



The following *draft* Minutes of the special meeting of the Toronto Police Services Board held on MARCH 22 and 24, 2004 are subject to adoption at its next regularly scheduled meeting.

MINUTES OF THE SPECIAL PUBLIC MEETING of the Toronto Police Services Board held on MARCH 22 and 24, 2004 at 9:30 AM in Committee Rooms 1 and 2, Toronto City Hall.

PRESENT:

A. Milliken Heisey, Q.C., Chair
Pam McConnell, Councillor & Vice Chair
John Filion, Councillor & Member
Case Ootes, Councillor & Member

ALSO PRESENT:

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

The Toronto Police Services Board commenced a meeting on Monday, March 22, 2004 in Committee Room 1 at Toronto City Hall to discuss a number of issues related to the 2004 operating and capital budget submissions for the Toronto Police Service. The meeting adjourned late in the afternoon on March 22, 2004 when quorum was lost.

On Wednesday, March 24, 2004, the Board agreed to waive section 7(1) of the Board's Procedural By-Law in conjunction with the authority established under section 33 of the By-Law given that 24 hours notice regarding the continuation of the meeting had not been provided. The Board then resumed its discussions regarding the operating and capital budget submissions in Committee Room 2 at Toronto City Hall.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE SPECIAL PUBLIC MEETING
OF THE TORONTO POLICE SERVICES BOARD HELD ON MARCH 22 AND 24, 2004**

#P75. LIAISON OFFICER – TORONTO POLICE SERVICES BOARD

The Board was in receipt of the following report MARCH 15, 2004 from A. Milliken Heisey, Q.C., Chair:

Subject: LIAISON OFFICER

Recommendation:

It is recommended:

1. THAT the Board determine whether the budget for salary and expenses related to the position of Liaison Officer be retained within the Police Services Board's budget, and,
2. THAT the Board forward this report to the City of Toronto Budget Advisory Committee.

Background:

The Budget Advisory Committee, at its meeting on March 9, 2004 approved the following motion:

The Budget Advisory Committee requested the Chair, Toronto Police Services Board, to report to the Budget Advisory Committee wrap-up meetings on the Liaison Officer position at the Police Services Board, such report to include whether or not such position can be freed up for frontline work.

Discussion:

From 1957 to 1991, a senior uniformed officer was assigned, by the Chief of Police, to the Board office to act as a liaison officer. The Liaison Officer had his office within the Board's offices and he reported to the Chief of Police rather than the Board. The budget for the position was included in the overall budget for both the Board and the Service.

In 1991, at the request of the then Chair, the Liaison Officer position was removed from the Board office.

In 1998, the position of Liaison Officer was re-instituted. Board records do not indicate why the position was re-instituted or at whose request. The position was occupied by an Acting Inspector. Again, the Liaison Officer was housed within the Board's office, reported to the Chief of Police and the budget for the position was included within the Board's budget.

For at least some of the years during the period 1991 to 1998, the Liaison Officer position continued to exist but the incumbent's office was not located within the Board's offices.

In 1999 the Board gave formal consideration to the position of Liaison Officer and determined that the Board should continue to have a Liaison Officer and that the position should be at the rank of Inspector (Minute C187/99 refers). The Board did not consider the issue of budget at this time.

This arrangement continued until January 2004 when the Chief of Police upgraded the position to the rank of Staff Inspector. The position continues to be funded from the Board's budget.

Budget Advisory Committee Motion

In terms of the Budget Advisory Committee motion, I have provided a brief history of the arrangements with respect to the Liaison Officer.

At section 3, the Police Services Act stipulates that while the Board may direct the Chief of Police the Board may not give direction "...to other members of the police force, and no individual member of the board shall give orders or directions to any member of the police force", for this reason the Liaison Officer reports to the Chief of Police. Given this reporting relationship the Board may wish to determine whether the budget related to the Liaison Officer position should be included in the Board's budget.

As deployment falls within the purview of the Chief of Police, I have requested that the Chief report separately to the Board on the Budget Advisory Committee's inquiry as to whether the Liaison position could be "freed up for frontline work".

The Board was also in receipt of the following report MARCH 17, 2004 from Julian Fantino, Chief of Police:

Subject: RE-DEPLOYMENT OF LIAISON OFFICER POSITION

Recommendation:

It is recommended that the Board receive this report for information

Background:

At its meeting of March 9, 2004 Budget Advisory Committee passed the following motion:

The Budget Advisory Committee requested the Chair, Toronto Police Services Board to report to the Budget Advisory Committee wrap-up meetings on the Liaison Officer position at the Police Services Board, such report to include whether or not such position can be freed for frontline work.

As the deployment of officers' falls within the purview of the Chief of Police, the Chair, by memorandum dated March 11, 2004 asked me to submit a report considering the issues related to the re-deployment of the Liaison Officer position.

Since the Toronto Police Service (then Force) was created with the amalgamation of the various police agencies within the 13 Municipalities in 1957, the function of assigning an officer to act as a Liaison to the Board (then Commission) has existed. Since that time a total of 19 members of the Service have been assigned to that position either as a Senior Officer or as an Acting Senior Officer. The assignment of a member of the Service to act as a liaison to the Board is one that has historically been recognized as having value for both the Board and the Service. In light of the evolving environment relating to the roles and responsibilities of both the Board and the Service, combined with the increasing external demands that both face, the necessity for having such a position is more valuable now than ever before.

The role of Board Liaison Officer is and has always been one with great value to the Board and the Service. The Toronto Police Service is a complex entity with many units and sub-units performing various functions. The role of the Liaison Officer is to provide the Board Members and Board Staff with a point of contact to assist them in carrying out their roles and responsibilities as defined in the Police Services Act and to ensure that the needs of the Board are addressed in a comprehensive and timely fashion. This requires that the member assigned to be the Board's Liaison Officer be an experienced officer, with knowledge of all aspects of policing and possess a thorough and comprehensive knowledge of the operations of the Service as a whole including the various reporting and command structures that it is comprised of.

The Board is the "employer" within the context of the members of the Service. As such the position of Liaison Officer has always been one assigned to a Senior Officer holding the rank of Inspector or above. Any rank below that of Inspector would necessitate that the member assigned be a member of the Toronto Police Association. To assign a member of the Association to this position could create the possibility of a conflict of interest or other situations that would be counter-productive to both the Board and the Service.

In considering whether or not the position can be re-deployed the question that must be asked is does the position contribute towards the end goals and objectives of the Service more than it would if it were re-assigned to another area of the Service and accordingly is it the most effective allocation of public funds. From the Service's perspective, one of the most valuable functions of the Liaison Officer to the Board is to coordinate and ensure that information is provided to the Board in a timely, concise, comprehensive and accurate manner. This is achieved in several ways ranging from Board reports to personal phone calls outside business hours during emergent situations. Additionally the Liaison Officer ensures that the appropriate protocols are followed to reinforce the role of the Board and Board members in relation to that of the Service and its members as defined in the Police Services Act. To accomplish this requires that the Board Liaison Officer have a thorough and comprehensive knowledge of the duties and requirements of the Board; knowledge that can only be gained through function and exposure to the Service and the Board.

Given that the functions and requirements of both the Board and the Service will continue and in all likelihood expand in the future, re-deploying the situation within the Service would be counter-productive. The functions currently carried out by the Liaison Officer would have to be re-assigned or disseminated across several positions which would lead to duplication, confusion and an overall disintegration in the efficiencies currently in place. Requests from the Board would be delayed and the quality, consistency and accuracy of the responses would suffer.

One of the most direct benefits to the Board of having a Senior Officer assigned as the Liaison Officer is the availability of immediate operational context. Where the Board or Board Staff is reviewing an issue the ability to have operational input in an expeditious manner facilitates the Board's ability to respond in a timely fashion. If this were not present the Board's ability to address the multitude of issues that come before it would be delayed and thus result in inefficiencies and reduced savings.

The role of the Liaison Officer is also to serve as a contact point for members of the Service who may have occasion to make a request of the Board. With the various commands, units, sub-units and programs that may seek information from or the assistance of the Board, not having a centralized contact that can advise or direct them would increase the workload of the Board and Board Staff. This would again be counter-productive in that responses would be delayed, duplication would occur and efficiencies currently achieved would be eroded.

The role of the Liaison Officer is a unique one within the Service. It requires that the assigned member have a thorough and overall knowledge of the Service, its command and reporting structures and its various functions, programs and initiatives. This knowledge is not stagnant but requires a continual monitoring and upgrading. It also requires that the holder of the position have sufficient organizational position, such as a Senior Officer, to expedite the functions as they occur. In addition, it also requires that the member have a similar knowledge of the role and functions of the Board and be in a position to respond to and provide the Board with its requirements in an evolving environment.

In examining the Budget Advisory Committee's motion, it asks "*..whether or not such position can be freed for frontline work*". The position of Liaison Officer is a management position and as such re-deployment thereof would have a minimal impact upon the "frontline". In fact, re-deployment would have a counter-productive impact upon the "frontline" as members currently assigned to frontline management duties would have to assume some of the functions currently carried out by the Liaison Officer. The liaison function is, by definition, to establish connection, to ensure cooperation and thereby maximise and optimize function. Having a Senior Officer assigned as a Liaison Officer to the Board provides that connection between the Board and the Service allowing for a maximum achievement of efficiencies and effectiveness in the most economical manner for both entities.

Conclusion

It is the Service's opinion that position of Liaison Officer to the Board has a direct benefit to both the Board and the Service. This position provides a definite value-for-money return to the Board and the Service. In addition the rank assigned provides an economical, efficient and effective provision of an essential service to both the Board and the Service.

I will be in attendance to respond to any questions the Board may have in regards to this matter.

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

- 1. THAT the funds within the Board's 2004 operating budget (approved by the Board at its November 13, 2003 meeting) which were allocated for the salary and benefits for the position of Liaison Officer be transferred to the operating budget of the Office of the Chief of Police; and**
- 2. THAT the Chair, in consultation with Board staff, Mr. Albert Cohen and Chief Julian Fantino, submit a report to the Board for its April 29, 2004 meeting on issues of Board independence from the Service consistent with its civilian governance role and that the report also include a recommended location for the office of the Liaison Officer.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE SPECIAL PUBLIC MEETING
OF THE TORONTO POLICE SERVICES BOARD HELD ON MARCH 22 AND 24, 2004**

**#P76. TORONTO POLICE SERVICE 2004-2008 CAPITAL PROGRAM
SUBMISSION: PRIORITIZING AND DEFERRAL OF 2004 PROJECTS**

The Board was in receipt of the following report MARCH 17, 2004 from Julian Fantino, Chief of Police:

Subject: TORONTO POLICE SERVICE 2004-2008 CAPITAL PROGRAM
SUBMISSION – PRIORITIZING AND DEFERRAL OF 2004 PROJECTS

Recommendation:

It is recommended that:

- 1) The Board approve the revised prioritised 2004-2008 Capital Program as reflected in this report, with a 2004 request of \$26.7 million (M) (excluding cash flow carry forwards from 2003), and a total of \$182.9M for 2004-2008; and
- 2) The Board forward a copy of this report to the City Budget Advisory Committee.

