Minute #P94/01 refers), the Board received information that the issue of memorandum book retention needed further modification as a result of the Police Adequacy and Effectiveness of Police Services Regulation.

As a result, a working committee was struck to examine the various implications. Further study is currently underway to identify the business process and support structure available from the City of Toronto. It is anticipated that this study will be completed in the near future, and changes implemented by the end of the second quarter of 2002. A further report outlining the finalized process will be submitted at that time.

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

**The Board received the foregoing.**

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TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 13, 2001**

**#P352. APPRECIATION LETTER – IACP CONFERENCE**

The Board was in receipt of the attached letter NOVEMBER 2001 from Julian Fantino, Chief of Police, regarding the recent International Association of Chiefs of Police Conference which was held in Toronto.

**The Board received the foregoing.**



108th Annual Conference  
International Association of Chiefs of Police

October 27-31, 2001

Toronto Police Service, 40 College St., Toronto, Ontario, Canada M5G 2J3  
Telephone: 416-808-2001 Fax: 416-808-7662 Email: IACP2001@TorontoPolice.on.ca

November 2001

Mr. Norman Gardner  
Chairman  
Toronto Police Services Board  
40 College St.  
Toronto, Ontario  
M5G 2J3



Dear Mr. Gardner:

Please accept my sincere thanks for your generous support towards the 108<sup>th</sup> Annual Conference of the International Association of Chiefs of Police.

The positive feedback I have received from the delegates, exhibitors and volunteers confirms that the conference was a tremendous success.

This success would not have been possible without your contribution. The events of September 11<sup>th</sup> have brought policing issues to the forefront. You should be proud that you were part of a team that enabled law enforcement agencies from around the world the opportunity to exchange ideas and solutions.

The contribution of Toronto Police Services Board will long be remembered and appreciated by both the Toronto Police Service and IACP members world-wide.

Yours truly,

A handwritten signature in black ink, appearing to read "Julian Fantino".

Julian Fantino,  
Host Chief of Police

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 13, 2001**

**#P353.        PROPOSED AMENDMENTS TO BILL C-36, THE *ANTI-TERRORISM  
ACT***

The Board was in receipt of the attached news bulletin, dated November 22, 2001, by the Canadian Association of Police Boards regarding its position on the proposed amendments to Bill C36, the *Anti-Terrorism Act*.

**The Board received the foregoing.**

## **CANADIAN ASSOCIATION OF POLICE BOARDS**

110 Laurier Avenue West, Ottawa, Ontario K1P 1J1 Tel (613) 560-1312 Fax (613) 560-1380  
Email: [Wendy.Fedec@city.ottawa.on.ca](mailto:Wendy.Fedec@city.ottawa.on.ca) Website: [www.capb.ca](http://www.capb.ca)

### **BULLETIN!**

22 November 2001

## **Federal Government Proposes Amendments to Bill C-36**

### THE ISSUE

On November 20<sup>th</sup> the Government of Canada proposed amendments to Bill C-36, the Anti-Terrorism Act, which will clarify and strengthen provisions in the bill that safeguard the rights and freedoms of Canadians.

The amendments respond to feedback the Government has received from Canadians, including the CAPB, since the Bill was introduced on October 15, 2001. In announcing the new amendments, the Honourable Anne McLellan, Minister of Justice and Attorney General of Canada, said "Canadians have told us they want laws that identify terrorists and bring them to justice. They have also told us they want assurances that appropriate safeguards are in place that strike the right balance between the promotion of public security and the protection of civil rights."

### PROPOSED AMENDMENTS

The amendments tabled before the House of Commons Standing Committee on Justice and Human Rights include a number of provisions to clarify the intent of the Bill as well as technical amendments to improve the Bill, such as:

- In addition to the three-year Parliamentary review of the Act, provisions in Bill C-36 dealing with preventive arrest and investigative hearing powers would sunset after five years unless a resolution was passed by both the House of Commons and Senate to extend either or both of these powers for up to five more years. A provision would also be added to grandfather proceedings started prior to the sunset date, so they could be completed if the powers are not extended.
- The Attorney General and Solicitor General of Canada, provincial Attorneys General and Ministers responsible for policing would be required to report annually to Parliament on the use of the preventive arrest and investigative hearing provisions of the Bill.
- The word "lawful" would be deleted from the definition of terrorist activity. This will ensure that protest activity, whether lawful or unlawful, would not be considered a terrorist act unless it was intended to cause death, serious bodily harm, endangerment of life or serious risk to the health or safety of the public.
- An interpretative clause would be added to the Bill clarifying that the expression of political, religious or ideological beliefs is not a terrorist activity unless it also constitutes conduct that meets the definition of "terrorist activity".

- 2 -

- The provisions concerning facilitation of a terrorist activity would be reordered so that they clearly state that, in order to be guilty of an offence, an individual must know or intend that his or her act would help a terrorist activity to occur, even if the details of the activity are not known by the individual.

### IMPLICATIONS

Bill C-36 will combat terrorism through provisions that detect, deter, disrupt and disable terrorist groups. It also contains safeguards, including procedural steps and decision-making criteria, that are enhanced by the amendments and that ensure the right balance is found between protecting the rights and freedoms of Canadians while focusing on the threat to security posed by terrorism.

The Act also parallels actions taken by Canada's international partners. It ensures that Canada can play an active role in the global effort to combat terrorism and allows Canada to fulfill its obligations under international conventions dealing with terrorist financing, terrorist bombings and the use of other lethal weapons, and the protection of United Nations and associated personnel.

The CAPB is pleased that the proposed amendments include a five-year sunset on the provisions that will most affect civil liberties, specifically those dealing with preventive arrests and investigative hearings. We also applaud the inclusion of an annual reporting mechanism to Parliament, by both federal and provincial officials responsible for policing, on these two specific provisions.

However, the CAPB's primary concern about the Bill - that adequate resources be made available to municipal police to enable them to carry out the expanded responsibilities included in the Act - has not been addressed by the amendments. As noted in the CAPB's response to the federal government on Bill C-36, (Bulletin #49) the Anti-Terrorism Act brings significant new powers and responsibilities that have implications on municipal police financing, training, manpower, education and coordination. The CAPB will continue to bring these concerns to the attention of the federal government as the bill proceeds through the approval and implementation stages.

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**Bulletin #50 – November 22, 2001**  
**Federal Government Proposes Amendments to Bill C-36**

*The BULLETINI is a publication of the Canadian Association of Police Boards designed to provide member boards with important information in a rapid and timely fashion.*

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 13, 2001**

**#P354. REQUEST FOR EXTENSION OF TIME TO SUBMIT REPORT:  
FEASIBILITY OF INCLUDING CASH AWARDS IN THE SERVICE'S  
AWARDS PROGRAM**

The Board was in receipt of the following report NOVEMBER 12, 2001 from Julian Fantino, Chief of Police:

Subject: REQUEST FOR TIME EXTENSION

Recommendation:

It is recommended that: the Board approve the request for a three-month extension to submit the report regarding the feasibility of including a cash award in the Service's existing Award Program without incurring additional costs to administer the award.

