

MINUTES OF THE MEETING
of the Toronto Police Services Board held on
FEBRUARY 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
Sandy Adelson, Member
Allan Leach, Member

ALSO PRESENT:

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

P36

The Minutes of the Meeting held on **JANUARY 25, 2001** were approved.

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

**#P37 REVISED POLICE SERVICE'S 2001-2005 CAPITAL PROGRAM
SUBMISSION**

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

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

Recommendation:

It is recommended that: the Board approve the revised 2001-2005 Capital Program as reflected in this report, with an approved request of \$29.3 million (M) in 2001 and a total of \$160.1M for 2001-2005.

Background:

The Board, at its meeting of October 26, 2000, approved the Toronto Police Service's 2001-2005 Capital Program at an amount of \$33.3M for 2001 and a total of \$155M for 2001-2005 (Board Minute # 477/2000 refers). Since that time, further information and on-going reviews and discussions with City staff have resulted in necessary revisions to the previously approved program.

Attached is a financial summary of the revised Police Service's 2001-2005 Capital Program Submission (attachment 1). Details of the changes are outlined in this report.

Facility Projects

New this year, Council will 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 does not adopt this recommendation, the City's Chief Financial Officer and Treasurer and City staff plan to recommend support of a five-year plan for the facilities project portion of the program including the on-going capital maintenance of existing facilities. Given this commitment of support, the Service has agreed to a revised facility plan that addresses facility needs and also addresses the need to spread the cash flows over several years.

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:

Division #	Original Submission Year Project to Begin	Revised Submission Year Project to Begin
51	2001	2001
11	2001	2001
43	2001	2001
23	2001	2002
14	2001	2003
41	2003	2004
52	2004	2005
32	2004	2006
13	2004	2007

As a result of the above changes, the 2001 funding requirements outlined in the original submission are reduced by \$2M.

Livescan Fingerprint System

In addition to the establishment of a 5-year facility plan with a 5-year commitment, one additional change is proposed. A review of the project timeline for the Livescan Fingerprint System, in conjunction with the final approval of the Capital budget, indicates that a cash flow deferral of \$2M from 2001 to 2002 is necessary.

SUMMARY

Attachment 1 summarizes the revised 2001-2005 Capital Program request. This request totals \$29.3M for year 2001, which is \$4M less than the original program request. This reduction is attributed to a change in the facilities replacement plan (\$2M) and a deferral of a portion of the Livescan Fingerprint System project (\$2M).

It is recommended that the Board approve the revised 2001-2005 Capital Program as reflected in this report, with an approved request of \$29.3M in 2001 and a total of \$160.1M for 2001-2005.

Mr. Frank Chen, CAO-Policing will be present at the Board meeting to respond to any questions.

Mr. Frank Chen, Chief Administrative Officer, was in attendance and responded to questions by the Board about this report.

The Board approved the foregoing and the following Motion:

THAT the Board forward a copy of this report to the City of Toronto Budget Advisory Committee for its review.

TORONTO POLICE SERVICE										
2001-2005 CAPITAL WORKS PROGRAM (\$000's)										
PROJECT # AND NAME	Current Proj'n up to YE2000	Cashflow Carry- forward to 2001	2001	FUTURE YEAR ESTIMATES					Program Total	
				Total 2001	2002	2003	2004	2005		
CONTINUING PROJECTS		(a)	(b)	= (a) + (b)						
1	MDT Replacement	9,200.0	800.0	800.0						10,000.0
2	51 Division	1,000	3,925	2,125	6,050	7,950	1,000			16,000.0
3	Occurrence Re-Engineering	6,684.0	1,100.0	995.0	2,095.0					8,779.0
4	Security Control	1,000.0		300.0	300.0					1,300.0
5	Reporting Centre Replacement		490.0		490.0					490.0
6	State of Good Repair	3,911.0	-500.0	4,058.0	3,558.0	3,621.0	3,623.0	3,545.0	3,678.0	21,936.0
	Police	1,000.0	-500.0	1,035.0	535.0	1,035.0	1,035.0	1,035.0	1,035.0	5,675.0
	Corporate Services	2,911.0	300.0	3,023.0	3,023.0	2,586.0	2,588.0	2,510.0	2,643.0	16,261.0
7	Professional Standards Information System	100.0	300.0	100.0	400.0					500.0
8	Defention Area Monitoring	335.0	700.0	435.0	330.0					1,100.0
9	E-mail Replacement			1,600.0	2,300.0					2,300.0
10	Emergency Generators	330.0	876.0	876.0	876.0	550.0	654.0			2,410.0
11	Implementation of SAP Financials	300.0	800.0	1,650.0	2,450.0					2,750.0
12	Implementation of Time & Attendance	50.0	50.0	900.0	950.0	3,500.0				4,500.0
13	Boat replacements	270.0		600.0	600.0	320.0	250.0			1,440.0
14	Property Unit Large Seizure Compound	195.0	100.0		100.0					295.0
	Total, continuing projects:	23,375.0	7,764.6	13,639.4	21,404.0	16,271.0	5,527.0	3,545.0	3,678.0	73,800.0
NEW PROJECTS										
1	11 Division		600	600	600	4,860	4,200	1,000		10,660.0
2	43 Division		600	600	600	6,260	3,100	1,000		10,960.0
3	Video Tape Storage and Processing	101.5	-21.5	2,572.5	2,551.0	500.0				3,152.5
4	9-1-1 Upgrade		200.0	200.0	200.0					400.0
5	Centralized Drug Squad / Study		750	750						750.0
6	Emergency Services Video Distribution System		295.9	295.9						295.9
7	Automated Vehicle Location System		1,182.0	1,182.0	957.0					2,139.0
8	Livescan Fingerprint System		1,358.0	1,358.0	3,000.0					4,358.0
9	TPS Headquarters Renovation Program		230.0	230.0	525.0	300.0	300.0	230.0	325.0	1,610.0
10	Police Information Systems Integration		100.0	100.0	1,250.0	2,500.0				3,850.0
11	23 Division & West Training Facility				1,450	9,345	9,160	6,000		25,955.0
12	Document Management				160.0	200.0				360.0
13	External Policing Information Exchanges				300.0	800.0	300.0	300.0		1,400.0
14	Mobile Personal Communication				100.0	1,000.0	1,000.0	1,000.0	1,000.0	3,100.0
15	14 Division					600	600	5,160	4,500	10,260.0
16	41 Division						600	600	5,100	5,700.0
17	52 Division								1,300	1,300.0
	Total, new projects	101.5	-21.5	7,888.4	7,866.9	19,562.0	22,045.0	18,450.0	18,225.0	86,250.4
	Total, all projects	23,476.5	7,743.1	21,527.8	29,270.9	35,833.0	27,572.0	21,995.0	21,903.0	160,050.4

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OF THE TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 22, 2001**

#P38 2000 FINAL OPERATING BUDGET VARIANCE REPORT

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

Subject: 2000 FINAL OPERATING BUDGET VARIANCE REPORT

Recommendation:

It is recommended that:

- (1) The Board receive this report; and
- (2) The Board approve a contribution to the City Vehicle and Equipment Replacement Reserve in the amount of \$500,000.

Background:

Toronto City Council, at its meeting of April 26, 2000, approved the Toronto Police Service's 2000 Operating Budget at a net amount of \$533.7 million (M). The net operating budget was later increased to \$557.3M by the City to take into account the impact of salary settlement costs totalling \$23.6M.

As mentioned in the 2000 Operating Budget Update to the Board (Board Minute # 214/2000 refers), City Council's expectation was that the Service would remain within the approved amount. The Service has been committed to meeting that expectation and appropriate control systems were in place to address any problems that arose throughout the year. We adjusted priorities and reallocated funds where required, based on our variance reporting system, in order to remain within the approved global budget. As a result, the final Service operating surplus for 2000 is projected to be \$0.5M. This surplus is \$0.3M more than reported in the September 30, 2000 variance report (BM# 504/2000 refers.)

Details of the surplus are as follows:

SALARIES

There is a savings of \$4.2M related to salaries. This savings was attributed to a significant number of uniform separations earlier in the year than anticipated as well as 30 more separations in total than originally estimated. There was a total of 273 separations compared to the original budget estimate of 243 separations for the year. The above savings were partially offset by a \$0.3M unfavourable variance in premium pay.

Due to the timing of the recruit classes for 2001, the Service hired a class of 108 recruits in mid December of 2000 for a training start date in January 2001. As a result, the Service was temporarily above the targeted uniform strength of 5,261 by 112 members at year-end. This did not significantly impact the 2000 variance.

MEDICAL CLAIMS

Due to a significant increase in claim costs in 2000 over 1999, there was an unfavourable variance of \$2.3M in medical, dental and related administrative costs. Reasons for the increase included, but were not limited to, increased numbers of drug claims, orthopedics, vision care, and psychologist and chiropractor fees. The major contribution from the above was orthopedics. The Toronto Police Service Compensation & Benefits Unit has been and is continuing to work with the insurance carrier to determine how these costs can be controlled. The unfavourable variance was accommodated within the budget by the offsetting savings in salaries noted above.

NON-SALARY ACCOUNTS

Non-salary accounts were overspent by \$1.1M. This over expenditure was attributed to consulting fees related to arbitrations (\$0.3M), legal indemnification costs (\$0.9M), and price increases in gasoline beyond that anticipated in the development of the budget (\$0.5M). These unfavourable variances were partially offset by a favourable variance in vehicle parts of \$0.3M and other net favourable variances \$0.3M. Although costs surpassed the budget amount, savings in the salary accounts were enough to offset these budget pressures.