Background:

At the Budget Advisory Committee (BAC) meeting on March 09, 2004, the Toronto Police Services Board was requested to submit a report to prioritise its capital projects and determine how much of each project can be deferred to future years (recommendation 1(2)).

At the Board's meeting on October 16, 2003, the Service requested a 2004-2008 capital program of \$188.8M with a 2004 request of \$33.3M. The Board recommended various cash flow deferrals to the 2004 request resulting in the Board approved capital program for 2004-2008 of \$188.8M with a 2004 amount of \$28.3M (Board minute #271/03 refers). Subsequently, Mr. Frank Chen, CAO received a letter dated November 14, 2003 from Ms Shirley Hoy, City of Toronto CAO. Ms Hoy's letter requested that the Service explore further options with the objective of reducing the 2004 capital cash flow by \$1.4M in order to achieve the City's 2004 affordability target of \$27.1M for the Service. Given the Board's approval of a 2004 amount of \$28.3M, the reduction required to achieve the City's target for 2004 was \$1.2M.

A comprehensive review of all projects was again performed in order to identify that the Capital Program reflects legitimate, bona fide needs of the Toronto Police Service (TPS) for the effective delivery of services. In order to achieve the City's target some projects were deferred, deleted or phased in wherever possible for a cash flow adjustment of \$0.8M (deferred from 2004). This resulted in a revised 2004 capital budget of \$27.5M (Board minute #359/03 refers). The Capital Program reflects the projects that have been evaluated and prioritised to reflect Service goals and

objectives and exceeds the City’s target by \$0.4M. The City did not request any further budget reductions, and recommended a 2004 capital budget of \$27.5M.

An excerpt from the City’s Capital Program Analyst notes is provided.

“2004 Recommended Capital Budget versus Guideline

The Toronto Police Service has undergone reductions twice to bring down its 2004 cashflow request from its original submission of \$33.314M debt to the current EMT Recommended 2004 Capital Budget of \$27.457M debt. This represents \$0.357M or 1% above the debt funding guideline set by the City at \$27.10M”. 2004-2013 Capital Program Analyst notes, Page 12

A summary of capital budget requests is presented in the table below:

Description	2004	2004-2008
Original request (October 16, 2003)	\$33.3M	\$188.8M
Board approved budget - (Board minute #271/03)	\$28.3M	\$188.8M
Revised request- based on the City’s request to reduce budget - (Board minute #359/03)	\$27.5M	\$188.4M

BAC Request for further deferrals

As indicated, no further reduction in the 2004 Capital Program is possible as all projects have been reviewed and prioritised to reflect Service goals and objectives. Also further deferral would create considerable budget pressure for the City in 2005, which is contrary to operating budget direction received from BAC.

TPS has made inquiries toward the possibility of receiving funding for the new training facility to replace C.O. Bick College from the Ministry of Public Infrastructure Renewal. The Ontario government has made a record investment in the Province’s colleges and universities. However, it appears unlikely that TPS will receive any funding from the Provincial government due to current funding allocations and not meeting the public college and university criteria.

On the other hand, the Department of National Defence (DND) has approached the Service with regards to the possibility of partnership with the new training facility, with financial contribution at a level yet to be determined. DND also expressed an interest in the use of a portion of the existing C.O. Bick College, based on a model agreement with Windsor Regional Police. This possible financial contribution from the DND could reduce the overall capital budget request in the future.

100% GST Rebate

On February 2, 2004, in her Speech from the Throne, the Governor General of Canada announced a New Deal for Communities to provide, among other things, safe communities. The New Deal specifically included a provision for full relief from that portion of the Goods and Services Tax now paid by municipal services. This provision was further clarified in the Prime Minister's reply to the Throne Speech. Prime Minister Martin announced a 100% GST rebate for the provision of municipal services, effective February 1, 2004. The allowance for a 100% rebate on Goods and Services Tax paid by the Toronto Police Service will result in savings of \$0.8M in 2004. This change will bring TPS' revised 2004 capital budget to \$26.7M (\$27.5M less \$0.8M).

Attachment A restates the Toronto Police Service's 2004-2008 Capital Program submission with GST rebate reflected at 100%, and applies all 2004 projects in priority order.

Summary

The revised 2004 capital budget of \$26.7M (including 100% GST rebate) underwent rigorous scrutiny by the senior management of the Service and any opportunities to reduce this request were identified at that time. Projects were deleted or deferred wherever possible and no further deferral is obtainable. Also, the EMT did not request any further budget reductions, and recommended a 2004 capital budget of \$27.5M (including GST).

It is recommended that the Board approve this report and forward it to the City Budget Advisory Committee in response to their recommendation 1(2) from March 09, 2004.

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

The Board approved the foregoing report and agreed to forward it to the City of Toronto – Budget Advisory Committee with the understanding that the Board will continue to work with Service and City budget staff to review the budget and attempt to find additional savings.

The Board also considered the following Motions presented by Councillor McConnell:

THAT the Board defer the \$700,000 that was dedicated for soil remediation at the New Training Facility in 2004 and only allow the planning and design funding to remain in 2004;

cont...d

THAT the 2004 capital expenditure of \$1.068M for C.O. Bick be deferred to 2005 pending the outcome of the final funding arrangements with the Department of National Defence for a joint training facility; and

THAT the 2004 capital expenditure of \$1.068M for C.O. Bick be contingent upon a funding partnership with the Department of National Defence suitable to the Board.

These three Motions failed.

CAPITAL PROJECTS – 2004-2008 SUBMISSION
100% GST REDUCTED
(\$000'S)

Project Name	Plan to end of 2003	2003 C/F C/F	2004-2008 Plan					2004-2008 Total Plan	2009-2013 Total Plan	Total Project Plan
			2004	2005	2006	2007	2008			
On-going Projects:										
51 Division (Parliament & Front)	18,580	567	0	0	0	0	0	0	0	18,580
Livescan Fingerprinting System	1,463	198	3,414	0	0	0	0	3,414	0	4,877
Traffic Services and Garage facility	0	0	4,952	0	0	0	0	4,952	0	4,952
New Training Facility (Replacement of C.O. Bick College)	2,300	1,770	1,068	15,049	13,689	13,981	0	43,786	0	46,086
State-of-Good-Repair – Police	4,260	0	1,718	1,301	1,107	1,107	1,107	6,340	5,534	16,134
23 Division (Kipling and Finch)	624	587	2,039	8,884	1,385	0	0	12,307	0	12,931
Boat Replacements	500	99	357	485	0	0	0	843	0	1,343
Police Integration Systems (internal & external)	2,050	0	1,602	1,505		0	0	3,107	0	5,157
11 Division (640 Lansdowne Ave.)	800	200	0	3,301	6,553	4,612	0	14,466	0	15,266
TPS Headquarters Renovation	825	0	558	255	243	0	0	1,056	0	1,881
Mobile Data Network Conversion	0	0	874	0	0	0	0	874	0	874
Voice Logging Recording System	0	0	388	265	127	0	0	781	0	781
Lawfully Authorized Electronic Surveillance	0	0	1,796	0	0	0	0	1,796	0	1,796
Investigative Voice Radio System	0	0	1,165	1,165	1,165	0	0	3,495	0	3,495
Occupational H&S Furniture Lifecycle Replacement	0	0	728	728	728	728	0	2,913	0	2,913
43 Division	4,790	1,698	3,796	3,884	0	0	0	7,680	0	12,470
Mobile Command Post Vehicle	0	0	728	0	0	0	0	728	0	728
Police Command Centre	0	0	587	117	0	0	0	704	0	704
Facility Fencing	0	0	888	888	888	888	0	3,553	0	3,553
Total on going and 2004 Capital submission	36,192	5,119	26,660	37,826	25,885	21,316	1,107	112,794	5,534	154,519

CAPITAL PROJECTS – 2004-2008 SUBMISSION
100% GST REDUCTED
(\$000'S)

Project Name	Plan to end of 2003	2003 C/F C/F	2004-2008 Plan					2004-2008 Total Plan	2009-2013 Total Plan	Total Project Plan
			2004	2005	2006	2007	2008			
Projects beginning after 2004:										
52 Division	0	0	0	1,748	2,136	2,476	0	6,359		6,359
Digital Photography Conversion	0	0	0	595	0	0	0	595	194	790
Reporting Tools	0	0	0	485	0	0	0	485	0	485
Replacement of Call Management Tools	0	0	0	485	1,044	534	0	2,063	0	2,063
Strong Authentication- Computer Security	0	0	0	485	200	0	0	685	0	685
HRMS additional functionality	0	0	0	959	474	0	0	1,433	0	1,433
TRMS additional functionality	0	0	0	1,214	291	0	0	1,505	0	1,505
Mobile Personal Communication to Police Information System	0	0	0	194	874	971	971	3,010	0	3,010
Automated Vehicle Location System Expansion	0	0	0	631	631	0	0	1,262	0	1,262
14 Division	0	0	0	2,185	5,680	6,845	1,019	15,728	0	15,728
41 Division	0	0	0	340	3,010	5,777	4,126	13,252	0	13,252
Detective Support Services	0	0	0	0	485	5,340	0	5,825	13,592	19,418
54 Division	0	0	0	0	0	340	3,786	4,126	9,757	13,884
32 Division	0	0	0	0	0	3,884	2,393	6,277	874	7,151
FIS Printer	0	0	0	0	0	233	0	233	0	233
Additional Facilities	0	0	0	0	0	7,282	0	7,282	93,981	101,262
13 Division	0	0	0	0	0	0	0	0	13,884	13,884
Total projects beginning after 2004	0	0	0	9,322	14,824	33,680	12,296	70,122	132,282	202,403
TOTAL CAPITAL SUBMISSION	36,192	5,119	26,660	47,148	40,710	54,995	13,403	182,915	137,816	356,922

**THIS IS AN EXTRACT FROM THE MINUTES OF THE SPECIAL PUBLIC MEETING
OF THE TORONTO POLICE SERVICES BOARD HELD ON MARCH 22 AND 24, 2004**

**#P77. 2004 TORONTO POLICE SERVICE OPERATING BUDGET – FINAL
REDUCTION STRATEGIES**

The Board was in receipt of correspondence, dated March 02, 2004, from David Soknacki, Councillor and Chair, City of Toronto - Budget Advisory Committee, advising that the Budget Advisory Committee has requested the Board to identify further reduction proposals to achieve the assigned target for the Toronto Police Service 2004 base operating budget. A copy of Councillor Soknacki's correspondence is appended to this Minute.

The Board was also in receipt of a copy of the 2004 operating budget program breakdown. A copy of the breakdown is on file in the Board office.