Background :

At its meeting on September 25, 2001, the Board received the Corporate Employee Suggestion Program Final Evaluation Report. This report recommended that the Service determine the feasibility of including a cash award in the Service's existing Awards Program without incurring additional costs to administer the award (Board Minute #P250/01 refers). The Board requested that the Chief of Police conduct a study to determine the feasibility of this recommendation.

A three-month extension of time is requested due to the complexity of the issue and to bring all the key stakeholders together. This report will be submitted to the Board at its March 2002 meeting.

Therefore, it is recommended that the Board approve the request for a three-month extension to submit the report regarding the feasibility of including a cash award in the Service's existing Award Program without incurring additional costs to administer the award.

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

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 13, 2001**

**#P355. RECOMMENDATION FOR AMENDMENT TO THE *HIGHWAY  
TRAFFIC ACT***

The Board was in receipt of the following report NOVEMBER 26, 2001 from Julian Fantino, Chief of Police:

Subject: REQUEST FOR LEGISLATIVE CHANGE

Recommendation:

It is recommended that: the Board send a recommendation to the Ontario Ministry of Transportation and Communications to amend the *Highway Traffic Act and Regulations* to create an authority for police officers to demand the surrender of safety helmets by motorcycle riders.

Background:

Section 104. (1) of the Highway Traffic Act makes the wearing of a safety helmet mandatory while riding on a motorcycle. It also states that the helmet must conform to the regulations.

Ontario Regulation 610 which deals with safety helmets sets out the construction and labelling standards that safety helmets must meet. Determining if the safety helmet conforms to the Act and Regulation requires a hands-on internal and external visual inspection.

The Highway Traffic Act provides the authority to inspect various fittings and equipment but safety helmets are not specifically included in any of these inspection authorities. This authority was granted with public safety in mind but courts have ruled that it does not include safety helmets because they are not "equipment".

To inspect a safety helmet officers have to rely on the rider's consent or the criminal code offence of Obstruct Police. If the rider refuses to surrender a safety helmet, the officer might find it necessary to use the criminal charge of Obstruct Police to seize the safety helmet from the rider to perform an inspection.

There has been at least one case of this type. On July 9, 1999, a citizen was stopped while riding a motorcycle. The police officer requested the citizen to surrender his helmet for the purpose of inspection. He refused and was subsequently arrested and charged with Obstruct Police. He was originally acquitted and the Crown appealed the decision. On March 26, 2001 His Honour J. Ferguson of the Ontario Superior Court of Justice ruled that the citizen did obstruct the police officer and set aside the acquittal and entered a verdict of guilty. In this case, the lack of a clear legal authority to inspect the helmet led to a 2-1/2 year criminal process.



The use of non-conforming helmets is on the rise, as is the number of motorcycle riders. Police involvement in motorcycle safety helmet enforcement is similarly increasing.

Section 79 (3) of the Highway Traffic Act provides police officers with a specific authority to enter and search a motor vehicle without a warrant, to seize a speed measuring warning device. A specific authority to demand the surrender of a safety helmet would be in line with the authority provided in section 79 (3), however far less intrusive.

I recommend that the Board send a recommendation to the Ontario Ministry of Transportation and Communication to amend the Highway Traffic Act and Regulations to create an authority for police officers to demand the surrender of safety helmets by motorcycle riders.

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

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 13, 2001**

**#P356. ENHANCED EMERGENCY MANAGEMENT**

The Board was in receipt of the following report NOVEMBER 23, 2001 from Julian Fantino, Chief of Police:

Subject: ENHANCED EMERGENCY MANAGEMENT

Recommendation:

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

Background:

At its meeting of October 23, 2001, (Minute P304/01 refers), I was directed by the Board to report periodically on the progress of the Enhanced Emergency Management Plan. This report is in response to that direction.

On October 3, 2001, a joint report from myself, Chief Speed of Toronto Fire and Chief Kelusky of EMS was submitted to the City outlining the needs and requirements of all three services. The Public Health department made a further submission, bringing the total costs identified in the report to 64 million dollars.

I have met several times since October 3, with various Municipal, Provincial and Federal members of government, and discussed the issue of funding for the proposed report. As of this date, the Service has received no firm commitments beyond what has historically been made available to municipalities. This is a work in progress, and I am awaiting specifics as to funding from all three levels of government.

I will continue to update the Board periodically on new developments as they arise.

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

**THAT the Service provide quarterly reports, commencing April 2002, to the Board on the progress of the enhanced emergency management plan or until the Board determines that reporting is no longer required.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 13, 2001**

**#P357. COST RECOVERY FROM THE CITY OF TORONTO – WOODBINE  
RACETRACK**

The Board was in receipt of the following report NOVEMBER 27, 2001 from Julian Fantino, Chief of Police:

Subject: COST RECOVERY FROM THE CITY OF TORONTO - WOODBINE  
RACETRACK

Recommendation:

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

Background:

The Board at its meeting in June 2001 received a report from the Chief Financial Officer and Treasurer for the City of Toronto regarding cost recovery for policing at the Woodbine Racetrack. (Board Minute P176/2001 refers). Based upon this response, the Board requested an additional report be prepared, specifically on whether the Solicitor General, OCCPS or the Adequacy Standards could provide an authority to compel the City of Toronto to fund the increased policing needs at the Woodbine Racetrack, as a result of the slot machines being installed. (Board Minute P251/2001 refers)

The Ministry of the Solicitor General was contacted in regard to this issue and could provide no insight to obligate the City of Toronto to supply funds in this manner.

The Adequacy Standards (Adequacy and Effectiveness of Police Services - Ontario Regulation 3/99) is a regulatory provision made under the *Police Services Act*. It contains directions targeted at a police services board or a chief of police to ensure certain services are provided, and to have procedures or policies to control these services. There are no obligatory provisions placed upon a Municipality within this Regulation.

As required in the Board's motion, Toronto Legal Services was consulted on this matter. Providing a definitive opinion on this matter could place Toronto Legal Services in a position of conflict. As a result, should the Board wish to pursue this issue further, it is recommended that they contract outside legal services to advise on whether an authority or mechanism exists that can compel the City of Toronto to provide the necessary funding.

Staff Superintendent David Dicks of Professional Standards will be in attendance to answer any questions that the Board members may have.

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

- 1. THAT Chief Fantino bring the foregoing report back to the Board if adequate funds are not provided in the Service's 2002 approved operating budget for cost-recovery purposes; and**
- 2. THAT, in the interim, Mr. Jerome Wiley, Criminal and Corporate Counsel, provide comments to the Board on alternatives that may be available if the Service is not successful in obtaining cost-recovery for police services at Woodbine Racetrack.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 13, 2001**

**#P358. ATTENDANCE AT A COURSE: EXPLOSIVES DETECTOR DOG  
TRAINING**

The Board was in receipt of the following report DECEMBER 05, 2001 from Julian Fantino, Chief of Police:

Subject: EXPLOSIVES DETECTOR DOG TRAINING COURSE

Recommendation:

It is recommended that: the Board approve the attendance of two (2) members of the Mounted & Police Dog Services Unit at the Explosives Detector Dog Training Course being offered by the Greater Toronto Airport Authority, at a cost not to exceed \$18,400.00 (including all taxes).