SUMMARY OF VARIANCES

	<u>Savings</u> / <u>(Shortfall)</u>
• Staffing	\$4.2M
• Medical Claims	\$(2.3)M
• Premium Pay	\$(0.3)M
• Non-Salary Accounts	<u>\$(1.1)M</u>
Total Surplus	\$0.5M

CITY VEHICLE AND EQUIPMENT REPLACEMENT RESERVE

Toronto City Council, at its meeting of August 1, 2, 3, and 4, 2000 approved a joint report from the CFO and Treasurer and the Acting CAO-Policing regarding the Toronto Police Service Vehicle Replacement Program. This report contained a recommendation that additional savings incurred in the year 2000 be used to increase the contribution to the City Vehicle and Equipment Replacement Reserve.

As a result, the Service will contribute an additional \$0.5M in 2000 to the Reserve. This contribution will reduce the required 2001 contribution by the same amount and will therefore reduce the overall 2001 operating budget request by \$0.5M.

PARKING ENFORCEMENT

The Parking Enforcement budget was under spent by \$0.2M. This was due to an under-strength staffing situation for the first half of the year. The unit back filled vacant positions to reach target strength levels during the second half of the year.

SUMMARY

The year-end Service operating surplus for 2000 is \$0.5M. The Service monitored and controlled expenditures to achieve this favourable position and was able to restore the Uniform strength back to the 1994 level. It is recommended that the \$0.5M surplus be contributed to the City Vehicle and Equipment Replacement Reserve.

Mr. Frank Chen, CAO-Policing will be present at the Board meeting to respond to any questions.

Mr. Frank Chen, Chief Administrative Officer, was in attendance and responded to questions by the Board about this report.

The Board approved the foregoing and the following Motion:

THAT the Board forward a copy of this report to the City of Toronto Budget Advisory Committee for its review.

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

#P39 2001 OPERATING BUDGET REDUCTIONS / LIABILITIES AND RISKS

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

Subject: 2001 OPERATING BUDGET REDUCTIONS / LIABILITIES AND RISKS

Recommendation:

It is recommended that:

- 1) the Board approve the continuation of the Human Resources Strategy and the staffing targets set out in the strategy; and
- 2) the Board consider the reductions and funding alternatives and resulting impacts outlined in this report to achieve a financial target for the Toronto Police Service 2001 Operating Budget of 5% above the 2000 adjusted budget. To achieve the \$8.2 million reduction required, it is recommended that:
 - a) The Board consider undertaking the potential reductions identified in the report totalling \$5.8 million; and
 - b) The Board request the City Chief Financial Officer and Treasurer to obtain the balance of \$1.4 million by way of contracting out caretaking and maintenance for a savings of \$0.6M (part year) and funding \$1.8 million of the Toronto Police Service's 2001 vehicle reserve contribution using OMERS holiday savings; and
- 3) the Board pursue section 25 of the Police Services Act in the event that downsizing of staff is necessary (i.e. that the Board request O.C.C.P.S. to investigate the police needs of the municipality).

Background:

At its meeting of January 25, 2001, the Board approved the Toronto Police Service's 2001 operating budget submission at a net amount of \$593.2 million (M), which excludes the proposed budget of the Police Services Board. Since that time, the City has announced an expected shortfall of \$305 million for the 2001 budget year. In an effort to find expenditure reductions to eliminate the shortfall, the City Budget Advisory Committee (BAC), at its meeting of February 9, 2001, proposed several financial targets. Subsequent to this meeting, we received a letter from the City Clerk's office requesting the Toronto Police Service to identify service reductions and impacts that would result from 3 scenarios of budget approval for 2001:

- A. A 2001 operating budget equivalent to a 5% increase over the 2000 approved budget
- B. A 2001 operating budget equivalent to the 2000 approved budget
- C. A 2001 operating budget equivalent to 5% below the 2000 approved budget.

The following report provides an overview and discussion of the target scenarios as they pertain to the Toronto Police Service and the recommended course of action. A brief presentation will be made to the Police Services Board at its meeting of February 22, 2001.

Historical Perspective

Over the last decade, the Toronto Police Service has remained committed to delivering police services, in partnership with our communities, to keep Toronto the best and safest place to be. While this has been our operational goal, our financial goal is to deliver these services for as few resources as possible. To meet this challenge, the Service has made considerable efforts to reduce costs and to find ways of delivering services more efficiently. The following is an overview of the last decade, including the financial challenges facing the Toronto Police Service and the ways in which we have responded to them. A graph depicting the historical net operating budget of the Toronto Police Service for the years 1992 to 2001 can be found in Appendix A for reference. Also, a similar graph showing the actual uniform and civilian strength for the same period can be found in Appendix B. The following perspective makes reference to the figures shown in these graphs.

The Downward Trend of 1992 to 1996

In the years following 1992, increasing costs and decreasing funding at Municipal, Provincial and Federal levels caused tight budgets. Cost consciousness pervaded City Council budget reviews and the Toronto Police Service budget was no exception. While public expectations of the Police continually increased, the Police received pressure to reduce the budget. The Service's approved funding level went from a high of \$561.5M in 1992 down to a low of \$496.5M in 1996; a reduction of \$65M. To achieve reductions of this magnitude, we implemented a number of initiatives.

Since over 90% of the budget is made up of salaries and benefits, reductions have been made possible largely through staff attrition and retirement. In 1993 and 1995/1996, the Service lost in excess of 550 senior police personnel through a retirement incentive program. While this reduction in staff helped the Service to achieve more than \$34M in savings on an annualized basis, the pain was felt in the loss of senior level experience. In addition to retirements, savings were achieved with hiring freezes that lasted much of this decade and additional costs were avoided with the absence of wage increases from 1993 to 1996. In addition to all this, the Service faced additional challenges including additional mandated training and disclosure and reduced availability of officer hours with the advent of Social Contract. Overall, staffing levels went from a total of 7,379 civilian and uniform members in 1992 down to 6,703 at the end of 1996, a reduction of 676 people (over 9%).

In order to assist in meeting the tight budgets during the years following 1992, decisions were made to defer equipment purchases where possible. This deferral caused difficulty in later years, when constant deferral has resulted in significant cash outlays to replace equipment. Continual deferral of replacement of vehicles that were beyond their normal average useful life resulted in a “catch-up” requirement to purchase vehicles. Further, the extension of the life of the vehicles resulted in lower salvage values and greater maintenance costs. While the solution to the funding constraints was the deferral of equipment, it was known that this was a temporary solution only and would require additional investment in future years.

While deferrals were experienced in the operating budget to save money, these deferrals were also extended to capital funding. For years, plans to replace police facilities were deferred in the interest of saving funds in the short-term. The continual deferral resulted in dilapidated buildings resulting in occupational health and safety hazards and increased costs to bring the state of good repair to barely acceptable but manageable levels.

In addition to salary and equipment savings mentioned above, the Service introduced other initiatives to cope with fewer staff, to reduce costs further and to increase funding sources. These initiatives include:

- Technology development (including “Metropolis”, our strategic infrastructure technology plan)
- Innovative service delivery (such as alternate response and Collision Reporting Centres)
- Cost recovery initiatives
- Strategic alliances and partnerships (e.g. Police co-op purchasing)
- Initiatives to reduce court expenditures (e.g. reduction of witnesses)

These initiatives continued to be maximized in the years ahead.

The Upward Trend of 1996 to 2000

Since 1996, the Service budget has been increasing. The Service budget has gone from \$496.5M in 1996 up to \$557.3M in 2000, an increase of approximately \$60M (or 12%). This increase represents increases due to wage settlements and the beginning of the restoration of staffing levels, not increased spending.

There were no wage settlements for the years following 1992 until mid-1996. Wages increased by a total of 10.8% between 1996 and 2000. While the increase in the budget over the years 1996 to 2000 represent salary increases, the number of staff continues to be significantly less than the numbers in 1992. The year-end staffing levels in 2000 totalled 7,101 civilian and uniform members, whereas there were a total of 7,379 people in 1992.

Despite the fact that staffing levels remain significantly below the levels in 1992, staffing levels have been increasing since 1998. This increase is a result of Council’s commitment to restore front-line uniform staffing levels to 1994 levels, for a total uniform staff of 5,261. This uniform staff level was achieved by the end of 2000. In 1998, the Province introduced the Community Policing Partnerships (C.P.P.) program. This program provided a grant to

the Toronto Police Service for 50% funding for police officers. A total of 1,049 officer positions across the Province are funded through this grant with a total of 251 positions allocated to the Toronto Police Service. This grant is now responsible for providing the TPS with over \$7 million in funding on an annual basis.

The years following 1996 have been ones of restoration of not only staff but of infrastructure. Technology and equipment deferrals are slowly being addressed and infrastructure is being rebuilt to manageable levels. The City too, has recognized the importance of state of good repair and has addressed this issue in the recent budgets. A City vehicle reserve has been established to provide for planned vehicle replacements for TPS and other departments. With the assistance of the Budget Committee, vehicle purchases are funded through draws from the reserve and the reserve is maintained through contributions each budget year.

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, TPS has transferred a total of \$60M 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 TPS to directly utilize the savings. The City has applied these savings to address City pressures, including the capital budget. Requests to use these funds for one-time pressures on the TPS budget have been denied.