The Board was also in receipt of the following report MARCH 17, 2004 from Julian Fantino, Chief of Police, containing a response to Councillor Soknacki's correspondence:

Subject: 2004 TORONTO POLICE SERVICE OPERATING BUDGET – FINAL
REDUCTION STRATEGIES

Recommendation:

It is recommended that: the Board approve a revised 2004 net Operating Budget submission of \$677.6 million, representing a \$13.8M reduction from the original submission.

Background:

At its meeting of November 13, 2003, the Toronto Police Services Board (the Board) approved the submission of the 2004 net Operating Budget of \$691.4M (Board Minute P329/03 refers). Subsequently the Budget Advisory Committee (BAC) reviewed the submission and requested that the Toronto Police Service (the Service) submit a revised budget reflecting an arbitrary target reduction of \$14.2M. It must be noted that the \$14.2M reduction was to be realized in addition to removing \$3.5M that was designated for new and/or enhanced programs and \$1.7M that was designated for the GST rebate. This resulted in an actual decrease of \$19.4M, with a target budget of \$672M.

At the Board meeting of February 26, 2004, in response to the BAC's request, the Service identified \$12.6M in reductions, resulting in a budget of \$678.8M (Board Minute P33/04 refers). The full reduction was not realized, as to do so would result in a decrease of service to the citizens of Toronto. The BAC reviewed the amended target budget, and determined that of this total amount, only \$4.1M represented an acceptable decrease. The following chart details the items identified by the Service as potential reductions, including those accepted as such by the BAC:

CPP/EI Net Rate Decrease	0.4M*
Medical/Dental Savings	0.3M*
Reduced Legal Indemnification/Inquests	0.4M*
Reduction in Non-Fixed Spending	0.7M*
Reduce Payment to City Corporate Services for Cleaning and Maintenance	0.1M*
Revised Human Resources Strategy (Attrition/Hiring)	2.2M*
GST Rebate to 100%	1.7M
Fund the Leap Year from the OMERS Type 3 Surplus	1.2M
Delay Contribution to Vehicle Reserve	1.7M
Contracting Out of Caretaking	0.7M
New and/or Enhanced Programs	3.2M

The numbers denoted with an asterisk (*) indicate those items accepted by BAC, totaling \$4.1M, which leaves a shortfall of \$10.1M from the original target request.

The GST Rebate to 100% was not accepted by BAC, as the savings have been adopted as a City-wide reduction. However, it was the intent of the Government of Canada that this rebate was to assist municipalities in specific areas, one of which is "safe and healthy neighbourhoods", and other municipalities have allowed their police services to utilize this reduction to offset policing budget pressures.

Further Reduction Strategies:

BAC Chair Councillor Soknacki has written again to the Chair of the Toronto Police Services Board, seeking the additional \$10.1M shortfall to the original target request. The following summarizes those areas that have been further identified as potential reduction areas:

<i>Reduction Strategies</i>	<i>Cost Savings</i>
Leap Year (revised strategy)	\$1.2M
Contracting out of Caretaking (Toronto Police Service only)	\$0.7M
Recruit Training Reimbursement	\$0.9M
Increase in Revenue Estimates	\$0.2M
WSIB Administration Costs	\$0.1M
Non-Salary Accounts	\$0.5M
Civilian Hiring Freeze (Civilian)	\$0.9M
<i>TOTAL REDUCTIONS</i>	<i>\$4.5M</i>

Leap Year (Revised Strategy) - \$1.2M

The 2004 request included funding in the amount of \$1.2M for salaries to cover the costs of staffing for one additional day in 2004, namely February 29th. In the February Board Report (Board Minute P33/04), it was proposed that this expenditure be paid from the OMERS Type 3 surplus, and that the reserve be repaid over the next three years. This recommendation was not approved by BAC due to future year impacts. This proposal has been modified and is being resubmitted with the commitment to absorb this cost as much as possible during 2004. However, should the full amount of the costs not be absorbed during 2004, the Service reserves the option of drawing from the OMERS surplus to cover any shortfall. This amendment is submitted in good faith that all efforts will be made to realize this cost savings during 2004.

Contracting Out of Caretaking (TPS Only) - \$0.7M

This item was also rejected by BAC as this issue was rejected by Council in 2003. However, it is submitted that only the Toronto Police Service caretaking be contracted out, without affecting other City departments. This initiative alone would provide substantial and sustainable savings for the Service, annualized at \$3M.

Recruit Training Reimbursement - \$0.9M

The Service will eliminate the current program which reimburses recruits for the costs incurred for training, effective April 2004. These funds are paid in a staged manner over five years, in an effort to dissuade new officers from leaving our Service prior to completing a minimum of five years of service. This initiative will be monitored closely, to measure the impact it will have on our ability to retain recruits within the Toronto Police Service.

Increase in Revenue Estimates - \$0.2M

The reduction strategies proposed and approved on February 26, 2004 (Board Minute P33/04) considered all revenue estimates at that time. It has been noted that the Service's revenue is generally realized at a higher rate than budgeted. This may be so; however, many non-budgeted revenues have concurrent non-budgeted expenditures, and so historical figures in this area can be misleading. With the exception of raising the unit price, the Service has little influence on the level of revenue generated. Furthermore, all of our prices are for cost recovery only (as per the Police Services Act) and our most recent analysis indicates that we cannot increase prices at this time (this analysis is ongoing). However, we have reviewed revenue levels in detail yet again. I am proposing an arbitrary increase of \$200,000 in revenues, with the hope that this increase will be realized.

WSIB Administration - \$0.1M

Based on 2003 year end savings in WSIB administration costs, it is proposed that this account be reduced by a further \$0.1M from the \$0.2M already included in the 2004 submission, based only on 2003 year end actuals. Expenditures from this account reflect the number of WSIB awards administered, which is a number that cannot be predicted. However, it must be noted that this account was overspent by almost \$0.4M in 2002, demonstrating the risk associated with further reduction in this area.

Additional Non-Salary Account Reductions - \$0.5M

Previous reductions in these accounts have resulted in levels below 2003 spending in many areas. Notwithstanding existing deficits, it is proposed that non-salary accounts be reduced by \$0.5M. This will further erode efficiencies and the effectiveness of staff to deliver policing services. Further, I must stress that this reduction is quite aggressive and arbitrary, and there is no evidence that these accounts can actually withstand further reductions.

Civilian Hiring Freeze - \$0.9M

At the BAC meeting of Monday, March 8, 2004, the BAC adopted the following recommendation:

- (1) (b) **the freeze on hiring continue for the rest of the 2004 fiscal year; and that the (city) Chief Administrative Officer be directed to develop a template for use by Agencies, Boards, Commissions and Departments to provide detailed rationale for any necessary hirings, including operational impact, financial impact, service level impact, and health and safety issues, etc.;**

The Service already evaluates each vacancy vis-à-vis requirement to fill. However, assuming all non-essential, non-front-line civilian personnel vacancies are not filled during 2004, \$0.9M savings are estimated. The impact of this proposal is somewhat unpredictable, as it is unknown which positions will be vacated. However, it must be noted that vacancies in direct operational support positions (such as investigative clerical positions) will impact on the availability of police officers to deliver policing services, as officers will be required to perform these functions.

While the foregoing clearly identifies \$4.5M in further reductions, as a responsible administrator I must acknowledge that I would never recommend such cuts under normal circumstances. These reductions fall short of the \$10.1M that was requested by \$5.6M, but to further decrease our operating budget would directly translate into significant staffing reductions.

I cannot recommend additional staffing reductions. I have the Board and Council's direction to maintain a uniform staffing level of 5,260, and to maintain service levels. I have already deferred one recruit class in the interests of budget reductions. Any further reduction in recruit classes will jeopardize the Service's ability to recover staffing levels in 2005 and future years. You may recall that Council approved the staffing target in 1998, and this level has only finally been met within the last year.

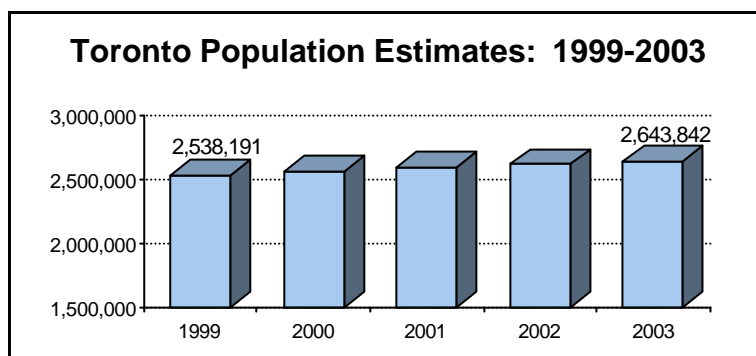
Furthermore, if the Service were to fully achieve the remaining \$5.6M in reductions, staff lay-offs would be required. This would require an application to the Ontario Civilian Commission for Policing Services (OCCPS). Any decision of OCCPS would take several months and, even if OCCPS were to approve a reduction in service for the Toronto Police Service, the resulting severance costs would likely eliminate any cost savings in 2004.

Policing Environment – Factors and Influences:

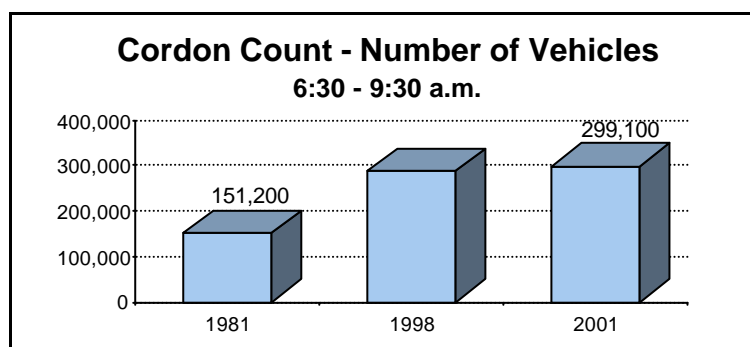
It is at this point that it is incumbent upon me to review in a concise manner the position that the Toronto Police Service finds itself in today, as we contemplate the service that our citizens have come to expect and which will no longer be available due to the economic climate of the City of Toronto. In order to understand the issues surrounding the complexity of policing today, we must understand what we have provided historically, and how it has evolved into present day.

Population

The population of the City of Toronto continues to grow, and in 2003 was estimated at 2.64 million.



As well, when contemplating the population of the City, it must also be recognized that there are approximately 300,000 vehicles commuting into the downtown core each day during the morning rush hours, transporting in excess of 357,000 people¹. These figures represent a 98% increase in the past 20 years. Using cordon count and GO Transit ridership data, it has been estimated that Toronto receives approximately one million commuters per day. As well, there is a great number of people who come to Toronto from the Greater Toronto Area to attend sporting events, shows, theatre, etc.



In recent years, over 15 million visitors have arrived in Toronto on an annual basis. It is vital to ensure that the reputation of Toronto as a safe city is not blemished, in order to maintain the amount of tourism we currently enjoy. One only needs to reflect back on the effects of SARS in the summer of 2003 on the City's tourism industry to recognize this fact.