Background:

Members: Police Constable Guy WOOLHEAD (6257) of Mounted & Police Dog Services  
Police Constable Steven MOORE (5819) of Mounted & Police Dog Services

Course: Explosives Detector Dog Training Course  
Pearson International Airport

Date: January 21, 2002 to March 15, 2002

Cost: \$16,000.00 (excluding Taxes)\*  
\$ 2,400.00 (GST/PST)  
\$18,400.00 (Total)

\*No transportation costs, meal costs or accommodation costs will be incurred.

**Greater Toronto Airport Authority (GTAA) Canine Section Course**

The GTAA Canine Section has retained the services of Mr. Gary McCormick, a retired RCMP Explosives Detector Dog Instructor. Mr. McCormick is a respected and recognized trainer who is capable of training, certifying, and recertifying Explosives Detector Dogs and their Handlers.

The GTAA is contracting Mr. McCormick to conduct an Explosives Detector Dog Training Course at Pearson International Airport between January 21, 2002 to March 15, 2002.

The course may be slightly extended, depending upon the needs of the individual dogs and handlers.

This cost includes a review and advanced training session for the handlers and dogs to be conducted approximately six months after the completion of the main course.

### **International Association of Chiefs of Police**

During the IACP convention, the activities took place in the Metro Toronto Convention Centre and Skydome. Each location was surveyed prior to and during the scheduled activities. Explosives Detector Dogs from the Royal Canadian Mounted Police, The Greater Toronto Airport Authority Canine Section, Durham Regional Police, the Ontario Provincial Police, the Bureau of Alcohol, Tobacco and Firearms, and the Toronto Police Service were utilized to check for any suspicious packages, objects, or locations during the actual event.

### **World Youth Day**

The resources of all law enforcement agencies, as pertains to Explosives Detector Dogs, were seriously stretched during the IACP, and only by stripping the explosives detection capability from front-line operations was it possible to provide the level of protection required. The same scenario, on an enlarged scale, can be expected for the Papal visit scheduled for July 2002.

### **Alternatives**

The Board should be aware that the only alternative method to attaining this training is to enrol in a course conducted by the Royal Canadian Mounted Police. In the past, the RCMP course has been conducted in Alberta or British Columbia. The course is eight weeks in duration and has been offered on a full cost recovery basis. At present, there are no scheduled dates for the RCMP course.

Although the RCMP training includes the supply of an Explosives Detector Dog, the cost for the course is approximately \$20,000 to \$25,000 per candidate. This amount does not include airfare, accommodation, or meals. In total, the cost would exceed \$60,000.

### **Conclusion**

Bearing in mind the proposed cost for the GTAA course, its immediacy and location, it compares favourably against the RCMP course and appears to be the best choice for this Service.

Mr. Frank Chen, Chief Administrative Officer, has certified that such funding is available in the Service's 2001 Operating Budget.

Deputy Chief Michael Boyd, Policing Support Command, will be present at the Board meeting to answer any questions, if required.

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 13, 2001**

**#P359.           AWARD OF A CONTRACT FOR THE BUILDING RENOVATION AND  
EXPANSION FOR THE BAIL & PAROLE PROJECT**

The Board was in receipt of the following report NOVEMBER 28, 2001 from Julian Fantino, Chief of Police:

Subject:           AWARD OF A CONTRACT FOR THE BUILDING RENOVATION AND  
EXPANSION FOR THE BAIL & PAROLE PROJECT

Recommendation:

It is recommended that: the Board approve the award to A.G. Reat Construction Company Limited in the amount of \$1,014,360.00, all taxes included, for the provision of construction services for the Bail & Parole project.

Background :

The Toronto Police Service Board as part of the approval process for the 1999–2003 Capital Budget approved funding to relocate the Bail & Parole (nee Reporting Centre) from its current location to another suitable location. The original request for the relocation of this operation was made by the then Metro Corporate Services. The project had experienced delays in finding a suitable City of Toronto owned facility that will meet the Unit's operational needs.

As reported at the October 9, 2001 Board Meeting (BM# P271, refers) a City owned site, 2440 Lawrence Ave., has been identified that meets the operational needs of the Toronto Police Service (TPS). The City has now transferred the jurisdiction of this property to the TPS. The Service subsequently retained the services of Nelson Wong Architects to prepare the necessary drawings, specifications and contract documents for the completion of this project.

On November 9, 2001, at the request of the Toronto Police Service, Purchasing Support Services, the City of Toronto, Management Services, Purchasing and Materials Supply Division, issued a "Request for Quotation" (RFQ 3907-01-5400). In accordance with the Board's prior approval (BM# 384, August 31, 2000, refers) the RFQ was issued to the TPS's five contractors with Vendor of Record status. The TPS received 4 proposals.

A.G. Reat Construction Company Limited, being the low bid submitted, was found to be in compliance with the tender documents.

The Chief Administrative Officer, Corporate Support Command, has certified to the availability of funds in the TPS Capital Program and Operating Budget to complete the project. The Service's Capital Program includes approved funding of \$490,000 and the remaining funds of \$525,000 will come from the operating budget through the Service's share of the Provincial grant for this project. Therefore, it is recommended that the Board approve the award of the construction work for the Bail & Parole facility to A.G. Reat Construction Company Limited being the submission with the lowest cost meeting specifications.

Following this award the Contractor will start work immediately. The planned completion date is May 2002.

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

**The Board approved the foregoing.**



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 13, 2001**

**#P360. TORONTO POLICE SERVICES BOARD'S 2002 OPERATING BUDGET  
REQUEST - REVISED**

The Board was in receipt of the following report NOVEMBER 27, 2001 from Norman Gardner, Chairman:

Subject: POLICE SERVICES BOARD'S 2002 OPERATING BUDGET REQUEST-  
REVISED

Recommendation:

It is recommended that:

- (1) the Board review the options outlined in the following report and approve a revised net operating budget request for 2002 of \$1.321 Million; and,
- (2) the Board make more extensive use of the City of Toronto Legal Services Department in representing the Board in labour relations matters; and,
- (3) this report be forwarded to the CAO-Policing for inclusion in the Service's budget submission to the City of Toronto.

Background :

In accordance with Section 39(1) of the Police Services Act the Board is required to:

*"...submit operating and capital estimates to the municipal council that will show, separately, the amounts that will be required, (a) to maintain the police force and provide it with equipment and facilities; and (b) to pay the expenses of the board's operation other than the remuneration of board members".*

At its meeting on November 15, 2001 the Board considered a 2002 operating budget request of \$1.441 M. This request was 14.3% over the 2001 operating budget.

The Board recommended that the budget request be forwarded back to me and that I identify reductions that can be made to produce a 2002 budget that is flat-lined at 2001 levels plus inflation (Board Min.P316 /01 attached). The 2001 approved budget was \$1.261 M.