Today – Year 2001 Operating Budget

The Service operating budget is comprised of 92% salaries and benefits and 8% non-salary related costs. Given this breakdown, the Service has little flexibility in reducing costs other than staffing. The 2001 operating budget submission assumes that the Human Resources staffing strategy will continue and the uniform target endorsed by Council will be maintained. As far as the non-salary portion of the budget is concerned, the budget has developed conservatively, with the reduction of items where possible. Many reductions for non-salary expenditures have taken place during the early years of budget constraint leaving very little opportunity for further significant reductions.

The budget continues to address funding requirements for state of good repair to gradually bring the infrastructure to a stable position. Included in this plan is the vehicle replacement strategy, which is now at a point where we are paying equal amounts into the reserve to the draws for replacement.

Challenges continue to be faced with funding pressures related to increased salary and benefit costs, and the loss of certain one-time funding reliefs (reclassification reserve) and other reductions in revenues. Although cost-recovery opportunities have been maximized, there are limits to the amount of revenue we can generate due to the constraints of the Municipal Act. Other pressures have been identified in the original submission of the 2001 operating budget to the Board at the January 25, 2001 Board meeting (BM #P30 refers).

The original 2001 operating budget submission begins to address the priorities identified in the Board's Governance and Business Plan. The 2001 plan focuses on five priority areas:

- Youth violence and victimization of youth
- Organized crime
- Traffic safety
- Drug enforcement
- Infrastructure

Given funding constraints, the resources required to achieve the plan will not entirely meet all priorities and it is expected that these will be met on a gradual basis. Any pressure to reduce the budget request may result in a requirement to alter the business plan to those priorities than can realistically be achieved with the level of funding provided.

TARGET REDUCTIONS

The following chart summarizes the 3 funding scenarios proposed by the City Budget Advisory Committee for review. Target reductions are based on a 2000 approved operating budget of \$557.1M (adjusted to remove the Police Services Board and to consider the transfer of the lifeguard program) and an original 2001 operating budget submission of \$593.2M.

Scenario		Target Budget	Total Reductions from \$593.2M Submission	Achievable Reductions Without Staff Reductions	Balance Achievable Only Through Staff Reductions
A	5% increase over 2000 Approved Budget	\$585.0M	\$8.2M	\$8.2M	Not applicable
B	0% increase over 2000 Approved Budget	\$557.1M	\$36.1M	\$8.2M	\$27.9M (470 officers)
C	5% decrease over 2000 Approved Budget	\$529.2M	\$64.0M	\$8.2M	\$55.8M (940 officers)

Scenario A - 5% Increase over the 2000 Approved Budget

Based on this scenario, the Service would receive funding of \$585M and would be required to find reductions totalling \$8.2M from the original 2001 operating budget submission of \$593.2M.

The Service submission of \$593.2M, represents an increase of \$36.1M over the 2000 approved budget. Included in this increase are many unavoidable or mandatory costs.

Total increase	\$36.1M
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<u>Mandatory increases:</u>	
Salaries and benefits	\$23.9M
State of good repair – technology	4.0M
Revenue losses	2.6M
Increase in vehicle reserve contribution	2.1M
Other	<u>0.3M</u>
Total mandatory increases	\$32.9M
Total discretionary increases	\$3.2M

\$23.9M of the increase is related to salary and benefit increases. This represents over 66% of the total increase. This as well as other uncontrollable increases (gasoline costs, legal indemnification) and revenue losses make it difficult to reduce the budget request.

A total of \$3.2 of discretionary items may be considered to reduce the budget request. Included in this total are all new services and changes to existing services, as well as some base budget items. Items that may be withdrawn from the request include: Strategic Communications (\$0.1M), Community Oriented Response policing assignments (\$0.4M) and the Anti-gang initiative (\$0.7M). Also, funding for the continuation of adherence to Adequacy Standards guidelines would be reduced (\$0.9M). The balance of discretionary costs includes a portion of state of good repair (\$0.5M) and other smaller pressures (\$0.6M).

As previously mentioned reduction of funding for the above items will result in the necessary adjustment to the plans of the Toronto Police Service. Also, these reductions will place pressures on future years' budgets.

In addition to the above discretionary items, another \$2.6M can be reduced from the Service's budget request due to experience of the first 2 to 3 months of 2001. The Service is able to reduce the vehicle reserve contribution in year 2001 by \$0.5M due to an increase in the 2000 reserve contribution, which was made possible with a year-end surplus in 2000. Also, uniform separation experience for January, February and March has been more than anticipated and based on this experience, additional savings of \$1.9M is estimated in 2001. While separations for these first 3 months are more than anticipated, it is still estimated that the same number of yearly separations will occur (300). Finally, a further reduction to vehicle parts of \$0.2M is possible based on actual experience in year 2000.

Given discretionary increases of \$3.2M and budget reductions of \$2.6M, the Service can work toward a total decrease in the 2001 operating budget request of \$5.8M. To reach the scenario A target of a 2001 budget equivalent to a 5% increase to the 2000 approved budget, \$2.4M of additional reductions are needed. It is recommended that the City consider the following 2 options to achieve this reduction: alternative service delivery for caretaking and maintenance and funding of a portion of the remaining vehicle reserve contribution using OMERS holiday savings.

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 lower cost. This option has been proposed since 1998 and has been discussed with City staff and the CAO's office. No progress to date has been made. It is estimated that on an annualized basis, the Service could save in the area of \$2.5M. Realistically, if this approach were undertaken, savings for 2001 would likely be in the neighbourhood of \$0.6M (one quarter). In addition to the \$0.6M savings, a further \$1.8M could be reduced from the operating budget request if this portion of the total vehicle reserve contribution (\$4.4M) is made using OMERS holiday savings.

The above \$8.2M in reductions are summarized below (complete details can be found in Appendix C):

Reductions:

• Discretionary items	\$3.2M
• Change in estimates (separations, vehicle parts and vehicle reserve)	2.6M
• Contracting out caretaking and maintenance	0.6M
• Use of OMERS holiday savings for payment to vehicle reserve fund	<u>1.8M</u>
Total reductions	<u>\$8.2M</u>

We understand the pervasive financial constraints faced by the City today and, as a result, we are willing to reduce our budget request by the \$8.2M in reductions identified above. In addition, based on affordability, we felt it prudent to exclude any request for funding for the Community Action Policing program and the helicopter program from our budget request. While these reductions have impacts on policing services to the Community, they achieve the objective of meeting lower budget targets for the City as a whole.

Further reduction may be considered with the transfer of the responsibility of the School Crossing Guard program. This transfer would result in a reduction of \$5 million in Crossing Guard salaries and benefits and the corresponding administrative cost which approximates \$0.6 million.

Scenario B - 0% Increase over the 2000 Approved Budget (flatline) & Scenario C – 5% Reduction over the 2000 Approved Budget

Given the lack of flexibility in a budget that is comprised of 92% salaries and benefits, reductions of the magnitude of \$27.9M to \$55.8M can only be achieved through staff reductions. These reductions equate to up to 940 annual salaries for staff to achieve scenario C (470 to achieve scenario B). This, of course, is setting aside the concerns of whether this could be achieved for part year, full year, or at all given the concerns that follow in the next sections. Staff reductions would begin with the reduction of hiring efforts. In 2001, the Service estimates that 300 officers will leave and planned to replace 191. If the 191 officers were not hired, the 2001 savings would amount to \$4.5M. Any further salary savings could

only be achieved through layoffs of staff. This would represent up to 749 people (if full year salaries were to be saved).

Staffing Trends, Implications of Not Hiring and Staff Cuts (Command Assessment)

As Chief of the Toronto Police Service, I have a duty to advise the Board of the risks and liabilities associated with the downsizing of this organization. To do this, a diligent review or assessment of all known and perceived factors must be carried out. Reductions in staff of the magnitude mentioned above has a number of very serious repercussions. These factors are examined below.

The relevant provisions in the Collective Agreement generally provide for officers with the least seniority to be laid off first. This means that the loss of the last 749 officers to be hired would change the age demographics of the Service towards a more mature workforce. This would place the Service in a “double jeopardy” situation, as about 1,400 officers are currently eligible for retirement and may choose this option rather than be re-assigned to front-line duties, or accept a heavier workload resulting from the staff reduction. In addition, employees with greater seniority are entitled to longer vacation periods, and this would further exacerbate front-line staff shortages, particularly in the summer when policing demands are often higher. With these employees, the Service would also experience higher benefit claims, and the loss of greater work time due to injuries.

Lay offs would be strongly resisted by the Police Association, resulting in labour strife, poor morale in the Service and lower revenue to the City.

The lay offs would require a massive re-deployment of personnel to make up the gap in front-line support. Significant transfers would be required from investigative and other specialized units, resulting in a decline in experienced case management and possibly the success rate in achieving convictions. This re-deployment would require re-orientation training and the re-equipping of the officers involved, and could affect response times until the transferred officers were fully adjusted to their new duties.

As officers with the least seniority would likely be the first laid off, this would result in a significant setback for the Service in meeting its equity objectives to improve the representation of women, racial minorities and aboriginals in the uniform ranks. Of the last 1,000 hires, 20.8% have been from these target groups. It can be expected that the community would be very critical of the target groups being disproportionately affected in this manner.

The ability to lay off police personnel is governed by section 40 of the Police Services Act. Terminations to reduce the size of a Service require the permission of the Ontario Civilian Commission on Police Services and must involve an agreement for severance payments or submission of the matter to an arbitrator. An application for this many lay offs would no doubt be very controversial and would require a convincing defence of the trade-off between meeting a budgetary target and the policing needs of the community.