Maintaining a quality service to the public will ensure that the community continues to view Toronto as a safe place to live, work and visit.

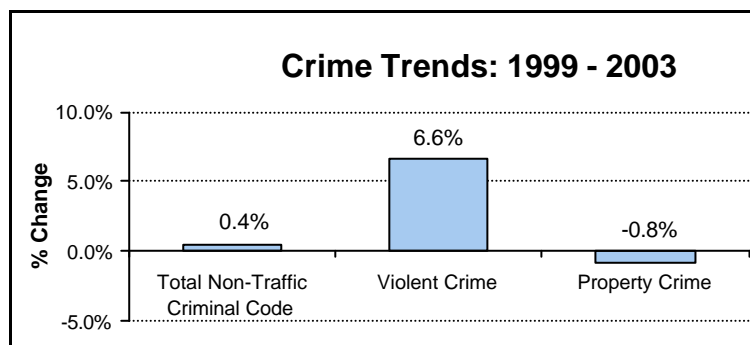
Traffic Safety

Along with an increase in population and tourism comes a direct responsibility to maintain traffic safety on our streets, which is compounded by the growth we have witnessed in recent years. The extensive use of the city's roadways, and the identification of this issue by our citizens on an on-going basis, has made Traffic Safety a TPS Priority. As far back as my first Town Hall Meetings with the citizens of Toronto in 2000, Traffic Safety was identified as one of the principle concerns expressed. Our initiatives in this area have realized a reduction in traffic fatalities over a one year period from 97 in 2002 to 74 in 2003. These results verify that our efforts in this area are successful, and to reduce our level of service in this area would be detrimental to traffic safety within our city, and unacceptable to our citizens.

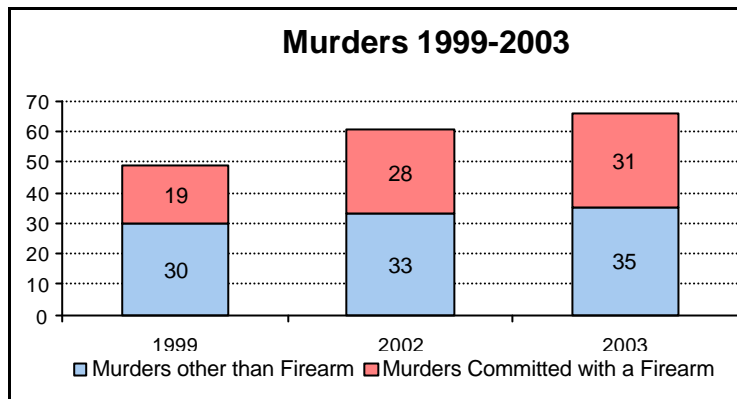
Violent Crimes and Trends

Toronto is a safe city, relative to other Canadian cities of comparable size. According to Statistics Canada, 2002 figures indicate that Toronto had a crime rate lower than ten other cities, a violent crime rate lower than five other cities and property crime rate lower than twelve other cities².

In keeping with national trends, preliminary 2003 data indicate that property crimes in Toronto have decreased over the past five years, but total (non-traffic) criminal code offences and violent crimes have increased³.



The increasing use of guns is of particular concern. In 1999, there were 49 homicides, 19 of which were committed with a firearm; in 2003 there were 66 homicides, 31 of which were committed with a firearm. This demonstrates that approximately 50% of all homicides in 2003 were gun related. In addition, the number of gun calls received by the Service increased 14% in the last year alone, from 2,666 in 2002 to 3,038 in 2003.



Gang and gun violence continues to rise in Toronto. The average age of gang members is increasing. The majority of gang members are now in the 17-28 year age range. Criminal street gangs are developing strong associations to traditional organized groups, and the level of violence exhibited by street gang members continues to escalate. Brazen daylight gang executions are becoming more commonplace.

In the community surveys conducted for the Service in each of the past four years, “youth/gangs” has consistently been among the most frequent responses when people were asked about the most serious policing problem in their neighbourhood. This community concern with youth has been reflected in the Service’s priorities since 2000, as the Service has focused on both youth violence and victimization of youth.

A snapshot of crime demonstrating repeat offenders and/or gang activity for the period of January to July 2003 indicate there were 554 people charged with a total of 1,550 firearms offences. Of those people, 84% had an existing criminal history involving one or more of the following:

- Violence
- Sexual assault
- Armed robbery
- Weapons
- Drugs
- Fraud

Marihuana Hydroponic Operations have increased dramatically. For comparison purposes, the number of investigations in this area in 2003 realized an increase of 73% over 2002, and 324% over 2001.

Marihuana Investigations	2004 (first 72 days)	2003	2002	2001
# of investigations into grow operations	73	140	81	33

In an effort to combat the proliferation of child pornography, the Technological Crime Unit was created in 2001 to support the Child Exploitation Unit. A breakdown of their statistics for the past three years is as follows:

Child Exploitation Crimes	2003	2002	2001
Total seizures (including computers, hard drives, floppy discs, cameras, flash cards, and peripheral computer equipment)	822	152	84

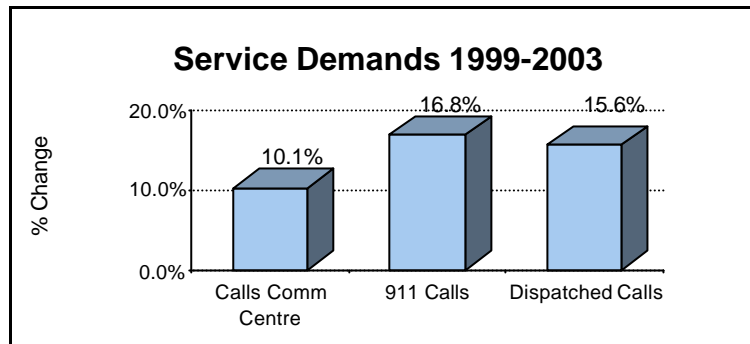
As a result of world events and the recent political climate, the Operations Section of Intelligence Support was formed and tasked with updating terrorism activity and post-9/11 information. The immediate impact of September 11th, 2001 resulted in expenditures of \$500,000 in specialized safety equipment, and \$300,000 in premium pay. The long term impact includes the increase of 8 officers in the Counter-Terrorism Unit, improved security and intelligence, and chemical, biological, radiological and nuclear preparedness. As is incumbent upon all major cities within North America, and the world at large, the Operations Section gathers and maintains data such as: intelligence information regarding anti-war demonstrations; security details; set up of Operations Centre during US led war with Iraq; etc.

While the foregoing is certainly the dramatic element of crime as we have come to know it, it does not diminish the significance of other criminal activities, for example break and enter, property crime, sex crimes and drugs. These issues are consistently mentioned in the safety surveys and at community consultations by our citizens when asked to identify problems in their area.

Increased Calls for Service

Along with an increase in violent crime, we are also experiencing an increase in calls for service.

The calls officers attend today often involve more complex investigations and/or are more laborious due to additional paperwork requirements and the application of more rigorous standards to ensure thoroughness and better service to the public. Service time (or officer time on the call) is the time required by police to service a call, from dispatch to clearance. Service time per call has a direct impact on police resource requirements for responding to calls from the public. Given the relatively “fixed” police resources assigned to the primary response function, the longer the time required to service calls, the more police resources will be stretched, and the longer will be the pending time for calls in general. An analysis of service time for calls revealed that the average service time for calls has increased markedly since 1999. For all levels of calls, average service time increased 51.2%, from 97.5 minutes to 147.4 minutes. Service times for Priority 1 calls, due to their emergency nature and the level of investigation often involved, tend to be longer than for calls in general. For Priority 1 calls, average service time increased 32.3%, from 196.3 minutes to 259.7 minutes.



- Calls to the Comm Centre increased from 1.78M to 1.96M
- Emergency “911” calls increased from 0.90M to 1.05M
- Dispatched calls increased from 0.80M to 0.93M

Time spent on particular types of calls has also increased. Officers spent, on average, 2.5 hours on domestic calls in 1999; this increased to 3.6 hours in 2003. Similarly, the time officers spent on domestic assault calls increased from 3.8 hours in 1999 to 5.6 hours in 2003.

Increases in the amount of officer time spent on calls are the result of a number of factors, including fewer experienced officers. The Service’s domestic violence procedure, which outlines the responsibility of officers in the investigation of domestics, tripled in length from 4 pages in 1998 to 12 pages in 2001 – in pursuit of ensuring thorough investigations and reflecting the additional responsibilities created by the Provincial Adequacy Standards Regulation. Thorough investigation takes a great deal of time, especially when officers have to interview witnesses, deal with evidence such as weapons, injuries, etc. The use of video statements is becoming more prevalent in these investigations, which requires the victim to attend a police facility – this, too, increases the time an officer spends investigating a domestic. Officers are required to fill out many forms, all mandatory, in the course of such investigations, including: Record of Arrest and Supplementary, General Occurrence and Supplementary, Domestic Violence Supplementary, Person/Vehicle for Investigation, Special Address System Report, Domestic Violence Card, memo book, relevant Property Reports and receipts, Injury/Use of Force Reports, and other documents required for case preparation. Other activities which can require an officer’s time include: transporting the victim/accused/witness, waiting for an interpreter, caring for children while waiting for relatives or Children’s Aid to attend, guarding prisoners at hospital while receiving treatment.

With regard to the investigation of traffic collisions, officers spent, on average, 1.1 hours on property damage collisions and 3.1 hours on personal injury collisions in 1999. In 2003, time spent by officers increased to 1.7 hours on collisions involving property damage and 4.0 hours on collisions involving personal injury. Again, there is significant paperwork to complete (e.g., provincial collision report, summons (Part I or III if charging), memo book or field notes, collision register), and a thorough investigation cannot be rushed. Given the priority placed on traffic issues by the community, and the Service, it is important that we deliver a quality service in this regard.

At the same time, the downtown entertainment district has boomed in recent years. Liquor licensed premises in Toronto have increased from 3,157 (December 1992) to 4,236 (January 2004). Area residents, neighbourhood business owners and visitors to the entertainment district expect the area to be policed appropriately.

Mandated Responsibilities:

As touched on above, the Service has been affected over the past decade by a number of significant, external pressures – over and above the expectations of the community. These other external pressures come from such sources as federal or provincial legislation, Board mandated, Coroner's inquest recommendations, etc. One area where these additional responsibilities manifest themselves, in particular, is in training.

Increased Training

For example, in 1994, the Province mandated Use of Force Re-qualification training for all officers who carried force options. In 1995, the Police Services Board reviewed and approved a 5-day Diversity Training Course. In 1998, the Board approved, and made mandatory for all front-line personnel, a 5-day Crisis Resolution course, to deal with the handling of emotionally disturbed persons. In 1999, the audit of the methods of investigation used in the 'Jane Doe Investigation' resulted in a number of recommendations with training implications.