### Reduction Option 1 – Use of the Special Fund

The operating budget request can be reduced by \$0.12 M if the Board chooses to resume the current practice of funding employee recognition programs from the Special Fund. The Special Fund balance, as of November 10, 2001 was \$93,460.56 and the fund will increase as the revenue from property auctions is deposited to the Fund. The auctions are typically held on a monthly basis but the number of auctions and the revenue from auctions vary. Based on current projections, the Special Fund will in all likelihood be available to supply the \$0.12 M required for employee recognition programs.

The risks to this option are that:

- (1) there is a slight possibility that revenue in the Fund would not be sufficient to fund the employee recognition program and,
- (2) the Board will have to continue the moratorium on funding co-operative police/community initiatives as there will not be sufficient revenue in the Special Fund to support both employee recognition and police/community initiatives. This moratorium has been in place since March 2001.

***If the Board chooses to approve this option, the 2002 Operating Budget request would be reduced to \$1.321 M, for a net increase of \$0.06 (4.75%) over the 2001 budget.***

### Reduction Option 2 – Labour Relations Legal Costs

The 2002 budget request includes \$0.52 M, primarily for labour relations legal costs. This is an increase of \$0.125M over the 2001 budget. This budget could possibly be reduced if more extensive use could be made of the City of Toronto's Legal Department in representing the Board at arbitration proceedings.

The risk to reducing the request in this account area is that:

- (1) the costs in this area are virtually impossible to predict because they are dependant upon the number of grievances filed. This account is projected to be overspent in 2001. We already know that there are sixteen (16) grievances scheduled for arbitration for 2002 compared to an average of 6-8 in previous years. In 2001, the Board's positions were upheld in virtually all arbitration cases. Had the Board not adequately defended these cases, the cost of adverse decisions could be extremely high.

***A reduction of \$0.06 M in this account area, on top of the savings already recommended in Option 1, would result in a 2002 budget request of \$1.261 M; that is, a budget request flat-lined at the 2001 level.***

Because of the potential risk, I do not recommend that the Board reduce the budget request for labour relations legal advice.

Conclusion:

I recommend that the Board review the reduction options outlined in this report and approve a revised 2002 operating budget request.

Regardless of whether or not the Board chooses to reduce the budget request in the area of labour relations legal costs, I would recommend that the Board make more extensive use of the City of Toronto Legal Services Department in representing the Board in labour relations matters.

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2001**

**#P316. POLICE SERVICES BOARD'S 2002 OPERATING BUDGET REQUEST**

The Board was in receipt of the following report OCTOBER 31, 2001 from Norman Gardner, Chairman:

Subject: POLICE SERVICES BOARD'S 2002 OPERATING BUDGET REQUEST

Recommendation:

It is recommended that the Board approve a net operating budget request of \$1.441 million for 2002.

Background:

In accordance with Section 39(1) of the Police Services Act the Board is required to:

*"...submit operating and capital estimates to the municipal council that will show, separately, the amounts that will be required, (a) to maintain the police force and provide it with equipment and facilities; and (b) to pay the expenses of the board's operation other than the remuneration of board members".*

The following is a summary of the 2002 operating budget request (in thousands).

Salaries/ Benefits	\$732.0
Materials	7.0
Equipment	0.0
Services	<u>702.0</u>
TOTAL NET REQUEST	\$1,441.0

2001 Approved Budget	<u>1,261.0</u>
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Net Increase	\$ 180.0
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The requested net increase of \$0.18M in 2002 over 2001 is a result of:

	<u>Increase/(Decrease)</u>
Salaries/Benefits	(54.0)
Equipment	( 3.0)
Services	<u>237.0</u>
	180.0

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### Salaries and Benefits

A new position, requested and approved in 2001, is no longer required.

### Equipment

The reduction is due to the removal of a one-time expenditure.

### Services

The overall increase to the Board's budget request is found in this grouping of accounts. Specifically, the increase is due to an increase of \$0.125M in the Professional and Consulting account and an increase of \$0.122M in the Public Relations and Promotions account (other small decreases result in the overall increase of \$0.237M).

#### Professional and Consulting

This account provides funds for labour relations legal costs.

Sixteen (16) grievances are scheduled for arbitration for 2002 compared to an average of 6-8 scheduled in previous years. During the first three months of 2002 thirty-nine days have already been scheduled to hear cases. Of the 16 grievances, 6 are policy grievances and 6 are terminations. Typically these types of cases take between 5-10 days of hearings. The increase in the cost of litigation is due to the current confrontational labour relations' climate. The costs have been estimated by multiplying the number of grievances (16) by the average number of days (5) by the average cost per day (\$0.006). The budget allotted in this account in 2001 was \$0.395M and is projected to be overspent. Therefore, we are requesting an additional \$0.125M for 2002, for a total of \$0.52M.

#### Public Relations and Promotions

This account currently provides funds for promotional items for the Board, and catering for meetings of the Board.

Due to depletion of the balance in the Special Fund, it can no longer be relied upon to cover the expenses of the employee recognition programs: 25 year watch, retirement luncheons (new program), school crossing guard recognition, civilian long service and Service awards (medals, merit marks commendations, community citations etc). For this reason, it is recommended that additional operating funds of \$0.12M be requested to cover these annual costs. The budget allotted in this account area in 2001 was \$0.02M, and the recommended increase of \$0.12M would result in a total request of \$0.14M for this account.

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Summary

The 2002 operating budget request represents a 14.3% increase over the 2001 budget. This increase is almost entirely due to an anticipated increase in grievances and the inclusion of employee recognition programs (formerly funded from the Special Fund) in the operating budget.

**The Board expressed concern at the proposed 14.3% increase over the 2001 budget and approved the following Motions:**

- 1. THAT the foregoing budget request be referred back to Chairman Gardner and that he submit a report for the December 13, 2001 meeting which identifies where reductions can be made to produce a 2002 budget that is flatlined at 2001 levels plus inflation; and**
- 2. THAT the revised budget request also include options, based upon those possible reductions, for the Board to consider in order to determine the 2002 budget.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 13, 2001**

**#P361. TORONTO POLICE SERVICE'S 2002 – 2006 CAPITAL PROGRAM  
SUBMISSION - REVISED**

The Board was in receipt of the following report DECEMBER 11, 2001 from Julian Fantino, Chief of Police:

Subject: TORONTO POLICE SERVICE REVISED 2002 - 2006 CAPITAL PROGRAM  
SUBMISSION

Recommendation:

It is recommended that:

1. the Board approve the proposed 2002 - 2006 Capital Program as reflected in this report, with a 2002 request of \$22.4 million (M) comprised of \$15.1M for 2002 requirements plus 2001 cash flow carryforward of \$5.7M and land acquisition costs for 23 Division of \$1.6M, and a total of \$152.2M for 2002 – 2006;
2. the Board authorise the Chairman to approve, subject to ratification by the Board, changes to the capital budget submission during the time between meetings of the Board; and
3. the Board forward a copy of this report to the City Budget Services.

Background :

The Board, at its meeting of October 9, 2001, approved the 2002 – 2006 Capital Program in the amount of \$152.2M, with a 2002 request of \$25.9M (Board Minute P275/01 refers). A summary spreadsheet is provided as attachment A.