A reduction in staff and its effect on front-line policing would be contrary to the position taken by City Council in recent years and by the Provincial Government through its Community Policing Grants initiative. City Council agreed to staff the uniform strength to the level of 5,261 personnel, including 5,178 officers for the front-line ranks. The Provincial Government has also shown its support for front-line policing by providing funding assistance for new hires above a certain strength threshold. Funding of \$7M is provided on an annual basis for partial funding of 251 police officers. The proposed reduction in staff could result in the Service forfeiting this assistance.

Re-deployment on this scale would drastically affect the ability of the Service to continue its training programs, as most Service instructors would be transferred to other assignments. This would result in the elimination of most training initiatives and the curtailment of others, including mandatory use of force training.

The loss of the recently hired officers would represent a loss of the training time and resources invested in them. Furthermore, these recruits would be available to other Police Services as fully trained officers. New recruits receive a total of three weeks of training at the Service's C.O. Bick College, thirteen weeks at Aylmer, and fifteen weeks in a field training division.

The length of time needed to recover from this staff reduction would be considerable. All recruits are required to receive training at the Ontario Police College, where there are only a limited number of training spaces available each year. To make up the shortfall, the Toronto Police Service would be required to seek accreditation from the Ministry of the Solicitor General to undertake its own recruit training, and this would involve the commitment of significant physical and human resources.

Further Analysis of Risks of Termination of Employment

As mentioned above, the authority for terminating the employment of a member is found in section 40 of the Police Services Act. In order to consent to a termination, the Commission must conduct an analysis of the effect of the termination on the "adequacy and effective" standard required by section 4(1) of the Police Services Act. It follows that (per Section 39(5) of the Police Services Act), "if the Board is not satisfied that the budget established for it by the Council is sufficient to maintain an adequate number of police officers...the Board may request that the Commission determine the question and the Commission, shall, after a hearing do so."

The Board should consider that if it was not satisfied that the budget established by Council was sufficient to maintain an adequate number of police officers, it would have a legal and moral responsibility, pursuant to section 31 of the Act (the responsibility of the Board to provide adequate and effective police services), to refer the budget to the Commission.

In addition to the obligations of the Police Services Board, a municipal council must establish a budget sufficient to maintain adequate and effective police services, or otherwise might be in violation of section 4 of the Act and could be subject to a hearing and determination by O.C.C.P.S.

Even assuming that there was some way to get around the adequate and effective provisions of the Police Services Act, there would be other legal consequences to reducing the Service by up to 940 officers. First of all, the Service would probably be in violation of several sections of the Collective Bargaining Agreement. For example, two person cars would have to be discontinued, and shift and leave agreements would have to be unilaterally altered. These changes would also give rise to officer safety issues, which could result in Occupational Health and Safety charges. Officers would be subject to burnout, illness and unrest.

Such a drastic reduction in service would also give rise to public and officer safety issues and breach of the duty of core responsibilities of the Service, which would result in civil suits from members of the public whose health, safety, or property were affected by the reduction in service. Public dissatisfaction would result, and this would impact on the City and its reputation for being a safe place to live and visit.

Any reduction of police officers of the magnitude of 470 to 940 officers will necessarily result in a wide variety of health and safety issues for the police and the public. Response times would be greatly increased. Longer response times increase the likelihood that personal and property damage will occur. The capability to provide services such as High Risk Release, "Jane Doe" warnings, and Behavioural Assessments would be greatly reduced by a re-deployment of personnel. The conclusion that serious crime would increase as a result is inescapable.

In addition to the increased risks to personal safety and public and private property, the liability of those responsible for the decrease in service would also increase.

Staffing Levels and Volume of Work

Certain factors continue to drive the workload of the Toronto Police Service. While some statistics are not impacted by staff levels (they will happen regardless), staff levels will impact others, as they are based on staff inputs and outputs. The following highlights of 2000 are provided for your information:

Major Highlights

- 1.8 million calls for service
- 837,219 calls dispatched
- 47,771 people arrested (Criminal Code)

Traffic Safety

- more than 29,000 additional charges related to traffic safety (gridlock, rush hour routes, etc.)
- 1.4 million vehicles travel in and out of Toronto on a daily basis
- 103,799 collisions reported
- 9,064 charges laid for various acts of aggressive driving
- 67 fatalities (26 pedestrians, 16 of which were over 65 years of age)

Special Events/Demonstrations

- 332 parade permits issued
- 64 demonstration notices
- 125 major special events
- 130 film locations attended, resolving 468 permit complaints and violations

Victimization

- 59 homicides
- 2,209 sexual assaults
- 27,770 robberies
- 15,636 break & enters
- 13,954 auto thefts
- 441 officers injured in the line of duty

Youth Violence

- 8,488 youths (12-17 years) arrested or charged (criminal offences)
- 2,488 arrested or charged with violent offences
- 4,585 crimes reported as having occurred on school premises

As mentioned above, the ability of the Toronto Police Service to handle the issues above and those that continue to emerge would be impacted by the number of officers available to deal with them. The Board's current business plan addresses many of the issues, including the emergence of street gangs. With the reduction of staff and the reduction of funding to address the problems, service to the community is impacted. Reductions in staff would necessitate a rigorous self-evaluation to determine the service areas that would be impacted and would put the Service in more of a reactive state than proactive.

SUMMARY

Staffing levels are currently in a state of deficiency respecting the emerging challenges facing the Service. As mentioned in this report, I do not support staff reductions as this would compromise further the delivery of effective policing services to the community. The level of service received by the community is contingent on the availability of funding. However, I can assure you that we will continue to do our best to maintain and provide a

responsible level of service to the City and will continue to work to identify efficiencies to meet emerging challenges and service priorities. As such, it is critical that the Board approve the continuation of the Human Resources strategy and the maintenance of the staff targets identified therein. I am recommending that should the City indicate that downsizing of the Toronto Police Service is necessary to meet their arbitrary budget targets, that the Board pursue section 25 (i.e. that the Board request O.C.C.P.S. to investigate the police needs of the municipality). A reduction of people at this time will result in a forced reduction to the overall services, programs and initiatives undertaken by the service. Further, the Service will become totally reactive and problem solving activities will become problem management.

If adopted, other reductions and funding alternatives identified in this report would reduce the Toronto Police Service's 2001 operating budget request by \$8.2M from \$593.2M down to \$585M. This revised budget request represents an increase of 5% over the 2000 adjusted budget. It is recommended that the Board consider undertaking the potential reductions outlined in this report totalling \$5.8M and that the Board request the City CFO and Treasurer to obtain the balance of \$2.4 million by way of contracting out caretaking and maintenance for a savings of \$0.6M (part year) and funding \$1.8 million of the Toronto Police Service's 2001 vehicle reserve contribution using OMERS holiday savings.

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

Chief of Police Julian Fantino and Frank Chen, Chief Administrative Officer, were in attendance and discussed this report with the Board. They also provided a visual presentation identifying the service reductions and impacts that would result from three target budget scenarios.

Mr. Chen advised the Board of the following typographical errors in the foregoing report:

- **recommendation no. 2(b) should indicate "... the balance of \$2.4 million by way of contracting out caretaking and maintenance ..." rather than \$1.4; and**
- **recommendation no. 3 should indicate that it is section 40 of the *Police Services Act* that governs the procedures for downsizing and not section 25.**

Councillor David Shiner, Chairman, City of Toronto Budget Advisory Committee, was in attendance and made a deputation to the Board regarding the request of the Budget Advisory Committee to identify reductions and impacts that would result from three scenarios of budget approval for 2001 as follows:

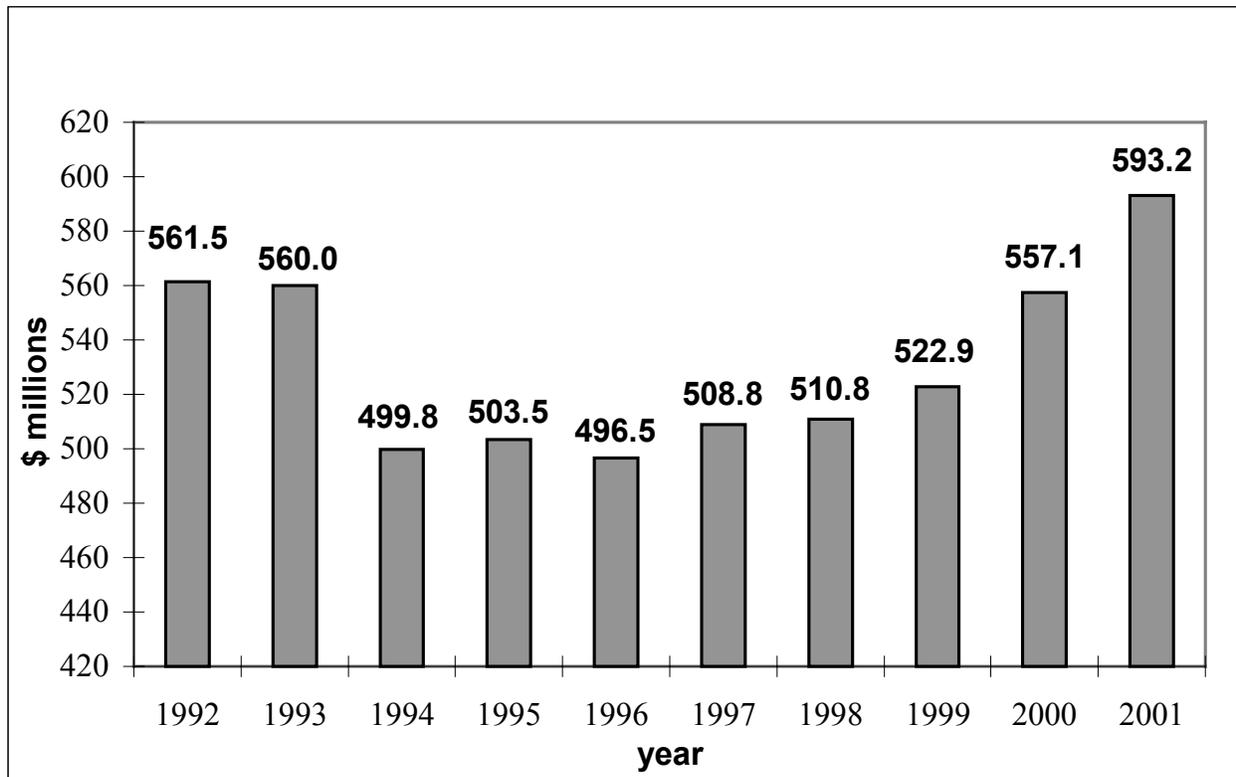
1. **A 2001 operating budget equivalent to a 5% increase over the 2000 approved budget;**
2. **A 2001 operating budget equivalent to the 2000 approved budget; and**

