

**MINUTES OF THE MEETING**  
of the Toronto Police Services Board held on  
**MARCH 22, 2001** at **1:30 p.m.** in the **Auditorium**,  
40 College Street, Toronto, Ontario.

**PRESENT:**

**Norman Gardner**, Chairman  
**Councillor Gloria Lindsay Luby**, Vice-Chair  
**Mayor Mel Lastman**, Member  
**Councillor Bas Balkissoon**, Member  
**Emilia Valentini**, Member  
**A. Milliken Heisey**, Member

**ALSO PRESENT:**

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

**# P70**

The Minutes of the Regular Meeting held on  
**FEBRUARY 22, 2001** and the Special Meeting held  
on **FEBRUARY 27, 2001** were approved.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE MEETING  
OF THE TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2001**

**#P71                    SWEARING-IN: NEW BOARD MEMBER A. MILLIKEN HEISEY**

The Board was in receipt of a report MARCH 14, 2001 from Novina Wong, City Clerk, City of Toronto, with regard to the City of Toronto appointment of Mr. A. Milliken Heisey for a term of office commencing March 6, 2001 and expiring November 30, 2003 and until his successor is appointed.

The Board was advised that Ms. Sandy Adelson was also appointed by Council as an alternate should a vacancy occur on the Toronto Police Services Board during the term of Council. A copy of the abovenoted correspondence is appended to this Minute for information.

**The Board received the foregoing correspondence and Chairman Gardner conducted the swearing-in of Mr. Heisey as a new member of the Board.**



Novina Wong  
City Clerk

City Clerk's  
City Hall, 1st Floor, West  
100 Queen Street West  
Toronto, Ontario M5H 2N2

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March 14, 2001

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

Dear Ms. Williams:

I am pleased to advise you that City Council, at its meeting on March 6, 7, and 8, 2001, by its adoption of Clause No. 1 of Report No. 2 of the Nominating Committee, appointed the following people to the Toronto Police Services Board for a term of office to expire November 30, 2003, and until their successors are appointed: A. Milliken Heisey.

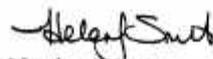
Sandy Adelson was also appointed by Council as an alternate to be appointed should a vacancy occur on the Toronto Police Services Board during the term of Council.

Contact information for the appointees is attached. It would be appreciated if you would forward a schedule of meetings, along with any information on the Toronto Police Services Board, to the appointees directly.

For your information, a copy of City Council's Code of Conduct is **enclosed**. Council has directed that it apply to appointments to City agencies, boards, and commissions. The Code also describes the applicability of some other legislation including the Municipal Conflict of Interest Act, an extract of which is also **enclosed**. These have been sent to the appointees with the request that they ensure that they have read and understood the provisions of the Code and the Act as they apply to members of the Toronto Police Services Board.

If you have any questions with respect to these appointments, please contact Ms. Helen Smith, Nominations and Appointments Administrator, at (416) 392-0146.

Yours truly,

*for*   
Novina Wong  
City Clerk

Encls. (3)

Helen Smith/sp

**THIS IS AN EXTRACT FROM THE MINUTES OF THE MEETING  
OF THE TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2001**

**#P72 CO-ORDINATED RESPONSE - TORONTO POLICE SERVICE,  
TORONTO FIRE SERVICES & TORONTO EMERGENCY MEDICAL  
SERVICES FOR EMERGENCY SERVICES ON THE WATERFRONT**

The Board was in receipt of the following report MARCH 13, 2001 from Julian Fantino, Chief of Police:

Subject: CO-ORDINATED RESPONSE - TORONTO POLICE SERVICE, TORONTO  
FIRE SERVICES & TORONTO EMERGENCY MEDICAL SERVICES FOR  
EMERGENCY SERVICES ON THE WATERFRONT

Recommendation:

It is recommended that:

1. the Board receives this report for information; and
2. a copy of this report be provided to the City of Toronto Budget Advisory Committee for consideration at its meeting on March 23, 2001.

Background:

- (1) *details on the staffing levels of the respective units involved in the provision of emergency services on the waterfront for 1999, 2000, and projects for 2001;*
- (2) *details on the equipment and vessels within the respective units involved in the provision of emergency services on the waterfront for 1999, 2000, including the age and estimated value of the equipment;*
- (3) *a listing of the projected vehicle life, projected vessel replacements and additions for 2001 and the associated projected costs;*
- (4) *details on specific opportunities that could be further investigated for the elimination of service duplication between the three units in providing emergency services on Toronto's waterfront, with comments from the Chief Administrative Officer;*

The response to Items (1)-(3) was provided to the Board at its meeting on February 22, 2001 (Board Minute #P40/2001 refers). The response to item (4) was deferred, pending the outcome of a meeting between the three emergency services.

On March 1, 2001, Toronto Fire Services Deputy Chief Pat McCabe and Division Commander John Allard, Toronto Emergency Medical Services Director of Operations Bruce

Farr and Staff Superintendent Emory Gilbert of Operational Support Services, met to discuss a response to Item (4).

The responsibilities of the respective emergency services were reviewed with the result being a consensus that no service duplication exists. All parties acknowledged that emergency services delivery on the waterfront is a shared responsibility and as such, a co-operative approach must be maintained.

Toronto Fire Service is responsible for fire suppression along the waterfront. Whether it be buildings adjacent to the waterfront, commercial ships or pleasure craft in Toronto Harbour and surrounding waterways, a well equipped Fire Service boat is essential.

Toronto Police Service is responsible for patrolling, law enforcement, ice and river rescue, dive search and recovery of persons and property, evidence searches of bodies of water including pools and emergency medical transport of island residents' to the mainland. They are also responsible for assisting Toronto Fire Service, and Toronto Emergency Medical Services in responding to rescues or medical emergencies.

Toronto Emergency Medical Services is responsible for medical emergencies on the waterfront, and responds with both Toronto Fire and Toronto Police as required. A specially trained paramedic is assigned to the Toronto Police Marine Unit 24 hours a day from May to September.

Notwithstanding the primary responsibilities of the respective agencies, a shared responsibility for all waterfront emergencies must be observed due to the number of variables that influence effective service delivery. Such variables include, but are not limited to: deployment of equipment and personnel; proximity to incidents; specialized equipment requirements and weather and water conditions. This approach is consistent with the 9-1-1 Tiered Response policy, which was implemented by the Municipality of Metropolitan Toronto in 1983.

Toronto's three emergency services agencies will continue to partner to ensure timely, effective and efficient service delivery on the waterfront.

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

**The Board received the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE MEETING  
OF THE TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2001**

**#P73           REVISED POLICE SERVICE'S 2001-2005 CAPITAL PROGRAM  
SUBMISSION**

Chairman Gardner advised the Board that the original report provided by Julian Fantino, Chief of Police, dated March 08, 2001, regarding the 2001-2005 capital program submission was replaced with the following report dated March 20, 2001:

Subject:       REVISED POLICE SERVICE'S 2001-2005 CAPITAL PROGRAM  
SUBMISSION

Recommendation:

It is recommended that:

1. a) The Board approve the revised 2001-2005 Capital Program as reflected in this report, with an approved request of \$27.08 million (M) in 2001 and a total of \$120.60M for 2001-2005 based on the affordability target as approved by the Budget Advisory Committee at its meeting of February 28, 2001; and  
  
b) The Board approve an increase to the Capital Program in the amount of \$5 million (M) in 2001 and a total of \$30M for 2001-2005 for state of good repair, in the event that Council does not approve the five-year facility replacement plan contained in the revised 2001-2005 Capital Program; and
2. The Board forward this report to the Budget Advisory Committee.

Background:

The Board, at its meeting of October 26, 2000, approved the Toronto Police Service's 2001-2005 original capital program submission at an amount of \$33.3M for 2001 and a total of \$155M for 2001-2005 (Board Minute # 477/2000 refers). After further information and on-going reviews and discussions with City staff, a revised program was presented to the Board at its meeting of February 22, 2001. The Board approved the revised program at an amount of \$29.3 million (M) for 2001 and a total of \$136.6M for 2001-2005 (Board Minute #P37/2001 refers).

On March 7, 2001, TPS received correspondence from the City Clerk's department which contained the minutes of the meeting of the Budget Advisory Committee (BAC) held February 28, 2001. As revealed in the minutes, the BAC approved a report before them from City staff, which indicated:

“ For the purpose of establishing expenditure control, the recommended 2001-2001 Capital Program for the Toronto Police Service, with a total cash flow of \$120.601 million, with a cash flow of \$27.080 million in 2001; \$27.418 million in 2002; \$19.971 million in 2003; \$21.039 million in 2004; and \$25.093 million in 2005.”

It was further noted that:

“ The Toronto Police Services Board be requested to report to the Budget Advisory Committee prior to its final deliberation of the 2001-2005 Capital Budget regarding the modifications and/or amendments that the Toronto Police Service would make to its 2001-2005 Capital Plan to meet the City’s affordability expenditure target.”

Given that the Board approved capital program of \$29.3M for 2001 and \$136.6M for 2001-2005 exceeds the target budgets by \$2.22M and \$16M respectively, significant revisions to the program are required.

Attached is a financial summary of the newly revised Toronto Police Service’s 2001-2005 Capital Program Submission (attachment 1) which meets the targets as approved by the BAC. Details of the changes are outlined in this report.

Facility Projects

Prior to revising the original program submission, City and TPS staff met to discuss the program details and affordability issues. The program was revised with the understanding that the five-year facility program would at least be supported. New this year, it was the intention that Council would be requested to approve a 5-year capital program (as opposed to approval of only the first year of the 5-year program). In the event that Council did not adopt this recommendation, we were assured that the City’s Chief Financial Officer and Treasurer and City staff would recommend support of a five-year plan for the facilities project portion of the program including the on-going capital maintenance of existing facilities. With this commitment of support, the Service agreed to a revised facility plan that addressed facility needs and also addressed the need to spread the cash flows over several years.

Given the new targets recommended by City staff, it is apparent that revisions to our facility program are now necessary. As mentioned above, the five year total target of \$120.601M means total cash flow deferrals of \$16M. This cannot be achieved without changes to the facilities plan.

The revised facility plan calls for the replacement of 3 Divisions in 2001 and 1 additional Division for every year thereafter (see Attachment 1). The following chart summarizes the changes from the original program submission to the revised submission to meet the target:

Division #	Original Submission (October 2000)	Revised Submission to Target <sup>note1</sup>
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	Begin	End	Begin	End
51	2001	2003	2001	2003
11	2001	2004	2001	2004
14	2001	2004	2003	2006
23	2001	2004	2002	2005
West Training	2001	2004	2002	2006
43	2001	2004	Note 2	Note 2
41	2003	2006	2004	2007
52	2004	2006	2005	2007
32	2004	2006	2006	2009
13	2004	2006	2006	2009

Notes:

1. The start and end dates of each facility under the new target scenario are the same as the start and end dates of the facilities in the most recent Board approved revised program.
2. 43 Division does not fall within the target specified by the BAC and City staff. This project will be undertaken only if funding is provided above the target and there is a commitment to the five-year facilities plan.

As can be seen above, there has been a significant deferral of facility programs based on affordability. While we planned to begin replacement of three facilities in 2001 (11, 14 and 23 Divisions), the 2001 revised plan calls for the commencement of only one new facility. The completion of the facilities within our five-year plan has extended from 2006 to 2009. Also, to achieve the cash flow targets, funding has been shifted for each project and the West Training Facility, which was originally planned to be combined with 23 Division, is now a separate project to allow deferral by one year.

The deferral of replacement of police facilities has been on going. In 1996, TPS put forward a long-term facility plan to replace its police stations due to overcrowding, age of buildings and health and safety issues. Five years later, we have not started even one facility. The condition of police facilities has worsened and asset maintenance was curtailed based on the fact that these facilities were going to be replaced. Several assessments on the condition of our facilities have given all indication that our divisions are in deplorable condition, some with significant deterioration and even mold. There are other issues to consider, including the privacy of our female officers, which is a basic right that should be afforded to these officers. The condition of the facilities is addressed further in the next section of this report.

51 Division is the first facility scheduled for replacement. The construction of this facility has been deferred year after year due to site selection. Now that the site has been selected, issues with respect to the site are continuing. The issue is now one of cost. Costs pertaining to the site are significantly higher than the TPS preferred site (which was not preferable to the BAC). At the time the decision was made by the BAC to choose this site, we indicated that this would cost more than the site preferable to TPS. While certain facts were known at the time, such as the historical costs, the complete knowledge of these costs could not be known until further investigation of the site (land tests, other estimates) was carried out. These

increasing costs are not for the facility itself but for the added costs of the site. It is our position that the facility should not be compromised in an attempt to absorb these additional costs.

In response to Community and Council member concerns, including those of Councillor Soknacki, I included the construction of a new 43 Division in our original capital program submission. This division was not part of our long-term facilities plan. Given the budget targets that we are required to achieve, it would appear that this division is not affordable at this time. In light of budget constraints and the safety of our members, it would be prudent to first address the replacement of existing divisions. The replacement of police facilities that pose a health risk to our members is my priority over the construction of a new facility. Should the Board and Budget Advisory Committee feel that this new Division is necessary and affordable, we would require an increase to the budget target for 43 Division and the commitment to a five-year facilities program.

### Facility Reviews

In November and December, 2000, Nos. 11, 14, and 23 Divisions were assessed (studies had been done on previous occasions), and it was clear that these buildings had deteriorated further. A report on this matter, which touches on a number of security concerns, is being submitted separately to the Board on a confidential basis.

Under the Occupational Health and Safety Act, the Police Services Board is the “employer”. The duties of the employer are described in Sections 25 and 26 of the Act. They include protecting employees from physical, chemical or biological agents including mould, bacteria, and communicable disease risks, ensuring premises occupied by the employer meet the Building Code, and generally taking every precaution reasonable in the circumstances to protect employees. As noted in the report on 11, 14, and 23 Divisions, these buildings have deficiencies which, in the view of Service staff, do not meet the required standards.

### State of Good Repair for Facilities

Over the last 6 years, the Toronto Police Service has spent approximately \$10M to address state of good repair of police facilities. Funds have been used to address deficiencies in firearm ranges, roofs, HVAC, flooring, painting etc. While there has been a significant investment in state of good repair over this period, there has also been a curtailment of certain asset maintenance based on the fact that our facilities would be replaced in the near future. Also, only those repairs that could be accomplished in the existing facilities have been carried out as some remedies are possible only with the construction of a new facility. Such remedies include accommodation of adequate locker facilities, adequate facilities for female employees, resolution of staff and public circulation versus detainee circulation, washroom facilities, handicap accessibility in some divisions and adequate parking.

As mentioned previously, the deferral of replacement of police facilities has been on-going. This has meant that a significant amount of major repairs to the buildings planned for replacement have also been deferred. As a result, the condition of police facilities has

worsened. Included in the capital program for 2001 is \$3.56M for state of good repair (this includes addressing some Occupational Health & Safety issues plus asset maintenance issues). This program was developed in conjunction with the five-year facility replacement plan. It includes the bare minimum state of good repair requirements that would be undertaken if the facility plan is approved as presented. Failing the commitment of Council to a five-year program for police facilities, state of good repair must be revisited. If Council does not approve the five-year facility plan, it is estimated that \$5M must be added to the current state of good repair project in 2001 for a total revised budget for this project of \$8.56M in 2001. A total increase of \$30M would be required for state of good repair over the years 2001-2005. Without a commitment to this five-year plan, the Service has no choice but to address the deficiencies in police facilities.

#### Other Changes to the Capital Program

In addition to changes in the facilities plan other projects were reviewed to meet the cash flow targets. Projects have been deferred and others have been spread over longer time lines to smooth out the cash flow impacts. The changes in project plans can be observed by examining the revised submission to target (Attachment 1) and comparing it to the Board approved capital program (Attachment 2).

#### SUMMARY

Attachment 1 summarizes the revised 2001-2005 Capital Program request to target. This revised program totals \$27.08M for year 2001, which is \$2.2M less than the Board approved revised program of \$29.3M. It is recommended that the Board approve the revised 2001-2005 Capital Program as reflected in this report, with an approved request of \$27.08M in 2001 and a total of \$120.6M for 2001-2005.

The construction of a new 43 Division is not included in this request; however, if it is determined that it is affordable within the City capital budget envelope, the program presented here should be increased by \$0.6M in 2001 and a total of \$10.96M for 2001-2005 to accommodate this project.

Given the lack of affordability to address our facility requirements in a timely manner, there is grave concern regarding our ability to continue to operate in current facilities for a period until the funding becomes available. Studies indicate that the conditions of our facilities are unacceptable, and I am therefore obligated to inform the Board that we have this problem. In the event that Council does not commit to the five-year facility replacement plan identified in our capital submission, it is recommended that the Board approve the revision of the Capital Program by \$5M in 2001 and a total of \$30M for 2001-2005 to increase the State of Good Repair project.

Mr. Frank Chen, Chief Administrative Officer and I will be present at the Board meeting to respond to any questions.

**The Board discussed this report with Chief of Police Julian Fantino and Frank Chen, Chief Administrator Officer.**

**The Board approved the inclusion of No. 43 Division in the 2001 to 2005 Capital Program with an additional amount of \$600,000 in year 2001 and \$3,000,000, \$5,000,000 and \$2,360,000 for years 2002 to 2004.**

**ATTACHMENT 1**

**2001 - 2005 CAPITAL PROGRAM  
PROGRAM REQUEST TO TARGET  
GROSS EXPENDITURES (\$000)**

<b>Toronto Police Service</b>									
		2001	Future Year Obligations				2001-2005	2006-2010	Total
Project		Request	2002	2003	2004	2005	Program	Program	10-Year
#	Project Name						Total	Total	Plan
37	Occurrence Re-Engineering *	2,095	0	0	0	0	2,095	0	2,095
43	Security Control System	300	0	0	0	0	300	0	300
78	MDT Replacement *	800	0	0	0	0	800	0	800
60	Professional Standards *	400	0	0	0	0	400	0	400
70	Reporting Centre Replacement *	490	0	0	0	0	490	0	490
62	Time & Attendance *								
	Carryforward	50	0	0	0	0	50	0	50
61	Implementation of SAP *	2,450	0	0	0	0	2,450	0	2,450
38	51 Division *								
	Replacement Costs	4,350	7,950	1,000	0	0	13,300	0	13,300
65	E-Mail Replacement *								
	System Requirement	1,300	0	0	0	0	1,300	0	1,300
63	Property Unit Large Seizure *	100	0	0	0	0	100	0	100
	<b>Previously Approved</b>	<b>12,335</b>	<b>7,950</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>21,285</b>	<b>0</b>	<b>21,285</b>
65	E-Mail Replacement *								
	Server Requirements	1,000	0	0	0	0	1,000	0	1,000
38	51 Division *								
	Historical Building	1,700	0	0	0	0	1,700	0	1,700
	<b>Change In Scope</b>	<b>2,700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,700</b>	<b>0</b>	<b>2,700</b>
389	9-1-1 Upgrade	400	0	0	0	0	400	0	400
366	11 Division	600	3,000	5,000	2,060		10,660	0	10,660
50	State-of-Good-Repair *	3,558	3,621	3,623	3,545	3,678	18,025	0	18,025
62	Time& Attendance *	900	3,500	0	0	0	4,400	0	4,400
72	Video Tape Storage & Processing	2,551	500	0	0	0	3,051	0	3,051
59	Detention Area Monitoring	765	0	0	0	0	765	0	765
369	Centralized Drug Squad	750	0	0	0	0	750	0	750
58	Automated Vehicle Location System	1,100	1,039	0	0	0	2,139	0	2,139
67	Boat Replacements	300	300	300	270	0	1,170	0	1,170
384	Emergency Services Video Distrib	296	0	0	0	0	296	0	296
56	TPS Headquarters Renovation	325	500	300	230	255	1,610	0	1,610
58	Emergency Generators	500	580	500	500	0	2,080	0	2,080
69	Livescan Fingerprinting System		4,000	358	0	0	4,358	0	4,358
	West Training Facility		850	3,000	5,000	5,000	13,850	2,000	15,850
368	23 Division		600	3,000	5000	1955	10,555	0	10,555
387	Police Integration Systems		500	1,250	1,250	850	3,850	0	3,850
394	Document Management		360	0	0	0	360	0	360
397	Mobile Personal Communication		100	1,000	1,000	1,000	3,100	0	3,100
396	External Policing Info Exchanges			900	500	0	1,400	0	1,400
367	14 Division			600	3,000	5,000	8,600	2,660	11,260
441	41 Division				600	3,000	3,600	7,360	10,960
528	52 Division					1,600	1,600	5,098	6,698
	<b>New</b>	<b>12,045</b>	<b>19,450</b>	<b>19,831</b>	<b>22,955</b>	<b>22,338</b>	<b>96,619</b>	<b>17,118</b>	<b>113,737</b>
	<b>Total Program excl. 43 Division</b>	<b>27,080</b>	<b>27,400</b>	<b>20,831</b>	<b>22,955</b>	<b>22,338</b>	<b>120,604</b>	<b>17,118</b>	<b>137,722</b>
	<b>Target</b>	<b>27,080</b>	<b>27,418</b>	<b>19,971</b>	<b>21,039</b>	<b>25,093</b>	<b>120,601</b>		
	<b>(Over)/ Under Target</b>	<b>0</b>	<b>18</b>	<b>(860)</b>	<b>(1,916)</b>	<b>2,755</b>	<b>(3)</b>		
36	43 Division	600	3,000	5,000	2,360		10,960	0	10,960
	<b>Total Program incl. 43 Division</b>	<b>27,680</b>	<b>30,400</b>	<b>25,831</b>	<b>25,315</b>	<b>22,338</b>	<b>131,564</b>		
	<b>Target</b>	<b>27,080</b>	<b>27,418</b>	<b>19,971</b>	<b>21,039</b>	<b>25,093</b>	<b>120,601</b>		

	(Over)/ Under Target	(600)	(2,982)	(5,860)	(4,276)	2,755	(10,963)		
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**ATTACHMENT 2**

2001 - 2005 CAPITAL PROGRAM									
BOARD APPROVED PROGRAM (February 22, 2001, BM #P37)									
GROSS EXPENDITURES (\$000)									
Toronto Police Service									
		2001	Future Year Obligations				2001-2005	2006-2010	Total
Project		Request	2002	2003	2004	2005	Program	Program	10-Year
#	Project Name						Total	Total	Plan
37	Occurrence Re-Engineering *	2,095	0	0	0	0	2,095	0	2,095
43	Security Control System	300	0	0	0	0	300	0	300
78	MDT Replacement *	800	0	0	0	0	800	0	800
60	Professional Standards *	400	0	0	0	0	400	0	400
70	Reporting Centre Replacement *	490	0	0	0	0	490	0	490
62	Implement Time & Attendance *								
	Carryforward	50	0	0	0	0	50	0	50
61	Implementation of SAP *	2,450	0	0	0	0	2,450	0	2,450
38	51 Division *								
	Replacement Costs	4,350	7,950	1,000	0	0	13,300	0	13,300
65	E-Mail Replacement *								
	System Requirement	1,300	0	0	0	0	1,300	0	1,300
63	Property Unit Large Seizure *	100	0	0	0	0	100	0	100
	<b>Previously Approved</b>	<b>12,335</b>	<b>7,950</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>21,285</b>	<b>0</b>	<b>21,285</b>
65	E-Mail Replacement *								
	Server Requirements	1,000	0	0	0	0	1,000	0	1,000
38	51 Division *								
	Historical Building	1,700	0	0	0	0	1,700	0	1,700
	<b>Change In Scope</b>	<b>2,700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,700</b>	<b>0</b>	<b>2,700</b>
50	State-of-Good-Repair *	3,558	3,621	3,623	3,545	3,678	18,025	0	18,025
59	Detention Area Monitoring	435	330	0	0	0	765	0	765
62	Implement Time& Attendance *	900	3,500	0	0	0	4,400	0	4,400
58	Emergency Generators	876	550	654	0	0	2,080	0	2,080
67	Boat Replacements	600	320	250	0	0	1,170	0	1,170
366	11 Division	600	4,860	4,200	1,000	0	10,660	0	10,660
36	43 Division	600	6,260	3,100	1,000	0	10,960	0	10,960
58	Automated Vehicle Location System	1,182	957	0	0	0	2,139	0	2,139
72	Video Tape Storage & Processing	2,551	500	0	0	0	3,051	0	3,051
369	Centralized Drug Squad	750	0	0	0	0	750	0	750
384	Emergency Services Video Distrib	296	0	0	0	0	296	0	296
56	TPS Headquarters Renovation	230	525	300	230	325	1,610	0	1,610
387	Police Integration Systems	100	1,250	2,500	0	0	3,850	0	3,850
389	9-1-1 Upgrade	200	200	0	0	0	400	0	400
69	Livescan Fingerprinting System	1,358	3,000	0	0	0	4,358	0	4,358
396	External Policing Info Exchanges	0	300	800	300	0	1,400	0	1,400
394	Document Management	0	160	200	0	0	360	0	360
397	Mobile Personal Communication	0	100	1,000	1,000	1,000	3,100	0	3,100
368	23 Division & West Training Facility	0	1,450	9,345	9,160	6,000	25,955	0	25,955
367	14 Division	0	0	600	5,160	4,500	10,260	1,000	11,260
441	41 Division	0	0	0	600	5,100	5,700	5,260	10,960
528	52 Division	0	0	0	0	1,300	1,300	4,685	5,985
	<b>New Projects</b>	<b>14,236</b>	<b>27,883</b>	<b>26,572</b>	<b>21,995</b>	<b>21,903</b>	<b>112,589</b>	<b>10,945</b>	<b>123,534</b>
	<b>Total Program</b>	<b>29,271</b>	<b>35,833</b>	<b>27,572</b>	<b>21,995</b>	<b>21,903</b>	<b>136,574</b>	<b>10,945</b>	<b>147,519</b>
	<b>Target</b>	<b>27,080</b>	<b>27,418</b>	<b>19,971</b>	<b>21,039</b>	<b>25,093</b>	<b>120,601</b>		
	<b>(Over)/Under Target</b>	<b>(2,191)</b>	<b>(8,415)</b>	<b>(7,601)</b>	<b>(956)</b>	<b>3,190</b>	<b>(15,973)</b>		

**THIS IS AN EXTRACT FROM THE MINUTES OF THE MEETING  
OF THE TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2001**

**#P74           RESPONSES TO CITY BUDGET ADVISORY COMMITTEE  
REQUESTS FOR INFORMATION**

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

Subject:       RESPONSES TO CITY BUDGET ADVISORY COMMITTEE REQUESTS  
FOR INFORMATION

Recommendation:

It is recommended that:

- 1) The Board receive this report for information; and
- 2) The Board reconsider its position on the Board approved Operating Budget of \$573.8 million (3% increase over 2000) and consider the approval of an Operating Budget of \$584.7 million (5% increase over 2000) ; and
- 3) The Board negotiate with the City CFO and Treasurer and the Budget Advisory Committee regarding:
  - a) Using all or part of the TPS OMERS Holiday Savings; and
  - b) Pursuing the contracting out of caretaking and maintenance; and
- 4) The Board forward this report to the City Budget Advisory Committee.

Background:

The Budget Advisory Committee (BAC), at its meeting of February 28, 2001, in dealing with the Board's 2001 Operating Budget and 2001 to 2005 Capital Budget, asked various questions during the meeting and also requested that a report be prepared to respond to other requests for information. This report is to be provided to the BAC for the budget wrap-up meeting scheduled for March 20, 2001. Attached to this report are the requests for information motions from the BAC meeting of February 28, 2001 along with the Service's responses. Many of the BAC information requests had previously been asked by Councillors Shiner, Soknacki and Chow and Service staff had responded to these through the City Budget Department; however, the responses are repeated in the attachment to respond to the motions. The information contained in the responses provides a better understanding of the budget issues that were raised by the BAC members. However, I feel that it is important to highlight

some of the critical issues of the operating and capital budgets in order to have a better understanding of the pressures facing the Service both in the short and long term.

2001 Operating Budget

Revised Budget Submission of \$584.7M

At a special Board meeting held February 27, 2001, a revised budget submission was presented to the Board. Reductions totalling \$8.5M were identified, bringing the Service request down to \$584.7M (5% increase over 2000) from the original request of \$593.2M (6.5% increase over 2000). This presentation was in response to the Board’s request to bring forward a scenario that represents a 3% increase over the 2000 budget for committed wage increases.