The approved Capital Submission was provided to City Budget Services for review and submission to the City's Budget Advisory Committee and Policy & Finance Committee. Subsequently, City Finance has requested the Service to reduce its submission in order to meet overall City financial pressures. The Board approved program has not been submitted to Budget Advisory Committee or Policy and Finance Committee. This report outlines our response to the City request.

City Target Request

The City provided no targets during budget development. The Service's request was based on previous year's targets and the Service's goal of having a stable capital budget of approximately \$30M per year.

Subsequent to the Service's submission, there have been several discussions with City staff regarding the financial pressures the City is facing during the 2002 budget process, and the affordability of the Service's request. City staff identified a target for TPS, through a formal request from Shirley Hoy, City Chief Administrative Officer (CAO) & Acting Chief Financial Officer, dated December 3, 2001. The letter indicated that a *"40% reduction to debt financed projects would be necessary to hold debt financing costs at a level which would represent an increase to the residential tax levy of no greater than one percent ...the share of the total debt reduction that the Toronto Police Service would have to reduce by is calculated at \$13.902 Million on the 2002 cash flow."*

The reduction is calculated as follows:

Board Approved 2002 request	\$25.9M
2001 Cash flow carryforward	\$ 5.7M
Land Acquisition ( for 43 and 23 Division)	\$ 3.2M
<b>Total 2002 Request (including cash flow and land)</b>	<b>\$34.8M</b>
Reduction Target from City (40%)	(\$13.9M)
2002 City Target for TPS	\$20.9M

Service staff met with the City CAO on December 7, 2001 and identified that the reduction target is unreasonable for a variety of reasons:

- When the 2001 – 2005 Capital Budget Submission was approved, the 2002 commitment related to 2001 projects alone was \$24M (this is already \$3.2M above the City's proposed 2002 target).
- In previous years, cashflow carryforward has not been considered when developing targets. These funds were already approved in the previous year's submission, and partially funded through previous year's debt.
- Land acquisition costs are not included in the TPS capital request since, under the Municipal Act, only the municipality can own land (a Board cannot). City Budget Services is reflecting land costs in the TPS submission, to identify the true cost of each project. However, given the target calculation, the Service must find 40% of the allocated land costs as part of the reduction. The disposition value of TPS lands and buildings is not reflected against the Service's submission and the Service has requested this adjustment.

It is the Service's position that cashflow carryforward and land costs should not be considered in determining the Service's target reduction. Nevertheless, in response to the City's reduction target, we have reviewed all capital projects to determine which could be deferred into later years, or decelerated to reduce the 2002 request. However, to attain these reductions in 2002, TPS requires a commitment from the City to approve the resultant cash flow impacts in 2003 (\$3.7M increase) and 2004 (\$6.2M increase), over and above any submission made next year. The City requires TPS to prepare a five year capital submission but is unwilling to approve funding beyond one year.



The adjustments identified to address the City's request are listed below in order of priority. The City's reduction target of \$13.9M has not been achieved; however, we have identified deferrals in the amount of \$12.4M. The identified deferrals do not impact the total cost of the projects, but impact the 2002 and future years' cash flow requests.

#### 43 Division

This project would result in the construction of a new facility in Scarborough. This project was not within the TPS Long-term Facility Program but was requested by City Council in response to pressure from the community. This project is not a TPS priority, and can be deferred by one year. Since the City has included land costs in the target reduction, this would reduce the 2002 request by \$4.7M (\$3.1M for construction, \$1.6M for land).

#### 51 Division

This project is part of the Long-term Facility Program which renovates or replaces TPS facilities. This project, to replace the existing facility, has been planned for the last several years. This project is continuing to face construction delays, given the historical restoration and environmental reviews. These delays allow TPS to reduce the 2002 request by \$1.5M (this funding is moved in its entirety to 2003, and maintains the completion date in 2003).

#### Time Resource Management System (TRMS)

TRMS will replace the current time and attendance system. The project objective is to improve information and allow detailed analysis of resources. This project has recently obtained approval from the Board (Board #P290/01 refers) to enter into a contract with a software vendor. An implementation team has been established, and the preliminary schedule indicates an implementation date in the first quarter, 2003. Given the anticipated implementation date, TPS can delay expending \$0.6M until 2003.

#### Firearms, Defensive Tactics and Applicant Testing Facility

This new facility is required to meet legislative and safety requirements, but would also increase capacity for training in the Service. Given past experiences with new facility construction projects, including the time required to identify and acquire land, and the subsequent tendering process, a cash flow adjustment of \$2.5M to 2003 is not expected to impact the completion date.

#### Emergency Generators

This on-going project installs emergency generators into all TPS facilities currently lacking these. Board approval (Board #P312/01 refers) was recently obtained to enter into a contract to purchase and install additional emergency generators in TPS facilities. TPS can negotiate with the supplier to decelerate implementation in 2002. This approach will allow TPS to defer the 2002 request by \$0.4M into 2003.

### Fleet Management Systems

This project will examine the existing fleet management system and its ability to meet the increasing demands for fleet related data and reporting. This project is a new submission in 2002. This project can be delayed to start in 2003, allowing the deferral of \$0.5M from 2002 into 2003. However, deferral will also delay the operating salary savings of one full-time equivalent (FTE).

### Document Management

This project will provide specific areas of the Service with the ability to scan in paper evidence and disclose this information on electronic media. This project can be delayed to start in 2003, and defer costs of \$0.3M. However, this delay will impact the project completion date and therefore delay annual estimated savings of \$50,000.

### Livescan Fingerprinting System

This project would see the acquisition and installation of an inkless fingerprinting system. This project is a multi-phased system implementation for new fingerprinting stations. Implementation for this project can be delayed, resulting in a 2002 reduction of \$1.2M. However, completion of this project will be delayed to 2004.

### Police Integration Systems (Internal and External)

This project will address the integration both internally and externally of core police systems, applications and processes. A significant amount of lead-time is required to prepare and review vendor solutions. A cash-flow adjustment of \$0.3M can be made from 2002 to 2003.

### TPS Headquarters Renovation

This is an on-going project that optimizes space utilization in Police Headquarters. Although a \$0.3M reduction in funding is proposed for 2002, this will delay moving Units within headquarters and will continue the inefficient use of space and reduce the Service's ability to streamline workflow.

### Automated Vehicle Location System

The project schedule indicates a year-end 2002 completion (Board #P328/01 refers). However, given final testing, acceptance, holdbacks, etc. \$0.2M is estimated to occur in 2003.