3. A 2001 operating budget equivalent to 5% below the 2000 approved budget.

The Board approved the following Motions:

1. THAT the deputation by Councillor Shiner be received;
2. THAT the foregoing report from Chief Fantino be received
3. THAT Chief Fantino be requested to prepare a report on a fourth scenario identifying the effects of a flatline to the year 2000 operating budget plus an additional 3% for committed wage increases;
4. THAT the report noted in Motion no. 3 also include:
 - whether any non-core functions provided by the Toronto Police Service can be reduced or eliminated
 - a list of the services the Toronto Police Service provides on behalf of the provincial and federal governments;
5. THAT the Chief's report be provided to the Board for review at a special public meeting scheduled for Tuesday, February 27, 2001 at 4:00 PM; and
6. THAT, with respect to the Police Services Board office's 2001 operating budget request, the Chairman be directed to advise the Budget Advisory Committee of the impact of reducing the budget request to the three levels identified by the Committee.

HISTORICAL NET OPERATING BUDGET (1992 – 2001) \$ millions



1992 to 1996 (\$65M ↓)

- Retirement incentive programs (1993 and 1995/1996)
- Social Contract
- Technology development
- Innovative service delivery
- Cost recovery
- Partnerships

1996 to 2000 (\$60M ↑)

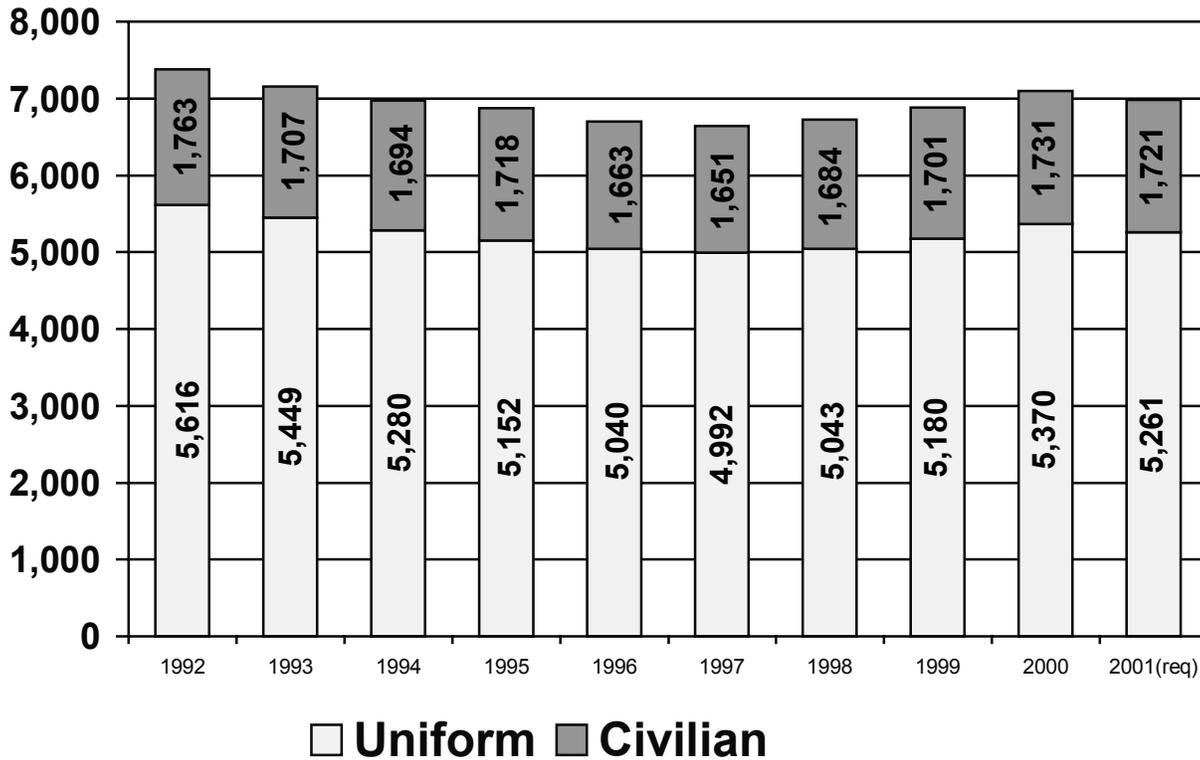
- Wage settlements, 1996 to 2000
- Council direction to increase uniform strength to 5,261
- C.P.P. Grant in 1998

2000 TO 2001 (\$36.1M ↑)

- Continuation of staffing strategy
- Continuation of vehicle replacement plan
- Challenges with removal of one-time funding

STAFFING 1992 - 2001

Year-end Actuals



	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
Total Staff	7,379	7,156	6,974	6,870	6,703	6,643	6,727	6,881	7,101	6,982
Change over '92	-	-223	-405	-509	-676	-736	-652	-498	-278	-397

Note: there will be 397 fewer employees in 2001 than in 1992 (355 officers and 42 civilians).

SERVICE VARIANCE ANALYSIS
2000 APPROVED BUDGET TO 2001 FINANCIAL PLAN
(in \$000's)

	\$	Discretionary Items	Change in Estimates	Caretaking & OMERS	Total Reductions	Total Request
2000 ADJUSTED BUDGET	557,100.0					557,100.0
BY MAJOR CATEGORIES OF CHANGE:						
Prior Year Impacts	<u>7,500.0</u>					<u>7,500.0</u>
-Annualization of 2000 hires, separations & increments	7,500.0					
Total Prior Year Impacts	7,500.0					
Other Base Changes						
-Impact of salary settlement	13,900.0					13,900.0
-Increase in medical and dental costs	6,300.0					6,300.0
-State of good repair - information technology	4,500.0	(500.0)			(500.0)	4,000.0
-Increase in contribution to vehicle reserve less decrease in parts costs	2,100.0		(700.0)	(1,800.0)	(2,500.0)	(400.0)
-Increase in Canada Pension & other benefits	1,200.0					1,200.0
-Adequacy standards	900.0	(900.0)			(900.0)	0.0
-Increase in gasoline price per litre	700.0					700.0
-Increase in caretaking / maintenance charge back from the City	1,000.0			(600.0)	(600.0)	400.0
-Increase in legal indemnification costs	500.0					500.0
-Increase in WSIB Admin Fee	500.0					500.0
-Premium pay increase to reflect spending levels	300.0	(300.0)			(300.0)	0.0
-Decrease in various supplies and equipment accounts	(460.0)					(460.0)
-Net impact of 2001 hires and separations	(5,500.0)		(1,900.0)		(1,900.0)	(7,400.0)
Total Other Base Changes	25,940.0					19,240.0
Revenue Changes						
-Loss of CAP revenue	2,100.0					2,100.0
-Loss of reclassification reserve	2,000.0					2,000.0
-Increase in indirect recovery from Parking Enforcement	(300.0)					(300.0)
-Increase in revenue from sale of vehicles	(500.0)					(500.0)
-Increase in CPP grant	(700.0)					(700.0)
Total Revenue Changes	2,600.0					2,600.0
Existing Service Changes						
-COR Unit	400.0	(400.0)			(400.0)	0.0
-Monitors/Wiretapping	180.0	(180.0)			(180.0)	0.0
-Bargaining costs	50.0	(50.0)			(50.0)	0.0
-Behavioural assessment	30.0	(30.0)			(30.0)	0.0
-CAP expenditures	(1,400.0)				(1,400.0)	(1,400.0)
Total Existing Service Changes	(740.0)					(1,400.0)
New Services						
-Anti-gang initiative	700.0	(700.0)			(700.0)	0.0
-Strategic communications	100.0	(100.0)			(100.0)	0.0
Total New Services	800.0					0.0
TOTAL MAJOR CHANGES	36,100.0	(3,160.0)	(2,600.0)	(2,400.0)	(8,160.0)	27,940.0
2001 BUDGET REQUEST	593,200.0					585,040.0

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

**#P40 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 FEBRUARY 19, 2001 from Julian Fantino, Chief of Police :

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

Recommendation:

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

Background:

At its meeting on February 12, 2001, the City of Toronto Community Services Committee requested that the Board provide the Budget Advisory Committee with a co-ordinated response (together with Toronto Fire Services and Toronto Emergency Medical Services) on the delivery of emergency services on the waterfront. The Community Services Committee requested that the report include:

- (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;*

Toronto Fire Services and Toronto Emergency Medical Services submitted responses to the Budget Advisory Committee on January 18, 2001. A copy of those responses in the form attached to this report as Appendix 'A' is provided for information.