The Provincial Adequacy Standards Regulation (Ontario Regulation 3/99) came into effect on 01 January 2001. This Regulation not only increased the administrative workload involved in some types of criminal investigations, as with domestics, but also increased administrative workload with respect to business planning, strategic planning, and reporting requirements. Importantly, the Regulation and its guidelines also increased training requirements for a number of functions, including: tactical response, hostage rescue, hostage negotiators, communications operators (call takers and dispatchers), scenes of crimes officers, forensic identification investigators, criminal investigators, domestic violence investigators, sexual assault investigators, child abuse investigators, major case management, pursuit driving, at scene collision investigation, and collision reconstruction.

The requirements through Adequacy Standards are varied:

- a Skills Development and Learning Plan (every 3 years); a Criminal Investigation Management Plan (every 3 years); a Business Plan (every 3 years); a Court Security Plan; an Emergency Plan and a Traffic Management, Road Safety and Enforcement Plan (every 3 years)
- 46% increase in mandatory training time for ETF functions (tactical, hostage rescue, etc.)
- More than 250 officers trained annually as Criminal Investigators
- Criminal Investigator accreditation required for all other investigative functions
- Mandatory domestic violence training for those assigned to domestic violence investigations
- Mandatory sex crimes training for those assigned to sex crime investigations
- Mandatory child abuse training for those assigned to child abuse investigations
- More than 160 officers complete the Major Case Manager training annually

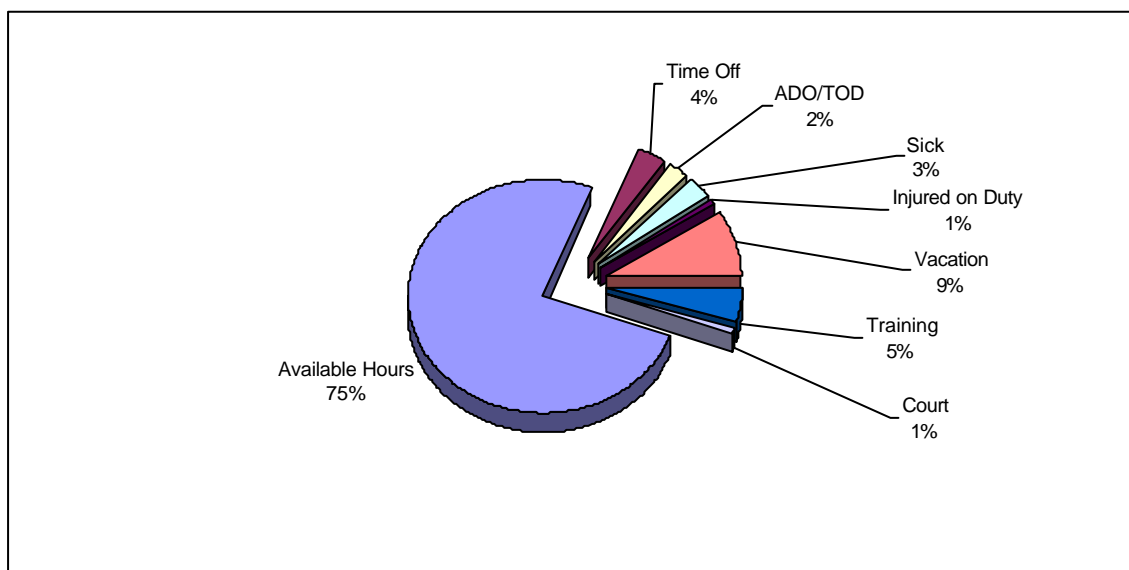
- Major Case Manager required to manage Homicide, most Sexual Assault, stranger abductions and criminal harassment (no suspect) cases
- 30 to 60 new Scenes of Crime Officers trained each year to maintain staffing levels at divisions
- Increased diversity training
- Nine week (360 hour) training for FIS investigators
- mandatory Advanced Patrol Training (APT)
- Three stage development program on Collision Investigation for traffic officers

In 2001, the Province mandated Suspect Apprehension Pursuit training for all police officers, as a result of a number of fatalities and injuries that occurred as a consequence of vehicle pursuits.

In 2003, the report of the Honourable Justice Ferguson recommended ethics training for all personnel and a one-week training course for officers working in high-risk categories. An ethics and diversity component has been added to Advanced Patrol Training (APT) for 2004 and the Service has entered into a joint training partnership with the RCMP for ethics training for officers in high risk areas.

Expectations are high for our officers to be ‘all knowing’ and ‘all trained’ – one need only turn to the many Coroners’ inquest recommendations that require our officers to be cognisant of and conversant with a variety of medical and psychological conditions, such as positional asphyxia, Tourette’s Syndrome, Excited Delirium, contact with body fluids, airborne diseases, and suicidal or intoxicated persons. In 2003, it was necessary to create a document entitled ‘Medical Advisory Notes’. This document is a compilation of medical notes taken from various Service procedures, and ensures that a Service-wide, consistent approach to ensuring the optimal level of safety, health, and well being of persons entrusted into our care. It is posted on the Service Intranet, along with Service Procedures.

All of these increased areas of mandated and required training, among other things, have resulted in only 75% of an officer’s time being available for policing duties.



Increased Workload

Other examples of external pressures that have affected officer workload include:

- ViCLAS: The RCMP-developed national database storing information about violent crime matters has resulted in additional paperwork requirements for officers.
- R. v. Stinchcombe: This 1991 Supreme Court ruling requires full and complete disclosure of the Crown's case, resulting in increased administrative time for case preparation. (Preparing disclosure to defence counsel now takes up to 16 hours, or more, compared to the 2 hours it took previously.)
- Sex Offender Registry (Christopher's Law) requires that Ontario police services designate a location where offenders may register (Bill 31, Section 3(3)) and while the onus is on the offender to comply with reporting requirements, verification of offender information and registry enforcement are the responsibility of the municipal police services.
- R. v. Feeney: This 1997 Supreme Court ruling reduces the ability for warrantless arrest, and has resulted in far more officer time to prepare a warrant, as well as additional officers to guard the dwelling while the warrant is being prepared. (Today it takes an officer up to 15 hours, or more, to obtain a search warrant; five years ago, it took 2 hours.)
- Bill C-109: This federal legislation has resulted in increased time required to complete investigations and affidavits relating to the interception of cellular phones.
- R. v. KGB: This 1993 Supreme Court ruling dealt with videotaped victim/witness statements, which require increased officer time, as well as time in processing, administration, and storage of videotaped evidence.
- Kaufman Report: This report, which arose from the wrongful conviction of Guy Paul Morin, requires police to spend additional resources to obtain 'best evidence' and requires additional police training related to criminal investigations.
- CRTC regulations: Under these regulations, police now require judicial authorization to obtain phone records.
- Campbell Commission: This report, a response to the Paul Bernardo investigation, requires major case management and additional training – both of which require a huge resource drain of police personnel.
- DNA Identification Act: While the DNA databank is a valuable tool, obtaining DNA samples is time consuming since it requires a warrant and two officers for the sample-taking process.
- Youth Criminal Justice Act: Proclaimed in 2003, this legislation requires officers to consider extra judicial measures, which will require both additional paperwork by officers and additional case preparation time.
- Provincial downloading: The Service is now responsible for highway patrol on the QEW and the 427, formerly patrolled by the Ontario Provincial Police. The Province has also increased the number of courtrooms, resulting in a requirement for additional court officers.

Since the Charter of Rights and Freedoms was enacted in 1982, the Judicial decisions based on the Charter, and the Crown and police practices based on these decisions have had a significant effect on the way that police investigate crimes. Much of this has resulted in the necessity for police to do much more to accomplish the same results. This is best illustrated by examining the homicide of Emanuel Jacques, a 12-year-old boy who was brutally murdered in the City of Toronto in 1977. The trial of the accused took place within seven months of their arrest, resulting in three men sentenced to life imprisonment. The entire case for this investigation took less than two bankers' boxes of documents. Compare this to the active investigation of the murder into six year old Farah Khan, who was murdered in December 1999. Two persons were charged with her arrest, and the trial commenced four years later. The documents relative to the Khan case total 60 bankers' boxes. This is compounded by the necessity to triplicate all documents for disclosure purposes, resulting in 180 bankers' boxes for this case alone.

Court Security

Until 01 January 1990, the Province of Ontario and Metropolitan Toronto were involved in a cost sharing agreement for court security. In November 1989, Bill C-187 (*The Police and Sheriffs Statute Law Amendment Act*) was passed, and responsibility and liability for security and prisoner custody at all court facilities in Metropolitan Toronto were downloaded to the Metropolitan Board of Commissioners of Police. Upon the proclamation of Bill C-187 all cost sharing ceased. The Board was required to hire an additional 75 full-time court officers and 98 part-time court officers to meet its legislated responsibilities. This responsibility was reflected in Part 10 (Court Security), Section 137 of the *Police Services Act*.

This Bill not only increased the responsibilities of the Service, but also increased the actual number of courthouses for which the Service was responsible. This increase in court facilities and courtrooms continued throughout the 1990s – between the end of 1990 and 1993 alone, the number of courtrooms that Court Services was responsible for increased from 138 to 147. Today, Court Services manages 240 courtrooms.

In addition to an increasing number of courtrooms, Court Services has also had to deal with expanded responsibilities, as with the implementation of 24-hour bail courts in the mid-1990s.

In 2003, the Toronto Police Service transported 187,838 prisoners, which was an increase of 8,482 over 2002, in which 179,356 prisoners were transported.

As long as the Service remains responsible for court security and prisoner custody at all court facilities, the Court Services Unit must be staffed appropriately. Court Services has a relatively large complement of staff – 653 court officers, civilian support staff, and police officers, in the 2004 budget. It must be noted that of the 240 courtrooms within Toronto, a number of them are special courts (Mental Health court, Domestic Violence court, Child Abuse court, etc.) with specialized security needs. Staffing levels must remain at a level that allows the Service to ensure, as much as possible, the safety of all those for whom we are responsible.

Review of Non-Core Services:

A number of the functions currently undertaken by the Police Service are not necessarily core policing functions and are not mandated by the *Police Services Act*. Residents do not always distinguish police responsibilities from responsibilities of other agencies, such as noise complaints, animal control, or health hazards. Police response is also expected for medical emergencies and fires, although again these may not be part of the core function of the Service. These 'non-police' functions may contribute to quality of life within the community, but, given the increasing workload, and the increasing complexity involved in that work, it is perhaps time to review Service acceptance of some of these responsibilities. The following programs are examples of those that might be considered.

Lifeguard Program

The Toronto Harbour Police were responsible for lifeguard service on Toronto beaches from the early 1900s. Lifeguard service expanded in the 1970s, as the city itself expanded, and was assumed when the Toronto Harbour Police amalgamated with the Metropolitan Toronto Police Force in 1983.