At the Board meeting, I indicated to the Board that a 5% increase over 2000 was achievable; however, a 3% increase could not be achieved without impacting on Service staffing levels. This determination was made only after careful line-by-line scrutiny of the proposed budget by Service staff. After updating our budget estimates based on the most recent information available and after withdrawing items where the service reduction was minimal, reductions were proposed as follows:

	2001 Proposed Budget	Increase over 2000 Budget
Original Budget Request (as approved by the Board)	\$593.2M	
Reductions proposed to Board February 22, 2001	(5.8M)	
Further reductions proposed to Board February 27, 2001	<u>(2.7M)</u>	
Revised Budget Proposed at February 27, 2001 Meeting	\$584.7M	5%
Scenario Approved by the Board	<u>\$573.8M</u>	3%
Shortfall to Board Approved Budget	\$10.9M	

As indicated to the Board in the report presented on February 27, 2001, the revised budget of \$584.7M contains some significant pressures that cannot be absorbed in a budget level of \$578.3M. While it would appear that the only significant commitment that would require additional funding is the wage settlement, there are many other pressures beyond our control. These pressures include:

• Annualization of 2000 hires, separations and increments	*\$7.5M
• Benefit increases, including medical and dental costs	\$7.9M
• State of good repair – Information Technology Items	\$4.0M
• Gasoline price increase	\$0.7M
• City Chargeback – caretaking, utilities	\$1.0M
• One-time funding (CAP and reclassification reserve)	\$4.1M

\*Note: In 2000, part-year salaries were funded for staff hired throughout the year. In 2001, the full year costs must now be included in the budget. In addition to the full year impact of last year's hires, there is also an impact from the reclassifications of staff hired in 2000 and previous (they are hired based on recruit rates). These are significant costs that result from previous year's decisions. Responsibility should be taken to pay for these commitments made.

As indicated above, these pressures cannot be absorbed in a 3% increase to the budget. With a budget that is represented by 92% salaries, it is not possible to absorb such costs in the non-salary accounts and therefore there would be an impact on staffing. Councillor Shiner has asserted that a 3% increase would mean that we can maintain the same level of staff as last year and that the salary increases are covered. This would mean that the increase would cover all increases to benefits and the annualized impacts of prior year's costs (staffing related costs). He sees no reason why we can't reduce from 5% to 3%. This assertion is made without complete knowledge of the mandatory or uncontrollable pressures facing the TPS and our budget makeup.

While some of the above pressures are a result of current market conditions (gasoline, utilities), others are a result of decisions made by the Board and the City. In 1998, Council directed that the Toronto Police Service return front-line staffing levels to 1994 levels. As part of a plan to achieve these levels, the Toronto Police Service presented a Human Resources strategy in its 2000 Operating Budget Submission that outlined the hiring of officers required. This budget was approved by the Board and by the City. The annualized impact of this and previous decisions is shown above and must be covered as a result of Council's decisions. As late as the 2000 budget process, Council has shown its commitment to continuing our staffing strategy. The funding must be there to back up this commitment.

In addition, the Toronto Police Service has suggested that the City undertake our proposal to contract out caretaking and maintenance which would result in a savings of \$2.5M on an annual basis from the current amount paid for this service. This option has been proposed since 1998 and has been discussed with City staff and the CAO's office. Had this suggestion been implemented, the above pressure for the City chargeback would have been negated while reducing the overall budget during those years.

The pressure created by state of good repair for technology is an issue that requires further explanation. While it would appear that this cost could be avoided by deferral, this option has been taken many times in the past and has brought us to our current condition. This pressure is examined below.

#### State of Good Repair – Information Technology

The \$4M pressure in the lease / maintenance account consists of 2 components:

1. \$3M for state of good repair; and
2. \$1M for increases in existing contracts.

It should be noted that the original submission of \$7.5M in 2001 has been reduced to \$4M in 2001, with the remaining state of good repair requirements deferred to 2002 and 2003. The \$4M represents the minimal, critical investment to mitigate the risk of serious disruption to policing activities, as described below.

### \$3M State of Good Repair

#### Background

The Service's wide area and local area networks, and most servers that house information systems and their data were installed in 1993. The estimated useful life of this equipment was 6 years. Requests to renew this technology have come forward for 3 consecutive years, but have been deferred either by the Command or Board for fiscal reasons. Prudent management now mandates that some high-risk components no longer be deferred.

#### Impact of Further Deferral on Policing Operations

At every Police Division, the arrest process for prisoner booking, dope sheets & volumes of other documents required by courts has become totally dependent on information technology (IT). The I.T. tools and systems have streamlined criminal information processing, eliminated the duplication of entering the same information across numerous forms, and introduced inherent quality assurance into what was a laborious, error prone, and complex manual process. Manual processing required specialized knowledge of the criminal code, crown brief requirements, etc. Unit divisional commanders now say it is virtually impossible to revert back to manual systems. When any component of the system fails (e.g. network, server, software), the whole process virtually stops. Officers who should be doing investigative work are left waiting with prisoners. As an outage continues, the backlog of prisoners builds, frustration for all sets in, and overtime to catch up is the norm.

Currently the Service experiences an average of 4 failures per month on networks & servers, many of which can be up to ½ day or longer. The Service is becoming more and more at risk of prolonged outages, as spare parts are no longer manufactured, vendor service is on a best efforts basis, and cannibalization of existing equipment is a common strategy. In October 2000, 2 consecutive weeks of intermittent losses of IT systems illustrated first hand the impact of prolonged outages on the field. Service-wide, Unit Commanders were communicating directly to the Chief on the crisis that was emerging. Note that system failures also impair the work processes of many others (support staff, special squads, HQ staff, Traffic Services, and many others).

#### Workstations and Printers

2,200 of 3,000 workstations are on a 4-year life cycle program. That is, workstations (including their maintenance) are placed on a 4-year lease, and then replaced by new workstations at the end of 4 years on a renewed lease (level operating budget). The remaining 800 workstations, as well as all 200 laptops, and 1,050 printers have no equivalent

replacement program in place. The 2001 specific request is field focussed, and targets the oldest and most problematic equipment. The Service's printers, which date back to 1988 in age, are maintenance intensive (an average of 60 failures a month & increasing), with outages again impacting the field's core work. Older, less powerful workstations have been on a downward spiral in terms of their utility. This results from many ongoing changes, each of which requires more "power" from the computer. Examples include: the NT operating system for Y2K compliance, the provincially mandated major case software (Campbell report), adoption of the City's Financial system (SAP), upgrades to office systems to keep maintenance contracts in place, and so on. The Service's strategy has been to push its most powerful computers out to core areas or activities that most need the power. Areas that require less computing capacity would be given older computers. This labour intensive tactic has been exhausted, with many Units in the field still working with inadequate workstations.

In summary, the essence of the decision at hand is whether or not to sacrifice Service-wide effectiveness (including the risk of major disruption) for many core processes that have become technology dependent for other priorities - including some level of staff additions. The senior management team emphatically endorses the principle of keeping existing investments in reasonable repair, over the option of continuing to dilute effectiveness to accommodate new requirements.

#### \$1M Increases in Existing or Renewed Lease Maintenance Items

##### \$584k Database Licensing:

In 1995 the Service negotiated an extremely competitive 5 year lease with Oracle for database licences - this contract expired in 2000. A tender was issued, with both IBM and Oracle responding with essentially equivalent products. Oracle's bid was based upon a GTA pricing model, including the City of Toronto. The IBM bid was \$3.9M over 5 years, contrasted with Oracles bid of \$10.8M for 5 years. The IBM bid was for an unlimited site licence, while the Oracle bid was limited to 4,000 licenses. The decision was purely financial; however, it did require an overlap of vendor contract payments in 2001 while conversion from Oracle to IBM takes place. In 2002 the overlap will be eliminated, and costs will reduce annually by \$350k. This transaction was approved by the Board at its meeting of August 31, 2000 (Board Minute #383/2000 refers).

##### \$172k Motorola maintenance for Mobile Workstation radio network:

This was a planned operating budget impact associated with the approved Occurrence Reengineering / Mobile Workstation capital project. This transaction was approved by the Board at its meeting of February 24, 2000 (Board Minute #96/2000 refers).

##### \$85k Novadigm annualisation of existing licenses and addition of licences for Mobile Workstations:

This software avoids physically having to visit the Service's 3,000 workstations to perform software upgrades or changes. Changes are performed automatically over the network. In 2 years of use, the software has provided a cost avoidance benefit of \$1.8M (includes \$0.8M of hard costs).

The remaining portion of the increase of \$160k represents inflationary increases on a number of existing contracts.

### Vehicle Replacements

In order to assist in meeting tight budgets in the past, decisions were made to defer vehicle purchases. This constant deferral of replacement of vehicles that were beyond their normal average useful life resulted in a "catch-up" requirement to purchase vehicles. The extension of the life of these vehicles also resulted in lower salvage values and greater maintenance costs. A funding strategy has been developed to address vehicle replacement requirements. While this strategy identifies a yearly contribution to the vehicle reserve of \$5.3M, the City Auditor recommends an optimum level of \$7.2M annually. Although the strategy identifies a less than optimal amount, it is felt that this amount will allow us to meet the minimum manageable level of vehicle replacement. Any decision to defer vehicle purchases will bring us below this minimum manageable level and will create the same long-term impacts and significant outlays that resulted from such a decision in the past. Deferral of vehicle purchases would be fiscally irresponsible, very short sighted and is not recommended.

It should be noted that all police equipment and facilities are used on a constant basis. Police operations are unlike that of the City. Wear and tear on equipment items is greater due to greater usage and the nature of our work. State of good repair, therefore, is an issue that must be afforded some special consideration and should not be compared to the City in any way as this is an unfair comparison. Our budget must continue to address funding requirements for state of good repair to gradually bring the infrastructure to a stable position.

### Other Comments Made About the TPS Budget

Other questions and comments made by BAC members bring to light the fact that opinions have been formed without the benefit of the full information behind issues.

Councillor Olivia Chow, in motion #18, requests the City CFO and Treasurer to review certain areas of the TPS where there is a large concentration of Civilian positions (Corporate Support Command). She indicated that TPS has increased by \$70M since amalgamation, while other City department budgets have been reduced. Increases to the TPS budget during the period of 1997 to 2000 are caused primarily by wage settlements, which amount to approximately \$50M of the \$70M increase (71%). Also, it is unreasonable to compare departments in this manner. Amalgamated department budgets were expected to decrease, whereas TPS has been amalgamated since 1957. Councillor Chow has compared TPS programs (e.g. Corporate Communications, Finance, etc.) to City departments and asked why TPS spends more. When making these comparisons and conclusions, they must be done with

the knowledge of what these programs do to ensure there is an “apples to apples” comparison. For example, Councillor Chow asked why the budget for our Corporate Communications Unit is over \$1 million as compared to the City of Toronto’s Public Relations department’s budget of \$550 thousand. The budget for Corporate Communications for the City of Toronto is, in fact, \$5.9 million and a staff of 91 people. Councillor Chow was referring only to the City’s Media Services department, which is the “public relations” piece of Corporate Communications. This section in the City employs 5 people and is requesting an additional person for 2001. At TPS, the media relations function is fulfilled by 3 members of the 12 full-time staff in Corporate Communications.

### Closing the \$10.9M Gap in the Operating Budget

As indicated above, it is impossible to go from a 5% to a 3% increase (i.e. find \$10.9M) by only looking at the non-salary portion of the budget. Of the 8% non-salary portion of the budget, only 2% is not fixed or mandatory and this equates to about \$11M. TPS has analyzed and reduced the non-salary accounts and further reductions and/or deferrals may only help in the short-term but create significant pressures in future budgets. The \$10.9M shortfall, as I have indicated on several previous occasions, will represent a certain debilitating blow to the overall efficiency, effectiveness and service delivery. We can only deliver the quantity and quality of service that the Board, the City and ultimately, the Toronto taxpayers are willing to pay for.

### Other Potential Sources of Funds

There are two potential sources of funds that could assist the Service in alleviating financial pressures: contracting out of caretaking and maintenance and the use of OMERS Holiday Savings. It is recommended that the Board pursue these avenues by negotiating with the City CFO and Treasurer and the Budget Advisory Committee.

### Contracting Out Caretaking and Maintenance

Should the City consider contracting out the caretaking and maintenance services for the Toronto Police Service, the Service would obtain the same service at a cost which is approximately \$2.5 million lower than the current charge on an annual basis. Realistically, if this new arrangement were in place by the third quarter of 2001, the savings for 2001 could be in the area of \$0.6 million.

### Use of OMERS Holiday Savings

In August of 1998, OMERS commenced a contribution holiday to prevent the build-up of further OMERS surplus and this holiday continues to be in effect. While this has resulted in savings for the TPS, the Service has been required to provide the saved contribution to the City of Toronto. By the end of 2000, the Service has transferred a total of \$60 million to the City. Although other police services have been allowed to use some or all of the savings, the City of Toronto has not permitted the Service to directly utilize the savings. The City has applied these savings to address City pressures, including the capital budget and contributions to unfunded liabilities. In order to assist us in funding current pressures, it is recommended that the Board negotiate with the City CFO and Treasurer to use some or all (\$29 million) of the 2001 TPS OMERS holiday savings provided to the City. In the BAC meeting of February 28, 2001, the City Treasurer indicated her intention to bring forward a report outlining the options that the BAC (and Council) has in directing where the OMERS Holiday Savings would go. The option of allowing the Service to utilize a share should be negotiated, with the suggestion that the City defer that portion of their contribution to unfunded liabilities.

### 2001 to 2005 Capital Budget

A number of questions have been posed regarding our facilities projects and the increasing costs of these. In 1996, TPS put forward a long-term facility plan to replace its police stations due to overcrowding, age of buildings and health and safety issues. Five years later, we have not started even one facility. The condition of police facilities has worsened and asset maintenance was curtailed based on the fact that these facilities were going to be replaced. Assessments on the condition of our facilities have given all indication that our divisions are in deplorable condition, some with significant deterioration and even mold. Closing of divisions due to occupational health and safety hazards is a reality if we do not get moving on the replacement of our facilities. There are other issues in the balance, including the privacy of our female officers, which is a basic right that should be afforded to these officers.

51 Division is the first facility scheduled for replacement. While the increased costs have become an issue with the BAC, they are a result of the site selected. At the time the decision was made by the BAC to choose this site, we indicated that this would cost more than the site preferable to TPS. While certain facts were known at the time, such as the historical costs, the complete knowledge of these costs could not be known until further investigation of the site (land tests, other estimates) was carried out. These increasing costs are not for the facility itself but for the added costs of the site. It is our position that the facility should not be compromised in an attempt to absorb these additional costs.

In response to Community and Council member concerns, including those of Councillor Soknacki, I have included the construction of a new 43 Division in our capital program submission. This division was not part of our long-term facilities plan. Given the staff targets suggested by City staff and on-going reviews of our capital budget, it would appear

that this division may not be affordable. In light of budget constraints and the safety of our members, it would be prudent to first address the replacement of the existing divisions. The replacement of police facilities that pose a health risk to our members is my priority over the construction of a new facility.

## SUMMARY

As Members of the Board and as Chief of Police, we are responsible for the provision of adequate and effective police services to the City of Toronto. Included in this responsibility is our obligation to comply with the conditions of working agreements, officer safety requirements, and training and equipment standards. I am determined to fulfill this mandate to the best of my abilities and in the most honourable way I can. The budgets that have been put before you represent the funding that will assist us in fulfilling this mandate. In addition to our general responsibilities, I have carefully considered the 2001 Priorities as set out in the Board's Governance and Business Plan in the development of the budget. Our mandate, our Priorities and a blending of the City-wide input that I have received, have culminated in our budget request. Our operating budget request of \$584.7M, which is 5% greater than the 2000 budget, represents a maintenance budget. This budget is rudimentary and does not allow us to address the emerging challenges that face the City of Toronto. While we have attempted to begin to address these challenges by reflecting some of the Service Priorities in our original budget request, the funding for these items has been withdrawn in light of the prevailing financial condition. Nonetheless, we have a duty to the citizens of our City to meet these challenges as best we can with the tools we have.

With a Board approved budget of 3% above the 2000 budget, I have indicated to the Board that my capability to deliver effective policing services to the community will be compromised. This funding level will not allow us to address the demands and entitlements of our citizens, our mandate to the delivery of effective and adequate policing services and the fulfillment of the Service's priorities. In the end, the funding will dictate the level of service. I strongly believe that this level of service should be commensurate with the desires of the public and their willingness to pay for the service. I recommend that the Board reconsider its position of a 3% increase over the 2000 budget (\$573.8M) and consider the 5% increase that I have presented (\$584.7M). An operating budget at the Board approved level will result in reducing our Service to a predominantly reactive police service delivery model.

In summary, I have put forth what I believe to be honest, reasonable and justifiable budget requests. We have maintained our staffing strategy in the manner that was presented last year to the Board and to Council, to which commitment was made. We must be provided with the funding to back this commitment. We have provided answers to all information requests and if these are reviewed carefully you will understand the pressures facing the Service both in 2001 and beyond. I have faith that by having provided the requested information a realistic budget, both operating and capital, can be achieved. If sustainable reductions are to be achieved, the City must look at all program areas and work on a more strategic basis, choosing what it is that the public wants in terms of services delivered for their tax dollar. I look forward to continuing to work with the Board and the City to ensure that the citizens of

Toronto receive a level of policing that is deserving and maintains the safety of the public and members of the Service.

Mr. Frank Chen, CAO-Policing and I will be available at the Board meeting to answer any questions the Board may have.

**The following persons were in attendance and made deputations to the Board with regard to the recommendation to contract-out caretaking and maintenance at police facilities:**

- **Ann Dembinski, President, Local 79 Canadian Union of Public Employees \***
- **Brian Cochrane, President, Toronto Civic Employees Union, Local 416 C.U.P.E. \***

**\* written submissions also provided, copies are filed in the Board office.**

**David Haslam and Joyce Champagne, Chairs of the No. 21 Division Community Police Liaison Committee, were also in attendance and made a deputation with regard to the status of No. 21 Division. They provided a petition containing 10,000 signatures and several letters from community groups who oppose the possible closure of No. 21 Division. Copies of these documents are filed in the Board office.**

**Chief Fantino and Frank Chen, Chief Administrator Officer, were in attendance and responded to questions by the Board about this report.**

**cont...d**

**Board Member A. Milliken Heisey advised the Board that he would abstain from voting on this matter given that this was his first meeting as a Board member and he had not had enough time to review the budget report given that the meeting agenda was provided to him the previous day.**

**The Board approved the following Motions:**

- 1.(a) THAT the Board maintain the staffing level of 5,261 uniformed officers, as approved by the Board on January 26, 2000 (Min. No. 22/00 refers) and as approved by City Council;**
  - (b) THAT the Board revise the Human Resources Strategy approved by the Board on January 25, 2001 accordingly (Min. No. P14/01 refers);**
- 2. THAT the Board reaffirm the previously approved 2001 Operating Budget of \$573.8 million subject to:**

- (a) given the implementation of various cost containment strategies being undertaken by the Toronto Police Services to reduce the overall cost of benefits, it is recommended that the budget for Employee benefits remain unchanged from year 2000 levels and, should the Toronto Police Service require it, the Toronto Police Services Board request the City of Toronto CFO & Treasurer, through the Policy and Finance Committee, to provide any required additional funding from the Employee Liabilities Account;
  - (b) the Chief report back to the April 19, 2001 Board meeting on opportunities to obtain efficiencies through facilities consolidation; and
  - (c) that the Chief, together with the City of Toronto CFO and Treasurer, further explore cost efficiency opportunities in the area of Information Technology and report back to the Board, so that the Board can forward this report to the Budget Advisory Committee wrap-up session.
3. THAT the Board approve the recommendation contained in the response to Question #11, that is: that, as part of each years' TPS operating budget request to the Board, and during the year as issues arise, the Chief of Police identify opportunities for the Board to request funding support from the provincial and federal governments;
  4. THAT, with regard to the foregoing report, dated March 08, 2001, from Chief Fantino, the Board received recommendations #1, #2 and approved #3 and #4; and
  5. THAT the deputations and the written submissions be received.

[Appendix](#)

**THIS IS AN EXTRACT FROM THE MINUTES OF THE MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2001**

**#P75            PARKING ENFORCEMENT UNIT: RESPONSE TO THE BUDGET  
ADVISORY COMMITTEE AND TO THE TORONTO PARKING  
AUTHORITY REPORT**

The Board was in receipt of the following report MARCH 13, 2001 from Julian Fantino, Chief of Police:

Subject:            Toronto Police Service Parking Enforcement Unit: Response to the City of Toronto Budget Advisory Committee's request for information on:

- the impact of flatlining the 2001 operating budget to the 2000 level of \$22.5 million, excluding the new officers;
- the average number of parking tags issued by parking enforcement officers; and
- the Toronto Police Service response to the Toronto Parking Authority report entitled "Parking Management; Completing the Circle".

Recommendation:

It is recommended that:

- (1) (a) the Board receive the information contained in this report which outlines the impact of a 2001 operating budget for the Parking Enforcement Unit which is a flatline to the 2000 operating budget of \$22.5 million, excluding the new officers (Appendix A refers);  
  
(b) the Board receive the information contained in this report regarding the average number of parking tags issued per officer (Appendix B refers);
- (2) (a) the Board receive a copy of the City of Toronto Parking Authority report entitled, "Parking Management; Completing the Circle" (Appendix C) attached to this report;  
  
(b) the Board approve the Toronto Police Service's Response to the Toronto Parking Authority report ([Appendix D](#)) attached to this report;  
  
(c) the Board approve the Service's recommendation that the responsibility for enforcing the parking violations on un-staffed street level parking lots, managed by the Toronto Parking Authority, be transferred to the Toronto Police Service Parking Enforcement Unit; and
- (3) the Board forward a copy of this report to the City of Toronto Budget Advisory Committee for consideration at its meeting on March 23, 2001.

Background:

*(1) (a) the Board receive the information contained in this report which outlines the impact of a 2001 operating budget for the Parking Enforcement Unit which is a flatline to the 2000 operating budget of \$22.5 million, excluding the new officers (Appendix A refers);*

During deliberations on the Parking Enforcement Unit 2001 Budget at the City of Toronto Budget Advisory Committee, information was requested on the effect of a flat line budget. The requested information is provided in this report (reference Appendix "A"). Appendix "A" shows a comparison of 2000 Budget, 2001 flatline budget, 2001 budget with 3% salary increase and job evaluation, 2001 proposed budget, and the annualized 2001 projection. The flatline budget would require to layoff 49 Parking Enforcement Officers. This decrease in enforcement staff would result in an annual reduction of parking tag issuance by 396,000 tags worth \$9.2 million in revenue to the City.

*(1) (b) the Board receive the information contained in this report regarding the average number of parking tags issued per officer (Appendix B refers);*

The average number of parking tags issued per available parking enforcement officer per month is 1,797 tags. This information is based on year 2000 tag issuance. The monthly averages are provided in Appendix B.

*(2) (a) the Board receive a copy of the City of Toronto Parking Authority report entitled, "Parking Management; Completing the Circle" (Appendix C) attached to this report;*

*(b) the Board approve the Toronto Police Service's Response to the Toronto Parking Authority report ([Appendix D](#)) attached to this report;*

In the Toronto Parking Authority (TPA) report entitled, "Parking Management; Completing the Circle" (Appendix "C" refers) the TPA recommends that its employees enforce on-street parking meters/pay & display offences. Attached to this report is the Service response (Appendix "D" refers) to the Toronto Parking Authority report. Based on the Service response, it is recommended that, the request of Toronto Parking Authority be rejected.

*(2) (c) the Board forward a recommendation to the City of Toronto Budget Advisory Committee that the responsibility for enforcing the parking violations on un-staffed street level parking lots, managed by the Toronto Parking Authority, be transferred to the Toronto Police Service Parking Enforcement Unit; and*

For effective and uniform enforcement it is recommended that the Parking Enforcement Unit of the Toronto Police Service exercise its authority to enforce parking violations on un-staffed street level parking lots managed by the Toronto Parking Authority for the City of Toronto.

This would increase total City revenue by either increasing voluntary compliance or through an increase in parking tag revenue.

It is recommended that the Board receive this information and that a copy of this report be forwarded to the City of Toronto Budget Advisory Committee for consideration at its meeting on March 23, 2001.

Deputy Chief M. Boyd, Policing Support Command will be present at the Board meeting to address any questions.

**The Board was also in receipt of the following report MARCH 21, 2001 from Julian Fantino, Chief of Police:**

Subject: ENFORCEMENT OF ON STREET PARKING BYLAWS

Recommendation:

It is recommended that:

- (1) the Board approve this report; and
- (2) the Board forward a copy of this report to the City of Toronto Budget Advisory Committee for its meeting of March 23, 2001.

Background:

Throughout the year 2001 budget process there has been a great deal of discussion pertaining to the provision of permitted parking enforcement services in the City of Toronto. The Toronto Parking Authority (TPA) has made a request to be considered the sole Agency responsible for providing the parking enforcement services for on street "permitted" parking offences (expired meter and pay and display machine offences). It is my understanding that it is the TPA's intention to mirror the off street parking program, by initiating the issuance of "courtesy envelopes" to on street meter and pay and display offenders.

The Parking Enforcement Unit, who is currently responsible for this function, participates extensively in the delivery of the overall Toronto Police Service mandate. Traffic Safety is contributed to through bylaw enforcement and joint projects with units internal and external to the Service, e.g. bicycle lane enforcement, taxi cab enforcement and rush hour route clearance. The Parking Enforcement Unit's properly trained and equipped civilian officers provide reassurance to the public and a valuable crime prevention tool to the Toronto Police Service.

The Unit's presence on the street is well documented for aiding the public, preventing crime, and recovering stolen property. Officers operating marked TPS fleet vehicles, bicycles, motorcycles and those on foot deliver an enhanced patrol capacity. These civilian parking

enforcement officers are equipped with, and are trained to use, portable radios and provide information relay with our other Communication resources.

In fact, through these efforts, the civilian parking enforcement officers were responsible for the following in the year 2000:

- the recovery of 622 stolen vehicles,
- assistance with the arrests of 68 people, and
- the attendance to 82,222 calls for service that would otherwise have been responded to by uniformed police officers.

The ability for civilian parking enforcement officers to offer a significant contribution to the members of our community and to the overall Police Service mandate must be considered prior to decisions being made pertaining to the delivery of parking enforcement services in the City of Toronto.

The Parking Enforcement Unit of the Toronto Police Service has recently been the subject of two management letters and one major audit by the City of Toronto Audit Department. The Parking Enforcement Unit addressed all of the recommendations contained therein and subsequently, the audit response report was approved by the Board. The Unit is currently in the process of implementing the recommendations.

It is recommended that prior to decisions being made pertaining to the provision of “permitted” on street parking enforcement, that the Toronto Parking Authority under-go an audit, similar to the audit of the Parking Enforcement Unit. This will ensure that sufficient information is gathered to ensure an informed decision.

In order to ensure objectivity, it is recommended that the audit be conducted by a neutral third party. Once the audit has been conducted, the results should be reviewed with all stakeholders who are actively involved in the provision of parking enforcement services (i.e. Toronto Parking Authority, Parking Enforcement Unit and the Chief Financial Officer), and all parties should have the opportunity to respond prior to the report being forwarded to a Committee of Council for review.