The Service's response to items 1 through 3 is contained later in this report.

Community Services Committee:

Item (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 information requested in Item (4) will be discussed on March 1, 2001, when Toronto Fire Services Division Commander John Allard, Toronto Emergency Medical Services Director of Operations Bruce Farr and Staff Superintendent Emory Gilbert of Operational Support Services, will meet to develop a co-ordinated strategy for emergency services delivery on the Toronto waterfront

Public safety remains the primary consideration and all stakeholders will partner to ensure that this is maintained by the most efficient means possible.

Topics for discussion will include, but are not limited to the following:

- Search and Rescue
- Medical Emergencies
- Fire-fighting
- Underwater Search and Recovery
- Law Enforcement
- River and Ice Rescue
- Emergency Planning/Management
- Special Events

The Task Team will prepare a joint response containing recommendations for the March Police Services Board meeting.

Marine Unit Overview:

The Toronto Police Marine Unit provides emergency response in a 460 square mile area of Lake Ontario that stretches from the Etobicoke Creek in the west, to the Rouge River in the east and south to the United States border. The Marine Unit is also responsible for all inland waterways and water related emergencies in the City of Toronto. The Unit operates 24 hours per day, 365 days per year.

During the non-boating season, the Marine Unit is the sole police responder within the Golden Horseshoe area of Lake Ontario (both on the U.S. and Canadian sides) and is frequently called upon by the Department of National Defence to investigate incidents within this area.

Marine Unit personnel are highly trained as emergency responders for all marine related incidents. All officers are trained to deal with all types of vessel emergencies and are certified ice and river rescue specialists. The members of the Underwater Search and Recovery Team are fully trained to deal with dive emergencies, including body recovery, and are classified as commercial divers.

Further, Marine Unit officers are trained in Basic Trauma and Life Support by Toronto Emergency Medical Services. Officers are also trained in Public Access Defibrillation under the direction the City of Toronto Public Access Defibrillation Program, Sunnybrook Health Sciences Centre.

Community Services Committee:

Item (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

Response:

At full strength, the Unit is comprised of one Staff Inspector, two Staff Sergeants, ten Sergeants, forty Constables, three civilian Crewmen, one civilian clerk and five Mechanics. In addition to this specialized staff, the Marine Unit strengthened its commitment to the community by developing a partnership with Toronto Emergency Medical Services in 1999. Paramedics now work as part of the crew on the first response boats and have been instrumental in a number of high profile rescues. This innovation is a first in North America.

The strength of the Unit has remained constant for the years 1999 and 2000. At present, the Unit is understaffed by two Constables and one Staff Sergeant. It is anticipated the Unit will return to its established strength by May 2001.

Community Services Committee:

Item (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

Response:

The following table summarizes the Marine Unit fleet in terms of vessel type, age and replacement value:

<u>Vessel Number/Type</u>	<u>Year of Manufacture</u>	<u>Replacement Value</u>
MU 1-Command/Dive boat	1999	\$500,000.00
MU 2-Zodiac	2000	\$225,000.00
MU 3 -All weather patrol boat	1990	\$400,000.00
MU 5- Antique launch	1940	\$250,000.00
MU 6 -Ice rescue boat	1994	\$ 60,000.00
MU 7 -All weather patrol boat	1991	\$260,000.00
MU 8 -Seadoo	2000	\$ 10,000.00
MU 9 -Seadoo	2000	\$ 10,000.00
MU 10-Zodiac	1992	\$ 40,000.00
MU 12-Fast response boat	1992	\$ 55,000.00
MU 14 Lifeguard boat	1990	\$ 18,000.00
MU 15-Lifeguard boat	1987	\$ 18,000.00
MU 16-Lifeguard boat	1987	\$ 18,000.00
MU 17-Lifeguard boat	1990	\$ 18,000.00
MU 18-Lifeguard boat	1992	\$ 18,000.00
MU 19-Lifeguard boat	1992	\$ 18,000.00
MU 20-Long range patrol	1987	\$300,000.00
MU 21-Long range patrol	1988	\$300,000.00
MU 22-Mid range general patrol	1988	\$ 70,000.00
MU 23-Mid range general patrol	1988	\$ 70,000.00
Thirty two (32) rowing dories at \$2,500.00 each		\$ 80,000.00
	TOTAL	\$2,738,000.00

Community Services Committee

Item (3): a listing of the projected vessel life, projected vessel replacements and additions for 2001 and the associated projected costs

Response:

In 1999 the Marine Unit Capital Replacement Program was presented to City Council as part of the 1999-2003 Capital Program. The Program called for the replacement of nine vessels over a five-year period at a cost of \$1,800,000.00.

1999	2000	2001	2002	2003
360K	270K	600K	320K	250K

Vessel replacement schedule:

- 1999 MU 1 Command/Dive boat.
- 2000 MU 2 Rigid Hull Inflatable
- 2001 MU 20 Long-Range Patrol (\$300K-manuf. 1987)
MU 21 Long-Range Patrol (\$300K-manuf. 1988)
- 2002 MU 6 Ice-Rescue Airboat (\$60K-manuf. 1994)
MU 22 Mid-Range Patrol (\$70K-manuf. 1988)
MU 23 Mid-Range Patrol (\$70K-manuf. 1988)
- 2003 MU 3 All Weather Patrol (\$370K-manuf. 1990) *equipped with four 75 person life rafts

The Toronto Police Service will continue to partner with Toronto Fire Services and Toronto Emergency Medical Services to ensure timely, effective and efficient emergency services on the Toronto 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 report and requested that a copy be forwarded to the Budget Advisory Committee for information at its February 28, 2001 meeting.

TORONTO STAFF REPORT

January 18, 2001

To: Community Services Committee

From: Barry H. Gutteridge, Commissioner, Works and Emergency Services
Alan F. Speed, Fire Chief
Ron Kelusky, General Manager, Emergency Medical Services

Subject: Response to September 14, 2000, Council Request for a Joint Report from Toronto Fire Services and Toronto Emergency Medical Services on Emergency Services on the Waterfront

Purpose:

This report provides Council with the staffing levels and equipment operated by the Marine unit of the Toronto Fire Services for 1999, 2000, with projections for 2001 supplemented by information on staffing and activities of Toronto Emergency Medical Services with the Toronto Police Marine Unit.

Financial Implications and Impact Statement:

There are no financial implications associated with the approval of this report.

Recommendations:

It is recommended that this report be received as information.

Council Background:

At its meeting on September 14, 2000, Council asked that the Commissioner of Works and Emergency Services, the Fire Chief, the General Manager, Toronto Emergency Medical Service and the Chairman of the Toronto Police Services Board to resubmit a joint report in line with the Budget Advisory Committee's original request to provide:

- (1) "details on the staffing levels of their 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 vehicles within their 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 vehicle 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:

and a copy of the aforementioned requested report be submitted to the Budget Advisory Committee for consideration with the Capital and Operating budgets.”

Comments:

1. Details of Staff Levels for Fire Services Marine Operations 1999, 2000, and 2001

There have been 14 staff for 1999, 2000, and in 2001 the staffing level will not change. The 14 staff provide 24 hour, 7 day emergency services on the Waterfront. They include: 1 Senior Marine Captain, 4 Marine Captains, 4 Fire Fighting Captains, 1 Senior Marine Engineer, and 4 Marine Engineers.

1(b) Details of Staff Levels for Toronto Emergency Medical Services/Police Marine Unit

Toronto Emergency Medical Services has traditionally worked with Toronto Police Service along the waterfront and with water rescue as a mandate with the former Metro Toronto and, has continued this partnership with the current Police Marine Unit Programme through the provision of assigned trained and equipped paramedic staff.

Toronto Emergency Medical Services provides the following paramedic staffing to the Toronto Police Services Marine Unit:

- May 19 to September 05 – one paramedic on a 24-hour basis;
- The remainder of the year – one paramedic on a 12-hour per day basis;
- Total paramedic hours staffed – 5628 hours x 32.27;
- Total Cost - \$181,615.56 (paramedic salary);
- Assigned Emergency Medical Services staff are certified paramedics with Police Marine Unit training and familiarization.

2. Fire Services Marine Operations Equipment and Value for 1999 and 2000.

The one Fireboat is a 26m, all-weather ice breaking boat with 35,000 litre/minute water pumping capability; 4,000-liter hold of foam concentrate; and a 15-metre aerial-water tower. The 4.2m Rescue boat situated on the stern of the Fireboat is used to pull deployed life rafts from burning or sinking vessels, pulling hoses from the Fireboat, deploying containment booms, and drag bar operations. Transport Canada mandates that the Rescue boat cannot exceed 100 metres distance from the Fireboat. The Fireboat is deemed unseaworthy and rendered out of service without the Rescue Boat. The 25 person inflatable raft is used as a backup life raft.

The following table summarizes the Fireboats used, age of Boats, and Estimated value of the equipment for 1999 and 2000.