The following table summarizes the above adjustments, and provides detail on the 2003 and 2004 impacts of these:

### Summary of Changes

	2002	2003	2004
43 Division			
TPS costs	(\$3.1M)	(\$3.1M)	(\$3.1M)
Land costs	(\$1.6M)	(\$1.6M)	(\$1.6M)
51 Division	(\$1.5M)	\$1.5M	\$0.0M
Time Resource Mgmt. System	(\$0.6M)	\$0.6M	\$0.0M
Firearms Facility	(\$2.5M)	\$2.5M	\$0.0M
Emergency Generators	(\$0.4M)	\$0.4M	\$0.0M
Fleet Management Systems	(\$0.5M)	\$0.5M	\$0.0M
Document Management	(\$0.3M)	\$0.4M	\$0.0M
Livescan Fingerprinting System	(\$1.2M)	(\$2.4M)	\$3.5M
Police Integration Systems	(\$0.3M)	\$0.3M	\$0.0M
TPS Headquarters Renovation	(\$0.3M)	\$0.3M	\$0.0M
Automated Vehicle Location Sys.	(\$0.2M)	\$0.2M	\$0.0M
<b>Total Adjustments:</b>	<b>(\$12.4M)</b>	<b>\$3.7M</b>	<b>\$6.2M</b>
<b>City Proposed Reduction</b>	<b>(\$13.9M)</b>		
<b>Short of Target</b>		<b>\$1.5M</b>	

The Service, given the above adjustments, is \$1.5M short of achieving the City proposed target. Beyond the \$12.4M adjustments the Service would have to defer state-of-good repair projects to achieve the remaining \$1.5M. I cannot recommend these further deferrals due to the impact on health and safety issues.

The City Budgeting Process requires TPS to prepare and submit a five-year capital plan. However, City Council is reluctant to provide the necessary approval and funding for the full five-year plan as presented. This requires TPS to prepare annual submissions, defeating the five-year planning process.

#### Toronto Waterfront Re-development Program

Within the Service's 2002 – 2006 Capital Submission is the Traffic Services and Garage Facility relocation project (the facilities are currently located on Strachan Avenue). These facilities were originally scheduled in the Service's Long-term Facility Program to undergo major renovations starting in 2008. The relocation of these facilities may have to be accelerated in order to accommodate the Front Street extension (part of the Toronto Waterfront Redevelopment Program)

Currently, funds have been identified in the 2002 – 2006 submission, beginning in 2003, for the relocation of these facilities. However, City staff have confirmed that the Toronto Waterfront Re-development Program will provide funding for any costs related to moving these facilities if they need to be moved due to the Front Street extension.

City Budget staff have undertaken to provide formal commitment of such funding. A letter is expected before the Board meeting on December 13, 2001. However, it is not available at this time; therefore, funding for the relocation of the Traffic Services and Garage Facility has been maintained in the submission.

### Summary

Attachment B summarises the revised 2002 - 2006 Capital Program request in priority order. The following table provides a comparison of the original request (attachment A) and the revised request (attachment B):

	<b>Original Request (2002)</b>	<b>Revised Request (2002)</b>	<b>Difference (\$)</b>	<b>Difference (%)</b>
State of Good Repair	\$16.7M	\$12.1M		
Service Improvement	\$6.1M	\$3.0M		
Growth Related	<u>\$3.1M</u>	<u>\$0.0M</u>		
<b>Total 2002 Requirements</b>	<b>\$25.9M</b>	<b>\$15.1M</b>	<b>(\$10.8M)</b>	<b>(41.7%)</b>
2001 Cash flow carryforward *	\$5.7M	\$5.7M		
Land acquisition (Divisions 43 and 23) *	<u>\$3.2M</u>	<u>\$1.6M</u>		
<b>Revised 2002 Requirements</b>	<b>\$34.8M</b>	<b>\$22.4M</b>	<b>(\$12.4M)</b>	<b>(35.6%)</b>

\* Not included in original TPS submission, as per original direction from City.

It is recommended that the Board approve the 2002 - 2006 Capital Program as reflected in this report, with a 2002 request of \$22.4M, comprised of 2002 requirements of \$15.1M, plus 2001 cash flow carryforward of \$5.7M and land acquisition costs for 23 Division of \$1.6M, and a total of \$152.2M for 2002 - 2006.

Given that on-going budget discussions with the City will commence soon, it is recommended that the Chairman be authorized to approve, subject to ratification by the Board, changes to the capital budget submission during the time between Board meetings.

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

cont...d

Frank Chen, Chief Administrative Officer, was in attendance and presented details of the revised 2002 – 2006 capital program submission.

The Board approved the foregoing with the following amendment:

**THAT** the “Summary of Changes” chart, located on page five of this Minute, be revised by adding a column which identifies each of the changes in priority order.

Councillor Bas Balkissoon requested that he be noted in the negative with regard to the deferral of No. 43 Division.

The foregoing report replaces the 2002-2006 capital program submission that was originally approved by the Board at its October 9, 2001 meeting (Min. No. P275/01 refers).

Subsequent to the Board meeting, the Board office was advised that the Summary of Changes chart in the foregoing report contained a typographical error with regard to the adjustments for No. 43 Division. A copy of the revised Summary of Changes chart that reflects the accurate adjustments for No. 43 Division, and the column identifying the changes in priority order was provided to the Board office and is identified below:

#### Summary of Changes

Priority of red.		2002	2003	2004
1	43 Division TPS costs Land costs	(\$3.1M) (\$1.6M)	(\$2.1M) (\$1.6M)	(\$2.7M) (\$0.0M)
2	51 Division	(\$1.5M)	\$1.5M	\$0.0M
3	Time Resource Mgmt. System	(\$0.6M)	\$0.6M	\$0.0M
4	Firearms Facility	(\$2.5M)	\$2.5M	\$0.0M
5	Emergency Generators	(\$0.4M)	\$0.4M	\$0.0M
6	<b>Fleet Management Systems*</b>	(\$0.5M)	\$0.5M	\$0.0M
7	<b>Document Management*</b>	(\$0.3M)	\$0.4M	\$0.0M
8	Livescan Fingerprinting System	(\$1.2M)	(\$2.4M)	\$3.5M
9	Police Integration Systems	(\$0.3M)	\$0.3M	\$0.0M
10	TPS Headquarters Renovation	(\$0.3M)	\$0.3M	\$0.0M
11	Automated Vehicle Location Sys.	<u>(\$0.2M)</u>	<u>\$0.2M</u>	<u>\$0.0M</u>
	<b>Total Adjustments:</b>	<b>(\$12.4M)</b>	<b>\$3.7M</b>	<b>\$6.2M</b>
	<b>City Proposed Reduction</b>	<b><u>(\$13.9M)</u></b>		
	<b>Short of Target</b>	<b><u>\$1.5M</u></b>		

\* Although these projects can be deferred operationally, to meet budget targets, related operating savings will also be deferred; these projects have a very fast financial payback.