**Superintendent Doug Reynolds, Parking Enforcement Unit, was in attendance and responded to questions by the Board about these reports.**

**The Board approved the following Motions:**

1. **THAT, with regard to the foregoing report dated March 13, 2001 from the Chief of Police:**
  - (a) **recommendations #1(a), #1(b) and #3 be received and forwarded to the Budget Advisory Committee for consideration; and**
  - (b) **recommendation #2 be received and that the Board send a recommendation to the Budget Advisory Committee that it request the City Chief Administrative Officer, through the Strategic Planning Division, involve all stakeholders, i.e. Toronto Police Service, Toronto Parking Authority and Parking Tag Operations to review all operations and make recommendations to Toronto City Council on future directions for Parking Enforcement/Traffic Management, Parking Management and Collection Processing;**
  
2. **THAT the foregoing report dated March 21, 2001 from the Chief of Police be received and forwarded to the City Chief Administrative Officer during consideration of recommendation 1(b).**

**Board Member A. Milliken Heisey requested that he be noted in the negative with regard to this matter.**

APPENDIX “A”

**Parking Enforcement Tag Issuance, Budget Highlights 2001**

**Parking Enforcement**

	<b>2000</b>	<b>2001 Flatline</b>	<b>2001 + 3% Sal. Inc. &amp; Job Eval.</b>	<b>2001 Proposed*</b>	<b>Annualized 2001 Projection</b>
<b>Total Tags</b>	2,511,093	2,115,000	2,511,093	2,640,000	2,800,000
<b>Processible Tags</b>	2,438,271	2,051,550	2,435,760	2,560,800	2,716,000
<b>Revenue (Est.)</b>	\$58,518,511	<b>\$49,237,200</b>	<b>\$58,458,245</b>	<b>\$61,459,200</b>	<b>\$65,184,000</b>

**Municipal Law Enforcement Officers**

<b>Total Tags</b>	150,000	175,000	175,000	175,000	175,000
<b>Processible Tags</b>	142,740	166,530	166,530	166,530	166,530
<b>Revenue (Est.)</b>	\$3,425,760	<b>\$3,996,720</b>	<b>\$3,996,720</b>	<b>\$3,996,720</b>	<b>\$3,996,720</b>

**TOTAL**

<b>Total Revenue Estimate</b>	\$61,944,271	<b>\$53,233,920</b>	<b>\$62,454,965</b>	<b>\$65,455,920</b>	<b>\$69,180,720</b>
<b>Budget Expenditures</b>	\$22,534,900	<b>\$22,527,900</b>	<b>\$23,612,400</b>	<b>\$25,961,800</b>	<b>\$26,860,400</b>
<b>NET REVENUE</b>	\$39,409,371	<b>\$30,706,020</b>	<b>\$38,842,565</b>	<b>\$39,494,120</b>	<b>\$42,320,320</b>

\*This project is based on a staggered hires dates of 24 PET-May29/01 and 24 PET-Sept 18/01

APPENDIX “B”

<b>Average Monthly Parking Tag Issuance</b>		
<b>Available PETs Year 2000</b>		
<b>Month</b>	<b>Tags/PET/ Month</b>	
January	1,737	
February	1,691	
March	1,956	
April	1,826	
May	1,865	
June	1,799	
July	1,870	
August	1,703	
September	1,781	
October	1,927	
November	1,843	
December	1,566	
<b>Monthly Avg.</b>	<b>1,797</b>	



**THIS IS AN EXTRACT FROM THE MINUTES OF THE MEETING  
OF THE TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2001**

**#P76            OUTSTANDING REPORTS - PUBLIC**

The Board was in receipt of the following report MARCH 06, 2001 from Norman Gardner, Chairman:

Subject:            OUTSTANDING REPORTS - PUBLIC

Recommendations:

It is recommended that:

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

Background:

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

**Chairman Gardner noted that the following report, which was listed as outstanding, was subsequently provided by Chief Fantino and will be considered by the Board at the April 19, 2001 meeting:**

- **details and disposition of nine complaints related to searches of persons.**

**The following report, which was also listed as outstanding, was considered on the walk-on agenda (Min. No. P72/01 refers):**

- **co-ordinated emergency response on the Toronto waterfront.**

**Chief Fantino also responded to questions regarding the delay of the interim report on the impact of electronic gaming at Woodbine and assured the Board that it would be submitted for the April 19, 2001 meeting.**

**The Board approved the foregoing report.**



Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
#398/00 #P66/01	<p><b>Gambling at Woodbine Racetrack</b></p> <ul style="list-style-type: none"> <li>• <u>Issue:</u> to report on the impact of electronic gaming on the Service, specifically No. 23 Division and SIS, since the use of slot machines began in March 2000</li> <li>• Board requested an interim report for the March 22/01 mtg.</li> </ul>	<p>Report Due: Nov. 23/00  Extension Reqs'd: Nov. 23/00  Extension Granted: Yes, Min. #512/00  Revised Due Date: Dec. 14/00  2<sup>nd</sup> Extension Reqs'd: Dec. 14/00  Extension Granted: Yes, Min. #554/00  Revised Due Date: Apr. 19/01</p> <p>Interim Rpt. Due: Mar. 22/01  <b>Status:.....Outstanding</b></p>	Chief of Police
#486/00	<p><b>Update – Response to City Auditor’s Review of Sexual Assault Investigations</b></p> <ul style="list-style-type: none"> <li>• <u>Issue:</u> to provide an update report to the Board in March 2001.</li> </ul>	<p>Report Due: Mar. 22/01  Extension Reqs'd:  Extension Granted:  Revised Due Date:  <b>Status:.....Outstanding</b></p>	Chief of Police
#529/00	<p><b>Searches of Persons</b></p> <ul style="list-style-type: none"> <li>• <u>Issue:</u> the Board requested that the Chief provide further <b>details</b> regarding the nature and disposition of the nine complaints referenced in the October 20, 2000 report</li> </ul>	<p>Report Due: Mar. 22/01  Extension Reqs'd:  Extension Granted:  Revised Due Date:  <b>Status:.....Outstanding</b></p>	Chief of Police
#P40/01	<p><b>Coordinated Emergency Response on the Toronto Waterfront</b></p> <ul style="list-style-type: none"> <li>• <u>Issue:</u> joint report by police, fire and ambulance regarding emergency response to incidents on the Toronto waterfront</li> <li>• Task Team will provide report to the Board for its March meeting.</li> </ul>	<p>Report Due: Mar. 22/01  Extension Reqs'd:  Extension Granted:  Revised Due Date:  <b>Status:.....Outstanding</b></p>	Chief of Police

**THIS IS AN EXTRACT FROM THE MINUTES OF THE MEETING  
OF THE TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2001**

**#P77           MOMENT OF SILENCE:**

A moment of silence was held in memory of Constable Jurgen Seewald, a 26 year member of the RCMP who was killed while on duty in Cape Dorset, Nunavut, on March 5, 2001.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE MEETING  
OF THE TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2001**

**#P78            YEAR 2000 ANNUAL REPORT ON EXPENDITURES OF C.P.L.C.,  
CONSULTATIVE COMMITTEES AND OUTREACH FUNDING**

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

Subject:        Report on Expenditures of C.P.L.C., Consultative Committees, and Outreach Funding

Recommendation:

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

Background:

The Board, in 1997, approved the following recommendation: **“That the Board give an annual grant of \$1,000.00 to each of the seventeen Divisional Community Police Liaison Committees and the five Chief’s Consultative Committees and the Chief’s Advisory Council and the Chief’s Youth Advisory Council to enable them to communicate with their respective communities”** (Board Minute 217/97 and 65/98 refers). These grants were continued in 1998. Further, the Board, in 1998, approved the following recommendation: **“That the Chief of Police provide an annual report to the Board on the activities which were funded by the police divisions using the Board grants”** (Board Minute 65/98 refers).

**COMMUNITY POLICE LIAISON COMMITTEES**

For the past four years, the Board, through its Special Fund, has provided funding to each of the seventeen Divisions and Traffic Services for the operations of the Community Police Liaison Committees (C.P.L.C.s). The Board has also provided funding to Community Policing Support Unit for each of the five Consultative Committees (French, Black, Aboriginal, South-West Asian and Chinese) and the Chief’s Advisory Council and the Chief’s Youth Advisory Council. Each of these Committees were allotted \$1,000.00. Total new funding in 2000 was \$25,000.00. Committees were allowed to carry over amounts left in this account at year-end (1999 to 2000). Total funding in 2000 (including 1999 carryover and new grants) was \$34,870.66. Total expenditures at year-end were \$26,608.08 that represents 76.31% of funds available. The table below compares the income and expenses for the C.P.L.C. account over the past three years.

<b>Year</b>	<b>Income</b>	<b>Expense</b>	<b>% of Funds Spent</b>
1998	\$41,077.28	\$30,793.62	74.96 %

1999	\$34,909.81	\$24,951.35	71.47 %
2000	\$34,870.66	\$26,608.08	76.31 %

The intention of these monies was to assist with the payment of expenses related to the operation of the committees such as meeting administration, facility rental (if required) and supplies. The committees could also utilise the money to fund or partially fund community-based projects such as workshops, seminars or training opportunities.

Units are responsible for administering the funds and committees only have access to them through the individual Unit Commanders or designated Service personnel. Expenses in this account are discussed and voted on by the C.P.L.C. The Unit Commander approves expenditures and purchases must be made according to the established Service protocol. As with other budget accounts, funding is available either as a cash advance supported by receipts, or as a planned purchase (762 or D.P.O.).

## OUTREACH

The Board, in 2000 approved the following recommendation: **“That the Board no longer provide an annual grant of \$1,500 to the 17 Divisions, Community Policing Support Unit and Traffic Services for community outreach activities”.** (Board Minute #9/00 refers). Units with funds remaining were permitted to carry them over to 2000. The total funding available for 2000, including that which was rolled over from 1999, was \$8,837.47. Expenditures were \$4,140.61 or 46.85% of funds available. Outreach monies in the amount of \$4,696.88(Acct#76887) were returned to the Board along with CPLC monies in the amount of \$9,115.72 (Acct#76886) at the end of 2000.

The table below compares the income and expenses for the Outreach account over the past three years.

Year	Income	Expense	% of Funds Spent
1998	\$27,000.00	\$17,688.12	65.51 %
1999	\$37,641.25	\$30,010.34	79.73 %
2000	\$8,837.47	\$4,140.61	46.85 %

These funds also form part of the Unit's operating budget. Unlike the C.P.L.C. funds, however, the Outreach money was expended at the sole discretion of the Unit Commander. The two funds are not linked in any way.

## REPORT

The Community Policing Support Unit is tasked with monitoring expenses in these two accounts and report to the Board on what activities were funded with the Board's grants

**(Board Minute#9/00 refers).** The following represents a summary of expenditures across the Service in each of the two accounts and examples of specific projects. Many of the activities undertaken by C.P.L.C.s and Unit Commanders last year were continued this year.

## **C.P.L.C. ACCOUNTS (76886-06)**

### **Courses / Seminars for CPLC and police members**

C.P.L.C. members and police officers attended a variety of courses and seminars both internally and externally to the Service.

### **Community Involvement**

C.P.L.C. members, with the assistance of their respective divisional police officers hosted and/or participated in a wide variety of local community events. These events focused on community / police issues, such as:

- community safety (i.e., safety audits, neighbourhood walk-about.)
- community / police relations, (i.e., workshops, forums, presentations)
- youth violence, (i.e., prevention programs in schools)
- visiting police facilities, (i.e., Communication Bureau, Forensic Identification Services.)

### **Community Crime Prevention Programs (12 Div.)**

C.P.L.C. members continued interaction with programs such as; Business Fax Crime Prevention, Code Red Team and Watch on Wheels, a program that initiates strategies to address youth violence and well as traffic issues in the division.

### **Employment Information Session (13 Div.)**

C.P.L.C. members were successful in setting up an Employment Information Session at a local library. This involved partnering with The Toronto School of Business, Home Depot and McDonald's Restaurant. Youths were invited to the seminar and participated in writing resumes and job interviews by the potential employers. The Employment Information Session proved successful with food provided by 2 – 4 – 1 Pizza and McDonalds, plans are underway for a similar session in 2001.

### **Auto Dialler System (14 Div.)**

C.P.L.C. members, along with the assistance of police officers from 14 Division, were successful in obtaining a \$10,000.00 grant from the Ministry of the Solicitor General to

purchase a Auto Dialler System which is being used by the divisional Crime Prevention Unit to disseminate community awareness / crime prevention bulletins throughout the community.

#### **Wehbe Family / Police Mountain Bicycle (21 Div.)**

C.P.L.C. members and police officers remained active throughout the year, highlighting the year with two successful fund raising events that resulted in some monies being given to the Wehbe family who unfortunately lost all of their possessions to a house fire and the purchase of a new mountain bicycle for the divisional Community Response Unit.

#### **Landscaping / Display Board / Police Mountain Bicycle (22 Div.)**

C.P.L.C. members and police officers assisted in fundraising events that resulted in the re-landscaping the front of 22 Division, the purchase of a new mountain bicycle through the Kingsway Business Improvement Association and also purchased a new display board for use by the Divisional Crime Prevention Unit.

#### **Community Violence / Workshops (23 Div.)**

As a result of homicides and numerous firearms related offences, C.P.L.C. members funded two workshops targeted towards community violence awareness within the Jamestown and Mount Olive areas. The success of the two workshops, which attracted over 100 people from the community, social and government agencies, generated ideas and a need to followup with a second phase. A second phase is now in planning for implementation in 2001.

#### **Educational Bursary Fund (31 Div.)**

CPLC members and officers from 31 Division conducted a fundraising dinner, which raised \$13,000.00. The money will be used to set-up an Educational Bursary Fund that will be drawn upon by local youths within the division. Board grants assisted with initial administration costs associated with this fundraising effort.

#### **Student Community Police Liaison Committees (33 Div.)**

C.P.L.C. members remained active throughout the year and continued providing assistance and support for the divisional "Youth Version" of the C.P.L.C., (C.P.L.C. Sub-Committee, also know as **S.W.A.T.** – Students With A Target). S.W.A.T. provides a link between police and students within the division. They meet on the first Tuesday of every month and have an average attendance of 70 students. During these meetings they discuss student / police related issues, and have developed a project called "**F.E.A.R.L.E.S.S.**", (Frightening Experiences Are Real, Let's End Student Silence) which is a campaign to encourage students to report crime.

#### **Child Finger Print Program / Toys (41 Div.)**

C.P.L.C. members supported a Child Finger Print Program, which involved police officers and volunteers who provided children identification records to parents in conjunction with other crime prevention strategies. The C.P.L.C. members also assisted in a joint project with 42 and 54 Divisions Auxiliary Officers in obtaining toys for children living in homeless and abused women's shelters.

**Police Mountain Bicycle / Fudger House Christmas Party (51 Div.)**

C.P.L.C. members have remained active throughout the year, and participated in numerous community events highlighting the year by raising funds for a new police mountain bicycle and hosting the Fudger House Christmas Party for retired senior citizens.

**Safety Village (52 Div.)**

C.P.L.C. members in co-operation with divisional police officers opened a Safety Village in the Dragon City Mall, located at Spadina Avenue and Dundas Street. Civilian volunteers who act as liaison individuals between the police and the community to address community issues, assist in the reporting of crime and community complaints staff the Safety Village.

**Youth Focus Group / Safe Schools Workshop / Hold-Up Workshops (55 Div.)**

C.P.L.C. members participated and/or hosted workshops geared towards students, (Youth Focus Group and Safe Schools), and divisional front-line police officers, (Hold-up Workshop).

**OUTREACH ACCOUNTS (76887)**

**Courses / Seminars for both officers and community members**

A variety of courses were funded by this grant money in several Divisions.

**Volunteer / Community Meetings**

Many meetings were held at Divisions and other Units within the Service for a variety of reasons. These meetings were supported in many instances by the grant money.

**Promotional Items / Appreciation Evening for Adult Volunteers (Traffic Services)**

Funds were used to purchase promotional items from the police gift shop and to sponsor an appreciation evening for civilian adult volunteers.

**Volunteer / Auxiliary Recognition (t-shirts, certificates, dinners etc.)**

Virtually every division recognized their volunteers; Auxiliary, adult and youth in a variety of styles. Some held dinners, some presented certificates and some provided t-shirts to identify volunteers when performing their functions.

### **Community events (BBQs., dinners town hall meetings etc.)**

Several divisions have utilized funds to host community events that involved police and community members working together to accomplish common goals.

### **Volunteer Activities, in malls, etc.**

Many Divisions have spent some of their grant money to support mall displays, business gatherings and community events such as fairs staffed by volunteers.

It should be noted that, the examples cited above are only a portion of the events assisted through the provision of the funds by the Board. The goodwill generated by the projects has assisted the Service in continuing the valuable dialogue with our communities that form the heart of Community Policing.

## **CONSULTATIVE COMMITTEES**

In addition to the Divisional C.P.L.C. funding, the Board also provided funds to five Consultative Committees, (Aboriginal, Black, Chinese, French, and South Asian), and two Chief's Advisory and Youth Advisory Council. Each of these committees were allotted \$1,000.00 for the year and were also permitted to carry over amounts left over in their 1999 accounts. Total funding amount for year 2000 equals \$13,137.40.

<b>Year</b>	<b>Income</b>	<b>Expense</b>	<b>% of Funds Spent</b>
2000	\$13,137.40	\$9,040.63	68.82 %

Consultative Committees funds were spent primarily on the administration of meetings, as well as the purchasing of community outreach material (i.e., portable pamphlet holders used within the Chinese community, purchasing community newspaper subscriptions, L'Express for the French Community Liaison officer).

## **CONCLUSION**

This funding represents a valuable resource for Community Police Liaison Committees, Consultative Committees, Chiefs Advisory Councils and the Service, both at the field and corporate level. These monies represent seed money for projects that are either stand-alone or used in conjunction with other traditional sources of funding such as Heritage Canada, the Ministry of the Solicitor-General, ProAction and of course, the Toronto Police Services Board.

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

**Supt. Keith Forde and Staff Sergeant Nick Memme, Community Policing Support Unit, were in attendance and made a presentation to the Board regarding this matter.**

**The Board received the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE MEETING  
OF THE TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2001**

**#P79                    CONSOLIDATION OF PARKING BY-LAWS**

The Board was in receipt of the following report MARCH 06, 2001 from Norman Gardner, Chairman:

Subject:            CONSOLIDATION OF PARKING BY-LAWS

Recommendation:

It is recommended that:

- (1)    the Board rescind its earlier request to the City Solicitor to establish a working group, which would include staff from the City's Legal and Transportation Divisions, the Police Service's Parking Tags Operations and Parking Enforcement Unit and the Toronto Parking Authority, to consolidate the various parking by-laws of the City, and also rescind the additional request for a progress report to the Board in six months; and
- (2)    the Chief of Police provide a progress report to the Board in six months.

Background:

At its meeting on November 23, 2000, the Board approved, among others, the following recommendation from the Chief of Police:

That the Board request the City of Toronto, under the direction of the City Solicitor, to establish a working group (including staff from City of Toronto Legal Services, Toronto Police Service Parking Enforcement, Transportation Services, Parking Tag Operations, and the Toronto Parking Authority) to consolidate the parking bylaws and that a progress report be submitted to the Board at the end of six months.

(Board Min. No. 488/00 refers)

Correspondence regarding the abovenoted request was forwarded to the City Solicitor on January 16, 2001 and then reviewed by Albert H. Cohen, Director, Litigation, Toronto Legal Services. A copy of Mr. Cohen's written response, dated February 27, 2001, regarding this matter is attached.

**Status of Consolidation and Harmonization:**

In his written response, Mr. Cohen has indicated that the Transportation Services Division, City of Toronto (TSD), has already initiated a process for harmonization of the various parking by-laws and that members of the Toronto Police Service participate in ongoing meetings with representatives of City to discuss the harmonization process. Mr. Cohen also indicates “that although harmonization is the responsibility of the TSD, the process would be carried out in consultation with staff in the City’s Legal Services Division, the City Clerk’s Division and the Police Service.”

**Conclusions:**

Given that the process of harmonization has already begun at the City and it is a matter under the jurisdiction of the TSD, it is recommended that the Board rescind its instructions to the City Solicitor as set out in recommendation no. 1 above and, based upon the ongoing participation of Service members in discussions pertaining to the harmonization, it is requested that the Chief of Police provide a progress report to the Board in six months.

**The Board approved the foregoing.**



DATE RECEIVED

FEB 28 2001

FOURTH FLOOR (333-3333)

H.W. Co. Doyle, J.L.B., LL.M.  
City Solicitor  
Legal Services  
AS/John Street  
Rm. 1700, 10<sup>th</sup> Fl., Metro Mall  
Toronto, Ont. M5V 3C6  
Tel. (416) 392-3017  
Fax (416) 392-5524

Back To

J. Alan C. Cochrane  
Tel: 392-8941  
Ext: 317-5334  
E-Mail: [alan@city.com](mailto:alan@city.com)

File No. 39040/00111

February 27, 2001

Mr. Norman Gardner, Chair  
Toronto Police Services Board  
40 College Street  
Toronto, Ontario  
M5C 2J3

Dear Sir:

**Re: Consolidation of Parking By-laws**

I am writing in response to your correspondence to the City Solicitor, dated January 16, 2001, to which was attached Minute No. 48800 from the Toronto Police Services Board meeting held on November 23, 2000. By virtue of Recommendation No.2 contained in that Minute, the Board requested the City of Toronto, under the direction of the City Solicitor, to establish a working group, to include staff from the City's Legal and Transportation Divisions, the Police Service's Parking Tags Operations and Parking Enforcement Unit and the Toronto Parking Authority, to consolidate the various parking by-laws of the City. The recommendation also requested that a progress report be submitted to the Board in six months.

In attempting to initiate the process to comply with the Board's request, Legal Division staff discovered that the Transportation Services Division (TSD) has apparently already initiated a process for harmonization of the various parking by-laws. Ms. Sandra Burk, Transportation Services Co-ordinator in TSD has advised on a number of matters concerning this process.

First, she noted, and I agree, that as these are City by-laws relevant to the daily operations of TSD, this is a matter for which it bears primary responsibility. Ms. Burk also advised that the process of consolidation and harmonization of the by-laws is a mammoth task that would require the allocation of City staff exclusively dedicated to the project. As such, TSD is seeking special funding for staff to undertake the project.

Second, Ms. Burk advised that at the traffic operations managers meeting, which includes representatives of TSD, Traffic Operations and the Police Service, there has been ongoing discussion of the harmonization process. In particular, the 49 recommendations made by the Service, and attached to your January correspondence, have been discussed at these meetings and some of the issues raised in the recommendations have been addressed. Others will be discussed at future meetings of the managers.

Page #2

Finally, Ms. Burk indicated that although harmonization is the responsibility of TSD, the process would be carried out in consultation with staff in the City's Legal Services Division, the City Clerk's Division and the Police Service.

In light of the fact that the process of harmonization has already begun at the City, is a City matter under the jurisdiction of TSD and the apparent scope of the task, I will not be pursuing the request of the Board as reflected in Minute No. 488/00. However, I suggest that the best approach at this time is for all stakeholders, including the Police Service, to work together with City staff, using the present review process established by the City. As mentioned above, the 49 recommendations of the Service have been brought to its attention and it appears that the Police Service is already represented on the group that is appropriately dealing with the matter.

In light of the information identified above, I recommend that the Board rescind its instructions to the City Solicitor as set out in Minute No. 488/00.

Please feel free to contact Karl Druckman (392-4520) or me if you have any questions or comments.

Yours truly,



Albert H. Cohen  
Director, Litigation

cc. S. Burk  
D. Kaufman  
B. Gutteridge  
J. E. Anderson

**THIS IS AN EXTRACT FROM THE MINUTES OF THE MEETING  
OF THE TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2001**

**#P80                    2001 SUPPLY AND DELIVERY OF GASOLINE FOR THE TORONTO  
POLICE SERVICE**

The Board was in receipt of the following report FEBRUARY 19, 2001 from Julian Fantino, Chief of Police:

Subject:            SUPPLY AND DELIVERY OF GASOLINE FOR THE TORONTO POLICE  
SERVICE

Recommendation:

It is recommended that: the Board award the gasoline tender to Sunoco Inc. for an approximate cost, including taxes, of \$4,749,361.00 for the 2001 Operating Budget. This amount includes the applicable recovery costs from other City Departments. The CAO-Policing, Corporate Support Command, has certified that funds are available in the 2001 Operating Budget.

Background:

Tenders have been received, as per the attached, by Toronto Purchasing and Materials Management, for the supply and delivery of gasoline for the Toronto Police Service and City Departments, for the period January 1, 2001 to December 31, 2001.

A recommendation was forwarded to the Corporate Services Committee, and approved by Toronto Council at its meeting held on January 30, 2001, that the tender be awarded to Sunoco Inc. being the lowest tendered price received for gasoline with a lower sulphur content. I concur with the award and seek the Board's approval for the issuance of a purchase order to Sunoco Inc.

The approximate usage for the year 2001 is estimated to be 6,730,000 litres of regular unleaded gasoline and 80,000 litres of mid-grade unleaded gasoline. Of the 6,730,000 litres of regular unleaded gasoline purchased by the Service, approximately 195,000 litres are utilized by other City Departments, for which the Service will recover costs.

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

**The Board approved the foregoing.**

TO: Joe Martino, Toronto Police Services

FROM: Anne Corbett, Acting Manager of Purchasing

DATE: February 14, 2001

SUBJECT: **Unleaded Gasoline and Diesel Fuels**

VIA FAX

As requested, I am forwarding all pertinent available material covering the supply and delivery of Unleaded Gasoline and Diesel Fuels for the period of January 1, 2001 to December 31, 2001.

The attached report dated December 18, 2000, was adopted by City Council at its meeting of January 30, 2001.

Please note in the report that the award of the requirement for unleaded gasoline was made to Sunoco Inc. and for diesel fuels to Shell Canada Products Limited, taking the reduced sulphur content into consideration.

The anticipated requirements for the Toronto Police Services for the year 2001 are as follows and the mathematical calculations currently apply:

A) **REGULAR UNLEADED GASOLINE (87.0 OCTANE):**  
**6,730,000 litres from Sunoco Inc.**

	<u>PER LITRE</u>
Base Price	\$0.4125
Federal Excise Tax	\$0.1000
Provincial Road Tax	\$0.1470
Total	\$0.6595
7% G.S.T.	\$0.0462
Final Price	\$0.7057

Based on the above, the estimated expenditure would be \$4,749,361.00.

B) **MID-GRADE UNLEADED GASOLINE (89.0 OCTANE):**  
80,000 litres from Sunoco Inc.

	<u>PER LITRE</u>
Base Price	\$0.4325
Federal Excise Tax	\$0.1000
Provincial Road Tax	\$0.1470
Total	\$0.6795
7% G.S.T.	\$0.6475
<b>Final Price</b>	<b>\$0.7271</b>

Based on the above, the estimated expenditure would be \$58,168.00.

C) **COLOURED DIESEL FUEL:**  
80,000 litres from Shell Canada Products Limited

	<u>PER LITRE</u>
Base Price	\$0.4526
Federal Excise Tax	\$0.0400
Total	\$0.4926
7% G.S.T.	\$0.0345
<b>Final Price</b>	<b>\$0.5271</b>

Based on the above estimated expenditure would be \$42,166.56.

D) **LOW SULPHUR DIESEL FUEL**  
200,000 litres from Shell Canada Products Ltd

	<u>PER LITRE</u>
Base Price	\$0.4374
Federal Excise Tax	\$0.0400
Provincial Road Tax	\$0.1430
Total	\$0.6204
7% G.S.T.	\$0.0434
<b>Final Price</b>	<b>\$0.6638</b>

Based on the above, the anticipated estimated expenditure would be \$132,760.00.

**THE TOTAL ANTICIPATED EXPENDITURE FOR ALL FUELS WOULD BE \$4,982,455.56.**

Should you have any questions please contact Mr. Fred Stagg at 416-392-7218.

  
Anne Corbett, Acting Manager  
Purchasing and Materials Management

✓  
-4/fd  
11

**THIS IS AN EXTRACT FROM THE MINUTES OF THE MEETING  
OF THE TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2001**

**#P81            EXTENSION OF SYSTEMS DEVELOPMENT SERVICES FOR THE  
                 OCCURRENCE RE-ENGINEERING PROJECT**

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

Subject:        EXTENSION OF SYSTEMS DEVELOPMENT SERVICES FOR THE  
                 OCCURRENCE RE-ENGINEERING PROJECT

Recommendation:

It is recommended that: the Board approve the extension of systems analysis and modelling services from the following companies for the Occurrence Re-engineering project to the completion of the Release 2 development (June 2001):

RCM Technologies:	\$60,000 including taxes
Powerdigm:	\$80,000 including taxes

Background:

The Occurrence Re-engineering initiative was originally presented to the Police Services Board in June, 1996 as a Capital Budget initiative. The overall objective of the project was to acquire a more efficient Records Management System (RMS), resulting in the elimination of data duplication, improved turnaround time for police reporting, a reduced need for paper documents, and a more efficient method of crime management.

In addition to operational improvements, monetary benefits were identified through the reduction of clerical staff within TPS. The approved business case projected that approximately 139 clerical positions would no longer be required, resulting in annual net salary savings of an estimated \$4.8 million.

Phase I is complete, with two deliverables, as indicated in a letter to the Board in January 2000 (Minute #68/00 refers): a technological architecture and framework upon which to build all components of the integrated RMS, and a first functional component of the RMS (the automated Persons Investigated Cards) that will demonstrate the viability of the framework.

Completion of the project is progressing according to plan: the Persons Investigated Cards development is complete as well as an integrated CAD interface for the Mobile Workstation; development for Occurrences, Warrants and the CPIC interface is ongoing.

The target milestones are as follows:

- April 2001 : User acceptance test of the Persons Investigated Cards in 51 Division
- June 2001 : Release 2 development complete
- 4<sup>th</sup> Quarter 2001 : Production rollout begins
- 2<sup>nd</sup> Quarter 2002 : Production rollout complete

At its November 23, 2000 meeting, the Board approved the extension of a number of contracts for development services (Minutes #492/00 refers). At that time, it was identified that Information Technology Services was still having difficulty attracting and retaining permanent staff due to market conditions and the TPS salary structures. This situation has not improved. In addition, two permanent staff who were on the occurrence re-engineering team went on sick leave in October. At this time, there is no official return date for either one.

As a result, there is a requirement to extend the contracts of two resources until the completion of Release 2 development (June 2001) in order to meet the milestones outlined above:

Powerdigm: Extension of purchase order for the Object Modeller:

Spent/Committed to Date	Extension	Total
\$690,000	\$80,000	\$770,000

RCM Technologies: Extension of purchase order for the Lead Business Analyst:

Spent/Committed to Date	Extension	Total
\$570,000	\$60,000	\$630,000

Further requests for contract awards/extensions will be requested during 2001 as specific business analysis and detail design requirements are completed.