Fireboats Used	Age of Boats	Estimated Value
Fireboat Tug	36 years old	\$690,000 *
Rescue Boat	3 years old	\$ 25,000
Inflatable 25 person life raft	20 years old	\$ 10,000

* Designed and constructed in 1964

3. Projected Fireboat Life, projected Fireboat Replacements, and Additions for 2001.

The following table provides information concerning the above.

Equipment	Projected Boat Life	Replacement Costs	Additions for 2001
Fireboat Tug	30 years	\$10 Million	0
Rescue Boat	7 years	\$10,000*	0
Inflatable 25 person life raft	2 years	\$10,000	0

* Will be replaced with a 16' aluminium boat

KMPG Report March 30, 1999 recommends that the city purchase two marina boats to supplement the coverage provided by the Fireboat. This recommendation is under review by Toronto Fire Services.

4. Toronto Fire Services specialized fire fighting function.

The Toronto Fire Services is the primary fire fighting emergency service on the waterways. Fires in premises adjacent to the waterfront, commercial or pleasure boat fires require a well equipped fire service on the waterfront. There is no duplication of fire fighting services between Police and Emergency Medical services.

Conclusions:

The Toronto Fire Services continues to offer quality fire services on the waterfront with consistent levels of staffing for 1999 and 2000. The staffing level will not change for 2001. The life expectancy of the Fireboat is approximately another 30 years which will lead to cost effective fire fighting capabilities on the waterfront for a considerable period of time.

Toronto Emergency Medical Services will continue to work with Toronto Fire Services and Toronto Police Service to ensure that the optimum safety and security is provided for users of our 52 km of waterfront. The Toronto Police Service will be responding independently.

Contacts:

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Bruce Farr, Director, EMS Operation, Toronto Emergency Medical Services

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Alan F. Speed, Fire Chief

Toronto Fire Services



Barry H. Gutteridge, Commissioner

Works and Emergency Services

Ronald L. Kelusky, General Manager

Toronto Emergency Medical Services

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

**#P41 STATUS OF THE IMPLEMENTATION OF THE CITY AUDIT
RECOMMENDATIONS – PARKING ENFORCEMENT UNIT**

The Board was in receipt of the following report JANUARY 04, 2001 from Julian Fantino, Chief of Police:

Subject: Information Requested by The Toronto Police Services Board on the Status of the Implementation of the City Audit Recommendations (Board Minute #116/00, #161/00 & #320/00)

Recommendation:

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

Background:

The City of Toronto Audit Department conducted a review of the Parking Enforcement Unit in which 26 recommendations were made. A comprehensive response was submitted to the Board at its meeting of July 27, 2000. The Board requested a report be submitted on the status of the implementation of the City Audit recommendations in six months (Board Minute # 320/00).

This report provides an update on the status of implementation of the City Audit recommendations (Appendix A). The attached report also includes a one page summary as requested by the Board.

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

Chairman Gardner noted that, on February 9, 2001, the City of Toronto Budget Advisory Committee requested a report for its February 28, 2001 meeting from the Toronto Police Services board on a number of parking enforcement issues.

The Board approved the foregoing report from the Chief of Police and the following Motions:

- 1. THAT a copy of this report and Board Minute No. P29/01 from the Board's January 25, 2001 meeting be forwarded to the Budget Advisory Committee for information given that they address all the issues raised by the Budget Advisory Committee on February 9, 2001; and**
- 2. THAT the Board request the City of Toronto to review the feasibility of moving Parking Enforcement East from 1500 Don Mills Road to the East York Civic Centre.**

TORONTO POLICE SERVICE PARKING ENFORCEMENT UNIT ONE PAGE REPORT

Subject: Response to the Audit of the T.P.S. Parking Enforcement Unit December 2000

Area of Responsibility:

Douglas Reynolds, Superintendent
Parking Enforcement Unit
Toronto Police Service

General Information/Highlights of the Original Audit Report:

The Parking Enforcement Unit of the Toronto Police Service is responsible for the enforcement of the City's parking by-laws to facilitate traffic and transit flow. The unit issues approximately 2.3 million parking tags, representing about 90 percent of the total tag issuance in the City and generating approximately \$43 million in revenue for the City. In 1994, the parking enforcement function, which previously operated from the various police divisions, was consolidated into one centralized unit.

Objective:

To respond to the review of the operations of the T.P.S., Parking Enforcement Unit, which was completed in accordance with the 1999 Audit Services Work Plan and as requested by the Budget Committee. This report was presented to the P.S.B. March 27th, 2000 (Bd. Min. # 116/00) and the Service response was submitted July 27th, 2000 (Bd. Min. # 320/00) at which time a six month status review was requested. The original audit made twenty-seven (27) recommendations with regard to improving the unit's operational effectiveness. Of these 27 recommendations, fifteen (15) have been updated in this (Dec. 2000) report.

Summary of Significant Updates:

- The structure of the Unit has been changed to provide clear reporting relationships. (Org. charts)
 - Implementation 1st quarter 2001, subject to budgetary approval.
 - Increase in strength: subject to budgetary approval; all to be deployed to 'front-line' tagging duties.
 - Supervisors: responsibilities communicated; training is on-going and will remain in place.
 - Parking Tag Operations to assume proportionate lease costs at First Appearance Facilities.
 - Report for consolidation of parking by-laws submitted to City Solicitor. (Bd. Min. 488/00 refers).
 - Absenteeism management: positive results.
 - Efforts in data matching with City. (PINs update)
 - New budgetary formulae for various services supplied by Police service.
 - Use of hand-held automated units currently under study by Parking Enforcement and City.
 - Working Group to provide Private Property by-law to council in January 2001.
-



TORONTO POLICE SERVICE

PARKING ENFORCEMENT UNIT

**RESPONSE TO THE RECOMMENDATIONS
OF THE CITY AUDITOR**

DECEMBER 2000 UPDATE



UNIT PURPOSE

- 1. Assist with the safe and orderly flow of traffic.**
- 2. Respond to the parking concerns of the community.**
- 3. Regulate parking.**
- 4. Provide operational support to the police service.**



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Recommendation # 1 (a)

- (1) *The Chief of Police report to the Policy and Finance Committee by September 30, 2000 on the results of the parking enforcement consolidation. The report should provide:*
(a) *a detailed analysis of the Parking Enforcement Unit's annual operating cost increase resulting from the consolidation;*

Responder: PEN
Implementation: Information Only
Response:

As **Table 1** indicates, Parking Enforcement expenditures increased significantly from 1993 to 1994.

There were two main reasons for the increase in cost from 1993 to 1994. First, when the consolidation took place in 1993 not all operational expenses were charged to Parking Enforcement. In 1994 the operational expenses, previously contained within the 17 Divisional budgets, were allocated directly to the Parking Enforcement Unit. Some examples of these are: Administrative Support; Supervisory Officers; Radio equipment; and building facilities.

Secondly, the full costs of 16 additional Parking Enforcement Officers hired in 1993 were not fully annualised until the 1994 budget year.

For these reasons, 1994 is a more realistic base year to use for budgetary comparisons.

As **Table 2** indicates, costs have risen only marginally since 1994, the first year in which the Parking Enforcement Operating Budget contained the full cost of operating the consolidated unit.

(Continued – next page)

Recommendation Response # 1 (a)

Table 1 Summary of Material Changes – 1993 to 1994

	(\$ 000)	(\$ 000)	(\$ 000)
	1993	1994	Change
Parking Enforcement Officers	9,209	10,303	1,094
Administrative support	139	591	452
Overtime	328	733	405
Fringe Benefits	1,819	2,354	535
Rent	0	386	386
Vehicles	0	452	452
Parking Indirect Costs	175	437	262

Table 2 Parking Enforcement Budget & Actual Costs

Year	Budget (\$ 000)	Actual (\$ 000)	Change in actual	% Change in actual
1993	15,542	13,473		
1994	20,349	17,381	3,908	29.0 %
1995	20,723	18,848	1,467	8.4 % *
1996	20,308	18,566	- 282	-1.5 %
1997	20,700	19,258	692	3.7 %
1998	20,700	19,687	429	2.2 %
1999	21,500	21,165	1,478	7.5 % **

* PIN's System Development

** First year without significant staff gapping.

Recommendation # 1 (b)

- 1) *The Chief of Police report to the Policy and Finance Committee by September 30, 2000 on the results of the parking enforcement consolidation. The report should provide:*
(b) a comparison of the Parking Enforcement Unit's actual results with the projected financial and operational benefits included in the report, which recommended the consolidation;

Responder: PEN
Implementation: Information Only
Response:

Consolidation

At consolidation, projections were made that 2.9 million tags could be written by a Parking Enforcement Unit comprised of 671 members. This figure would represent a "unit production rate" of 4322 tags per staff member.

1999

For the year 1999, a total staff of 341 produced 2.3 million tags, a unit production rate of 6745 tags per staff member, or 156% of the pre-consolidation estimate.

2000

The unit goal for the year 2000 is 2.5 million tags that will be produced by a total staff of 344. Assuming this goal will be attained, the Unit production rate will be 7267 tags per staff member. This figure will be equal to 168% of the pre-consolidation projections.

Recommendation 1 (c)

- 1) *The Chief of Police report to the Policy and Finance Committee by September 30, 2000 on the results of the parking enforcement consolidation. The report should provide:*
(c) any initiatives planned by the Parking Enforcement Unit to improve its operations and thereby reduce the annual cost of enforcement and optimise revenue to the City.

Responder: PEN
Implementation: On-going
Response: Agree in part

The cost of operating Parking Enforcement was studied but it was determined that simply reducing the cost will not necessarily optimise revenue, however, positive changes have been, and are still being made, in several areas, to improve performance.