Currently, the Service employs 79 seasonal lifeguards to cover 14 beaches each summer. Lifeguards earn \$11.39 per hour, with head lifeguards earning \$13.04 per hour, and they are employed 11-18 weeks during the summer months. For 2004, the cost of salaries (including Employment Insurance and the Canada Pension Plan contributions) is projected to be \$689,800, which is included in the budget of the Marine Unit. On 01 January 2001, the Police Service, after negotiations with the City's Parks and Recreation Department, assumed full control of the Beach Lifeguard Program. Prior to this, the Parks and Property Department transferred the cost of the program to the Police Service budget.

The lifeguards are responsible for approximately 50 rescues each season on the beaches of Toronto, and are responsible for another 150-200 'assists'. The lifeguards also act as observers, reporting hundreds of occurrences (criminal and suspicious) to the Marine Unit, as well as assisting Marine Unit officers with boat rescues, lake and land searches, and in the recovery of drowned persons.

Coast Guard Responsibilities

With regard to Lake Ontario, the primary responsibilities of the Service, especially since amalgamation with the Toronto Harbour Police, have been Search and Rescue operations and law enforcement along the waterfront, at the Island Airport, and on the Toronto Islands. The Police Service maintains the only year-round presence on Lake Ontario.

Since there is no Coast Guard or RCMP presence in Toronto, the Service, through the Marine Unit, also carries out traditional Coast Guard duties, including supervision of boat launches, inspection of boats for legislated safety equipment, public education on boating safety, and Search and Rescue operations in co-ordination with the military base at Trenton.

The overall cost of the Marine Unit is \$5.4 million per year, and it is difficult to break down the cost of 'coast guard duties' specifically, since these duties are intertwined with our Search and Rescue and law enforcement.

While in the past, the current level of funding and personnel allow the Service to carry out these responsibilities, major changes are expected this year.

The United States (US) will implement fully the International Ship and Port Security Code (ISPS) on 01 July 2004, that is: severe security restrictions on its ports, as it has done with its airports. Any vessel entering US water will have to have left from a port that has also adopted the ISPS code. Neither the RCMP nor the Coast Guard will agree to assume these responsibilities. As a result, if the Port of Toronto is to stay open, the Service must become responsible for Port security and border integrity, and must be capable of monitoring and responding to different security issues on vessel traffic entering and leaving Canadian/US waters. Vessel traffic to the US will be refused from the Port of Toronto unless the ISPS code is adopted and implemented.

Further compounding the issue is the 30 April 2004 start of a high-speed, year-round ferry service between Rochester and Toronto. The ferry will be able to carry up to 800 people, and the Marine Unit will be responsible for monitoring it if in crisis, boarding it in case of emergency, rescuing passengers in case of emergency, and being able to assist the vessel regardless of the weather. Difficulties may arise in carrying out these responsibilities since the ferry can outrun current Marine Unit vessels, it carries more people than the Marine Unit has the capacity to rescue, and if it requires assistance in the winter, the current Marine Unit may be locked into its basin due to ice.

School Crossing Guards

With the introduction of automobiles in Toronto in the 1920s, the need for a safe method for school children to cross roadways became apparent; the Chief Constable and his assigned police officers fulfilled this role. In 1947, Toronto's Police Chief implemented a program that employed civilians to assist children in crossing the street. This same program, to a great extent, remains in place today.

Crossing guards are part-time civilian members of the Service employed to assist children crossing the streets of Toronto at designated locations, usually in close proximity to a school. Presently, the Service employs 691 guards (578 assigned and 113 spares), who are hired for the period September to June. Guards must reapply for employment each year.

Toronto is one of the few municipalities where the Police Service administers the School Crossing Guard program. According to the *Highway Traffic Act*, municipalities are responsible for operating the program through traffic departments or private organizations. With approximately 578 crossing locations, Toronto has the largest complement of school crossing guards in Canada.

Typically, a police officer in each division is assigned, in addition to their other responsibilities, to administer the program at the divisional level. The local co-ordinators are responsible for recruiting, processing applications, hiring, outfitting, training, supervising and disciplining the guards in their respective divisions. As well, these officers must arrange for coverage in an emergent situation where the regular guard is not available due to illness, etc. Often times, the officer himself must perform this duty or arrange for another officer to do so. An officer at Community Programs administers the program and acts as a liaison officer to the divisional co-ordinators. In addition, two other Community Programs officers are responsible for conducting traffic surveys to determine if crossing locations meet the criteria for the placement of adult crossing supervision.

The 2004 budget for the Program totals \$5.5 million, including salaries, benefits, and equipment. The initial cost to outfit a school crossing guard with all new equipment is approximately \$360.00. The associated Program costs to the Service total about \$1.1 million.

Special Constables

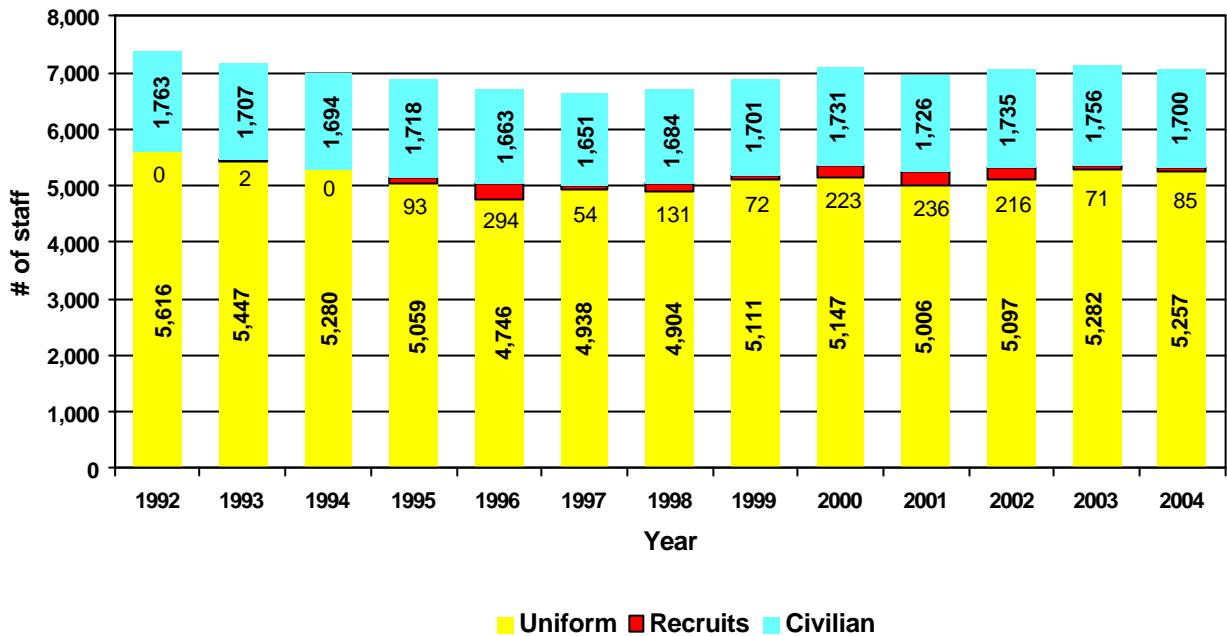
The Toronto Police Services Board, with the approval of the Ministry of Community Safety and Correctional Services, has entered into agreements with three external agencies who employ special constables, namely: the Toronto Transit Commission (TTC), the Toronto Community Housing Corporation (TCHC) and the University of Toronto (U of T). The administering of all applications, appointments, renewals and terminations are the sole responsibility of the Toronto Police Service, as well as ensuring that all special constable agencies are in compliance with the terms of the agreements.

The City of Toronto Corporate Security is currently exploring the possibility of entering into the special constable program for the seventy security officers currently employed to patrol city properties, including City Hall, Civic Squares and Works Department properties and parks. Such expansion to this program would significantly increase the workload and responsibilities to the Service.

cont...d

Staffing:

History of Total Staffing - 1992-2004 Year End Statistics



Addressing the concerns of the community, responding to calls, and dealing with crime necessarily require police officers. With 5,257 officers projected by year end 2004, the Service has 359 fewer officers than in 1992, and 25 fewer officers than 2003. We do, however, have about 353 more officers in 2004 than were available in 1998. This is a direct result of City Council’s decision in 1998 to fund up to 5,260 uniform staff.

Civilian staff have shown a similar decrease: with an estimated 1,700 civilians at year end 2004, the Service has 63 fewer civilians than in 1992, and 56 fewer than in 2003. The majority of civilians provide direct support to uniform staff, including court officers, communications operators, station duty operators and civilians deployed to police units (e.g. divisions, Homicide, Forensic Identification Services, etc.).

Although the number of uniform officers has increased since 1999, reflecting the return to hiring in the late 1990s after the hiring freeze was imposed, an important point must be noted. Over half of the uniform personnel in 1999 had an average length of service of 15 years or more – clearly, an experienced workforce. In 2003, these numbers changed to reflect almost one in three officers with less than five years experience, which directly impacts on time spent at calls for service.

The Toronto Police Service’s budget is, in any given year, mainly a function of the uniform staffing target – the Board and Council approved uniform staffing level of 5,260 positions. The approved staffing level is actually almost 10% below the optimal staffing level of 5,700 officers recommended by the 60/40 deployment model first used by the Service in the spring of 2003,

and serves as an indication of the pressure on resources being experienced. This model, used by many police services, bases the determination of ideal deployment on a formula which asserts that, on average, police officers spend 60% of their time performing reactive functions and 40% of their time in proactive activities. You will receive a presentation on the 60/40 model at the next Board meeting.

It is important to dispel the notion that the Service has had significant increases in authorized strength in recent years. The distinction between the concepts of 'authorized establishment' and 'actual deployed strength' is critical to any discussion of staffing the Toronto Police Service.

The 'authorized establishment' is a fixed number, representing the number of positions for which funding has been approved in the operating budget for a given year. The 'actual deployed strength' refers to the actual number of fully trained officers employed by the Service at any given point in time, not including recruits.

In 1998, City Council requested the Board to return the Service to its December 1994 staffing levels for constables and sergeants/detectives. This increased the authorized uniform establishment to 5,258. However, at the end of that year, the actual number of deployed officers in the Service stood at 4,912.

The authorized establishment changes with Council approval, when programs are approved or eliminated. For example, the establishment increased with the creation of the Anti-Gang Task Force, and was decreased with the amalgamation of 21 and 22 Divisions. The current target is 5,260.

Civilian staffing levels flow from the requirements to provide both front-line and administrative support to these officers; 90% of civilian positions perform functions such as station duty, court security, investigative support, technology, communications, etc. that, in their absence, are performed by uniform personnel. The remaining civilian positions are responsible for core corporate functions such as human resources and financial administration. Together, uniform and civilian staffing costs – salary, benefits, and premium pay – account for 92% of the total net operating budget. The remaining 8% of net budget funding, largely fixed costs relating to contractual obligations, support the activities of front-line police officers. These funds make available the appropriate services, equipment, and resources to officers to ensure that service delivery is adequate and efficient. Reduction of these accounts translates to growing inefficiencies, a decreasing level of effectiveness, and possibly decreasing public satisfaction.