The project financial forecast remains on the budget target of \$8.6 Million. The Chief Administrative Officer – Policing, has certified that such funds are available in the Service’s Occurrence Re-engineering budget.

Mr. Frank Chen, Chief Administrative Officer – Policing, will be in attendance at the Board meeting on March 22, 2001, to respond to any questions in this respect.

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE MEETING  
OF THE TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2001**

**#P82            BY-LAW NO. 139 - AMENDMENTS TO SERVICE RULES**

The Board was in receipt of a report FEBRUARY 06, 2001 from Julian Fantino, Chief of Police, recommending the approval of By-Law No. 139 regarding amendments to Service Rules and the new working uniform.

**The foregoing report was subsequently withdrawn at the request of Chief Fantino.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE MEETING  
OF THE TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2001**

**#P83 RECLASSIFICATION OF POLICE CONSTABLES**

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

Subject: RECLASSIFICATION OF POLICE CONSTABLES

Recommendation:

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

Background:

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

Second Class Constable

BENOIT, Horst	86096	41 Division	2001.03.30
CAMPBELL, Bryan	99602	32 Division	2001.03.30
CARTWRIGHT, Carl	99495	32 Division	2001.03.30
CRISP, Mathew	99540	14 Division	2001.03.30
DENNIS, Andrew	99684	14 Division	2001.03.30
DRUMMOND, Craig	5226	11 Division	2001.03.30
GILL, Sukhjinder	5219	54 Division	2001.03.30
GRANT, Patricia	5214	52 Division	2001.03.30
KAPOSY, Kevin	99643	11 Division	2001.03.30
KIDD, James	99648	32 Division	2001.03.30
KRAFT, Jason	5215	55 Division	2001.03.30
LENNOX, Michael	99663	42 Division	2001.03.30
LENTSCH, Paul	99661	14 Division	2001.03.30
MCCANN, Gary	99697	14 Division	2001.03.30
MCLEISH, William	5222	21 Division	2001.03.30
MIRZA, Usman	5220	12 Division	2001.03.30
MORAN, Ruth	5216	51 Division	2001.03.30
OH, Hyun-Kyung	5231	14 Division	2001.03.30
PARK, Josef	5233	31 Division	2001.03.30
PHILLIPS, Daniel	99590	55 Division	2001.03.30
POLIAK, Mark	5227	Traffic Services	2001.03.30
RICHARDS, Leanne	5217	11 Division	2001.03.30
STEA, Carlo	5228	13 Division	2001.03.30

THORNTON, Richard	99586	41 Division	2001.03.30
VAN AST, Heidi	99665	12 Division	2001.03.30
WARMAN, Richard	99683	Public Safety Unit	2001.03.30
WILSON, Stacyann	5223	51 Division	2001.03.30

Third Class Constable

ADAM, Michael	7648	12 Division	2001.03.08
AQUILINA, Marcel	65443	12 Division	2001.03.08
ARMSTRONG, Robert	7637	33 Division	2001.03.08
ARSENAULT, Russell	7625	13 Division	2001.03.08
AUSTIN, Michael	7608	53 Division	2001.03.08
BALACHOREK, Daniel	99798	51 Division	2001.03.08
BAYES, John	7636	53 Division	2001.03.08
BROSKE, Peter	86775	14 Division	2001.03.08
COCHRANE, Kristin	7660	53 Division	2001.03.08
COFFEY, David	7621	12 Division	2001.03.08
COPAGE, William	7666	41 Division	2001.03.08
COWLEY, Alison	7612	11 Division	2001.03.08
DELOV, Tome	86226	52 Division	2001.03.08
DOUGLAS, Barbara	99018	51 Division	2001.03.08
DOUGLAS, Martin	7678	41 Division	2001.03.08
GALIOTOS, Konstantinos	7631	55 Division	2001.03.08
GARDINER, Robert	65448	41 Division	2001.03.08
GOTTSCHLING, Ronald	7618	42 Division	2001.03.08
GRAY, Mark	7633	42 Division	2001.03.08
GREGORIS, Derek	99655	12 Division	2001.03.08
HANNA, Lynn 7659		41 Division	2001.03.08
HENRY, Michael	7607	51 Division	2001.03.08
HINCKS, Wendy	86830	53 Division	2001.03.08
KARIMLOO, Shervin	7663	51 Division	2001.03.08
KENNEDY, Candice	7669	53 Division	2001.03.08
KENT, Dionne	7673	11 Division	2001.03.08
LEBLANC, Jason	7655	14 Division	2001.03.08
LEE, Randall	7658	33 Division	2001.03.08
LEERMAKERS, William	7651	14 Division	2001.03.08
LIONTI, Calogero	7630	13 Division	2001.03.08
MACHADO, Stephen	99708	22 Division	2001.03.08
MACSTEVEN, Peter	7617	12 Division	2001.03.08
MCCABE, Jaime	7664	11 Division	2001.03.08
MCEACHRAN, Nicole	7643	55 Division	2001.03.08
MCGAHERN, John	99110	23 Division	2001.03.08
MCGUIRK, Laura	7675	11 Division	2001.03.08
MUSAH, Ishmail	7606	11 Division	2001.03.08
NORTHROP, Jeffrey	99201	11 Division	2001.03.08
OLIVER, Matthew	7647	12 Division	2001.03.08

ONGKO, Ibnu	7680	12 Division	2001.03.08
PEARSON, Chad	7677	14 Division	2001.03.08
PRODANOS, Alexi	7645	32 Division	2001.03.08
RAND, Richard	7644	11 Division	2001.03.08
REUBEN, Nicole	99739	41 Division	2001.03.08
ROSS, Jeffrey	7681	51 Division	2001.03.08
RUMNEY, Traci	7642	31 Division	2001.03.08
SMITH, Rolf	7614	31 Division	2001.03.08
STIBBE, Clinton	7609	51 Division	2001.03.08
SULLIVAN, Derek	7623	42 Division	2001.03.08
TEIXEIRA, Andrew	65464	51 Division	2001.03.08
VALENTINI, Enzo-Loreto	99674	32 Division	2001.03.08
VAN NEST, Jesse	7615	41 Division	2001.03.08
VARGAS, Juan	7671	22 Division	2001.03.08
VON KALCKREUTH, Mark	7635	51 Division	2001.03.08
WATTS, Gregory	7626	41 Division	2001.03.08
WILLIAMS, Michael	7624	42 Division	2001.03.08
YUILE, Brian	99750	53 Division	2001.03.08
BURROWS, Michael	5432	31 Division	2001.03.10

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

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

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

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

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE MEETING  
OF THE TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2001**

**#P84            LIFEGUARD SALARY RATES FOR 2001**

The Board was in receipt of the following report FEBRUARY 02, 2001 from Julian Fantino, Chief of Police:

Subject:        LIFEGUARD SALARY RATES FOR 2001

Recommendation:

It is recommended that: the Board approve the revised salary levels for lifeguards.

Background:

Under the terms of agreement with the City of Toronto, the Toronto Police Service was required to provide continuing lifeguard services at designated beaches in the Toronto area on a cost recovery basis. This agreement was up to the year 2000 only as the City was to undertake a study to determine the future of the program. The City of Toronto has now confirmed to the Chief Administrative Officer – Policing that the program including the budget will be managed by the Toronto Police Service beginning 2001.

The Service in the past has always matched the City rates for lifeguards. The City has increased its rates for 2001 by 7.5%. It is therefore requested that the Board increase the salary rates for lifeguards and head lifeguards as follows:

	<u>Hourly rate</u>	
	<u>Old</u>	<u>Recommended</u>
Lifeguard	\$ 10.00 (no shift bonus)	\$ 10.75 (no shift bonus)
Head Lifeguard	\$ 11.44 (no shift bonus)	\$ 12.30 (no shift bonus)

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

**William Gibson, Director of Human Resources, was in attendance and responded to questions by the Board about this report.**

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE MEETING  
OF THE TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2001**

**#P85            APPOINTMENT OF SPECIAL CONSTABLES FOR THE UNIVERSITY  
                  OF TORONTO**

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

Subject:        APPOINTMENT OF SPECIAL CONSTABLES FOR THE UNIVERSITY OF  
                  TORONTO.

Recommendation:

It is recommended that: the Board approve the appointment of the following, as Special Constables for the University of Toronto.

Ms. Veronica Louise Amodeo    Mr. Peter Armando Franchi  
Mr. Daniel Marshall Hutt        Mr. Steven Ronald Oliver  
Mr. Alan Lau Truong

Background:

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

The appointment of employees from the University of Toronto as Special Constables is subject to the limitations set out in the agreement between the Board and the Governing Council of the University of Toronto (Board Minute 571/94 refers).

Background investigations by the Employment Unit have been successfully conducted on the above mentioned individuals. The University of Toronto staff has conducted character and reference checks. It is hereby recommended that Ms. Amodeo, Mr. Franchi, Mr. Hutt Mr. Oliver and Mr. Truong be appointed as Special Constables.

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

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE MEETING  
OF THE TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2001**

**#P86            ATTENDANCE AT THE POLICE LEADERSHIP PROGRAM,  
UNIVERSITY OF TORONTO**

The Board was in receipt of the following report JANUARY 29, 2001 from Julian Fantino, Chief of Police:

Subject:            POLICE LEADERSHIP PROGRAM

Recommendation:

It is recommended that: the Board approve the attendance of up to six (6) Staff Superintendents at the Police Leadership Program, Rotman School of Management at a cost not to exceed \$108,000.

Background:

The Service is in receipt of the attached correspondence (December 15, 2000) from the Ontario Association of Chiefs of Police inviting the participation of our organization in the Police Leadership Program that has been developed jointly by the OACP and the Rotman School of Management.

The Rotman School of Management is an internationally recognized business school which, together with the OACP, has designed this course to reinforce fundamental concepts, build on the participants' law enforcement experience, and develop competency based executive-level skills. This training meets the Adequacy Standards regulation for the training and development of police leaders, and has been endorsed by the Ontario Association of Police Service Boards and the Ministry of the Solicitor General. The cost is \$18,000 per candidate (all inclusive) for a four week session; the first of which is scheduled to commence on April 23, 2001. Two other sessions are also planned for this year.

Given the re-institution of the Staff Superintendent rank, and the major reorganization that the Service is currently undergoing, I believe it is both timely and urgent that we take advantage of this executive development opportunity. Accordingly, I am requesting the approval of the Board for the attendance of up to six (6) Staff Superintendents at this course. Selection of the candidates will include a review of their career experiences, academic achievements, and demonstrated leadership skills and potential.

The Chief Administrative Officer – Policing has confirmed that funds are available in the budget for this purpose, and I request the support of the Board to make this important investment in the future of our organization.

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

**The Board approved the foregoing.**



## ONTARIO ASSOCIATION OF CHIEFS OF POLICE

P.O. Box 195, SAULT STE. MARIE, ONTARIO P6A 6L6  
TEL: (705) 946-6289 - FAX: (705) 945-2953  
[www.oacp.on.ca](http://www.oacp.on.ca)

December 15, 2000

### MEMORANDUM TO:

Chief Julian Fantino AL3  
Toronto Police Service  
40 College Street  
Toronto, Ontario M5G 2J3

FROM: Chief Bruce J. Davis, President

RE: Executive Training Agreement Signed/ First Course Date Announced

As advised in the recently distributed News Release, the Ontario Association of Chiefs of Police is pleased announce the signing of a Memorandum of Agreement with the Joseph L. Rotman School of Management, University of Toronto, to deliver a new executive training program for leadership development. This MBA-style executive training called the *Police Leadership Program*, is specifically designed to give experienced law enforcement professionals the unique management skills required to successfully lead a police service in today's environment of social and political change. Each of the courses is designed to reinforce fundamental concepts, build on the participant's law enforcement experience and develop competency based executive-level skills.

This Police Leadership Training Program is the only Canadian option that provides future police leaders with the skills, knowledge and attitude necessary to meet future challenges. It is viewed as an integral part of meeting adequacy standards/regulations for the training and development of police leaders. The Ontario Association of Police Service Boards, as well as the Ministry of the Solicitor General have endorsed this program; Boards will be receiving a package for their information. The Ministry is in the process of reviewing a grant program, details of which will be passed along to you upon approval.

An initial series of three sessions is planned for 2001; the first session is scheduled for April 23<sup>rd</sup> 2001 and is limited to 50 candidates. Attached is a self-explanatory information package, which includes an application form. We encourage early submissions for candidates so the Program Admissions Committee can commence their work in late January 2001.

Special thanks and well deserved recognition to Ron Bain, Deputy Chief, Peel Regional Police and his Training/Executive Development Committee, for their leadership and persistence over the past several years in bringing this program to fruition. My best wishes for a Merry Christmas and happy, prosperous New Year to all Chiefs, Police Leaders and their families.

BJD

c. All Chiefs  
Commissioner, Deputy Commissioners, OPP

# Police Leadership Program

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A partner program of:  
**Ontario Association of  
Chiefs of Police (OACP)**



and

**The Rotman School of Management,  
University of Toronto**

***Rotman***

## Program Overview

The **Police Leadership Program** is specially designed, in partnership with the OACP, to train and develop the future leaders in police services in Ontario. This intensive residential program provides experienced individuals with opportunities to learn the unique management skills required for leading a police service successfully in today's environment of social and political change.

This program is for individuals who are nominated by their commanding officers and identified as having the potential to advance toward a command position. The complexities of this leadership role are substantially different from the skills that police officers gain as they work through the ranks of police specialties and operational management.

Many aspects of social competence and knowing how to deal effectively with civilian leadership require different sets of skills than those developed as a member of most uniformed forces. The **Police Leadership Program** provides a structured learning experience to accelerate the development of important executive level skills among future leaders in Ontario's police services.

## Competency-based executive development announced for tomorrow's police leaders

### Objectives

To ensure that the province of Ontario continues to benefit from the service, protection and leadership provided by experienced, highly-trained officers who can succeed at executive level roles, the Ontario Association of Chiefs of Police (OACP), has set the following long-term objectives:

1. Encourage people to develop themselves so they will provide effective leadership to Ontario's police services, now and in the future.
2. Ensure police leaders have the necessary attitudes, skills and knowledge to facilitate the service's mission and goals with maximum concern for public safety and quality service.
3. Ensure a rapid and effective transition to new technologies and organizational structure that assures communities in Ontario are supported and protected by a modern and effective police service.
4. Develop leaders who meet the present and future leadership challenges and ensure effective transition to new leadership in the future.

### Competencies

To achieve these objectives, the OACP developed an *Executive Competency Model*, which identifies the following competencies needed for current and future police executives:

**Leadership** is the ability to influence others to accomplish organizational goals. This includes the ability to think strategically and create a clear, compelling and inspiring vision of the organization's core purpose.

**Communication** is the ability to exchange thoughts, emotions, or attitudes between individuals or throughout an organization in a manner that promotes a high degree of understanding.

continued



## THE POLICE LEADERSHIP PROGRAM

**Rotman**

**Human Resources Management** relates to the ability to create a flexible organizational structure that fits with the operational environment, and to develop, maintain and manage effective HR systems such as: training systems, career development programs, performance evaluation and promotion systems. This includes the ability to establish and classify jobs, administer compensation/benefits, select, develop, supervise, and evaluate staff in a manner consistent with labour law and best practices.

**Police Service Delivery** is the ability to manage the delivery of adequate and effective police service to the community in a manner consistent with the principles set out in the Police Services Act.

**Community Knowledge** is having the appropriate knowledge of the people and territory served by the police force and the impact of each on police service delivery.

**Infrastructure and Financial Management** encompasses the allocation and use of resources in the execution of policies, objectives and priorities established by the police governance bodies (e.g. police boards). This includes accounting for the expenditure of funds, the procuring of goods and services, acquisition and maintenance of property and capital equipment required for the operation of the police service.

**Political Astuteness** is the ability to understand and manage relationships with police oversight agencies, interest groups, and other branches of government. This includes the ability to influence and respond appropriately to key decision-makers and predict how changing events and situations will affect all stakeholders.

The following OACP members worked on the steering committee for developing the Police Leadership Program:

**Deputy Chief R. Bain**, Chair OACP  
Training Committee

**Chief Bruce Davis**, South Simcoe  
Police and President, OACP

**Noreen Alleyne**, Director, Ontario  
Police College

**Deputy Chief M. Boyd**, Toronto  
Police Service

**Chief R. Middaugh**, York Police Service

**Chief G. Berrigan**, North Bay Police Service

**Chief P. Hamelin**, Midland Police Service

**Deputy Chief Gary Crowell**, Halton  
Regional Police

**Deputy Commissioner W. Currie**,  
Ontario Provincial Police

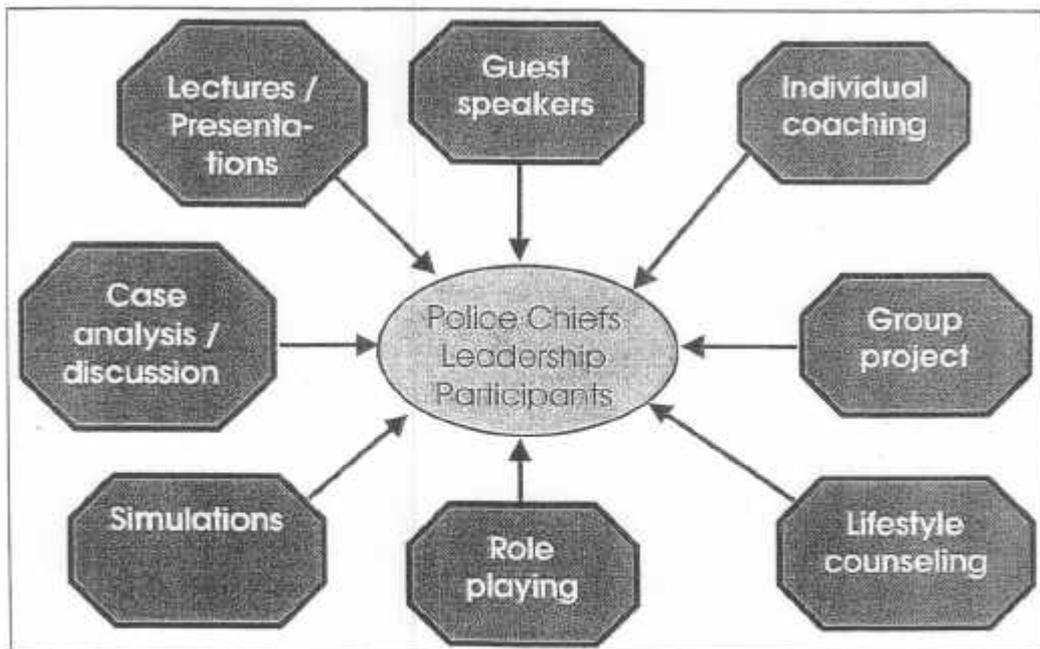
**Doug Colling**, President, DHR Canada



## The Learning Model

Courses are designed to reinforce fundamental concepts and to instruct program participants in competency-based executive-level skills. Program instruction is based on the effective team-based learning philosophy that is the hallmark of executive programs delivered by the Rotman School of Management.

Courses combine in-class instruction, peer-based learning, simulations and role-playing, team projects and individual assignments. The program also includes a series of guest speakers representing the sectors of enforcement, government and the general public.



**THE POLICE  
LEADERSHIP PROGRAM**

**Rotman**

## Participant Profile: How to qualify

The Police Leadership Program is for experienced police officers with a record of high achievement who seek to advance to the executive levels of police command and management.

Program participants will typically have 10 years experience with a police service. During that period, they will have demonstrated the ability to take on increasing responsibilities and show they have the potential and desire to move into a commanding position.

Participants are nominated by their Chief or Commissioner and sponsored by their department. The OACP Admissions Committee will oversee final participant selection. A Nomination and Reference Form is included with this information package. For more information on the Program, please contact:

Police Leadership Program,  
Rotman School of Management  
University of Toronto,  
105 St. George Street,  
Toronto, Ontario M5S 3E6

**Phone:** (416) 978-4441

**Fax:** (416) 971-2866

**E-Mail:** [execed@rotman.utoronto.ca](mailto:execed@rotman.utoronto.ca)



## THE POLICE LEADERSHIP PROGRAM

**Rotman**

### The Rotman School of Management

As one of the world's top-tier business schools, the Joseph L. Rotman School of Management at the University of Toronto provides education programs and leading-edge research in all disciplines of management. The school is led by its Dean, Roger Martin, who is a leading corporate strategist and is widely quoted in the Canadian media.

The Rotman School offers a series of MBA programs, including the prestigious Executive MBA and Global Executive MBA, which are recognized worldwide. Professional and customized executive programs available through the school are designed and delivered by Rotman's well-known faculty, in partnership with leading organizations and corporate clients, including Harvard University, Air Canada and institutions in Europe, Asia and South America.

The School is located on the downtown campus of the University of Toronto, near the heart of Canada's business district.

#### **Joe D'Cruz, Academic Director, Police Leadership Program**

Joe D'Cruz is widely regarded as one of Canada's leading experts on international competitiveness and lectures frequently on this issue and related strategic globalization themes at executive programs in Europe, Asia and the U.S. In addition to his work at the Rotman School as Professor of Strategic Management for the Executive MBA program, D'Cruz is Director of the Global Executive MBA program.

He consults widely with multinational corporations in the areas of global strategy and international operations. D'Cruz earned a Doctorate in Business Administration at Harvard Business School and has advised the federal government on enhancing the international competitiveness of Canadian industry. His current research focus is on changes in the competitive environment of global industries.

#### **Contact Information**

For more information on the Police Leadership Program, contact the Rotman School by phone, (416) 978-4441; fax, (416) 971-2866; or e-mail, [execed@rotman.utoronto.ca](mailto:execed@rotman.utoronto.ca)



## THE POLICE LEADERSHIP PROGRAM

**Rotman**

Program Information

page 1/2

### Applications

Applicants to the Police Leadership Program must submit a Nomination and Reference Form signed by their Nominating Authority, a Curriculum Vitae and a deposit cheque of \$500 (payable to the Rotman School of Management). Applicants are strongly encouraged to submit their completed applications as early as possible, as they will be evaluated on a continuous basis in the order of their receipt. Class size is limited. Once the class is filled, names of eligible candidates will be put on a waiting list for the next available space or class.

### Program Dates

**Registration Deadline:** Fri. March 9, 2001

**Check-in date at program residence:** Sun. April 22, 2001

**Classes Begin:** Mon. April 23, 2001

**Classes End:** Sat. May 19, 2001

### Computer Requirements

All participants are required to bring a laptop/portable computer equipped to run current applications of Microsoft Office (Word, Excel, PowerPoint) and with connectivity to the Internet. Some training tutorials have been incorporated into the Program.

### Curriculum and Schedule

Classes are held six days a week during a four-week period. The days include classroom instruction, team-based learning and projects, self-directed assignments and presentations and dialogue with representatives from the enforcement, government and public sectors.

The daily program begins at 8:00 am and typically ends with an evening presentation. During each course day, time is allocated for individual and group review. The four-week program is organized into four modules:

**Week 1** - Learning How To Learn

**Week 2** - External Stakeholders

**Week 3** - Strategic Thinking

**Week 4** - Personal Leadership

The full program schedule is included. Some program details and logistics are in the final confirmation stages and may be modified.



**THE POLICE  
LEADERSHIP PROGRAM**

**Rotman**

Program Information

page 2/2

**Location**

Rotman School of Management, 105 St. George Street, Toronto, Ontario

**Program Fees**

The cost of the Program is \$18,000. The Program Fee includes all course material, meals, and accommodation (not including incidentals).

All cheques should be made payable to the Rotman School of Management. A \$500 deposit is required at the time of application. If accepted, the balance of \$17,500 is payable by March 16, 2001.



**THIS IS AN EXTRACT FROM THE MINUTES OF THE MEETING  
OF THE TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2001**

**#P87            SCHOOL CROSSING GUARD REMOVAL:  
                  ROYAL YORK RD. & ALLANHURST DR.**

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

Subject:        SCHOOL CROSSING GUARD REMOVAL

Recommendation:

It is recommended that: the Board approve the removal of the school crossing guard at the intersection of Royal York Road and Allanhurst Drive.

Background:

Traffic studies conducted at the intersection of Royal York Road and Allanhurst Drive indicate that a school crossing guard is no longer required.

Reason for Evaluation:

To establish the feasibility of removal of an adult school crossing guard.

School Location:

Leonardo Da Vinci Academy of Arts and Sciences is located at 100 Allanhurst Drive, and is located approximately  $\frac{3}{4}$  kilometres from the intersection of Royal York Road and Allanhurst Drive.

Description of Area:

Royal York Road and Allanhurst Drive is a residential area and it is a 4 way-intersection, controlled by a stop sign for Allanhurst Drive, and a Pedestrian Crossover is situated across south leg of the intersection.

Royal York Road is 4 lanes wide roadway, with 2 lanes travelling north and 2 lanes travelling south with a posted speed limit of 50 km/h.

Allanhurst Drive is 2 lanes wide roadway, with 1 lane travelling east and 1 lane travelling west with stop signs at Royal York Road with a posted speed limit of 50 km/h.

Basis for Recommendation:

The removal of the school crossing guard is warranted for the following reason:

CRITERIA ITEMS	RESULTS
	(Based on a three days site evaluation during school crossing times)
• volume of children crossing	• during the three day site evaluation no elementary school children had crossed
• high accident location	• during the past 24 months no accidents have occurred

Conclusion:

During the evaluation no elementary students crossed at this location. The majority of students who attend this school are provided with bus transportation, or driven by parents.

Councillor Gloria Lindsey Luby has been advised and concurred of the pending removal.

Deputy Chief Michael J. Boyd, Policing Support Command will be in attendance at the Board Meeting, to answer any questions, if required.

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE MEETING  
OF THE TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2001**

**#P88                   REQUEST FOR FUNDS:  
                          FIFTH ANNUAL CHIEF OF POLICE DINNER**

The Board was in receipt of the following report FEBRUARY 02, 2001 from Julian Fantino, Chief of Police:

Subject:           FIFTH ANNUAL CHIEF'S OF POLICE DINNER

Recommendation:

It is recommended that:

- (1) the Board approve the purchase of two tables of tickets for a total cost of \$5,000.00, and that funding be made available from the Board's Special Fund; and
- (2) the Board authorize the Chairman to distribute the tickets to Board Members, Command Officer and Board Staff that may be interested in attending this dinner.

Background:

In 1995, the Board approved the establishment of an annual Chief's of Police Dinner as a fund-raising initiative to provide financial assistance to various community-based policing and victims programs.

In 1996, the Board of Directors of Toronto and Regional Crime Stoppers undertook the responsibility of establishing an annual fund-raising event in the form of a Chief's Dinner. The event was named "The Inaugural Chief's Dinner."

The Third Annual Chief's Dinner was held at the Metropolitan Toronto Convention Centre on Thursday, May 6, 1999. Net proceeds of \$90,000.00 were raised, and retained by Crime Stoppers. A donation of \$27,000 was presented to ProAction, \$9,000 to Victim Services and \$9,000 to EarlsCourt Family and Childcare Centre.

In response to the Board's original concerns, this event required no funding from the Service or the Board. Crime Stoppers handled the entire affair, including issuing of the tax receipts.

In order to raise the profile of this event for 2001, Toronto and Regional Crime Stoppers have engaged the services of Base Management, a company that specializes in professional event planning. Through their expertise, Corporate Sponsors will be better identified and ticket sales increased.

This year, the Fifth Annual Chief's of Police Dinner is to be held on Thursday, May 17, 2001 at the Metropolitan Toronto Convention Centre (new section, south end). Tickets are available at \$250.00 each or \$2,500.00 for a table of ten.

Proceeds from the event will go to the Toronto and Regional Crime Stoppers and suitable donations be made to Victim Services and ProAction, an organization that promotes Cops Helping Kids.

The annual Chief's Dinner has become an excellent way to promote the Toronto Police Service with the community it serves, as well as, a successful vehicle to raise funds for programs that contribute to a safer community.

Deputy Chief Michael Boyd of Policing Support Command will be in attendance to answer any questions that may arise.

**The Board approved the following Motion:**

**THAT the Board receive the Chief's report and, consistent with its policy regarding the purchase of tickets, approve the purchase of individual tickets for Board members, Board staff and other guests, to a maximum of 20 tickets, at a cost of \$250.00 each, rather than a predetermined number of tickets**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE MEETING  
OF THE TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2001**

**#P89                   REQUEST FOR FUNDS:  
                          19th ANNUAL TORONTO POLICE CHILDREN'S GAMES**

The Board was in receipt of the following report FEBRUARY 21, 2001 from Julian Fantino, Chief of Police:

Subject:           19TH ANNUAL TORONTO POLICE CHILDREN'S GAMES

Recommendation:

It is recommended that: the Board approve an expenditure of \$4000.00 from the Special Fund towards the cost of hosting the Children's Games at Variety Village.