**TORONTO POLICE SERVICE  
2002 - 2006 CAPITAL PROGRAM  
GROSS EXPENDITURES (\$000s)**

Project Name	2001 Budget	2002-2006					5-year Prog.
		2002	2003	2004	2005	2006	
<b>State of Good Repair Projects:</b>							
\$ 51 Division (incl. inflation)	4,350.0	5,780.0	4,950.0	0.0	0.0	0.0	10,730.0
\$ Time Resource Management System	950.0	3,500.0	0.0	0.0	0.0	0.0	3,500.0
~ State-of-Good-Repair - Corporate	3,023.0	3,086.0	2,588.0	2,510.0	2,843.0	2,843.0	13,470.0
~ State-of-Good-Repair - Police	535.0	1,035.0	1,035.0	1,035.0	1,035.0	1,035.0	5,175.0
~ 11 Division (incl. inflation)	600.0	0.0	1,500.0	5,795.0	3,085.0	0.0	10,380.0
23 Division	n/a	n/a	600.0	3,795.0	4,160.0	2,000.0	10,555.0
Firearms Def.Tactics/Applicant Testing Facility	n/a	3,000.0	3,000.0	7,000.0	7,000.0	0.0	20,000.0
Boat Replacements (continuing project, scope change)	n/a	300.0	200.0	370.0	500.0	0.0	1,370.0
~ 14 Division	n/a	n/a	n/a	800.0	3,000.0	5,000.0	8,600.0
41 Division	n/a	n/a	n/a	600.0	3,000.0	5,000.0	8,600.0
52 Division	n/a	n/a	n/a	n/a	1,600.0	1,600.0	3,200.0
54 Division	n/a	n/a	n/a	n/a	600.0	3,000.0	3,600.0
32 Division	n/a	n/a	n/a	n/a	n/a	4,000.0	4,000.0
<b>Sub-Total for State of Good Repair Projects:</b>	<b>9,458.0</b>	<b>16,791.0</b>	<b>13,873.0</b>	<b>21,705.0</b>	<b>26,623.0</b>	<b>24,278.0</b>	<b>103,180.0</b>
<b>Service Improvement Projects:</b>							
\$ Emergency Generators	500.0	580.0	500.0	500.0	0.0	0.0	1,580.0
\$ Automated Vehicle Location System	1,100.0	1,039.0	0.0	0.0	0.0	0.0	1,039.0
Video Tape Storage & Processing	2,551.0	500.0	0.0	0.0	0.0	0.0	500.0
~ TPS Headquarters Renovation (incl. Inflation)	325.0	515.0	308.0	236.9	262.7	250.0	1,573.6
Centralized Drug Squad (incl. chg in scope)	750.0	700.0	0.0	0.0	0.0	0.0	700.0
Police Integration Systems (Internal and External)	n/a	500.0	1,250.0	1,950.0	1,550.0	0.0	5,250.0
Livescan Fingerprinting System	n/a	1,462.7	3,516.7	0.0	0.0	0.0	4,979.4
Document Management	n/a	320.0	0.0	0.0	0.0	0.0	320.0
Fleet Management Systems	n/a	450.0	280.0	0.0	0.0	0.0	700.0
Mobile Personal Communication	n/a	n/a	1,100.0	1,000.0	1,000.0	0.0	3,100.0
Investigative Voice Radio System	n/a	n/a	n/a	n/a	n/a	4,000.0	4,000.0
<b>Sub-Total for Service Improvement Projects:</b>	<b>5,226.0</b>	<b>6,066.7</b>	<b>6,925.7</b>	<b>3,686.9</b>	<b>2,812.7</b>	<b>4,250.0</b>	<b>23,742.0</b>
<b>Growth Related:</b>							
Traffic Services and Garage Facility	n/a	n/a	1,000.0	6,400.0	7,200.0	0.0	14,600.0
~ 43 Division (incl. inflation)	800.0	3,090.0	5,150.0	2,430.8	0.0	0.0	10,670.8
<b>Sub-Total for Growth Related Projects:</b>	<b>800.0</b>	<b>3,090.0</b>	<b>6,150.0</b>	<b>8,830.8</b>	<b>7,200.0</b>	<b>0.0</b>	<b>25,270.8</b>
<b>TOTAL PROJECTS:</b>	<b>15,284.0</b>	<b>25,857.7</b>	<b>26,948.7</b>	<b>34,222.7</b>	<b>36,635.7</b>	<b>28,528.0</b>	<b>152,192.8</b>
Total Projects completed in 2001	10,696.0						
Total Council Approved Projects	25,980.0						

Legend	
\$	Funding Commitment and obligation
~	Funding Commitment with no obligation
	No Funding Commitment and no obligation

Updated October 3, 2001

**TORONTO POLICE SERVICE  
2002 - 2006 CAPITAL PROGRAM  
GROSS EXPENDITURES (\$000s)**

Project Name	2001 Budget	Revised 2002	Revised 2003	Revised 2004	Revised 2005	2006	5-year Prog.
<b>State of Good Repair Projects:</b>							
\$ 51 Division (incl. inflation)	4,350.0	4,280.0	6,450.0	0.0	0.0	0.0	10,730.0
Time Resource Management System	950.0	2,800.0	600.0	0.0	0.0	0.0	3,500.0
~ State-of-Good-Repair - Corporate	3,023.0	3,086.0	2,588.0	2,510.0	2,643.0	2,643.0	13,470.0
~ State-of-Good-Repair - Police	535.0	1,035.0	1,035.0	1,035.0	1,035.0	1,035.0	5,175.0
~ 11 Division (incl. inflation)	600.0	0.0	1,500.0	5,795.0	3,085.0	0.0	10,360.0
23 Division	n/a	n/a	600.0	3,795.0	4,160.0	2,000.0	10,555.0
Firearms Def.Tactics/Applicant Testing Facility	n/a	200.0	5,500.0	7,000.0	7,000.0	0.0	20,000.0
Boat Replacements (continuing project, scope change)	n/a	300.0	200.0	370.0	500.0	0.0	1,370.0
~ 14 Division	n/a	n/a	n/a	600.0	3,000.0	5,000.0	8,600.0
41 Division	n/a	n/a	n/a	600.0	3,000.0	5,000.0	8,600.0
52 Division	n/a	n/a	n/a	n/a	1,600.0	1,600.0	3,200.0
54 Division	n/a	n/a	n/a	n/a	600.0	3,000.0	3,600.0
32 Division	n/a	n/a	n/a	n/a	n/a	4,000.0	4,000.0
<b>Sub-Total for State of Good Repair Projects:</b>	<b>9,458.0</b>	<b>12,101.0</b>	<b>18,473.0</b>	<b>21,765.0</b>	<b>26,623.0</b>	<b>24,278.0</b>	<b>103,180.0</b>
<b>Service Improvement Projects:</b>							
\$ Emergency Generators	500.0	200.0	880.0	500.0	0.0	0.0	1,580.0
\$ Automated Vehicle Location System	1,100.0	839.0	200.0	0.0	0.0	0.0	1,039.0
Video Tape Storage & Processing	2,551.0	500.0	0.0	0.0	0.0	0.0	500.0
~ TPS Headquarters Renovation (incl. inflation)	325.0	200.0	624.0	236.9	262.7	250.0	1,573.6
Centralized Drug Squad (incl. chg in scope)	750.0	700.0	0.0	0.0	0.0	0.0	700.0
Police Integration Systems (Internal and External)	n/a	250.0	1,500.0	1,950.0	1,550.0	0.0	5,250.0
Livescan Fingerprinting System	n/a	300.0	1,162.7	3,518.7	0.0	0.0	4,979.4
Document Management	n/a	0.0	320.0	0.0	0.0	0.0	320.0
Fleet Management Systems	n/a	0.0	700.0	0.0	0.0	0.0	700.0
Mobile Personal Communication	n/a	n/a	1,100.0	1,000.0	1,000.0	0.0	3,100.0
Investigative Voice Radio System	n/a	n/a	n/a	n/a	n/a	4,000.0	4,000.0
<b>Sub-Total for Service Improvement Projects:</b>	<b>5,228.0</b>	<b>2,989.0</b>	<b>6,486.7</b>	<b>7,203.6</b>	<b>2,812.7</b>	<b>4,250.0</b>	<b>23,742.0</b>
<b>Growth Related:</b>							
Traffic Services and Garage Facility	n/a	n/a	1,000.0	6,400.0	7,200.0	0.0	14,600.0
~ 43 Division (incl. inflation)	600.0	0.0	3,090.0	5,150.0	2,430.8	0.0	10,670.8
<b>Sub-Total for Growth Related Projects:</b>	<b>600.0</b>	<b>0.0</b>	<b>4,090.0</b>	<b>11,550.0</b>	<b>9,630.8</b>	<b>0.0</b>	<b>25,270.8</b>
<b>TOTAL PROJECTS:</b>	<b>15,284.0</b>	<b>15,090.0</b>	<b>29,049.7</b>	<b>40,458.6</b>	<b>39,086.5</b>	<b>28,528.0</b>	<b>152,192.8</b>