For the purposes of the Human Resources Strategy, the Civilian Establishment pertains to the permanent, full-time complement, 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 implementation of Occurrence Re-engineering (eCOPS).

In 1998, the Civilian Establishment was increased by 17 positions in September for the community response clerk function in the divisions, as recommended in the Beyond 2000 report. This increased the Establishment to 1,878.

As with the Uniform Establishment, the Civilian Establishment has also seen changes over the years, with funding approval for additions being obtained through the operating budget process. In 2003, the Civilian Establishment stood at 1,891, for a net increase of 13 over 1998. The largest requests for staffing increases during this period have related to the need for additional court officers, a legislatively mandated program.

Similar to the uniform staffing, the 'actual strength' of the civilian membership varies with attrition and hiring. The hiring program of the Service aims not to exceed the authorized establishment, and has not done so in recent years.

Again, maintaining a quality service to the public is vital to ensuring that the community continues to view Toronto as a safe place.

Acquired Efficiencies:

While increasing demands have been placed on the Service in recent years – violent crime, calls, community concerns, legislative/inquest/etc. requirements, as outlined above – the Service has not been unresponsive. On the contrary, the Service has continually reviewed its strategies, operations, procedures, equipment, deployment, etc. in order to try to ensure that the organisation is as effective and efficient as possible.

For example:

- Since 1992, improvements to the Service's technology infrastructure have allowed for more effective gathering and distribution of information and more efficient processing of paperwork.
- Since 1993, people who have been involved in minor traffic collisions have been asked to report to a Collision Reporting Centre (CRC) instead of having police attend the scene. Collision Reporting Centres allow centralized reporting of minor traffic collisions, decreasing the time officers are required to spend in processing these accidents.
- Approved in early 1995, the Service's long-term strategic plan (Beyond 2000) included a number of recommendations for organizational restructuring and operational efficiencies that assisted in providing improved service delivery to the community.
- The implementation of Alternate Response units – originally divisional in the mid-1990s and now central – has meant that lower priority calls can be shifted from primary response officers, allowing them to spend their time responding to higher priority and emergency calls. Examples of reports taken include: theft, lost property, damage to auto, etc.
- From the mid-1990s to the present, the Service has regularly reviewed and implemented initiatives to control officer attendance at court, and the associated costs – both time and money. For example, the Service has implemented computer-aided scheduling of courts (CASC) and held discussions with Crown Attorneys to limit the number of police witnesses. As well, court locations are checked on a regular basis by supervisors to ensure that officers are performing the appropriate tasks and only remain as long as required. However, ultimately, the attendance of officers at court is governed by external agencies.

- The 90-Day Review in 2000 was a comprehensive review of police operations, procedures, staffing, and deployment, and produced a more effective means of deploying existing uniform staff than was previously available (the '60/40' model).
- The Civilian Review in 2001 and the Uniform Review in 2002 were Service-wide reviews of civilian and uniform staffing levels and functions, and resulted in redeployments of staff.
- The inception of the e-Cops program has resulted in the reduction of 20 civilian positions to date, with an anticipated further reduction of 65 civilian positions by 2004/2005.

Notwithstanding all of the initiatives listed above, the Toronto Police Service conducts on-going self-audits to ensure optimum use of resources and personnel.

Premium pay, and the level of expenditure to the Service, continues to be an issue. More than half of all premium pay relates to attendance at court. As stated earlier, many initiatives have been put in place to reduce court spending; however, all such initiatives are subject to operational requirements and the justice system.

A supervisor must authorize all premium pay (overtime) in advance, and overtime is worked only in emergent or mandatory circumstances. On average, each officer works one hour of overtime per week. These controls have allowed the Service to administer its overall premium pay expenditures responsibly. In fact, when salary increases are discounted, the premium pay expenditures are lower now (\$24.5M) than in 1998 (\$25.4M).

Conclusion:

Maintaining a high quality service to the public, which assists us in maintaining that community satisfaction with police services that in turn feeds back into our ability to provide services effectively and efficiently, is vital to ensuring that the community continues to view Toronto as a safe place. Simply put, any cutbacks to service may have a direct impact on community satisfaction with and confidence in the Service's ability to respond.

Given our ever-changing environment, it is important that the Toronto Police Service also continue to adapt and change so that we can continue to provide high quality, effective and efficient services to our community. High quality, effective police service will help to ensure that the community continues to view Toronto as a safe place.

Therefore, in response to the City's request for further reduction strategies, my staff and I have once again given due diligence and reviewed the budget in its entirety. All potential reductions have been considered. The budget that was approved by the Board on February 25, 2004, was already the minimum funding required to meet a 2003 level of service, and the further recommendations provided herein would begin to erode our ability to provide this same level of service. I feel compelled to remind the Board that we have cut non-salary expenditures repeatedly over the last few years in an attempt to maintain staffing levels. Indeed, our recommended budget of \$677.6M is well below our 2003 level of funding, when taking into consideration cost of living and other on-going costs.

Therefore, it is recommended that the Board approve a revised 2004 net Operating Budget submission of \$677.6M, representing a \$13.8M reduction from the original submission.

Mr. Frank Chen, Chief Administrative Officer, will be in attendance to address any concerns that Board members may have.

Chief Fantino provided comments to the Board about the impact that further reductions to the 2004 net operating budget would have upon the service provided by the Toronto Police Service. He advised that the nature and complexity of policing have changed considerably during the past few years and described how an increase in calls for service, population growth, and crime trends have influenced the Service's ability to provide policing in Toronto.

Chief Fantino also advised the Board that the Service is responsible for a number of non-core services which are not mandated under the *Police Services Act* but have a significant impact on the Service's operating budget. These include: court security; the lifeguard program; the school crossing guard program; coast guard responsibilities; and special constables agreements.

Mr. Frank Chen, Chief Administrative Officer, was also in attendance and provided a presentation to the Board on the Service's final proposed reduction strategies.

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

- **Mr. Rob Bezanson ***
Chairperson, St. James Town Safety Committee 2004
- **Ms. Dorothy Gray ***
Member, No. 11 Division CPLC
- **Mr. & Mrs. Caleb Japaul**
- **Rev. Cyril Yearwood**
- **Ms. Lina Milone**
Treasurer, No. 51 Division CPLC
- **Mr. Mike Mannes**
- **Mr. Carl Porritt**
- **Mr. George Kash**
- **Mr. Ross Vaughan**

- **Ms. Lorrie Ming-Sun**
Chair, No. 32 Division CPLC
- **Ms. Elizabeth Magner & Mr. Stan Rzepka ***
Members, No. 14 Division CPLC
- **Mr. Rob Howarth**
Toronto Neighbourhood Centres
- **Ms. Connie Dejak**
- **Ms. Lori Metcalfe ***
Member, No. 41 Division CPLC, and Chair, No. 42 Division CPLC
- **Mr. Rick McIntosh**
President, Toronto Police Association
- **Ms. Karma Macgregor ***
- **Ms. Kim Fry**
Coordinator, Ontario Coalition for Social Justice
- **Ms. Oona Padghan and Mr. Mike Ma**
Members, Metro Network for Social Justice
- **Mr. Alan Burke**
President, East Beach Community Association
- **Mr. John Sewell ***
Toronto Police Accountability Coalition
- **Mr. Clement Edwards ***
No. 42 Division CPLC
- **Ms. Bev MacLean ***
Acting Chair, No. 53 Division CPLC
- **Ms. Margaret Baker, Station Duty Operator**
No. 54 Division, Toronto Police Service
- **Staff Sergeant Stan Belza**
No. 51 Division, Toronto Police Service

- **Mr. Brian Carfagnini, Parking Enforcement Officer
Parking Enforcement West, Toronto Police Service**
- **Mr. Ed Costa, Court Officer
Court Services, Toronto Police Service**
- **P.C. Tom Gabriel
Employee and Family Assistance Program**
- **P.C. Robert Monteiro
No. 14 Division, Toronto Police Service**
- **Sergeant Dan Pearson
No. 52 Division, Toronto Police Service**
- **Ms. Lesly Taylor, Communications Operator
Communications Services, Toronto Police Service**
- **Ms. Janet Maher and Mr. John Campey
Community Social Planning Council of Toronto**
- **Sergeant Ron Boyce
No. 51 Division, Toronto Police Service**
- **P.C. Kirby Reddin
No. 11 Division, Toronto Police Service**
- **Rev. Billy Richards
Christian Centre Church**
- **Mr. Jeff Paulin
Chairperson, No. 55 Division CPLC**
- **Ms. Suzana Greenaway *
Vice Principal, York Memorial Collegiate Institute, Toronto District School Board**
- **Ms. Faiza Ansari
Greektown on the Danforth BIA**
- **Sergeant Lino Murarotto
No. 32 Division, Toronto Police Service**
- **Sergeant Jon Schmidt
No. 22 Division, Toronto Police Service**

- **P.C. Dwayne King**
No. 42 Division, Toronto Police Service
- **P.C. Brad Ste. Croix** * (note: deputation was delivered by Mr. Andrew Clarke)
No. 42 Division, Toronto Police Service
- **Ms. Kim Hector**
Yonge Bay Bloor Business Association
- **P.C. Peter Stehouwer**
No. 52 Division, Toronto Police Service
- **Councillor Suzan Hall**
Etobicoke North, City of Toronto
- **Mr. Stanley MacDonald**
- **Mr. Jamie Deddie**
- **Mr. Richard DeGaetano**
Scarborough Civic Action Network
- **Ms. D. Youseffi**
- **Mr. George Tucker**
Director – Uniform Field Services, Toronto Police Association

* written submission also provided; copy on file in the Board office.

The Board was also in receipt of a written submission, dated March 22, 2004, from Ms. Ann Dembinski, President, Local 79 – Canadian Union of Public Employees. A copy is on file in the Board office.