Background:

On Saturday May 12<sup>th</sup>, 2001, the 19<sup>th</sup> Annual Toronto Police Children's Games (formerly the Disabled Children's Games and the Games for Children with Special Needs) will be held at Variety Village in Scarborough.

The organizing committee respectfully requests the Board's assistance in hosting the Games. Each year, more than 200 young athletes from across Southern Ontario compete in this event. The children, who possess a variety of skills and abilities, compete on teams in the true spirit of sport.

The committee would like to purchase special commemorative gifts for the children on behalf of the Board. The gifts will be presented to each child and will cost approximately \$20.00 each.

The Chair and other members of the Board have been in attendance at past Games, and again, Board Members are encouraged to attend to lend their support and commitment to this very worthwhile cause. You only have to see the joy on the faces of these children to know how worthwhile this event is.

Each year, over 100 members of the Service volunteer their time and energy to ensure the Games are successful and the children have fun.

This request has been reviewed and meets the criteria as laid out in the Board's Special Fund Policy Item 2(d).

It is therefore recommended that the Board approve expenditure in the amount of \$4,000.00 from the Special Fund toward the cost of hosting the 19<sup>th</sup> Annual Toronto Police Children's Games.

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

**The Board approved the following Motion:**

**THAT the recommendation be approved subject to the Chairman making the determination that sufficient funds are available in the Special Fund.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE MEETING  
OF THE TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2001**

**#P90                   REQUEST FOR FUNDS: CAMP JUMOKE - 2001**

The Board was in receipt of the following report FEBRUARY 19, 2001 from Julian Fantino, Chief of Police:

Subject:           REQUEST FOR FUNDS: CAMP JUMOKE - 2001

Recommendation:

It is recommended that:

- (1) the Board approve an exception to its policy governing the Special Fund by agreeing to consider the request noted in Recommendation No. 2.
- (2) The Board approve an expenditure of \$1,800.00 from the Special Fund for the sponsorship of (2) children with sickle cell anemia to attend Camp Jumoke.

Background:

In 1995 the Association of Black Health Care Professionals and the Sickle Cell Association of Ontario joined together to develop a summer camp for children suffering from sickle cell anemia. Sickle Cell Anemia is a hereditary disorder which afflicts people of African heritage.

Camp Jumoke is Canada's first and only camp for children living with sickle cell anemia. Since 1994, Camp Jumoke has sent over 250 children to camp. Each successful year creates a greater demand for camp space. Camp Jumoke does not receive any government assistance.

Children attending Camp Jumoke are taught life skills that will help them along the way to adulthood. This achievement is a direct benefit to the community.

Superintendent Keith Forde, Unit Commander of Community Policing Support Unit, is currently involved in fund raising activities to support those families who would not otherwise be able to fully finance the cost of sending a child to Camp Jumoke.

In a letter to other members of the Service (see attached) Superintendent Forde encourages members to volunteer in activities to bridge the gap that exist between the police and the Black Community, and help to foster a more positive relationship.

Camp Jumoke is an organization committed to helping young people with Sickle Cell Anemia. This year the camp is scheduled to take place from August 6<sup>th</sup> through the 19<sup>th</sup> at Lake Couchiching located near Orillia, Ontario.

The registration cost for each child to attend the two-week camp is \$900.00.

*Criteria -Special Fund:*

This request has been reviewed and it has been determined that it is not consistent with the policy governing expenditures from the Board's Special Fund (Board Minute #156/00 refers).

However, this request does involve members of the Toronto Police Service and community participation, and therefore it is worthy for consideration by the Board.

Therefore, it is recommended that, the Board approve an exception to its policy governing the Special Fund by agreeing to consider the request noted in Recommendation No. 2, and; the Board approve an expenditure of \$1,800.00 from the Special Fund for the sponsorship of (2) children with sickle cell anemia to attend Camp Jumoke.

Deputy Chief Michael Boyd of Policing Support Command will be in attendance to answer any questions that may arise.

**Given that the foregoing request was not consistent with the Board's criteria for Special Fund expenditures, the Board agreed not to make an exception to its policy and did not approve the recommendations. The Board received the foregoing report.**

**CAMP JUMOKE**  
**FOR SICKLE CELL CHILDREN**

TO:

FROM: Superintendent Keith Forde – Community Policing Support Unit

This correspondence is intended to reach out to all members (especially the Black members in our Service) to participate in this year's fund raising event.

**WHAT IS CAMP JUMOKE**

Camp Jumoke is Canada's first and only camp for children living with sickle cell anaemia. Since 1994, Camp Jumoke has sent nearly 200 children to camp. Each successful year creates a greater demand for camp space. Camp Jumoke does not receive any government support. Each summer, for two weeks, Camp Jumoke provides an organised camping experience that these children would not otherwise receive.

The camp is held at Camp Couchiching near Orillia, Ontario.

Due to the nature of the disease and the inherent risk to the children, Camp Jumoke provides on-site physicians and nurses to supplement Camp Couchiching's regular medical staff.

**WHAT IS SICKLE CELL ANAEMIA**

Sickle Cell Anaemia is an inherited, chronic blood disorder in which there is a defect in the oxygen carrying component of the red blood cells-haemoglobin-leading to the malformation of the blood cells and severe anaemia. The hallmark of this disease is severe pain.

**OUR GOAL**

- (1) DONATIONS: I am depending on your kind and generous support, by getting as many sponsors as possible. With your invaluable outreach this could be a very successful endeavour.
- (2) WALK-A-THON: is scheduled for Sunday June 2, 2001, commencing at 10:00 a.m. at Nathan Phillips Square. Enclosed with this correspondence is a sponsor sheet. Please call me at 8-7084 and let me know if you are available to volunteer your services on the day of the walk so that I can contact your Unit Commander prior to the event. I am looking for officers in uniform to participate in the walk.

**WHAT YOUR SUPPORT MEANS:**

I see your support in this community event as having symbiotic benefit.

It gives children suffering from Sickle Cell Anaemia, who could not otherwise afford to attend this specialised camp; an opportunity to feel accommodated in a special way. It also exposes them to other children with this disease and helps them to adjust to every-day living and to be more productive and useful citizens.

For us as members it is a great opportunity to express in a visible and tangible way to the youths, and the community at large, how much we care. This gesture will help to foster a more positive relationship between the police and the community.

Thanks for your support and I look forward to hearing from you.

Keith Forde

**THIS IS AN EXTRACT FROM THE MINUTES OF THE MEETING  
OF THE TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2001**

**#P91           STATUS OF THE IMPLEMENTATION OF "CIPS" ENHANCEMENTS  
RELATED TO GATHERING OF STATISTICS**

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

Subject:       GATHERING OF STATISTICS IN RELATION TO COMPLETE SEARCH

Recommendation:

It is recommended that: the Board receive this report.

Background:

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

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

CIPS is the computerized case preparation system used by the Service to record all arrest information and had been identified as the best available medium for collecting data relating to strip searches (now called complete search).

Information Technology Services (ITS) advises that CIPS will be incorporated into ‘eCOPS’ (Enterprise Case Occurrence Processing System). ECOPS is targeted for rollout in the fourth quarter of 2001 and will take approximately six months to complete. Therefore the collection of complete search data is targeted to begin during the end of the 2<sup>nd</sup> Quarter, 2002.

As an interim measure, pending the deployment of eCOPS, a complete search template has been added to the CIPS application. This template allows the Service to collect complete search statistics. ITS will now take the lead in providing follow up Board reports for June, 2001 and any subsequent reports, until the successful implementation and rollout of eCOPS.

It is recommended that the Board receive this status report. Mr. Frank Chen, CAO-Policing, Corporate Support Command, will be in attendance to answer questions from Board members.

**The Board received the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE MEETING  
OF THE TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2001**

**#P92            INTEGRATED FIRE AND POLICE RADIO COMMUNICATIONS  
                  SYSTEM - SEMI ANNUAL STATUS REPORT**

The Board was in receipt of the following report FEBRUARY 19, 2001 from Julian Fantino, Chief of Police:

Subject:        INTEGRATED FIRE AND POLICE RADIO COMMUNICATIONS SYSTEM  
                  SIX MONTH STATUS REPORT

Recommendation:

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

Background:

The City Audit Committee, at their May 25, 1999 meeting, requested that the Commissioner of Works and Emergency Services report to the Policy and Finance Committee and the Budget Advisory Committee every six months on the status of the Integrated Fire and Police Radio Communications System.

The attached report on the progress of the Integrated Fire and Police Radio Communications System is submitted for the information of Board members.

Deputy Chief Steven Reesor, Policing Operations Command, will be in attendance to answer questions that the Board members may have.

**The Board received the foregoing.**

 **TORONTO** STAFF REPORT

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January 19, 2001

To: Policy and Finance Committee

From: Barry H. Gutteridge, Commissioner, Works and Emergency Services  
Fire Chief Alan F. Speed  
Police Chief Julian Fantino

Subject: Integrated Fire and Police Radio Communications System  
Six Month Status Report

Purpose:

To provide the fourth semi-annual status report on the Integrated Fire and Police Radio Communications System as directed by the Audit Committee at its meeting on May 25, 1999. The first three status reports were tabled in June 1999, December 1999 and July 2000.

Funding Sources, Financial Implications and Impact Statement:

The Integrated Fire and Police Radio Communications System was approved by Council at a cost not to exceed \$34.5 Million. Funding for this project of \$29.2 Million and \$5.3 Million was included in the approved capital budgets of the Fire Service and Police Service, respectively. There are no funding implications associated with the presentation of this report.

Recommendations:

It is recommended that this report be received and forwarded to Community Services Committee for information.

Council Reference & Background:

At its meeting on May 25, 1999, the Audit Committee requested that the Commissioner, Works and Emergency Services report to the Policy and Finance Committee and Budget Committee every six months starting June 30, 1999 on the status of the Integrated Fire and Police Radio Communications System. These progress reports are to include information on changes to the final contract price for the system, scheduled completion date, progress of implementation,

meeting of prescribed milestones and payments to Motorola Canada Inc., as well as any problems or delays encountered or anticipated.

Since the last status report the Radio Communications System Steering Committee has met three times on September 5<sup>th</sup>, November 8<sup>th</sup>, 2000 and January 11, 2001. The Steering Committee's purpose is to provide executive leadership throughout all stages of the project and is Co-Chaired by Rick Simpson, Toronto Fire Services and Steven Reesor, Toronto Police Service. Other staff on the Committee are John Lock, Toronto Ambulance Service and Tom Denes Works and Emergency Services. Tony Veneziano, representing the City Audit Department, attends all steering committee meetings in an advisory capacity and to ensure any financial or other issues are appropriately addressed.

Comments:

In December 1998, a contract was signed with Motorola Canada Inc., the supplier of the Fire/Police integrated radio communications system, at a cost up to \$34.5 Million including taxes. We are aware that some items are eligible for a partial GST rebate but have based our reporting with all taxes included. In accordance with the contract, an initial payment of \$2.7 Million was made upon contract signing and a final payment of \$2.7 Million will be made at the end of the radio communications project following final acceptance of the system. A payment schedule, based on various prescribed milestones, forms the basis of future payments to Motorola.

Following the completion of the critical design review in August of 1999 and prior to factory acceptance in November, 1999 a revised equipment list and revised Motorola base price of \$27,472,148.75 was established. The balance of the monies for this project are required for site development; the Fault Management system; the In Building & Subway/Path coverage; project staffing costs and equipment plus the possible addition of more radio sites once coverage testing and analysis is complete. The remaining requirements referenced above will not necessarily be fully contracted through Motorola. Where appropriate, some of the requirements, that originally formed part of the contract, will be contracted outside of the Motorola contract, thereby eliminating the Motorola mark-up and resulting in savings of up to 30 percent.

When the Integrated System requirements were set in the fall of 1998, certain decisions and assumptions were made as to the type and quantity of field units Fire would require. Clearly all of the UHF equipment in use in the former city of Toronto would have to be replaced because of frequency incompatibility and age of the devices. On the advise of KVA, the consulting firm hired to review radio options, and Motorola of their suitability, it was decided to retain the field units in the other areas for use in the new system and purchase 236 XTS 3000 Type 1 portables. In early 1999, it became apparent that the existing portable radios were in fact not operationally compatible for the way the radio system is being configured and needed to be upgraded. The system would be implemented in a four-zone design and as such required a minimum number of talk-groups per zone (an operational requirement). This requirement surpassed the capacity of the existing MTS radios. Of the 410 suppression portables required, we have already purchased and deployed the 236 upgraded XTS 3000 portables (Type 2) in the original contract as well as 75 units as replacements for a mobile radio quantity adjustment. It is now necessary to procure

the remaining 99 portables at a cost of \$473,000.00 plus taxes. Our projection show that the purchase of this required equipment will be within the allotted budget and the Steering Committee has directed us to proceed with the procurement.

In a similar manner, the assumptions made by Police regarding the suitability for use of portable radios used by the court officers inside the various court buildings had to be revised to reflect the final utilisation of all available Police conventional radio frequencies in the radio infrastructure. The court officers were, originally expected to use the portable radios in simplex mode, utilizing one half of a conventional radio channel. As the projected Police radio traffic necessitated, in the final design, the use of all conventional radio frequencies in a trunked system, 79 portable radios will have to be procured at an additional cost. This purchase is expected to be possible within the allotted budget and the Steering Committee has directed Police to proceed, at this time, with the partial procurement of court officers portable radios to a maximum of \$250,000.00. The remaining radios will be procured when the Steering Committee has the assurance they can be accommodated within the budget.

Phase one of the project is the implementation of the radio communications system in the Central Zone. Toronto Fire Services will upgrade and combine the previous municipalities of Toronto, York and East York to an 800 MHz radio communications system and consolidate three existing communications centres into the new Fire communications centre at 4330 Dufferin Street. Toronto Police Services will convert District 2 and District 5 to 800 MHz trunking systems. The result of a technical radio coverage analysis for the central zone identified a possible reduction of the number of sites required to provide adequate coverage. The final number of sites and subsequent savings will be verified during radio coverage testing after system installation.

Phase two of the implementation of the radio communications system establishes a North, West and East Zone and networks the four zones together. Toronto Fire Services will upgrade the existing systems in North York, Etobicoke and Scarborough and consolidate the remaining three communications centres into the new main Fire communications centre at 4330 Dufferin Street. Toronto Police Services will convert District 1, 3 and 4 to the 800 MHz trunking system.

Since the last report project working teams utilizing both Fire and Police personnel were involved in specific tasks that included:

- The successful implementation of the first phase of the new radio system. Police cutover on November 25<sup>th</sup>, followed by Fire cutover on November 29<sup>th</sup>;
- Implementation of the new Fire Station alerting system to the first 35 halls;
- Completion and operation of the Fire backup dispatch centre at 703 Don Mills Rd and the amalgamation of the former cities of Toronto, York and East York dispatch centres into one.
- Completion of the four tower site upgrades in the south sector to accept the new equipment and antenna systems;
- Systems Acceptance and Implementation management;
- Audio quality testing and acceptance of new system;
- Coverage testing and analysis of new system;
- Final relocation and installation of Master Site at 4330 Dufferin;

- Installation of 9 of the 16 Fire Vehicular Repeater subsystems;
- Ongoing facilities work on the new building at 4330 Dufferin which will house the main Fire dispatch and Police backup dispatch centres.
- Provisional Acceptance of Phase one

Critical design for Phase one was completed and signed off on August 5, 1999. Factory Acceptance was granted on November 12<sup>th</sup>, 1999, and a \$6,623,594.63 payment, which represents 30% of the revised Motorola base price, was made. Phase two factory testing was conducted in June 2000 and acceptance was granted on June 15<sup>th</sup>, 2000. A \$11,039,324.38 payment representing 50% of the revised Motorola price was made. Provisional Acceptance of Phase one was granted on November 30<sup>th</sup> 2000. A further 10% payment of \$2,207,864.84 was authorized. A 10% payment will be made following provisional acceptance of Phase two in October 2001. Provisional acceptance is given after the successful transition and acceptance of the majority of users to the system and the general day to day operation of the same.

Our last status report forecasted the cutover of phase one with Fire dispatching from the backup dispatch location at 703 Don Mills Rd for November 26, 2000. Although Police went live on November 25<sup>th</sup>, Fire was delayed a few days because of station alerting problems to the 29<sup>th</sup> of November. The transition to the new voice system was a success and has been very well received to date. The station alerting sub-system is a new and a unique design and has presented a host of "teething" problems which has challenged Motorola and Fire technical staff since cut over but the issues are being resolved and there have been no related major incidents.

Completion of the main Fire Dispatch centre at 4330 Dufferin Street is scheduled for the end of January 2001. Room readiness will allow us to install 16 Console Operator positions and then prepare to move Fire dispatchers from the backup centre to this new and final location. The move will be in conjunction with the north sector going operational and is scheduled for April 25<sup>th</sup>, 2001. The west sector (3 sites) will be developed and made operational by July 1<sup>st</sup>, 2001. East sector (5 sites) will be developed and made operational by October 1<sup>st</sup>, 2001. Final acceptance of system is still scheduled for December 2001.

Appended to this report is a chart that illustrates the progress of the project up to this time and the projected schedule.

#### Conclusions:

We are forecasting that there will be no changes to the final project cost for the radio communications system. Possible savings due to optimization of system performance will allow us to strive to achieve the best cost performance ratio. Implementation and operation of phase one was successful in November 2000 and the phase two completion date is still scheduled for October 2001 as we had predicted in our last report. The "Critical Design Review" milestone, the phase one "Factory Acceptance Milestone" and the phase two "Factory Acceptance Milestone" as well as phase one "Provisional Acceptance Milestone" have all been completed.

Contact Names:

Rick Simpson, Deputy Fire Chief, Staff Services and Communications	(416) 397-4308
Steven Reesor, Deputy Chief, Toronto Police Service	(416) 808-8001
Mark Thompson, Manager, Fire Radio Communications Services	(416) 397-4389
Dan Pearlstein, Manager, Police Wireless Networks	(416) 808-6905



Alan Speed  
Fire Chief, Fire Services



Barry H. Gutteridge  
Commissioner, Works and Emergency Services



Julian Fantino  
Police Chief

**INTEGRATED RADIO COMMUNICATIONS PROJECT  
SCHEDULE SUMMARY**

January 2001

<b>Phase 1: Central Sector</b>	<b>Contract</b>	<b>Actual/Projected</b>
Contract Signing	12/30/98	12/30/98
Factory Acceptance Phase 1	08/27/99	11/10/99
703 Don Mills Rd. Fire Backup Centre Installed		07/04/00
Provisional Acceptance Phase 1 (Fixed Equipment)	12/30/99	11/30/00
Dispatch Centre Training (Begins)		09/05/00
Master Site Final Installation		11/19/00
Fire & Police Phase 1, South sector Operational		11/26/00
<b>Phase 2: North, West &amp; East Sectors</b>		
Factory Acceptance Phase 2	10/05/00	06/15/00
Main Dispatch Centre Ready at 4330 Dufferin		03/01/01
Provisional Acceptance of North		04/25/01
Provisional Acceptance of West		07/01/01
Provisional Acceptance of East		10/01/01
Provisional System Acceptance	03/14/01	10/02/01
System Final Acceptance	06/30/01	12/21/01

**THIS IS AN EXTRACT FROM THE MINUTES OF THE MEETING  
OF THE TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2001**

**#P93                    CITY OF TORONTO CORPORATE IDENTITY PROGRAM**

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

Subject:            CITY OF TORONTO CORPORATE IDENTITY PROGRAM

Recommendation:

It is recommended that: the Board receive this report and forward this report to the City of Toronto Administration Committee.

Background:

The City of Toronto Administration Committee, at its meeting of September 12, 2000, requested that the Board provide comments on the following Council motion:

“...in keeping with the recent Council approval of the Corporate Identity Program, Council request the Toronto Police Service and the Toronto Transit Commission to work with the City’s Corporate Communications Division to feature the City of Toronto’s corporate logo on all their rolling stock, consistent with its use on Ambulances and Fire Vehicles”.

In August 2000, the Toronto Police Service introduced new graphics for marked patrol vehicles. Also, during this time, Police staff working in conjunction with the City’s Corporate Communications Division agreed on the logo to be installed on all marked vehicles along with the Police logo. The logo is approximately 4”x3” and is installed adjacent to the Canadian flag on the rear of all vehicles. For obvious operational reasons, no logos are installed on police plain vehicles.

Mr. Frank Chen, CAO–Policing, Corporate Support Command, will be in attendance to answer any questions.

**The Board received the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE MEETING  
OF THE TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2001**

**#P94                   REVISED RECORD RETENTION SCHEDULE**

The Board was in receipt of the following report FEBRUARY 19, 2001 from Julian Fantino, Chief of Police:

Subject:            **REVISED RECORD RETENTION SCHEDULE - RECOMMENDATIONS  
                          OF CITY OF TORONTO ADMINISTRATION COMMITTEE**

Recommendation:

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

Background:

At its meeting on December 14, 2000 (Board Minute #P530/00 refers), the Board directed the Chief to review the Revised Record Retention Schedule in light of the Police Services Act's Adequacy and Effectiveness of Police Services Regulation, and any Ministry of the Solicitor General recommendations with respect to document retention. Subsequent to this review, any recommendations for amendment to the Record Retention Schedule were to be submitted to the Board for approval.

A complete review as it pertains to the retention of documents has been completed.

Consequently, one item has been identified which requires modification to the Record Retention Schedule, namely officers' memorandum books. The Service is conducting a further study to review all issues that will result from this change and an amendment to the Record Retention Schedule will be forthcoming prior to the end of 2001.

Mr. Frank Chen, C.A.O. – Policing, Corporate Support Command, will be in attendance to answer any questions from the Board.

**The Board was also in receipt of the following report MARCH 8, 2001 from Norman Gardner, Chairman:**

Subject:            **REVISED RECORD RETENTION SCHEDULE - RECOMMENDATIONS  
                          OF CITY OF TORONTO ADMINISTRATION COMMITTEE**

Recommendation:

It is recommended that:

The Board authorize the Chairman to respond directly to the Administration Committee, in order to meet the Administration's Committee's deadline for response.

Background:

At its meeting on August 31, 2000 the Board adopted a series of motions with respect to the Toronto Police Services Record Retention Schedule. The motions were adopted in response to a request from the City of Toronto Administration Committee that the Board conduct community consultation with respect to the retention of occurrences – both 'record of arrest' and 'major occurrence' documents (Min. 369/00 refers).

The Board received the Administration Committee's request and advised the Committee that the Board would require some time to respond to the request.

Following the Board's adoption of these motions City Council, at its meeting held on October 3, 4, and 5, 2000 and October 6, 10, 11 and 12, 2000, received the Administration Committee report and approved the record retention by-law. Based upon Council's decision to approve the retention by-law, I concluded that the report setting out the Service's rationale for the permanent retention of 'occurrence' documents and the distribution to community organisations for comment must no longer be required (Min. P530 refers). However, the Administration Committee, at its meeting on February 6, 2001 re-iterated its July 2000 request to the Toronto Police Services Board, as follows (see attachment):

“That the Toronto Police Services Board, in consultation with the City Solicitor, be requested to consult with the Law Union, the Canadian Civil Liberties Association, the Law Society of Upper Canada, the Canadian Bar Association of Ontario, the Chief Justice, the Chief Justice of the Provincial Court and the Criminal Lawyers Association respecting this matter, and submit a report thereon to the...*(amended to May 8, 2001)*...meeting of the Administration Committee, such report to also address any relevant Provincial regulations applicable to this By-law and address the concerns raised by the deputant who appeared before the Administration Committee respecting the retention periods for records in the custody and control of the Police”.

The Administration Committee also directed the City Solicitor to write to the organisations noted in this motion requesting their comments respecting the retention issue.

In consultation with Toronto Police Service and Board staff, the City Solicitor has already corresponded with the appropriate organisations and has requested that their comments be provided no later than March 30, 2001. In order to meet the timeframe established by the Administration Committee, I recommend that the Board authorize me to respond directly to the Committee. I will ensure that a copy of my response is also placed on the Board's public agenda.

**The Board received the foregoing report from Chief Fantino and approved the report from Chairman Gardner.**



Nevins Wong  
City Clerk

DATE RECEIVED

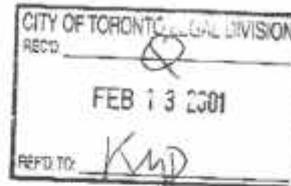
FEB 21 2001

TORONTO  
POLICE SERVICES BOARD

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February 6, 2001

**CITY SOLICITOR:**

The Administration Committee at its meeting held on February 6, 2001, had before it the following:

- (i) communication (January 9, 2001) from Councillor Suzan Hall, Etobicoke North, requesting that City of Toronto By-law No. 689-2000 governing the retention period for records in the custody and control of the Toronto Police Services Board and Toronto Police Service be rescinded, and requesting that prior to a new By-law being brought before Council on record retention periods for records in the custody and control of the Toronto Police, that:

- (1) the Administration Committee reaffirm the motion put forward by the Administration Committee on July 11, 2000, stating:

"The Toronto Police Services Board, in consultation with the City Solicitor, be requested to consult with the Law Union, the Canadian Civil Liberties Association, the Law Society of Upper Canada, the Canadian Bar Association of Ontario, the Chief Justice, the Chief Justice of the Provincial Court and the Criminal Lawyers Association respecting this matter; and submit a report thereon to the aforementioned meeting of the Administration Committee, such report to also address any relevant Provincial regulations applicable to this By-law and address the concerns raised by the deputant who appeared before the Administration Committee respecting the retention periods for records in the custody and control of the Police"; and

- (2) the report also compare the proposed retention schedule with the retention schedules from other municipal jurisdictions throughout the province.

- 2 -

- (ii) report (April 4, 2000) from the Chairman, Toronto Police Services Board, requesting the Administration Committee to forward this report to City Council recommending the enactment of a new City of Toronto by-law establishing retention periods for records in the custody and control of the Toronto Police Services Board and the Toronto Police Service;
- (iii) communication (June 13, 2000) from Mr. Ted Tibor Berger, advising that he has grave concerns respecting the City of Toronto By-law governing retention periods for records in the custody and control of the Toronto Police Services Board and the Toronto Police Service; and forwarding comments in regard thereto;
- (iv) report (September 1, 2000) from the Chairman, Toronto Police Services Board, advising the Administration Committee that until the Toronto Police Services Board is able to consult with specific organizations, the Board is unable to respond to the Administration Committee's request respecting the enactment of a by-law establishing retention periods for records in the custody and control of the Toronto Police Services Board and the Toronto Police Service; and
- (v) communication (February 6, 2001) from Councillor Suzan Hall, Etobicoke North, requesting that the motion presented "that the Administration Committee recommend to Council that the City of Toronto By-law No. 689-2000 governing record retention be rescinded", as outlined in the communication (January 9, 2000) from Councillor Hall, be replaced with the following motion:

"that the Administration Committee recommend to Council that the City of Toronto By-law No. 689-2000 sections under "Occurrence" pages 17 and 18 reading:

"Record Of Arrest	Hard copy (No. 1 copy)  C.I.P.S. (date base)	Refer to Occurrence retention by offence type) Permanent" and
"General - (Major)	Robbery, Arson, Sexual type (sexual assault) Potential sex offender, etc.) Kidnapping - Abduction, Arrests - prohibitions Attached	Permanent Held at C.I.S. - Operations and specific unit/squad where applicable (i.e. Sexual Assault and Hold-up units)

Be rescinded.

And that the subsequent motions remain as presented.

- 3 -

The following persons appeared before the Administration Committee in connection with the foregoing matter:

- Mr. Ted Tibor Berger, and filed a written submission in regard thereto;
- Mr. Vance Latchford;
- Mr. Peter Howes, Manager, Corporate Information Services, Toronto Police Service, and filed a written submission in regard thereto;
- Mr. Rusty Beauchesne, Legal Advisor, Toronto Police Service, and
- Ms. Susan Cardwell, Freedom of Information Co-ordinator, Toronto Police Service.