Total of Projects completed in 2001	10,696.0
Total Council Approved Projects	25,980.0
2001 Cash Flow Carryforward	5,697.0
Land Acquisition Costs - 23 Division	1,600.0
Land Acquisition Costs - 43 Division	1,600.0
<b>Total Request</b>	<b>22,387.0</b>
	<b>38,649.7</b>

\$	Funding Commitment and obligation
~	Funding Commitment with no obligation
	No Funding Commitment and no obligation

Updated December 11, 2001



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 13, 2001**

**#P362.           AWARD OF A CONTRACT FOR THE BUILDING RENOVATIONS AND  
EXPANSION FOR THE BAIL & PAROLE PROJECT**

The Board was in receipt of the following report DECEMBER 11, 2001 from Julian Fantino, Chief of Police:

Subject:        **AWARD OF A CONTRACT FOR THE BUILDING RENOVATION AND  
EXPANSION FOR THE BAIL & PAROLE PROJECT**

Recommendation:

That the Board, pursuant to Section 12 of the Toronto Police Service's By-Law 100, ratify the December 10, 2001 decision of Chairman Gardner to award, to A.G. Reat Construction Company Limited, a quotation in the amount of \$1,014,360.00, all taxes included, for the provision of construction services for the Bail & Parole project.

Background:

The Chairman, in accordance with Part 5; Section 12 of By-Law 100, approved the issuance of an award to A.G. Reat Construction Company in order to proceed with the work before inclement weather caused construction delays. The Service has committed to completing this project by May 2002. The Toronto Police Service Board as part of the approval process for the 1999-2003 Capital Budget had previously approved funding to relocate the Bail & Parole (nee Reporting Centre) from its current location to another suitable location. The original request for the relocation of this operation was made by the then Metro Corporate Services. The project had experienced delays in finding a suitable City of Toronto owned facility that will meet the Unit's operational needs.

As reported at the October 9, 2001 Board Meeting (BM# P271, refers) a City owned site, 2440 Lawrence Ave., has been identified that meets the operational needs of the Toronto Police Service (TPS). The City has now transferred the jurisdiction of this property to the TPS. The Service subsequently retained the services of Nelson Wong Architects to prepare the necessary drawings, specifications and contract documents for the completion of this project.

On November 9, 2001, at the request of the Toronto Police Service, Purchasing Support Services, the City of Toronto, Management Services, Purchasing and Materials Supply Division, issued a "Request for Quotation" (RFQ 3907-01-5400). In accordance with the Board's prior approval (BM# 384, August 31, 2000, refers) the RFQ was issued to the TPS's five contractors with Vendor of Record status. The TPS received 4 proposals.

A.G. Reat Construction Company Limited, being the low bid submitted, was found to be in compliance with the tender documents.

The Chief Administrative Officer, Corporate Support Command, has certified to the availability of funds in the TPS Capital Program and Operating Budget to complete the project. The Service's Capital Program includes approved funding of \$490,000 and the remaining funds of \$525,000 will come from the operating budget through the Service's share of the Provincial grant for this project. Therefore, it is recommended that the Board confirm the award of the construction work for the Bail & Parole facility to A.G. Reat Construction Company Limited being the submission with the lowest cost meeting specifications.

The planned completion date is May 2002.

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

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 13, 2001**

**#P363. SUPREME COURT OF CANADA DECISION – STRIP SEARCHES**

The Board was in receipt of the attached correspondence, dated December 12, 2001, from John Sewell, Toronto Police Accountability Coalition, regarding the recent Supreme Court of Canada decision on strip searches.

**The Board approved the following Motion:**

**THAT the Board receive the foregoing correspondence and request Chief Fantino to review all Service procedures pertaining to Searches of the Person and report back to the Board at its January 24, 2002 meeting with respect to the Service's compliance with the December 6, 2001 Supreme Court of Canada decision Regina vs Golden.**

Toronto Police Accountability Coalition, c/o 50 Baldwin St., Toronto, ON M5T 1L4

December 12, 2001

The Chair and Members of the Board  
Toronto Police Services Board

Attention: Deirdre Williams

FAX: 416-808-8082

We wish to have this letter scheduled on the Supplementary Agenda for the Board meeting tomorrow, December 13, 2001.


Last Thursday, December 6, the Supreme Court of Canada released its decision on the Golden case concerning strip searches. As the Board is probably aware, this case dealt with a strip search conducted by Toronto officers in early 1997. The Court has issued a very strong decision about strip searches, including when they may be done, the procedures to be followed, and consequences for improper strip searches.

The Court has taken the position that strip searches are an extraordinary unusual activity, which the police may undertake in very limited circumstances. It is clear that the existing Board policy would contravene this recent court decision.

In these circumstances, we believe it is appropriate for the Chief to immediately instruct officers that strip searches may no longer be carried out until a new policy consistent with the Supreme Court of Canada decision has been adopted by the Board. We would ask the Board to so instruct the Chief. We would also urge that the Board request the Chief to report to a future meeting of the Board on a new draft policy for strip searches consistent with the decision of the Supreme Court of Canada in the Golden case; and that the draft policy be circulated to interested parties well in advance of the meeting so that public presentations can be heard by the Board before it makes any decision on the matter.

One of our members, John Sewell will be available to speak to the Board on this matter. He may be reached at 416-977-5097.

Yours truly,

  
John Sewell  
on behalf of

Toronto Police Accountability Coalition

DATE RECEIVED

DEC 12 2001

TORONTO  
POLICE SERVICES BOARD

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 13, 2001**

**#P364.           CORRESPONDENCE**

The Board was in receipt of a summary of the public correspondence received in the Board office between November 05, 2001 and November 26, 2001. A copy of the summary is on file in the Board office.

**The Board received the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 13, 2001**

**#P365.        ADJOURNMENT**

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Gloria Lindsay Luby  
Vice Chair