The Board approved the following Motions:

1. **THAT the Board receive the deputations and the written submissions;**
2. **THAT the Board receive the correspondence from Councillor Soknacki;**
3. **THAT the Board approve the foregoing report, dated March 17, 2004, from Chief Fantino and that the Board forward a copy of it to the City of Toronto – Budget Advisory Committee;**

4. **THAT the Board will continue to work with Service and City budget staff to review the budget and attempt to find additional savings for 2004;**
5. **THAT the Board request the City CAO to make available staff of the City of Toronto – Internal Audit and/or Finance Department to assist the Board in its ongoing budget deliberations, as was done in 1996/1997;**
6. **THAT the mandate and composition of the Task Force be formalized by the Board at its meeting on March 25, 2004, following input from the City CAO and Chief of Police;**
7. **THAT the Task Force report directly to the Board as soon as possible;**
8. **THAT the Task Force not consider any budget reduction which would reduce the total number of police officers or the deployment of front-line officers ;**
9. **THAT, as part of its mandate, the Task Force:**
 - **recommend to the Board opportunities for short and long-term cost reductions;**
 - **recommend to the Board initiatives to assist the achievement of short and long-term savings; and**
 - **review and update, as necessary, the results of similar reviews in the past**
10. **THAT the role of the Task Force include, but not be limited to, an examination of such areas as:**
 - **overtime costs**
 - **premium pay/lieu pay**
 - **court costs, court efficiencies and court scheduling**
 - **information technology**
 - **internal audit**
 - **marine unit**
 - **corporate communications**
 - **employment/recruitment unit**
 - **office of the chief of police**
 - **training unit**
 - **fleet**
 - **contracting opportunities**
 - **monitoring of bus clear-way lanes by cameras**
 - **cleaning services**
 - **use of photo radar**
 - **increased use of red-light cameras**

11. THAT the Chief further investigate receiving federal money for:

- **intelligence and national security**
- **coast guard responsibilities**
- **consulate protection**
- **drug money seizures**

and that he provide a report to the Board through the Budget Task Force;

12. THAT the Chief meet with the Commissioner of Economic Development, Culture and Tourism to more effectively deal with the employment of lifeguards and report back to the Board through the Budget Task Force;

13. THAT the Chief identify ways to get more visible community officers, including foot and bike patrols, into the divisions and report back to the Board through the Budget Task Force;

14. THAT the Board Budget Subcommittee (developed March 02, 2004) develop a mandate, process and timelines for review of the 2005 budget and report to the Board at its July 29, 2004 meeting;

15. THAT the Board Budget Subcommittee be authorized to request the City CAO for any staffing resources it feels are necessary and/or appropriate for 2005;

16. THAT the Board Budget Subcommittee mandate include and reflect the desire to not reduce the 1998 Council approved Police Services complement of 5260 officers, or the deployment of front-line officers;

17. THAT, in its review for 2005, the Board Budget Subcommittee ensure the estimates support the Board's priorities and identify to the Board any priorities or policies that it sees need to be developed;

18. THAT the Board request the City of Toronto – Budget Advisory Committee not to reduce the 2004 operating budget request of the Toronto Police Service by \$14.2 million;

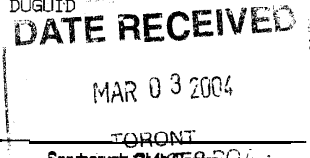
19. THAT the Board continue to work with the Service to identify potential savings for 2004; and

20. THAT a final report on whether any further savings have been identified be provided to the Board for consideration and forwarded to the City of Toronto – Budget Advisory Committee for 2004.

Councillor Ootes requested that he be noted in the negative with regard to Motions No.s 4, 5, 19 and 20.



David Soknacki



Councillor Scarborough East
City Hall, 2nd Floor, Suite C52
100 Queen Street West
Toronto, Ontario M5H 2N2
Tel: 416-392-4008
Fax: 416-392-4006

Scarborough Civic Centre
150 Borough Drive
Toronto, Ontario M1P 4N7
Tel: 416-396-7222
Fax: 416-396-4286
councillor_soknacki@toronto.ca

March 2, 2004

A. Milliken Heisey, Q.C.
Chair, Toronto Police Service Board
40 College Street
Toronto, Ontario M5G 2J3

Dear Mr. Heisey,

Subject : Review of Proposed Target Reductions

Thank you for your recent budget reduction proposal to the 2004 Toronto Police Service Operating Budget Request to meet the allocated target reduction of \$14.234 million on the base operating budget, as requested in my letter to you of February 4, 2004. The base budget request for the Service is \$687.9 million and the target budget for the Service is \$672.0 million, which takes into account the reduction of \$1.7 million related to the recently announced GST rebate in 2004.

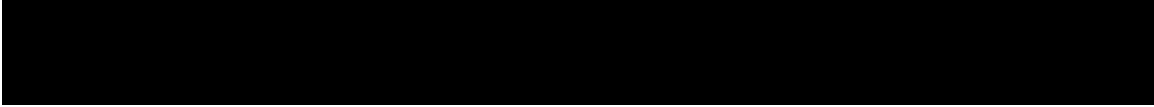
We have reviewed the proposed reductions to the budget totalling \$12.6 million. Of this total amount we have determined that \$4.1 million represent viable options for the City. These options include the following items:

CPP/EI Net Rate Decrease	0.4M
Medical / Dental savings	0.3M
Reduced Legal Indemnification / Inquests	0.4M
Reduction in Non-Fixed Spending	0.7M
Reduce Payment to City Corporate Services for Cleaning and Maintenance	0.1M
Revised Human Resources Strategy - Attrition / Hiring	2.2M
	<u>\$4.1M</u>

We do not consider the balance of the proposed reductions, totalling \$8.5M, as viable options to meet the target of \$14.234M that has been assigned to the Toronto Police Service to reduce their base operating request. The balance of your options and our comments are outlined as follows:

(a) GST Rebate to 100% (\$1.7M)

The GST savings in the Toronto Police Service Operating Budget resulted from Prime Minister Martin announcing a 100% GST rebate for the provision of municipal services have been adopted as a City wide reduction to our budget pressures. As



communicated previously to the Service, this reduction **is** not applicable on a program basis.

(b) Fund the Leap Year from the OMERS Type 3 Surplus (\$1.2M)

The **proposal** that the Leap Year **allowance** of **\$ 1 .2M** be funded **from** the OMERS Type 3 surplus and be repaid over the next **three** years, based on a 1/3 contribution commencing in 2005 and ending in 2007 is not an acceptable proposal to the City, as this strategy will only postpone budget pressure to **future** years.

(c) Delay Contribution to Vehicle Reserve (\$1.7M)

Similar to item **(b)** above, delaying contribution to City's Vehicle & Equipment Replacement Reserve only postpones budget pressure to **future** years when it is unlikely that the budgetary pressures will be any less than in the **current** year.

(d) Contracting Out of Caretaking (\$0.7M)

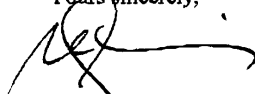
The outsourcing of cleaning services **in** police facilities and achieving savings of **\$0.7M** in 2004 would require **a** change in Council policy. City Council did not approve the outsourcing initiative at its meeting of September 4th, 2003, and it is unlikely that the current City Council will approve this initiative.

(e) New and/or Enhanced Programs (\$3.2M)

The **\$14.234M** reduction is a target assigned to the Toronto Police Service Base Budget Request of **\$687.9M**, which did not include any of the new **and/or enhanced** service requests **totalling \$3.5M**. This reduction proposal in new/enhanced programs can not be applied towards the Base Budget reduction target of **\$14.234M**. In addition, by proposing to remove only 6 of the 7 new/enhanced requests, the Board is actually adding a budget pressure of **\$0.3M** to the **current** Base Operating Budget of **\$687.9M**.

In **summary**, our review of your proposed reduction options provides only \$4.1 M of savings that will lower your requested base operating budget to **\$683.8M**, a shortfall of **\$11.8M** to the base budget target of **\$672M**. We request that you provide to the Budget Advisory Committee wrap up meeting on March 9, 2004 **further** proposals **that will** achieve the assigned target for the Toronto Police Service Base Operating **Budget**.

Yours sincerely,



David Soknacki,
Chair, Budget Advisory Committee

- c. Julian Fantino, Chief of Police
Frank Chen, CAO, Toronto Police Service



**THIS IS AN EXTRACT FROM THE MINUTES OF THE SPECIAL PUBLIC MEETING
OF THE TORONTO POLICE SERVICES BOARD HELD ON MARCH 22 AND 24, 2004**

#P78. WOODBINE RACETRACK FUNDING

The Board was in receipt of the following report MARCH 19, 2004 from A. Milliken Heisey, Q.C., Chair:

Subject: WOODBINE RACETRACK FUNDING

Recommendation:

It is recommended that the Board request that the City of Toronto provide a portion of the revenue that it receives from the Lottery and Gaming Corporation to the Board to off-set policing costs associated with the gaming facility.

Background:

I have noted, with interest, recent speculation in the media that the Provincial Government may expand the gaming facility located at Woodbine Racetrack so that it houses an additional 650 electronic slot machines. Given this possibility, I believe that the Board should, again, request that the City of Toronto provide a portion of the revenue that it receives from the Lottery and Gaming Corporation to the Board to off-set policing costs associated with the gaming facility.

On December 9, 1999, the Board received a report from the Service's Woodbine Racetrack Committee outlining the anticipated impact of the introduction of electronic gaming to the racetrack facility (Board Minute 548/99 refers).

On March 29, 2000 the Woodbine Racetrack and Slots, located in No. 23 Division, commenced gaming operations and opened 1,752 electronic slot machines. It was reported to the Board that in the first weeks of its operation, the racetrack attracted the highest daily average attendance of any gaming facility in Ontario. Since the installation of the slot machines at the Woodbine Race Track, the Board has been advised that there has been an increase in criminal activity in the community surrounding the race track.

Impact of Electronic Gaming at Woodbine:

On an annual basis, the Service has identified the need to increase uniformed staffing to meet increased service requirements. The impact on service delivery has been thoroughly documented in reports to the Police Services Board; most recently in July 2002 (Board Minute P190/02 refers).

In 2000, 2001 and 2002 the Service requested that the City of Toronto provide a portion of the revenue that it receives from the Ontario Lottery and Gaming Corporation to help off-set the costs of policing the racetrack and the affected areas of No. 23 Division. Most recently, the Service identified the need for an additional 18 officers at a cost of \$0.3M in 2003 and annualizing to \$1.1M in 2004 (Board Minute P319/02 refers). The Service and the Board have maintained the position that funding should be made available from gaming revenues to allow the Service to meet increased demands for service.

Revenue from Gaming Facilities:

Municipalities that host racetrack slot operations in Ontario are eligible for five percent of the gross slot revenue for the first 450 slot machines, and two percent on any additional machines. This money is paid directly to the City of Toronto and according to the Gaming Corporation; the money can be used by the municipality at its discretion. The Lottery and Gaming Corporation does not provide direct funding to any police service at any of its charity casinos or racetrack slot locations.

In spite of repeated requests, and in spite of the Board's understanding that other police services located in municipalities where slot machines are located receive a portion of the slot revenue from the municipalities in order to offset policing costs, no specific funding has been provided by the City of Toronto. In July 2002, the Board requested that the City of Toronto provide a copy of the legal agreement between the City and the Ontario Lottery and Gaming Corporation with respect to revenue sharing. A copy of that agreement has not been provided to the Board.

The Board approved the foregoing report and the following Motion:

THAT policing for the Woodbine Racetrack, in the annualized amount of \$1.1M for 2004, be allocated to the Board from the City revenues received from the Ontario Lottery and Gaming Corporation and should the revenues not be transferred, that the Board be permitted by the Budget Advisory Committee to consider it as savings at the end of 2004.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE SPECIAL PUBLIC MEETING
OF THE TORONTO POLICE SERVICES BOARD HELD ON MARCH 22 AND 24, 2004**

#P79. ADJOURNMENT

A. Milliken Heisey, Q.C.
Chair