The Administration Committee:

- (1) deferred consideration of the issue of retention period for records in the custody and control of the Toronto Police Services Board and the Toronto Police Services until its meeting scheduled to be held in May 8, 2001;
- (2) reiterated the following request made by the Administration Committee at its meeting on July 11, 2000:

"That the Toronto Police Services Board, in consultation with the City Solicitor, be requested to consult with the Law Union, the Canadian Civil Liberties Association, the Law Society of Upper Canada, the Canadian Bar Association of Ontario, the Chief Justice, the Chief Justice of the Provincial Court and the Criminal Lawyers Association respecting this matter; and submit a report thereon to the aforementioned meeting of the Administration Committee, such report to also address any relevant Provincial regulations applicable to this By-law and address the concerns raised by the deputant who appeared before the Administration Committee respecting the retention periods for records in the custody and control of the Police";

- (3) requested that the foregoing report also investigate what other municipal jurisdictions are doing in regard thereto;
- (4) requested the City Solicitor to write to the organizations mentioned in the foregoing Recommendation No. (2) requesting their comments respecting this issue; and

- 4 -

- (5) directed that the foregoing Recommendation No. (2) and (3) be forwarded to the Toronto Police Services Board for report thereon to the meeting of the Administration Committee scheduled to be held on May 8, 2001.



City Clerk

P.A. Morris

Item No. 2

Sent to: Toronto Police Services Board  
City Solicitor

C: Interested Parties

**THIS IS AN EXTRACT FROM THE MINUTES OF THE MEETING  
OF THE TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2001**

**#P95            TRAINING PROGRAMS - 2000**

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

Subject:        TRAINING PROGRAMS - 2000

Recommendation:

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

Background:

At the meetings of August 24, 1995 and January 20, 1999, the Board requested that the Chief of Police provide annual reports that assess the effectiveness of training programs. This report will address training delivered by the Toronto Police Service during the year 2000. (Board minutes 333/95 and 66/99 refer).

Response:

The Toronto Police Service facilitates a wide range of learning opportunities for police officers and civilian members both internally and externally. Substantial progress has been made during the past year to allow the Toronto Police Service to track the quantity, quality and effectiveness of all training delivered within the service.

***Quality and Effectiveness of Training***

In compliance with Ontario Regulation 3/99 (Adequacy and Effectiveness of Policing), the Toronto Police Service has a Skills Development and Learning plan that addresses the development and maintenance of the knowledge, skills and abilities of members of the police service. This plan sets out specific training requirements for members performing highly critical policing functions. These requirements ensure that police service training is effective in providing members with the knowledge and skills they need to perform their duties.

Pursuant to the regulation, The Ministry of the Solicitor General must accredit certain courses. This is a rigorous process which compares the course curriculum with Ministry accredited standards. All required (nine) courses were submitted for accreditation. Seven (Major Incident Commander, Tactical Response Officer, Hostage Rescue Team Perimeter Control and Containment Team, Criminal Investigator, Communicator/Dispatcher and Communication Supervisor) have been accredited. Two (Scenes of Crime Officer and Crisis Negotiator) are in the assessment process. The Training and Education Unit has adapted this accreditation process to evaluate all training described in the Skills Development and Learning plan.

The Toronto Police Service evaluates training delivery based on the four-level Kirkpatrick Hierarchy of Evaluation. The four levels are:

- **Reaction:** Did participants find the program positive and worthwhile? This question has many sub-parts relating to the course content including: format, the approach taken by the facilitator, physical facilities and audio-visual aids.
- **Learning:** Did participants learn? Training focuses on increasing knowledge, enhancing skills, and changing attitudes. To answer the question of whether participants learned involves measuring skill, knowledge and attitude on entry and again on exit in order to determine changes.
- **Transfer of Learning:** Did the learning translate into changed behaviours in the 'real-world'? This question asks if learners have been able to transfer their new skills back to the workplace or community. Often it is in this area of transfer that problems occur. There may not be opportunity or support to use what was learned. This may reflect on the course itself, but it may also be due to other variables.
- **Impact of Learning:** Did the program have the desired impact? Assuming that the training program was intended to solve an organizational problem, this question asks, "Was the problem solved"?

The four categories of evaluation are carried out at different times during and after the program:

- **Reaction:** occurs during and after the program.
- **Learning:** occurs prior to, during, and at the end of a training program.
- **Transfer:** occurs back in the 'real-world' within six to eight weeks.
- **Impact:** cannot be measured for at least six months and may not occur for considerable time after the delivery of a program.

Every formal training program has a systematic evaluation strategy based on the above. Each is evaluated to at least the first two levels (reaction and learning). Transfer and impact evaluations are also done. The common method used to evaluate reaction, transfer and impact is to ask participants from training courses to complete questionnaires on the effectiveness of the training programs. Section heads, training supervisors and instructors use this information to continuously evaluate, and improve where necessary, the quality of training provided.

### ***Training Trends***

Many factors are taken into consideration that influence the amount of training an organization provides.

The Toronto Police Service continues to face significant renewal of the workforce at all levels. This is caused by demographics, the two-officer arbitration award in the mid-1970's, and attrition

directly resulting from the OMERS pension enhancements. This renewal will likely continue over the next five years.

The duties performed by police officers and civilian members are becoming increasingly complex due to changes in law, the community and technology. Provincial regulation of policing continues to increase significantly. The Adequacy and Effectiveness and Suspect Apprehension Pursuit Regulations have significantly increased the amount of training particularly in the area of criminal investigation and police vehicle operations. In addition, significant effort was required to redesign course curricula to ensure compliance with the regulations.

The Canadian and Ontario Police Colleges have reduced the numbers and increased the costs of their course offerings. Compared with other sectors such as health or education, little approved training is available for members of police services in the broader educational sector. Most police training is completed post-hire and on-duty.

These factors have caused a major increase in Toronto Police Service training. In response to this pressure, the Training and Education Unit is using the following priorities (high to low) to allocate training resources:

1. training required by law or Toronto Police Service standard,
2. training required to enhance safety,
3. training required to allow members to perform current duties more effectively,
4. training that is desirable to develop members for future probable work assignments,
5. personal development of members.

### ***Summary of Toronto Police Service Training***

#### a. Toronto Police Service Training and Education Unit

The 87 instructional staff are organized into six teaching teams based on the type of training offered. The unit completed a skills inventory of all training staff in August 2000. The training staff are well qualified in their subject areas and as trainers. In addition to training delivery the unit is responsible for supporting and administering training delivered by all other Toronto Police Service units.

<b>Sub-unit</b>	<b>Number of courses</b>	<b>Number trained</b>
Investigative Training Section	34	819
Management Training Section	60	1144
Traffic & Provincial Statutes	265	1127
Officer Safety Training Section	467	7893
Outreach	25	350
Recruit Training Section	30	1178
Firearms Training Section	30	325

<b>TOTAL</b>	<b>911</b>	<b>12836</b>
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Appendix A is a detailed list of the training delivered by the Training and Education Unit. In addition, considerable training is delivered in the field with the support of the Training and Education Unit through Roll Call and Live-Link.

b. Training Delivered by Other Units of the Toronto Police Service

The following units deliver significant amounts of training to police officer and civilian members of the Service. This training is specific to members of that unit, or falls within the particular expertise of members of that unit. Each unit has a training co-ordinator and instructors who have considerable operational and training expertise. There are 30 trainers working within these units.

<i>Unit</i>	<b>Number of courses</b>	<b>Number trained</b>
Communications Centre	11	291
Mounted and Police Dog Services	7	50
Information Systems Training Centre	280	3487
Marine Unit Training	64	699
Emergency Task Force Training	92	1112
Court Services Training	3	94
Forensic Identification Training	5	73
Public Safety Unit Training	28	792
Parking Enforcement Unit Training	30	1495
<b>TOTAL (excluding Information Systems training)</b>	<b>520</b>	<b>8093</b>

Appendix B is a detailed list of training delivered by these units.

c. Outside Police Training

During the year 2000, a total of 113 members attended 1353 days of training courses at the Ontario Police College, Canadian Police College and Criminal Intelligence Service of Ontario. The Training and Education Unit has established mutually beneficial partnerships with each of these institutions to increase the quantity while reducing the cost of this training. This training is subject to ongoing thorough evaluation and is of high quality.

d. Tuition Reimbursements

The Toronto Police Service reimburses members for fifty percent of the cost of tuition for designated university or college courses and approved seminars. During the year 2000, 277 course tuition fees were reimbursed for a total expenditure of \$91,017.03.

Conclusion:

The Toronto Police Service devotes considerable resources to meeting the learning requirements of police officers and civilian members. Training is carried out in a systematic and thorough manner to ensure it meets all legislative requirements and the needs of service members. Ongoing evaluation and continuous improvement of curricula and training delivery ensure quality and relevance. This training increases our members' competence and confidence to make them more effective and responsive to community needs. The over-all goal is to make the City of Toronto a safe place to live and work.

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

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

**The Board received the foregoing.**

<b>APPENDIX A</b>			
<b>TRAINING DELIVERED BY</b>			
<b>THE TRAINING AND EDUCATION UNIT</b>			
<b>COURSES</b>	<b>NUMBER</b>	<b>COURSE</b>	<b>NUMBER</b>
	<b>OF COURSES</b>	<b>LENGTH</b>	<b>TRAINED</b>
		<b>(DAYS)</b>	
<b>INVESTIGATIVE TRAINING</b>			
Sexual Assault Child Abuse	5	10	125
Sexual Assault Update	1	3	27
Intro. To Surveillance	2	10	36
Interview	3	5	72
Interception of Private Communication	1	10	9
Proceeds of Crime	1	5	19
Domestic Violence Investigator	1	3	17
Uniform Criminal Update	1	3	41
Arson Investigation	1	10	28
General Investigator	9	10	221
Major Case Management	5	10	115
Investigation Supervisors	4	0.5	109
<b>TOTAL</b>	<b>34</b>		<b>819</b>
<b>MANAGEMENT TRAINING</b>			
Staff/Det. Sergeant Orientation	2	5	53
Uniform Management Level 1	5	15	111
Uniform Coach Officer Course	8	4	154
Civilian Coach Officer Course	3	3	59
Behavioural Event Interviewing	2	5	42
Civilian Professional Development	5	5	118
Civilian Management Level 1	1	10	24
Uniform Policing and Diversity	15	4	237
Civilian Policing and Diversity	11	3	225
Customer Service	1	1	20
After Action Review (Debriefing)	3	1	61
Auxiliary Management Training	4	2	40

<b>TOTAL</b>	<b>60</b>		<b>1144</b>
<b>TRAFFIC AND PROVINCIAL STATUTES</b>			
At Scene Collision	2	10	56
Technical Collision	2	10	33
Commercial Recon	1	10	16
Advanced Recon	1	5	14
Forensic Mapping	4	4	16
Advanced Mapping	2	4	8
Provincial Statutes	5	5	108
Traffic Generalist	6	4	107
Adv. Recon.Workshop	1	5	17
Traffic Investigators	1	5	29
Suspect Apprehension	44	7	234
Police Vehicle Operations	196	variable	489
<b>TOTAL</b>	<b>265</b>		<b>1127</b>
<b>OFFICER SAFETY</b>			
High Risk Vehicle Stops	1	1	18
Use of Force Annual Requalification	240	1	4562
Shotgun Re-qualification	30	1	408
Auxiliary Recruits	2	2	48
Booking Hall Officers	7	2	210
Crisis Resolution	31	5	786
Expandable Baton	53	1	741
400 Gram OC Supervisors	10	1	113
400 Gram OC PSU	9	1	234
55 gram OC In-service	66	1	336
Toronto Legal Intro to UOF	1	1	28
OCCOPS Intro to UOF	1	1	21
PEO Recruit DT	2	2	48
PEU Civilian Crisis	1	1	24
Property Bureau Crisis	1	1	20
PSU Arrest Team Training	1	1	26
PSU Baton Conversion	1	1	33
PSU Modular Self Defense	8	1	192
Tor Public Health Crisis	1	1	23

Use of Force Instructors Course	1	12	22
<b>TOTAL</b>	<b>467</b>		<b>7893</b>
<b>OUTREACH TRAINING</b>			
FrontPage 2000	10	1	60
Internet Navigation	5	1	130
Graphic Enhancement	4	1	10
Effective presentation software	6	1	150
<b>TOTAL</b>	<b>25</b>		<b>350</b>
<b>RECRUIT TRAINING</b>			
Community Policing Level 3	4	1	132
Effective Presentation	8	4	127
Community Policing	4	1.5	111
Problem Solving	3	1.5	68
Recruit Post OPC	4	28	386
Recruit Pre OPC	3	10	329
Lateral Entry Police Officers	4	10	25
<b>TOTAL</b>	<b>30</b>		<b>1178</b>
<b>FIREARMS TRAINING</b>			
Glock 27	10	1	115
Glock 27 Re-Qualification	2	1	22
Pistol Instructor	1	4	16
Squad Advance Training	6	1	45
Assault Rifle	1	4	11
MP 5 Operators	1	5	10
MP 5 Re-Qualification	2	1	22
Shotgun Instructors	2	4	28
Shotgun Re-Qualification	5	1	56
<b>TOTAL</b>	<b>30</b>		<b>325</b>

<b><u>APPENDIX B</u></b>			
<b><u>TRAINING DELIVERED BY OTHER UNITS</u></b>			
<b>COURSES</b>	<b>NUMBER</b>	<b>COURSE</b>	<b>NUMBER</b>
	<b>OF COURSES</b>	<b>LENGTH</b>	<b>TRAINED</b>
		<b>(DAYS)</b>	
<b>COMMUNICATIONS CENTRE</b>			
Calltaker Training	3	25	25
Dispatch Training	1	25	13
Coaching & Mentoring	1	3	116
Radio Training - Auxiliary	1	1	72
Property Bureau	1	1	8
Court Services & Parking	1	1	20
Smart Zone - Field	3	1	37
<b>TOTAL</b>	<b>11</b>		<b>291</b>
<b>MOUNTED AND POLICE DOG SERVICES</b>			
<b>CANINE COURSES</b>			
Basic Training	2	120	7
Basic Training Re-Cert.	1	4	30
Narcotic & Firearm Detection	2	60	2
Narcotic & Firearm Detection Re-Cert.	1	14	3
Basic Equitation	1	105	8
<b>TOTAL</b>	<b>7</b>		<b>50</b>
<b>INFORMATION SYSTEMS TRAINING SECTION</b>			
Workstation Orientation	32	1	557
Word Level 1	12	1	174
Word Level 2	6	1	77
Word Level 3	2	1	4
Excel Level 1	14	1	167
Excel Level 2	5	1	66
Excel Level 3	1	1	6
Powerpoint Level 1	34	1	226

Access Level 1	6	1	86
Access Level 2	6	1	86
Front Page 98	4	1	30
File Maker Pro	0	1	0
UCMR	6	0.5	54
CPIC	24	2	84
COPS & MANIX	9	1	166
CIPS	40	1	549
CaseFile	4	1	23
PowerCase	1	5	10
Mainframe	19	1	460
Vehicle Impound System	0	0.5	0
Map Info	2	2	41
IQ Objects	9	1	152
MWS	44	0.25	332
Tutorials	Not Tracked	1 or 2	137
<b>TOTAL</b>	<b>280</b>		<b>3487</b>
<b>MARINE UNIT TRAINING</b>			
Airboat	4	1	40
Ice Rescue	3	3	30
River Rescue	2	4	40
Level 1 Coxwain's Course	4	10	46
Basic Trauma Life Support	1	2	10
Basic Trauma Life Support Review	28	1	280
Defibrillation	2	1	40
Defibrillator Refresher	16	0.5	160
First Aid CPR Instructor	2	2	8
Ice Rescue Trainer	2	5	15
<b>TOTAL</b>	<b>64</b>		<b>669</b>
<b>EMERGENCY TASK FORCE TRAINING</b>			
Nuclear/biological/chemical hazards	6	1	60
Night exercises	6	1	60
Explosive Forced Entry	6	3	60
Bus/Subway/GO Exercises	18	1	180

Dynamic Entry	6	1	60
Less Lethal force	6	1	60
Rapid Deployment	6	1	60
Taser	6	1	60
Tactical Paramedics	1	3	12
Wounded Officer Recovery	6	1	60
Rappel Instructor	1	5	7
Advanced Rappel Instructor	1	5	6
Basic Tactical Orientation	4	20	42
Dynamic Entry	2	5	33
Sniper Orientation	1	5	10
Incident Commander Course	9	5	188
Hostage Negotiator Course	7	5	154
<b>TOTAL</b>	<b>92</b>		<b>1112</b>
<b>COURT SERVICES TRAINING</b>			
Court Officer Recruit	3	20	94
<b>TOTAL</b>	<b>3</b>		<b>94</b>
<b>FORENSIC IDENTIFICATION SERVICES TRAINING</b>			
Scenes of Crime Officer	5	5	73
<b>TOTAL</b>	<b>5</b>		<b>73</b>
<b>PUBLIC SAFETY UNIT TRAINING</b>			
Basic Tactical	2	5	80
Tactical Training	1	10	12
Mass Training	3	1	150
Modular Training	16	1	400
Crowd Control	6	1	150
<b>TOTAL</b>	<b>28</b>		<b>792</b>
<b>PARKING ENFORCEMENT UNIT TRAINING</b>			
Municipal Law Enforcement	12	1	360
Municipal Law Enforcement - TTC	3	1	90

Municipal Law Enforcement - City	3	1	90
Acting Supervisor	1	2	13
Recruit Parking Enforcement Officer	2	19	42
Interviewing and Counselling	2	3	50
Supervisory Training	2	2	50
New Supervisor	2	1	50
Front-line update ( 1 hour sessions)	1	1	350
Divisional Training 12 Division	1	0.25	200
Divisional Training 23 Division	1	0.25	200
<b>TOTAL</b>	<b>30</b>		<b>1495</b>

**THIS IS AN EXTRACT FROM THE MINUTES OF THE MEETING  
OF THE TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2001**

**#P96                    RESULTS OF THE PRISONER MANAGEMENT COURSE**

The Board was in receipt of the following report FEBRUARY 10, 2001 from Julian Fantino, Chief of Police:

Subject:            PRISONER MANAGEMENT COURSE

Recommendation:

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

Background:

As a result of an inquest into the suicide of a prisoner while in custody, it was recommended that:

“People who act as the Officer in Charge of a Toronto police station shall have priority in receiving the "Crisis Resolution Course".

It was recognized that the Crisis Resolution Course was not job specific for these situations, therefore a new course was specifically designed for training of all prisoner management personnel. The goal of this new course was to ensure that members dealing with prisoners have enhanced training in this area (Board Minute #191/00 refers).

This two day course consisted of booking hall policy and procedures, powers of search and searching procedures, legal issues, use of force model, escort controls, passive-to-active handcuffing, basic self defence, sudden in-custody death and suicidal behaviour in custody.

It was developed by Sergeant Scott Weidmark, of the Training and Education's Officer Safety Section, because of his knowledge and expertise in this area. Sergeant Weidmark has been recognized as an expert at previous inquests relating to police custody deaths.

It was originally labelled a pilot project as it was based on jury recommendations and not a needs assessment, which is what would normally be used to determine course requirement and content.

In the spring of 2000 the first “Prisoner Management Course” was held. It was attended by 38 members of the field consisting of booking officers, booking sergeants, court officers and matrons. Members of Courts Services and Corporate Planning also attended.

Upon completion of the initial course, students were asked to complete a course critique in an effort to ensure the content was appropriate and relative to their duties. As a result, the

participants reported that the course was found to be very beneficial. From this information, five more courses were delivered to all divisional platoons. This resulted in 146 members being trained during the months of October and November 2000.

Additional courses will be scheduled in the year 2001 on an “as needed” basis. This course is dependent upon the need to train new booking personnel due to workplace requirements, which include retirements, field transfers and promotions. There tends to be little movement of personnel in this area.

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

**The Board received the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE MEETING  
OF THE TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2001**

**#P97            UPDATE OF THE STATUS OF THE RACE RELATIONS PLAN**

The Board was in receipt of the following report FEBRUARY 23, 2001 from Julian Fantino, Chief of Police:

Subject:            Update on Status of Race Relations Plan

Recommendation:

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

Background:

At its meeting on March 26, 1999, the Board approved a multi year Race Relations Plan (Minute 160/99 refers). Starting in 2000, the Service is to report yearly on the status of the plan and adjust, where necessary, elements within it. The Service provided its first yearly report to the Board at its meeting on May 1, 2000, (Board Minute 153/00 refers). This is the second report to be submitted to the Board on the status of the race relations plan.

Priorities

The Service has identified two key priorities in respect of race relations for the next few years. They are as follows:

- Develop a thorough understanding of the nature of each of the minority constituents of our community, and
- Communicate effectively with all facets of the community.

To support these priorities, the five Units, (Corporate Communications, Human Resources, Community Policing Support, Training and Education, and Professional Standards), most able to influence race relations issues in the Service have devised the following objectives and strategies. The Service continues to believe that these priorities are valid.

**CORPORATE COMMUNICATIONS**

Objective:            Enhance external communications to diverse communities.

Strategy:            Review and improve on ethnic media relations.

Measure:            Customer satisfaction surveys, use of product.

Time Frame:        2 yrs.

Rationale: Effective communications to specific communities is critical in keeping the various communities that compose our city informed of issues affecting them. At the same time, it is vital that the Service receive feedback from communities to identify issues and assist in the planning process.

Status: Ongoing

Response:

#### Ethnic Media Outreach Luncheon

Scheduling conflicts have prevented this luncheon from being held. The event is now tentatively scheduled to happen in June 2001. It is anticipated that the luncheon will be in the form of a "mini-workshop" hosted by Corporate Communications, in collaboration with the Community Policing Support Unit, Community Relations Section. Both units are currently engaged in discussions as to the luncheon's agenda and probable theme, and believe effective utilization of today's technology (primarily the Internet) will greatly assist the Service in addressing these concerns.

The use of the Internet will enable both the Service and our Ethno-cultural communities to have on-going two-way communications, information relevant to these communities can be quickly disseminated to them by way of an "e-mail broadcast", or those who don't have access to the Internet can receive the same information by way of a "fax broadcast". Similarly, the community can contact the Service in the same manner, through e-mail and/or fax, of which some members are doing.

#### Ethnic Media Contact List

Corporate Communications has created and will maintain a Ethnic Media Contact List. This information is now available to Service members through Corporate Communications. A list of approximately 300 contacts, including more than 100 contacts from the Community Relations Section of Community Policing Support, has been compiled and pertinent information is disseminated to them by way of a high speed fax machine.

Both Corporate Communications and the Community Policing Support Unit, Community Relations Section are exploring the possibility of a "Media Outreach Program".

#### Customer Satisfaction Surveys

A survey is in the development stage and will be implemented by the end of the 2<sup>nd</sup> quarter in 2001.

## **HUMAN RESOURCES**

- Objective: Hire a greater number of high quality, competent visible minorities and women in order to make our Service truly inclusive and representative of our community.
- Strategy: The following outlines the strategies and activities pursued by the Employment Unit for recruitment and selection, and the uniform promotional and performance appraisal systems of the Service.
- Measure: Statistics on recruitment activities, hiring, and promotional results are noted below.
- Time Frame: On-going.
- Status: On-going. Hiring information is included in the annual Human Resources Strategy report; promotional results are included in reports recommending officer promotions.

#### RECRUITMENT AND SELECTION:

Highlights of the Employment Unit's recruiting section activities in the year 2000 include the following:

- ◆ Set up displays and made presentations at 30 different educational facilities, including universities, colleges and high schools
- ◆ Set up displays and made presentations at 35 different job fairs
- ◆ Set up displays and made presentations at 16 different festivals
- ◆ Maintained and updated the Service Internet web page with pertinent hiring information
- ◆ Held 16 mentoring and information sessions at Police Headquarters which allowed potential applicants an opportunity to seek guidance and develop a relationship with a member of the recruitment team
- ◆ Conducted 50 Physical Readiness Evaluation for Police (PREP) practice sessions at the Toronto Police Applicant Testing Centre
- ◆ Identified 6 suitable mentors from within various minority community groups. Provided them with a comprehensive training program and met with them to obtain feedback, discuss strategies and address concerns
- ◆ Completed a recruiting pamphlet in French and a French video on the PREP test
- ◆ Distributed recruitment pamphlets at all educational facilities attended, job fairs and festivals
- ◆ Commenced outreach programs with 4 racial minority churches and mosques
- ◆ Placed recruitment advertisements in 16 different community newspapers/magazines
- ◆ Took part in 4 different interviews on both television and radio

The following is the composition of the hires in the year 2000:

Equity Group	Male	Female	Total	% of Total
Racial Minority	71	8	79	17%
Aboriginal	9	0	9	1.9%
White	293	84	377	81.1%
Total	373	92	465	100%
% of Total	80.2%	19.8%	100%	

Human Resources strategies to meet the Service's 2001 Priorities and Goals include:

- ◆ The Employment Unit will identify and recruit qualified individuals who are aboriginal, female, racial minority, or residents of the City of Toronto (first) or the Greater Toronto Area (second), in order to meet the Service's organizational needs
- ◆ Mentoring and information sessions will be held to explain the entire hiring process to applicants with an emphasis being placed on candidates from minority groups
- ◆ Training will be delivered both internally and externally to educate others on the Service's organizational needs and the skills and knowledge required to become a police officer
- ◆ Recruitment presentations will be held at job fairs, community events, universities, and colleges
- ◆ Advertising will be conducted in a variety of media to attract a diverse applicant pool
- ◆ The organizational needs assessment program will be implemented to ensure that qualified candidates from the target groups receive an interview

#### Uniform Promotional Process:

In 1999, Human Resources ran promotional processes for the ranks of sergeant/detective, staff/detective sergeant, and inspector. For sergeant/detective, the resulting eligibility pool consisted of 141 officers, 8 of whom were racial minorities and 28 were females. For staff/detective sergeant, the eligibility pool consisted of 55 officers, 3 of whom were racial minorities and 6 were female. Of the 19 officers in the pool for the rank of inspector, 2 were racial minorities 1 was female. Promotions from these pools have been made as vacancies have occurred.

Senior officer promotions were also made in 2001. Seven officers were promoted to the position of superintendent, including 1 racial minority and 1 female. One other female officer remains in the eligibility pool. For the rank of staff inspector, 1 officer in the eligibility pool is a racial minority.

At its meeting on February 22, 2001, the Board approved a new uniform promotional process for the ranks of sergeant/detective, staff/detective sergeant and inspector. The process has been streamlined to create efficiencies while ensuring that all appropriate information is considered in selecting the best possible candidates for promotion. This includes assessing the candidates on the competencies of valuing diversity and community focus, which will be considered as components of the unit assessment and interview stages.

The uniform performance appraisal and development plan has been in operation since April 1999. The process was reviewed in April 2000 and although some modifications for improved streamlining are planned, officers will continue to be evaluated on the competencies for valuing diversity and community focus.

The Board at its meeting on May 1, 2000 (Minute No. 192/00 refers) adopted motions concerning the promotion and strategic positioning of ethnic, visible minority, and women officers, and the use of visible minority seniority officers and women in the recruitment process.

The head of the recruitment section of the Employment Unit is a female Inspector, and visible minority senior officers are regularly invited to participate in recruitment functions. Visible minority senior officers are in command at two of the Service's 17 divisional stations, one is on secondment for professional development at the Quality Assurance Unit of the Ministry of the Solicitor General, and a visible minority Superintendent oversees the Community Policing Support Unit. A female Superintendent serves as the Trials Officer and a female Staff Inspector is responsible for the Public Complaints Investigation Bureau.

## **COMMUNITY POLICING SUPPORT**

Objective #1: To gauge the state of the relationship between the Service and the communities it serves.

Strategy: Conduct a research project into the existing relationships between the Service and the ethnic/visible minority communities it serves geared to identifying methods for improving relationships.

Measure: A report detailing the findings, development of an implementation model for workable solutions defined by the research.

Time Frame: 1 yr.

Rationale: There has been little definitive research into the nature of the relationship between the Service and its communities in the last 8 years. The reports that form the basis of the Moving Forward Together document are now nearly a decade old and many changes have taken place in the Service and the community in the intervening time.

Status: Not to be implemented

Response: Initial costing estimates for this project were in the \$40,000.00 to \$60,000.00 range. Our Service conducted a survey in 1989 and intended it to be repeated as a yearly program, but funding for this survey process was cut. The next survey was conducted by the Corporate Planning Unit in 1999 (Pollara).

Preliminary enquiries about obtaining funding for the survey were not positive given the cost prohibitive nature to the Service. The anticipated survey has proved to be cost prohibitive.

Upon his appointment in March 2000, the Chief of Police embarked on a series of Community Townhall Forums. During this community outreach, approximately 2,200 people had the opportunity to directly ask questions of the Chief pertaining to community issues. The information obtained from these forums assisted the Chief with his "90 Day Review" and in developing the Service's priorities for 2001.

Objective #2: Outreach to youth at risk in diverse communities.

Strategy: Conduct a youth conference on police/race issues.

Measure: Pilot projects coming from the conference, evaluation report.

Time Frame: 1 1/2 yrs.

Rationale: Some youth in our diverse communities are significantly at risk economically, educationally and physically. The success of the Youth and Police Against Racism conference in April 1998 resulted in a recommendation that the conference be repeated and that more youth at risk be involved. There are opportunities to partner with community organisations to provide an excellent forum for this topic.

Status: Ongoing

Response: The Service has undergone organizational and structural changes in the past year. Some of these changes have impacted the Community Policing Support Unit. In 2000 members of the Community Policing Support Unit, along with some of their community partners began the initial planning process for a youth conference. As a result of formatting difficulties the conference failed to materialize. Community Policing Support Unit will be targeting the fall of 2001 for a general youth conference.

Objective #3: To ensure that Community Police Liaison Committees are representative of the communities they serve.

Strategy: Review the current process for choosing C.P.L.C. members and recommend changes where necessary.

Measure: A formalised process in place.

Time Frame: 1 yr.

Rationale: The Service has in place an extensive, formalised structure for consulting the community on policing issues. The local level of this process is the Community Police Liaison Committee. Each Division has at least one of these committees and some divisions have several. The current process of choosing the members of the C.P.L.C.s varies from Unit to Unit but is usually based on geographic criteria.

There are, of course, exceptions. There is some concern that some marginalised communities are not represented on the C.P.L.C.s. In keeping with its mandate to provide support to the front line on this issue, the Community Policing Support has reviewed the current process and is developing enhancements designed to increase and/or encourage greater community/police participation in the process.

Status: Ongoing

Response: As part of the Chief's 90-Day Review, the issue of C.P.L.C. composition was discussed. As a result, a new framework has been established. One of the key recommendations of Report 2 of the 90-Day Review (Community Consultative Process) was that Unit Commanders will be responsible for the overall operations and effectiveness of the CPLC within their respective communities. The membership of each CPLC will strive to be reflective of its local ethnic gender and youth community. The report's 20 recommendations are to be formalised in an updated procedure in the next few months.

## **TRAINING & EDUCATION**

In last year's report, the Training and Education Unit had two (2) strategies. One was completed (providing a race relations component in all training) and one was not implemented (night course on race relations). A review of the College's programs did not identify any further strategies that could be implemented to specifically deal with race relations at this time.

## **PROFESSIONAL STANDARDS**

Objective: Heighten awareness of all unit commanders about race relations issues.

Strategy: Self-Audit process. Include race relations, access and equity questions in each Unit-level annual

Measure: Measure compliance and monitor results.

Time Frame: 1 yr.

Rationale: Unit Commanders are responsible for the effective delivery of policing services in their area. The inclusion of race relations issues in annual self-audits is an important part of involving the entire Service in delivering appropriate services to the entire community.

Status: Not to be implemented

Response: Implementation of the Adequacy standards and major changes to the Policing Standards Review Unit (now the Quality Assurance Unit) have fundamentally changed the Service's approach to Unit self-audit. The resulting "Quality Assurance Unit" is mandated to ensure compliance with the Provincial Adequacy Standards. As reported last year, there are no Adequacy Standards that directly speak to race relations issues. The Unit

has been drastically reduced in size as well so that analysing data from a Unit self-audit would be prohibitive. The Service is no longer considering the introduction of Unit Self Audits at this time. Inclusion of race relations issues in a compliance audit is problematic because it requires a quantifiable standard to be set. This then becomes an exercise in collection of empirical data based on race which is prohibited by the Board (Board Minute 132/89 refers).

The Service proposes to put forward a Volunteer Manual in the next few months that deals with the composition of its Community Consultation Committees. The intent of this document is to place responsibility for the effective operation and the representative nature of any consultation committee with the respective Service member.

### **Conclusion**

The Service will continue to seize upon any opportunities in conjunction with all our community partners, in making Toronto the best and safest place to be. The core values of the Service reflect the commitment our organization has to both itself and the community it serves.

There have been many organizational changes to the Service in the past year and I look forward to continuing the work that has been started through the Race Relations Plan and making any necessary modifications to meet the high expectations of our citizens.

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

**Chuck Lawrence, Training & Education Unit, was in attendance and responded to questions by the Board about this report.**

**The Board received the foregoing and requested that the Service conduct a review of the Advanced Patrol Training course and provide the results of the review in the next annual report on training programs.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE MEETING  
OF THE TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2001**

**#P98                    UPDATE OF STAFF DEPLOYMENT AND SCHEDULING**

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

Subject:            AN UPDATE ON STAFF DEPLOYMENT AND SCHEDULING

Recommendation:

It is recommended that: the Board receive the following status report on the acquisition/development of a software system for staff deployment and scheduling.

Background:

At its meeting of October 26, 2000, the Board received a report (Minute #460/00 refers) indicating that the intention was to issue a Request for Proposals (RFP) in December 2000. Due to the broad spectrum of requirements, a decision was made to acquire contract support to facilitate the identification of these requirements and to create the RFP.

The consultant has been selected, and is due to start work mid February. At this time it is anticipated that the RFP will be issued later in the second quarter of 2001. No reference will be made to the business model, as it is outside the scope of the RFP preparation, but will be included in the scope of the work to be done by RFP respondents. The Service will provide its next update in the third quarter of 2001, when the solution will be identified and an implementation plan formulated.

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

**The Board received the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE MEETING  
OF THE TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2001**

**#P99            SPECIAL FUND: QUARTERLY STATEMENT: OCT. - DEC. 2000**

The Board was in receipt of the following report FEBRUARY 19, 2001 from Julian Fantino, Chief of Police:

Subject:            TORONTO POLICE SERVICES BOARD'S SPECIAL FUND STATEMENT  
FOR THE PERIOD 2000 OCTOBER 01 TO 2000 DECEMBER 31

Recommendation:

It is recommended that: the Board receive the report on the Toronto Police Services Board's Special Fund statement for their information.

Background:

Enclosed is the statement of receipts and disbursements with respect to the Toronto Police Services Board's Special Fund for the period 2000 October 01 to 2000 December 31.

As at 2000 December 31, balance in the Special Fund was \$71,472. During this quarter, the Special Fund recorded receipts of \$73,259 and disbursements of \$48,052.

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

**Chairman Gardner noted that as of February 28, 2001, the Special Fund balance was \$89,000.00.**

**Chairman Gardner also advised that it is projected that funds in the amount of \$131,000.00 will be required for the Toronto Police Services Board's employee recognition program and the Board has been unable to commit to provide the IACP conference with an additional \$50,000.00.**

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

- (1) THAT no additional expenditures be approved until such time as the balance is reviewed and is determined to be sufficient to support the Board's approved funding commitments; and**
- (2) THAT future quarterly reports include any outstanding commitments or obligations that would impact the balance of the Special Fund.**

<b>THE TORONTO POLICE SERVICES BOARD SPECIAL FUND</b>										
<b>2000 FOURTH QUARTER RESULTS WITH ADJUSTED PROJECTIONS</b>										
	<b>2000</b>							<b>1999</b>		
	<b>INITIAL</b>	<b>ADJUSTE</b>	<b>JAN 01</b>	<b>APR 01</b>	<b>JUL 01</b>	<b>OCT 01</b>	<b>JAN 01 TO</b>			
	<b>PROJ.</b>	<b>D PROJ.</b>	<b>TO</b>	<b>TO</b>	<b>TO</b>	<b>TO</b>	<b>DEC 31/00</b>			
<b>PARTICULARS</b>	<b>PROJ.</b>	<b>PROJ.</b>	<b>MAR</b>	<b>JUN</b>	<b>SEPT</b>	<b>DEC</b>	<b>TOTALS</b>	<b>ACTUA</b>	<b>L</b>	<b>COMMENTS</b>
	<b>31/00</b>	<b>30/00</b>	<b>31/00</b>	<b>30/00</b>	<b>30/00</b>	<b>31/00</b>				
<b>BALANCE FORWARD</b>	427,383	427,383	427,383	413,074	247,399	46,265	427,383	367,013		
<b>REVENUE</b>										
<b>PROCEEDS FROM AUCTIONS (NOTE 1)</b>	316,900	153,333	41,334	45,437	27,676	52,322	166,768	342,817		Auctions are arranged through the Property and Evidence
LESS OVERHEAD COST	(72,887)	(35,267)	(9,507)	(10,450)	(6,365)	(12,023)	(38,345)	(78,847)		Management Unit. Auctions are dependent on property available.
LESS RETURNED AUCTION PURCHASE	(900)	(900)	0	0	0		0	0		The occurrence of auctions can not be predicted with reasonable certainty.
<b>UNCLAIMED MONEY</b>	97,800	97,800	13,015	500	12,748	9,031	35,293	162,382		
LESS RETURN OF UNCLAIMED MONEY	(2,000)	(2,000)	(1,036)	(32)	0	(2,409)	(3,476)	(728)		
<b>EVIDENCE AND HELD MONEY (NOTE 2)</b>	0	1,600	1,591	0	0	0	1,591	0		
<b>INTEREST</b>	13,500	11,500	3,302	4,013	2,789	1,402	11,506	10,390		
LESS ACTIVITY FEE	(200)	(100)	(39)	(43)	(9)	(8)	(98)	(144)		
LESS CHEQUE ORDER	(100)	(100)	0	0	0	0	0	0		
<b>SEIZED LIQUOR CONTAINERS</b>	800	1,535	178	179	1,178	(57)	1,479	1,197		
<b>IAWP CONFERENCE (NOTE 3)</b>	25,000	25,000	0	0	0	25,000	25,000	0		
<b>OTHER</b>	200	0	0	0	0	0	0	125		



<b>RECOGNITION OF CIVILIANS</b>								
AWARDS	5,000	5,000	0	2,041	0	1,925	3,967	2,394
CATERING	1,000	1,000	0	150	0	2,342	2,492	450
<b>RECOGNITION OF BOARD MEMBERS</b>								
AWARDS	100	100	0	0	0	212	212	0
CATERING	0	600	0	0	600	2,146	2,746	0

**THE TORONTO POLICE SERVICES BOARD SPECIAL FUND  
2000 FOURTH QUARTER RESULTS WITH ADJUSTED PROJECTIONS**

PARTICULARS	2000						1999		COMMENTS
	INITIAL	ADJUSTE	JAN 01	APR 01	JUL 01	OCT 01	JAN 01 TO		
	PROJ.	D	TO	TO	TO	TO	DEC 31/00		
	PROJ.	PROJ.	MAR 31/00	JUN 30/00	SEPT 30/00	DEC 31/00	TOTALS	ACTUAL	
<b>CONFERENCES</b>									
<b>BOARD</b>									
COMMUNITY POLICE LIAISONS COMMITTEE (NOTE 8)	8,000	2,846	0	2,846	0	0	2,846	5,713	
INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE	7,600	4,000	0	0	0	0	0	4,816	
ONTARIO ASSOCIATION OF POLICE SERVICE BOARDS	3,400	0	0	0	0	0	0	5,322	
ONTARIO ASSOCIATION OF CHIEFS OF POLICE	900	0	0	0	0	0	0	0	
CANADIAN ASSOCIATION OF POLICE SERVICE BOARDS	2,400	0	0	0	0	0	0	2,645	
CANADIAN ASSOCIATION OF CIVILIAN OVERSIGHT OF									
LAW ENFORCEMENT	1,500	0	0	0	0	0	0	1,357	
INT'L ASSOCIATION OF CIVILIAN OVERSIGHT OF									
LAW ENFORCEMENT	3,700	0	0	0	0	0	0	(634)	
CANADIAN ASSOCIATION OF CHIEFS OF POLICE	600	0	0	0	0	0	0	0	
OTHER	3,400	0	0	0	0	0	0	3,369	

<b>SERVICE</b>										
<b>ONTARIO WOMEN IN LAW ENFORCEMENT- 38TH ANNUAL</b>										
IAWP CONFERENCE (NOTE 3)	75,000	75,000	0	0	75,000	0	75,000	0		
OTHER	3,700	5,484	0	0	5,484	0	5,484	0		
<b>PROFESSIONAL SERVICES</b>										
TRUE BLUE	130,000	130,000	0	72,966	0	0	72,966	0		
ADEQUACY STANDARDS (NOTE 9)	70,000	0	0	0	0	0	0	0		
OTHER	32,500	35,300	0	0	0	0	0	8,807		
<b>DONATIONS</b>										
IN MEMORIAM	400	400	0	0	100	100	200	550		
OTHER	4,000	4,000	2,000	0	0	0	2,000	5,000		
<b>THE TORONTO POLICE SERVICES BOARD SPECIAL FUND</b>										
<b>2000 FOURTH QUARTER RESULTS WITH ADJUSTED PROJECTIONS</b>										
	<b>2000</b>							<b>1999</b>		
							<b>JAN 01 TO</b>			
	<b>INITIAL</b>	<b>ADJUSTE</b>	<b>JAN 01</b>	<b>APR 01</b>	<b>JUL 01</b>	<b>OCT 01</b>	<b>DEC 31/00</b>			
<b>PARTICULARS</b>	<b>PROJ.</b>	<b>D PROJ.</b>	<b>TO</b>	<b>TO</b>	<b>TO</b>	<b>TO</b>	<b>TOTALS</b>	<b>ACTUA</b>	<b>COMMENTS</b>	
			<b>MAR</b>	<b>JUN</b>	<b>SEPT</b>	<b>DEC</b>		<b>L</b>		
			<b>31/00</b>	<b>30/00</b>	<b>30/00</b>	<b>31/00</b>				
<b>CATERING</b>	9,000	8,000	1,802	2,004	1,483	3,410	8,698	8,616		
<b>DINNER TICKETS (RETIREMENTS/OTHERS)</b>	11,600	15,600	3,875	7,830	0	100	11,805	7,628		
<b>OTHER</b>	2,800	4,000	1,900	0	275	856	3,031	0		
<b>GST REBATE</b>	(6,600)	(12,800)	(1,650)	(4,739)	(3,086)	(444)	(9,919)	(5,520)		
<b>TOTAL DISBURSEMENTS</b>	718,500	693,490	63,148	205,279	239,151	48,052	555,629	376,822		
<b>SPECIAL FUND BALANCE</b>	86,996	(13,706)	413,074	247,399	46,265	71,472	71,472	427,383		



**The Toronto Police Services Board Special Fund  
2000 Fourth quarter results with adjusted projections**

**Comments:**

The Police Services Board authority for spending the proceeds of public auctions is the Police Act. Section 132(2) of the Police Services Act as amended by Bill 105 states "The Chief of Police may cause the property to be sold, and the board may use the proceeds for any purpose that is considers in the public interest".

The first quarter results presented are based on actual expenditures approved and incurred to date. The year 2000 initial projection was based, in most cases, on the average expenditures for 1998 and 1999. The reason for this is that many of the line items can not be accurately projected, as they are dependent on a number of factors, which at the present time are not known. The adjusted projection is based on the results of the first quarter. In most cases, the first quarter actuals represent one quarter of the adjusted projection figure. In other cases, the information used to estimate the figures was used.

**Notes:**

Note 1: Projections are based on actuals to date and an estimate of 8 more auctions during 2000, with an estimated net revenue of \$28,000 for each auction. Overhead cost is 23% of the auction proceeds.

Note 2: Money that is deposited by the Property and Evidence Management Unit. For conservatism, the first quarter results are used as the adjusted projection as it is not known if this revenue will repeat itself.

Note 3: The IAWP was expensed in 1998 with the stipulation that it will be paid back in 2000, therefore recorded as a revenue in the 2000 projections. The projected figure of \$75,000, recorded under disbursements, was based on Board Minute number 386/97, which states the Board will cover the cost of the final banquet dinner at a cost not to exceed \$75,000.

Note 4: This is a once a year disbursement. The amount is paid out to Service units at the beginning of the year. Unspent funds totalling \$12,792 was returned to the Special Fund for the year 2000.

Note 5: The Police Service Board has committed \$50,000 for an event at the 2001 IACP conference.

Note 6: The projected figure was based on Board Minute number 469/99, which states this expenditure is not to exceed \$25,000. The Junior Blues Hockey overspent \$4,136 for 2000.

Note 7: As there is no prior history for this expenditure, the projection was based on the actual expensed to date.

Note 8: Information was received from the Executive Director of the Police Services Board.

Note 9: Professional Services required to facilitate the Board's compliance with The Police Service Act Adequacy Standard through the development of a business plan and customer satisfaction surveying.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE MEETING  
OF THE TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2001**

**#P100           SIX MONTH EVALUATION OF THE EMPLOYEE SUGGESTION  
PROGRAM**

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

Subject:           EMPLOYEE SUGGESTION PROGRAM – SIX MONTH EVALUATION

Recommendation:

It is recommended that:

- (1) the Board receive this report for information
- (2) the Board grant an extension for the submission of the 12 month evaluation report

Background:

At the Board meeting of April 23, 1998, the Board directed the Chief to explore the feasibility of implementing a reward-style suggestion program (Board Minutes 162/98, 98/98 refer). At its meeting of October 19, 1999, the Board received the Final Report of the Corporate Employee Suggestion Program Workgroup. The Board approved the motion that the Service implement a one-year pilot of the Corporate Employee Suggestion Program and that a six month evaluation report be submitted for the March 2001 Board meeting (Board Minutes 417/99, 185/00 refer).

It is recommended that the Board receive the attached six month evaluation report on the Employee Suggestion Program for information.

It is further recommended that the Board grant an extension for submission of the twelve month evaluation of the Program. The pilot project concludes in June, 2001. To allow for the collection and analysis of the data, and creation of a concise report, it is requested that the Board approve the submission of the twelve month report at the meeting on September 25, 2001.

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

**The Board approved the foregoing.**

# **Corporate Employee Suggestion Program**

## **Pilot Project**



**SIX MONTH REPORT**  
**June 1, 2000 to November 30, 2000**

## **Background**

At its meeting of February 26, 1998, the Board directed the Chief to provide a report on the feasibility of establishing a reward-style program which recognises Service members who submit cost-reducing suggestions. The impetus for this direction was a request from the City of Toronto to provide information regarding the achievement of a 15% reduction in the 1998 Operating Budget Submission.

A Corporate Employee Suggestion Workgroup, comprised of a cross-section of Service members, was created to study the feasibility of implementing a reward-style program within the Service. The Workgroup conducted extensive internal consultations and reviewed a number of established reward-style programs in both public and private sector organisations. The Workgroup submitted two interim reports outlining the findings of their research in January and March, 1999. These reports recommended that the scope of the program be expanded to include suggestions which improve public or officer safety, promote efficiency, or offer general improvements to the organisation, including service delivery.

The Final Report of the Corporate Employee Suggestion Workgroup was submitted in October 1999. It noted that programs which offered substantial cash awards were found to be the most successful in terms of participation and resulting cost savings, and that a sound infrastructure to support tracking, review and acknowledgement was critical. Based on these principles, the Workgroup developed three models for the establishment of an Employee Suggestion Program.

Model I, the most comprehensive, included a monetary reward of 10% of the projected net savings achieved over one year and the establishment of dedicated program staffing – a civilian Co-ordinator assisted by one administrative clerk. The Co-ordinator would be responsible for much of the research and evaluation of employee suggestions and would have decision-making authority. A Review Committee would oversee the process. Model II included the same monetary reward as the first model, however, dedicated staffing was restricted to one administrative clerk. Research and evaluation of suggestions would be the responsibility of a Review Committee comprised of senior managers. Model III did not include a monetary incentive but rather recognition through the Service's existing Awards Program. This model, essentially status quo, required that Corporate Planning continue to research and evaluate suggestions and advising employees of the outcome.

In its Final Report, the Corporate Employee Suggestion Workgroup recommended that the Board approve the implementation of a Corporate Employee Suggestion Program based upon Model III, a one-year pilot program to commence in January 2000. It should be noted that the Workgroup identified Model I as the most effective program model, however due to budget constraints, Model III was recommended.

At its meeting of October 19, 1999, the Board received the Final Report and approved the motion that the Service implement a Corporate Employee Suggestion Program based on Model II, a one-year pilot program to commence in January 2000. The implementation date

was subsequently delayed to June 1, 2000, to enable the Service to put the Model II infrastructure in place.

### **Evaluation Methodology**

The primary objective of the Employee Suggestion Program is to encourage members to identify measures to reduce costs and/or enhance the image or operations of the Toronto Police Service. This interim report was requested to provide information on the operational process, input and process indicators (including the number of submissions, costs, timelines, etc.) and output measures (including the number of implemented suggestions, savings realised to date and cash rewards). Finally, the interim report was to include a discussion of challenges faced and successes and failures of the program during the evaluation period. A recommendation to continue or discontinue the project is not included in the interim report.

### **Program Operations**

Employee suggestions must be submitted on the ESP form - a TPS714 (individual) or an TPS 715 (team) - and forwarded to the ESP office through e-mail or interdepartmental mail. The ESP administrator determines whether the suggestion is new or duplicates a previous submission. If the suggestion is a duplicate, the submission is logged, the submitter is advised of the duplication, and the file is closed. Otherwise, the suggestion is logged, posted on the Service Intranet, a letter of acknowledgement is forwarded to the submitter, and the suggestion is presented to the Review Committee. The Review Committee, based on a brief review of the submission, may determine that the suggestion is not suitable for implementation - for example, suggestions which require changes to the Working Agreements are closed and forwarded to Labour Relations. Otherwise, the submission is assigned to a subject expert for their review and recommendation. All evaluations are returned to the Review Committee for a final review; if the committee is not satisfied with the quality of the evaluation, it may be returned to the subject expert for further information or assigned to a subject expert in another area.

The Review Committee is responsible for making a final decision based on the evaluations. If the suggestion cannot or will not be implemented, the file is closed, the submitter is advised of the outcome and the results are posted to the Service Intranet. If the suggestion is recommended for implementation and can be implemented immediately, the suggestion is forwarded to the appropriate unit commander for development and implementation. The Review Committee will follow the project to completion. At that point, the submitter's eligibility for a cash award is determined – that is, is the member eligible for a cash reward? and are there net savings directly resulting from the project? – and the ESP reward presentation is incorporated into a Service awards ceremony. At all stages, the submitter is advised of the status of the suggestion/program and details are posted on the Intranet. If a suggestion is recommended for implementation but requires further consideration or approval from the Command or Police Services Board, the suggestion is presented by a representative of the Review Committee. If approved, the process is as noted above for suggestions which can be implemented immediately.

It should be noted that while any member of the Police Service may submit a suggestion to the ESP, there are some limitations on who and what is eligible for a cash reward. For example, senior officers, contract employees, and members of the ESP are not eligible for cash

rewards. Suggestions which a member might be expected to develop in the normal course of their duties are not eligible for a cash reward. Also, suggestions on labour and contract issues and elimination of positions are ineligible. All rules of the ESP are posted on the Intranet.

### **Program Staffing**

The Employee Suggestion Program is resident in Corporate Planning and is staffed by one administrative clerk dedicated to the program, as was prescribed in Model II of the Final Report of the Corporate Employee Suggestion Workgroup. Additional non-dedicated staffing resources include Review Committee members, subject experts, and a Corporate Planning Analyst assigned, on a part-time basis, to oversee the administration of the program. The Review Committee, comprised of eight senior level police managers from across the Service, met on ten separate occasions between June and November 2000, for an average of one and one half hours. Attendance of Committee members, or that of a designate, was mandatory.

### **Budget and Costs**

For the year 2000, funding in the amount of \$48,800 – \$32,000 for annual salary of one administrative clerk and \$16,800 for equipment and supplies - was included in the Corporate Planning budget for this program. Total direct salary costs to November 30, 2000, including benefits and one additional month salary prior to the program start date, totalled about \$20,600. Material and equipment costs, including a complete computer workstation, office furniture and general supplies totalled about \$15,100.

### **Communications**

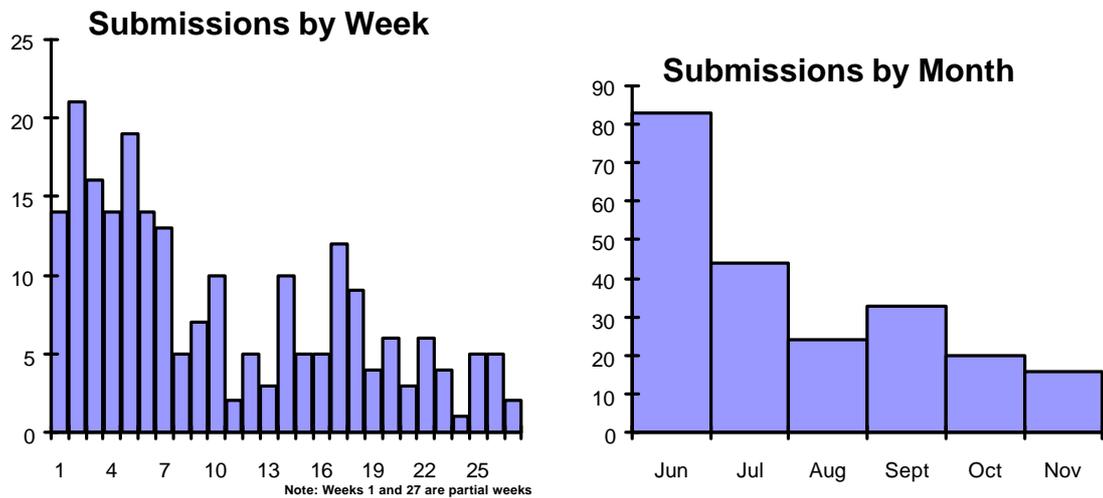
Early in the research and evaluation of a reward-style program, the Workgroup noted that an effective communication strategy, both to encourage the submission of suggestions and track suggestions through the evaluation process, was critical to the success of the program. The launch of the ESP reflected this priority. Prior to the June 1<sup>st</sup> start date, Chief Fantino forwarded correspondence to all Unit Commanders, announcing the implementation of the program and requesting their support in making the program successful. This correspondence was further augmented by a Routine Order, a short item in *Ten-Four*, and an article on the TSP Intranet. Finally, an announcement was included in members' pay statement envelopes.

After this initial campaign, the communication and marketing strategy has been limited to periodic updates on the ESP Tracking System on the Intranet. Future communications plans include 'good news' stories about efficiency suggestions to be implemented and the presentation of the first cash reward.

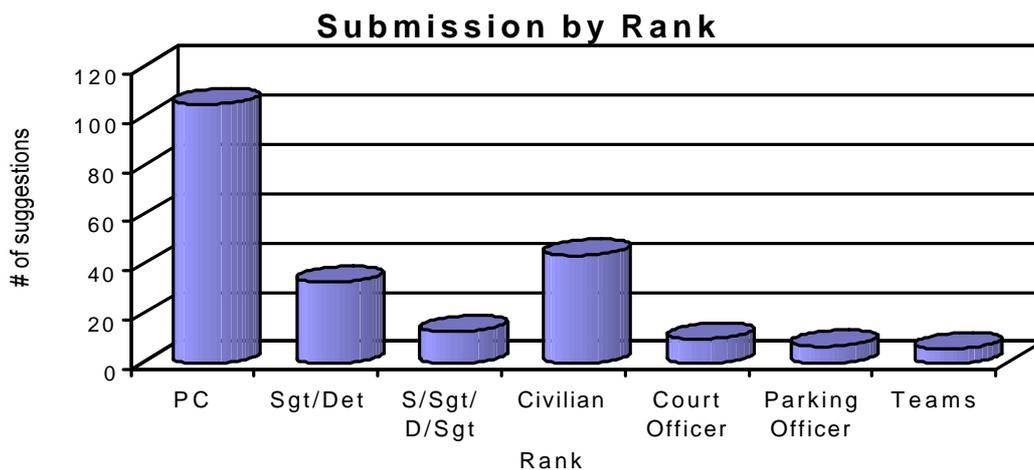
### **Employee Suggestion Submissions**

During the first six months of the Employee Suggestion Program Pilot Project, a total of 220 suggestions were submitted by 148 Service members; 40 Service members submitted between 2 and 10 suggestions during the period.

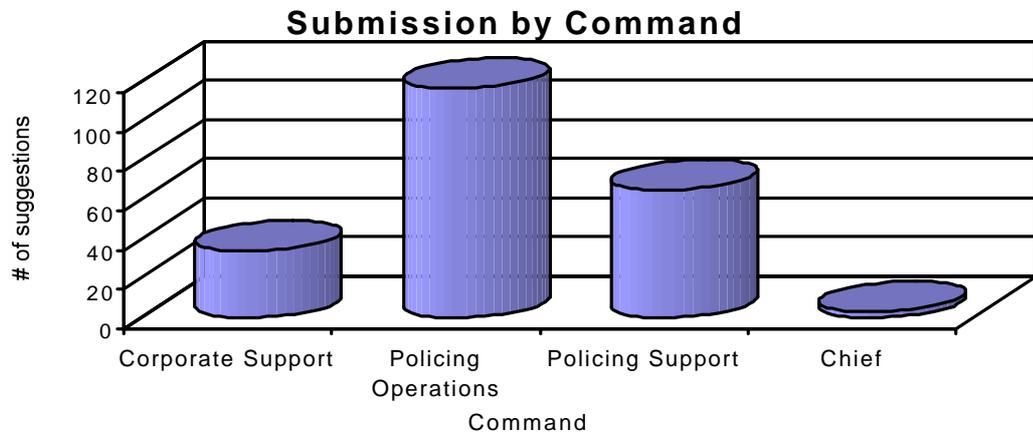
The following charts reflect the submission of employee suggestions over the six month period. A declining trend in the submissions of suggestions over time is evident in the weekly representation, but is much more evident when the submissions are viewed on a monthly basis. A slight increase in submissions in September is thought to be, at least in part, the result of members returning from summer leave periods.



Police constables submitted the most suggestions (48%), followed by civilians (20%). Generally, the distribution of employee suggestion submissions by rank/position of the employee, as illustrated in the following chart, reflects the overall Service distribution. Rank information did not distinguish auxiliary and part-time/temporary civilian personnel from full-time permanent civilians.

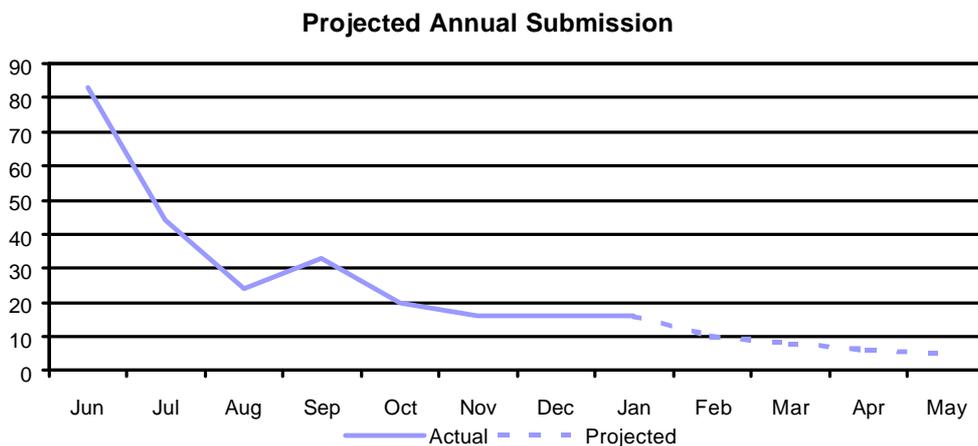


Policing Operations Command accounted for about 53% of employee suggestions submitted during the first six months of the program; Policing Support and Corporate Support Commands accounted for 30% and 15%, respectively. Employee suggestion submissions by Command varied somewhat from the overall Service deployment; when examined as a proportion of total Service members in each Command, members of Corporate Support and Policing Support units were slightly more likely to submit a suggestion than members of Policing Operations.



The Final Report of the Corporate Employee Suggestion Program Workgroup originally identified 7,651 members eligible to participate in the ESP and estimated annual submissions at implementation (the first year) to be about 2,700. This estimate reflects a participation rate of about 35%. The actual participation rate during the first six months was only a fraction of the estimated level. Based on actual submissions for the first six months of the pilot project, the participation rate was 3%.

Using the eight months' data available and forecasting the final four months, following the trend of declining submissions, total submissions for the first year can be estimated at about 280 suggestions, as illustrated in the following chart. This estimated number of submissions would translate into an annual participation rate of about 4%.



### Administration/Evaluation Process

Suggestions, when received, were categorised into defined subject groups; however, the category definitions created were not exhaustive and, in some instances, not mutually exclusive. A brief review of the suggestion descriptions indicated that suggestions tended to address corporate infrastructure issues – technology, fleet, organisational structure and deployment, clothing, equipment, training, shift rotations, etc. Very few suggestions specifically addressed what services the Service provides or how these services are provided.

The evaluation of the suggestions, as was noted earlier, was assigned to an appropriate subject expert as determined by the Review Committee. Of the 220 suggestions received during the first six months of the pilot period, 197 were forwarded to a subject expert for evaluation. The 23 suggestions that were not forwarded for evaluation were determined to be a duplicate of an earlier suggestion, determined to be inappropriate by the Review Committee, or which addressed labour contract issues. Of the suggestions which were forwarded, more than 60% were assigned to one of four units - Information Technology, Human Resources, Corporate Planning, or Finance & Administration.

During the first six months of the pilot project, 139 files of the 220 files were completed and closed. On average, these files were open about 65 days, but ranged from one day to almost 6 months.

A large portion of the time the file is outstanding represents the evaluation period. Of the 197 files forwarded to subject experts, 119 suggestion evaluations were completed. It took from one day to slightly more than four months for evaluations to be returned to the Committee, but, on average, they were returned in less than two months.

Although subject experts were requested to report the number of hours actually spent evaluating each suggestion, only 33 of the 119 evaluations completed by subject experts noted the number of hours spent by the evaluator, reported hours for these evaluations ranged from 10 minutes to 35 hours, with an average of about 6.6 hours. While more than half took less than 3 hours, and half of those took one hour or less, about one in five evaluations took longer than ten hours.

### **Outcomes**

During the first six months of the Employee Suggestions Program, a total of 139 suggestions were evaluated and closed by the Review Committee. To date, one suggestion has been approved for implementation. The suggestion dealt with a number of dormant bank accounts, totalling about \$2,000, held by the Bank of Canada in the name of the Toronto Police Service. A cash award in the amount of \$200 has been approved, and is expected to be presented in the near future. Another suggestion addressing operational procedures in Parking Enforcement is being evaluated for a pilot project and is expected to be piloted on a limited basis this year.

### **Challenges**

The following challenges were identified by program administration staff and Committee members:

- ◆ The process places an unnecessarily large burden on the members of the Review Committee to vet all suggestions in the first instance and review evaluations at the conclusion of the file.
- ◆ This process necessitates the use of subject experts from units across the Service to perform the evaluations, causing an increased workload. While some units have only marginal participation, some units are experiencing a notable increase in workload.

- ◆ The Committee membership does not reflect the Service as a whole; although all major functions are represented, rank levels are not.
- ◆ The process requires too many people to review each suggestion. This is believed to reduce the number of suggestions which may be implemented.
- ◆ The use of subject experts to evaluate a suggestion which may directly impact their position in the future, may pose a conflict of interest and/or reduce objectivity in the evaluation.
- ◆ The communication and marketing strategy has to be on-going; declining submissions are likely attributable, to some extent, to the lack of communication/marketing of the Program
- ◆ Time lines need to be shortened; Service takes too long to implement change and the waiting is discouraging.
- ◆ The limited staffing structure of Model II makes it necessary for members of the Review Committee and others not directly involved in the program to bear the responsibility for communications/marketing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE MEETING  
OF THE TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2001**

**#P101            RESPONSE REGARDING DEFINITION OF "SERIOUS INJURY"**

The Board was in receipt of correspondence, dated February 05, 2001, from The Honourable James Flaherty, Attorney General, responding to the Board's previous request for a definition of "serious injury". A copy of the correspondence is appended to this Minute for information.

Mr. Geoff Currie was in attendance and made a deputation to the Board on this matter.

**The Board received the foregoing and the deputation by Mr. Currie.**

**Attorney General and  
Minister Responsible for Native Affairs**

**The Hon. James M. Flaherty**

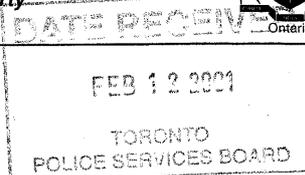
**Procureur général et  
Ministre délégué aux affaires autochtones**

**L'hon. James M. Flaherty**



Ministry of the Attorney General  
11th Floor  
720 Bay Street  
Toronto ON M5G 2K1  
Telephone: (416) 326-4000  
Facsimile: (416) 326-4016

Ministère du Procureur général  
11<sup>e</sup> étage  
720, rue Bay  
Toronto ON M5G 2K1  
Téléphone: (416) 326-4000  
Télécopieur: (416) 326-4016



Our Reference #: M00-09518

FEB 05 2001

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

*2/14/01 - 010322SIU serious injury. lbf*

Dear Mr. Gardner:

Thank you for your letter dated December 12, 2000, regarding the Special Investigations Unit and the definition of "serious injury."

I believe good working relationships need to be maintained between the Special Investigations Unit and all police services in Ontario. I am committed to working with all parties to enhance those relationships.

On December 19, 2000, I met with members of the executive of the Ontario Association of Chiefs of Police, namely Chief Bruce J. Davis, Chief Thomas Kaye, Chief Julian Fantino. The President of the Association is to meet with the Director of the SIU to discuss issues of concern including the definition of "serious injury." I know you and the other members of the Toronto Police Services Board join me in encouraging ongoing discussions on these issues.

I understand that the SIU director will continue efforts to work together with the executive of the Ontario Association of Chiefs of Police on the issue of the definition of "serious injury". I encourage them to continue their efforts.

Thank you once again for bringing the Board's concerns to my attention.

Sincerely,

James M. Flaherty  
Attorney General  
Minister Responsible for Native Affairs

**THIS IS AN EXTRACT FROM THE MINUTES OF THE MEETING  
OF THE TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2001**

**#P102            REQUEST FOR EXTENSION OF TIME TO SUBMIT REPORT:  
STRATEGIES TO ADDRESS SERVICE PRIORITIES**

The Board was in receipt of the following report FEBRUARY 21, 2001 from Julian Fantino, Chief of Police:

Subject:        STRATEGIES TO ADDRESS SERVICE PRIORITIES – TIME EXTENSION  
REQUEST

Recommendation:

It is recommended that: the Board approve a request for an extension to submit a report on the strategies that will be used to address the 2001 Service Priorities. It is requested that an extension be granted until the May 2001 Board meeting.

Background:

In December 2000, the Board approved the Toronto Police Services Board 2001 Governance Plan and Business Plan (Board Minute 524/00 refers). Included within this document were the Service's 2001 Priorities.

With the distribution of the final version of the 2001 Priorities to Command Officers and Unit Commanders, planning commenced for the achievement of the goals within each Priority. This strategy formulation process is ongoing. As noted in the Business Plan, a specific Command or Senior Officer was designated to co-ordinate the Service's response to each of the Priorities. Strategies developed to address the Priorities will have been submitted to and reviewed by the appropriate Command or Senior Officer by early March, 2001.

At its meeting of December 14<sup>th</sup>, 2000, it was requested that the Chief provide a copy of these strategies to the Board. In light of the foregoing, and the timelines required for Board report submission, I am requesting that the Board receive the Service strategies at the May 24<sup>th</sup>, 2001 Board meeting.

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

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE MEETING  
OF THE TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2001**

**#P103            REQUEST FOR EXTENSION OF TIME TO SUBMIT REPORT:  
                      RESPONSE TO THE INQUEST INTO THE DEATH OF RICHARD  
                      PRIBAG**

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

Subject:            RESPONSE TO THE JURY RECOMMENDATIONS FROM THE INQUEST  
                          INTO THE DEATH OF RICHARD PRIBAG – TIME EXTENSION  
                          REQUEST

Recommendation:

It is recommended that: the Board approve the request for a two-month extension to submit the Service response to the jury recommendations resulting from the inquest into the death of Mr. Richard Pribag.

Background:

At its closed meeting on September 28, 2000, (Board Minute C252/00) the Board directed that the Chief of Police respond to the jury recommendations resulting from the inquest into Mr. Richard Pribag.

Corporate Planning is presently conducting research on this matter.

Many of the issues discussed are being, or have already been addressed; however, responses from certain key stakeholders have not yet been received.

A two-month extension of time is requested to allow for the preparation of a full and proper response to all the recommendations. It is expected that the outstanding information will be received shortly and a report will be submitted for the May 2001 Board meeting.

A report will also be prepared at that time for the Confidential Board meeting, addressing specific recommendations and concerns raised in the inquest report.

Mr. Frank Chen, CAO – Policing, Corporate Support Command, will be in attendance to answer any questions concerning this report.

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE MEETING  
OF THE TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2001**

**#P104            SUPPLEMENTARY ADMINISTRATIVE LEGAL SERVICES FOR THE  
TORONTO POLICE SERVICES BOARD**

The Board was in receipt of the following report MARCH 08, 2001 from Norman Gardner, Chairman:

Subject:            SUPPLEMENTARY ADMINISTRATIVE LEGAL SERVICES FOR THE  
TORONTO POLICE SERVICES BOARD

Recommendation:

It is recommended that:

THAT the Board approve the process identified in this report for the selection of a law firm that would provide supplementary administrative legal services for the Toronto Police Services Board

THAT the Chair or another designated Board member, the Vice-Chair or another designated Board member, a Solicitor from the City of Toronto Legal Department be responsible for evaluating proposals and making a recommendation to the Board; and

THAT the Board defer initiating the proposal call process until such time as the Board has received approval of its 2001 operating budget.

Background:

At its meeting on November 19, 1998 (Min. C334/98 refers) the approved a motion that: “the Chief of Police and the City Legal Dept., in consultation with the Board office, submit a report on a process governing the identification and selection of external counsel applicable to both the Board and Service”. In September of 2000 it was determined that the report should be limited to counsel required to provide independent legal advice to the Board, only, and that the Chairman should prepare the report in consultation with Toronto Legal Department (Min C240/00 refers).

The Board requires supplementary legal service for instances where it is not appropriate for the Board to be represented by either City of Toronto Legal Department or the Board’s employment and labour relations counsel, Hicks Morley Hamilton Stewart Storie. For example, supplementary legal services may be called upon in dealing with complaints against the Board or any of its members.

In order to ensure that we are following appropriate purchasing procedures, I recommend that the Board replicate the process that it used in 1999 to secure employment and labour law

services; that is, that the Board issue a proposal call and conduct a selection process. Appended to this report is a proposal call for the Board's approval.

A selection committee consisting of the Chairman or another designated Board member, the Vice-Chair or another designated Board member, and a Solicitor from the City of Toronto Legal Department will be responsible for evaluating proposals, developing a short list of law firms for further consideration, conducting interviews and making a recommendation to the Board. Once the Board has made its selection, a contract will be drawn up by the City of Toronto Legal Department for execution by the Chairman.

I further recommend that the issuance of the proposal call be deferred until the Board has received approval of its 2001 operating budget because the Board has included \$4,000.00 in its budget request for the cost of advertising the proposal call through the City of Toronto.

**The Board approved the foregoing.**

**Toronto Police Services Board**

**PROPOSAL CALL**  
**For the Provision of Supplementary Administrative**  
**Legal Services**

**March 8, 2001**

## **Scope of Work:**

The intent of this proposal call is to ensure adequate supplementary legal services are available to the Board, when needed, in various areas of law, such as administrative law and matters arising under the Police Services Act.

Pursuant to the authority granted under the Police Services Act, the Board is responsible for the provision of police services in the City of Toronto.

The firm engaged would be required to provide supplementary legal services in the area of administrative law to the Toronto Police Services Board. The service is to be provided economically, effectively and efficiently.

## **Range of Services:**

The following services would be required in the area of administrative law, from time to time, when deemed necessary:

- to render legal opinions and provide draft documents, including letters, agreements, and notices;
- to represent the Board before courts, tribunals, inquests;
- to attend Board meetings or meetings of Board committees, Board officials, or Board staff

## **Minimum Proposal Requirements:**

As a minimum, the proposal must include:

1. The curriculum vitae, including previous work references, of the members of your firm who would be responsible for providing administrative legal services to the Board;
2. An outline of the range of services your firm would provide;
3. A statement of the hourly rates of pay of relevant firm members, set fees, or per diem rates for certain matters, and other anticipated costs relevant to provision of the service;  
**Note:** The rates and costs are to remain constant for the entire retainer period.
4. A sample billing statement which your firm would use when billing the Board for services rendered showing the detailed docket entries for each person working on a file, total hours billed, hourly rate(s), detailed disbursement breakdown, GST number and any other information that would be of assistance to the Board in reviewing the bill.  
**Note:** The billing statement will be required on a monthly basis.

### **Conflict of Interest:**

The successful proponent shall disclose to the Board any potential conflict of interest prior to the commencement date of the retainer. If such a conflict of interest does exist, the Board may, at its discretion, withhold the award of the retainer from the proponent until the conflict is suitably resolved. If, during the period of the retainer, the proponent is retained by another client giving rise to a potential conflict of interest, then the proponent shall inform the Board forthwith. If a significant conflict of interest is deemed to exist in the view of the Board, then the proponent shall refuse the new assignment or shall take such other steps as are necessary to remove the conflict.

### **Period of Retainer:**

The period of the retainer shall be three years, from \_\_\_\_\_ to \_\_\_\_\_ provided the services continue to be satisfactory to the board. All material prepared during the period of the retainer shall become the sole property of the board.

### **Review of Proposals:**

A selection committee will review and evaluate the proposals; develop a short list of law firms for further consideration; interview representatives from those firms; and make a recommendation to the Board.

### **Selection Committee:**

The Selection Committee will consist of:

*Chairman or Designate*  
Toronto Police Services Board

*Vice Chair or Designate*  
Toronto Police Services Board

*Solicitor or Designate*  
City of Toronto Legal Department

### **General:**

Questions about the Proposal Call process may be directed to Joanne Campbell, Executive Director, Toronto Police Services Board (416) 808-8081

**Submission:**

Six copies of the sealed proposal must be delivered by \_\_\_\_\_ to:

**The Toronto Police Services Board**

40 College Street

7th Floor

Toronto, Ontario

M5G 2J3

Attention: Joanne Campbell, Executive Director

**THIS IS AN EXTRACT FROM THE MINUTES OF THE MEETING  
OF THE TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2001**

**#P105            *PUBLIC SECTOR SALARY DISCLOSURE ACT - 2000***

The Board was in receipt of the following report MARCH 12, 2001 from Norman Gardner, Chairman:

Subject:            Public Sector Salary Disclosure

Recommendation:

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

Background:

In accordance with the Public Sector Salary Disclosure Act, the Toronto Police Service is required to disclose the names, positions, salaries and taxable benefits of employees who were paid \$100,000 or more in a year. This information is submitted to the City of Toronto Finance Department to be included in a corporate report filed with the Ministry of Municipal Affairs and Housing.

In 2000, thirteen (13) staff whose base salary is normally under \$100,000 earned over \$100,000 when their base salary is combined with premium pay (see attachment A for details). Several factors have contributed in these personnel reaching the legislated disclosure level. These are:

- Toronto Drug Squad South was assigned a five-week sensitive investigation which resulted in overtime and the officers appearing as expert witnesses at court;
- The enforcement of By-law offences relating to taxi operation violations, ticket scalpers and hot dog vendors has increased the court appearances required by the officers;
- The Toronto Airport Enforcement Unit had a major project which required overtime to complete the investigation and court appearances as drug expert witnesses;
- The Community Action Policing (CAP) program;
- Several high profile investigations relating to suspicious heroin deaths and a child neglect death.

As part of the Chief's monitoring and control mandate, the Toronto Police Service has established aggressive strategies to control premium pay expenditures. For example, overtime incurred must be of an emergent nature and be authorized by a supervisor. Unit Commanders are responsible and accountable for the controllable costs such as premium pay. During the monthly variance reporting process, a review of the actuals against the budget figures is provided to each Unit Commander to assist them in identifying problems so that corrective action maybe taken.

Unit Commanders receive the appropriate information to access and further control or curtail undue increases by:

- Monitoring officer court attendance;
- Reducing police witness attendance, where possible;
- Requesting staff to use lieu time to avoid large cash payouts.

However, it is difficult to foresee overtime for special events as these costs are estimated based on past experiences and are subject to change. In many cases overtime court attendance is not within the control of TPS but controlled by outside sources. Based on our experiences, officers appearing in court do not get to testify a majority of the time but TPS is required to pay the callback minimum.

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

**The Board received the foregoing.**

**PUBLIC SECTOR SALARY DISCLOSURE ACT**  
**Employees Paid \$100,000 or More in 2000**  
**TORONTO POLICE SERVICE**  
Prepared Under Public Sector Disclosure Act

<b>Name</b>	<b>Position</b>	<b>Salary Paid</b>	<b>Taxable Benefits</b>	<b>Notes</b>
Bamford, John	Superintendent	109,564.73	3,645.98	Includes retroactive salary increase from January 1999 to June 2000.
Beamish, Gary	Superintendent	110,545.34	4,375.46	Includes retroactive salary increase from January 1999 to June 2000.
Beauchesne, Joseph	Police Legal Advisor	119,643.65	3,848.34	Includes retroactive salary increase from January 1999 to June 2000.
Blair, William	Superintendent	105,455.21	4,445.85	Includes retroactive salary increase from January 1999 to June 2000.
Boyd, Michael	Deputy Chief	143,044.96	641.19	Includes retroactive salary increase from January 1999 to October 2000.
Briggs, Ian	Detective	100,581.07	248.95	Regular Salary was \$66,458.91 and remaining amount for court and overtime payments.
Cann, Loyall	Deputy Chief	141,663.35	645.57	Includes retroactive salary increase from January 1999 to October 2000.
Chase, Richard	Detective	105,177.93	249.24	Regular Salary was \$66,968.42 and remaining amount for court and overtime payments.
Chen, Francis	Director, Finance & Administration	138,485.18	7,655.98	Includes retroactive salary increase from January 1999 to June 2000. Acting Chief Administrative Officer for the entire year.
Ciani, Maria	Manager, Labour Relations	101,679.43	352.00	Includes retroactive salary increase from January 1999 to June 2000.
Cleveland, Michael	Superintendent	105,455.21	3,910.51	Includes retroactive salary increase from January 1999 to June 2000.
Costabile, Gino	Police Constable	106,600.43	222.56	Regular Salary was \$59,716.80 and remaining amount for court and overtime payments.
Cowling, Keith	Superintendent	109,564.73	3,223.89	Includes retroactive salary increase from January 1999 to June 2000.
Cristofaro, Angelo	Manager, Budgeting & Control	115,089.18	481.42	Includes retroactive salary increase from January 1999 to June 2000. Acting Director Finance and Administration for the entire year.
Dennis, John	Superintendent	109,564.73	6,435.41	Includes retroactive salary increase from January 1999 to June 2000.
Dicks, William	Superintendent	113,121.81	3,850.65	Includes retroactive salary increase from January 1999 to June 2000. Acting Deputy Chief for the period June – December 2000.
Eschweiler, Gary	Police Constable	100,868.09	229.12	Regular Salary was \$60,136.48 and remaining amount for court and overtime payments.
Fairclough, Samuel	Superintendent	105,455.21	5,187.96	Includes retroactive salary increase from January 1999 to June 2000.
Fantino, Julian	Chief of Police	129,677.82	619.12	Appointed to position of Chief on March 6, 2000.
Gibson, William	Director, Human Resources	127,251.13	5,000.19	Includes retroactive salary increase from January 1999 to June 2000.

<b>Name</b>	<b>Position</b>	<b>Salary Paid</b>	<b>Taxable Benefits</b>	<b>Notes</b>
Gottschalk, Paul	Superintendent	105,744.89	4,894.95	Includes retroactive salary increase from January 1999 to June 2000.
Grant, Stephen	Inspector	102,490.68	398.18	Includes retroactive salary increase from January 1999 to June 2000. Acting Manager, Employment for the entire year.
Grant, Gary	Superintendent	109,544.67	3,977.64	Includes retroactive salary increase from January 1999 to June 2000.
Griffiths, Alan	Superintendent	109,564.73	4,625.06	Includes retroactive salary increase from January 1999 to June 2000.
Henderson, Norman	Administrator, Fleet & Materials Mgmt	109,176.52	486.52	Includes retroactive salary increase from January 1999 to June 2000.
Hoey, Stanley	Staff Inspector	102,883.08	5,022.79	Includes retroactive salary increase from January 1999 to June 2000. Acting Superintendent, Trials for entire year.
Holdridge, William	Superintendent	109,564.73	4,409.34	Includes retroactive salary increase from January 1999 to June 2000.
Hoogerdyk, David	Police Constable	108,383.27	222.56	Regular Salary was \$59,716.80 and remaining amount for court and overtime payments.
Hunter, Joseph	Deputy Chief	144,060.70	663.81	Includes retroactive salary increase from January 1999 to October 2000.
Kennedy, Steven	Manager, Radio & Electronics Services	105,242.67	426.71	Includes retroactive salary increase from January 1999 to June 2000.
Kerr, Robert	Deputy Chief	112,870.33	308.07	Includes retroactive salary increase from January 1999 to June 2000 and separation pay (sick gratuity/ lieu time/vacation).
Kijewski, Kristine	Director, Corporate Planning	105,383.97	468.85	Includes retroactive salary increase from January 1999 to June 2000.
Macchiusi, John	Manager, Systems Operations	101,828.78	452.25	Includes retroactive salary increase from January 1999 to June 2000.
Maher, Aidan	Superintendent	109,564.73	4,182.50	Includes retroactive salary increase from January 1999 to June 2000.
Mantle, Donald	Superintendent	109,564.73	4,095.84	Includes retroactive salary increase from January 1999 to June 2000.
Marrier, Steven	Staff Inspector	102,943.72	7,418.29	Includes retroactive salary increase from January 1999 to June 2000. Acting Superintendent, 41 Division from May to December 2000.
Matthews, Raymond	Detective	105,702.47	249.21	Regular Salary was \$66,864.02 and remaining amount for court and overtime payments.
Mellor, John	Staff Inspector	100,183.60	5,279.23	Taxable Benefits amount includes vehicle taxable benefit. Acting Superintendent, 32 Division from May to December 2000.
Needham, David	Detective	100,791.20	249.17	Regular Salary was \$66,864.02 and remaining amount for court and overtime payments.
Oldham, Gary	Superintendent	109,564.73	2,732.05	Includes retroactive salary increase from January 1999 to June 2000.
Paproski, Glenn	Superintendent	105,455.21	6,907.35	Includes retroactive salary increase from January 1999 to June 2000.
Parkin, James	Superintendent	109,564.73	4,640.96	Includes retroactive salary increase from January 1999 to June 2000.
Reesor, Steven	Deputy Chief	138,946.63	635.15	Includes retroactive salary increase from January 1999 to October 2000.
Reynolds, Douglas	Superintendent	109,564.73	5,325.57	Includes retroactive salary increase from January 1999 to June 2000.

<b>Name</b>	<b>Position</b>	<b>Salary Paid</b>	<b>Taxable Benefits</b>	<b>Notes</b>
Scott, Gordon	Detective	103,132.69	248.95	Regular Salary was \$66,759.62 and remaining amount for court and overtime payments.
Scott, Dwayne	Police Constable	100,234.01	233.09	Regular Salary was \$62,495.92 and remaining amount for court and overtime payments.
Stinson, Robert	Dir., Computing & Telecommunications	133,063.56	596.93	Includes retroactive salary increase from January 1999 to June 2000.
Strathdee, Robert	Superintendent	105,455.21	4,992.36	Includes retroactive salary increase from January 1999 to June 2000.
Styra, Dana	Manager, Internal Audit	101,919.21	452.25	Includes retroactive salary increase from January 1999 to June 2000.
Taverner, Ronald	Superintendent	105,455.21	4,047.84	Includes retroactive salary increase from January 1999 to June 2000.
Tracy, Steven	Detective	106,328.16	248.56	Regular Salary was \$66,655.22 and remaining amount for court and overtime payments.
Virani, Abdulhameed	Police Constable	104,970.85	218.01	Regular Salary was \$58,541.25 and remaining amount for court and overtime payments.
Wiley, Jerome	Sr. Counsel to Chief of Police	123,435.23	765.26	
Woodhouse, Martin	Detective	108,227.64	249.21	Regular Salary was \$66,864.02 and remaining amount for court and overtime payments.
Yarenko, John	Detective	110,156.38	249.39	Regular Salary was \$66,968.42 and remaining amount for court and overtime payments.

**NOTES:**

According to the Provincial instructions, the column entitled 'Salary Paid' represents the "amount paid by the employer to the employee in 2000 as reported on the T4 slip (box 14 minus Taxable Benefits total)". The salary paid amount may include "such things as retroactive pay", which would increase the normal base salary for the position. The column entitled 'Taxable Benefits' represents "amount paid by the employer to the employee in 2000 as reported on the T4 slip (total of boxes 30-40)".

The Provincial definition of an employee is "anyone to whom your organization provides a T4 slip is considered an employee".

Certified to Completeness

Julian Fantino  
Chief of Police

**THIS IS AN EXTRACT FROM THE MINUTES OF THE MEETING  
OF THE TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2001**

**#P106            DEPUTATION:        ROBERT BENKOWSKI**

Robert Benkowski was in attendance and requested an opportunity to make a deputation to the Board regarding the procedures for reviewing complaints. The Board agreed to Mr. Benkowski's request for a deputation.

During the deputation the Board members suggested that Mr. Benkowski discuss his concerns with Albert Cohen, City of Toronto Legal Services. Mr. Cohen agreed to discuss this matter with Mr. Benkowski.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE MEETING  
OF THE TORONTO POLICE SERVICES BOARD HELD ON MARCH 22, 2001**

**#P107          ADJOURNMENT**

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Chairman