Performance standards have been introduced at both the Parking Enforcement Officer level and the first line Supervisor level in order to enhance production and thereby optimize revenue to the City.

Quality control factors have been included in the evaluation process of officers and supervisors. An increase of \$880,000 was attained in 1999.

The creation of uniform by-laws across the city will greatly reduce the number and frequency of errors caused by mismatched street locations and offence codes.

The adoption of hand-held automated ticketing units is currently under study. This will further reduce the non-processable rate in several categories and all but eliminate it in some.

See Responses – Recommendations # 14, #18, # 21.

Recommendation # 2

- (2) *the Chief of Police review the current organisational structure of the Parking Enforcement Unit with a view to eliminating at least one level of management and the associated positions, reassess the number of area supervisors required, and report to the Policy and Finance Committee by September 30, 2000;*

Responder: PEN
Implementation: Review completed – Implementation third quarter of 2000
Response: Agree in part
UPDATED ITEM: SEE UPDATE BELOW.

A review of the supervisory structure within Parking Enforcement was conducted. This review brought into focus several problems. Some reporting lines, duties, and areas of responsibility were found to be overlapping or inefficient. As a clear reporting structure is needed to fully implement the new Performance Standards system, a new organisational structure is being proposed.

This new organizational structure (Chart # 1 Parking Enforcement) recognizes the three main functions carried out by members of the Parking Enforcement Unit: Enforcement; Community Liaison; and Support.

This new structure provides for:

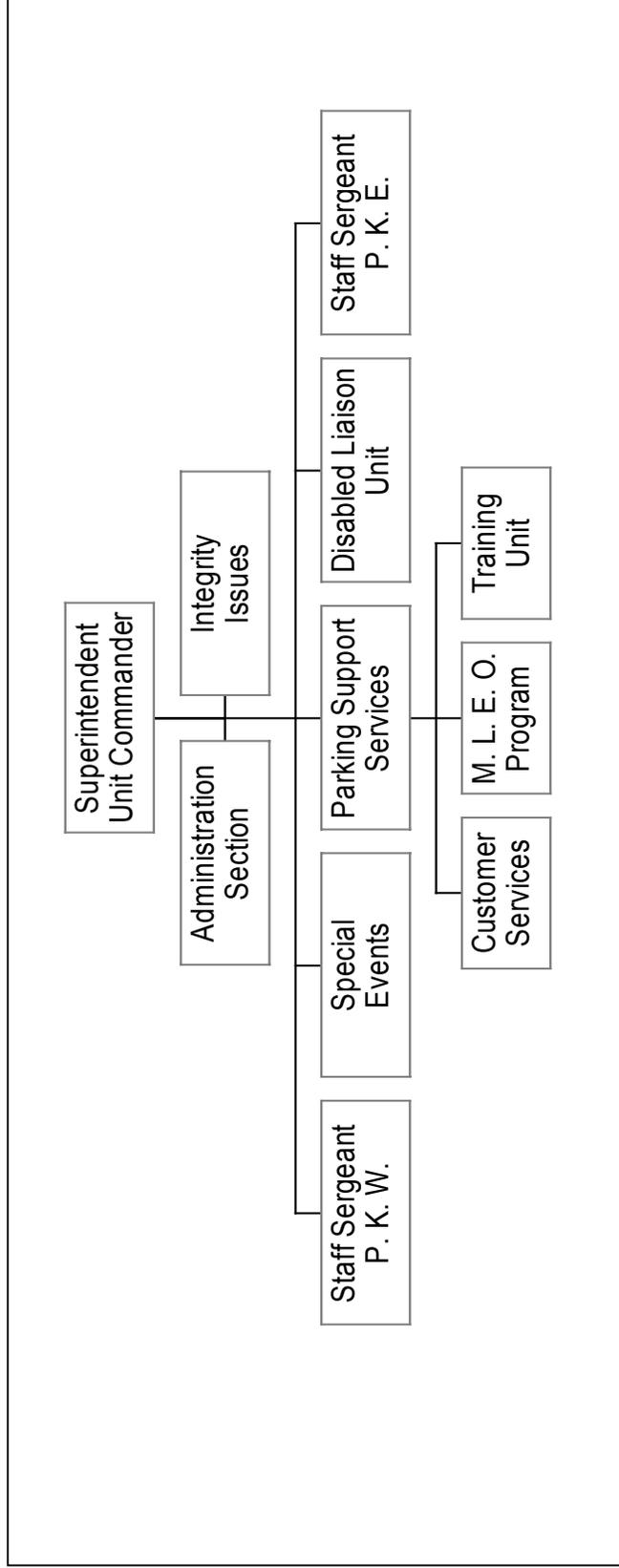
- Clear, direct reporting relationships similar to those of the police service;
- Comprehensible role and function definitions;
- Optimal day-to-day control of unit operations;
- Enhanced community input/involvement.

Under the proposed structure, the Support Functions will remain as they have been in the past. The major change is in structure of the two sub-units. Both units are to be re-organised to allow for a clear division of authority and responsibility along job function lines. The dual roles performed by Parking Enforcement East and West are; Enforcement and Community Liaison. For this reason, the new enforcement-unit structure is designed around this reality.

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CHART 1

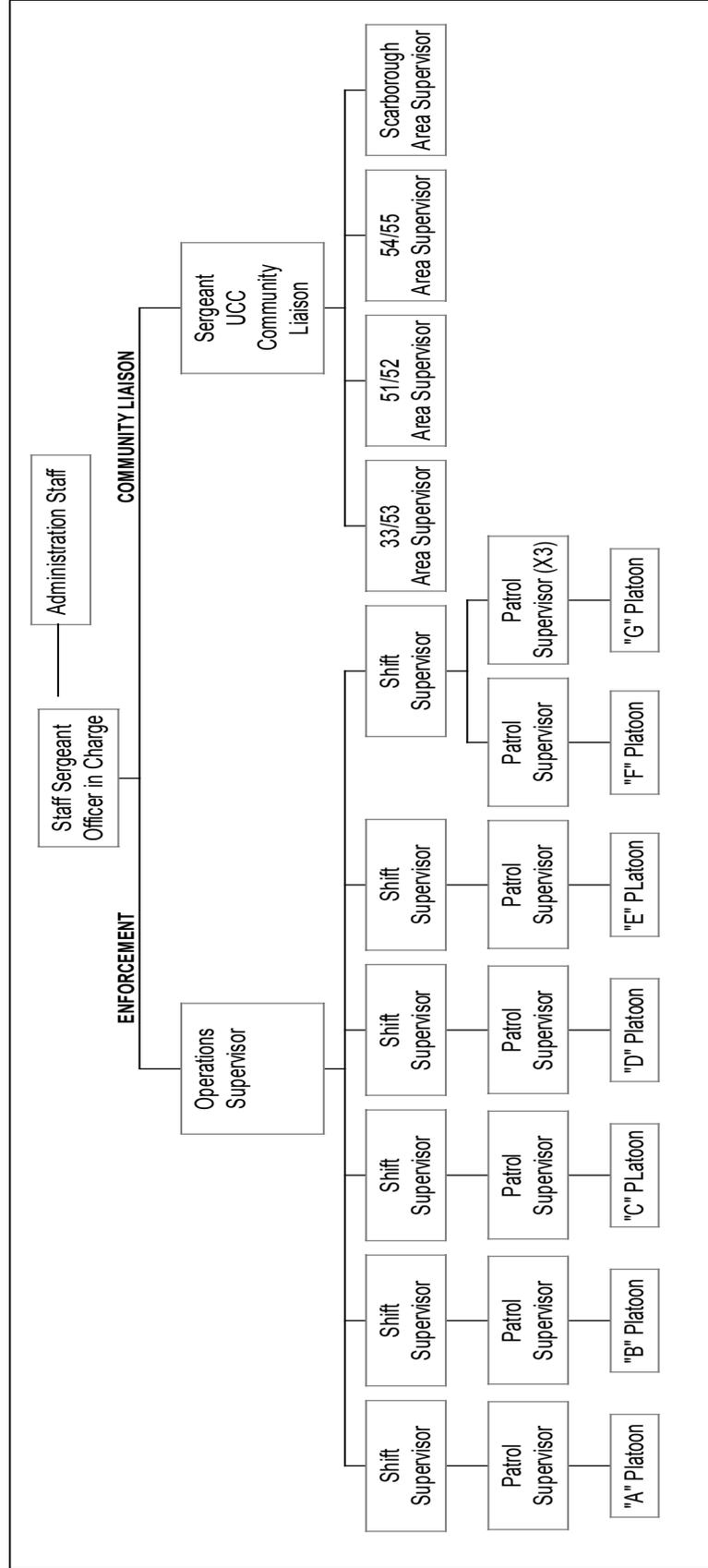
PARKING ENFORCEMENT UNIT ORGANIZATIONAL CHART



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As the two enforcement-units are similar but not the same, the organisational structure (Chart #2 Parking Enforcement East, and Chart #3 Parking Enforcement West) takes into account these variations. Parking West has 122 members and Parking East has 178 members. Furthermore, Parking East assumes administrative responsibility for parking operations within the city when the Operations Centre at Parking West closes at 7 p.m. on weekdays and during week-ends. Chart #4 – Changes to Supervisory Staffing set out the net changes required to implement the new organizational structure. Follow this chart is an over view of the duties assigned to each supervisory position.

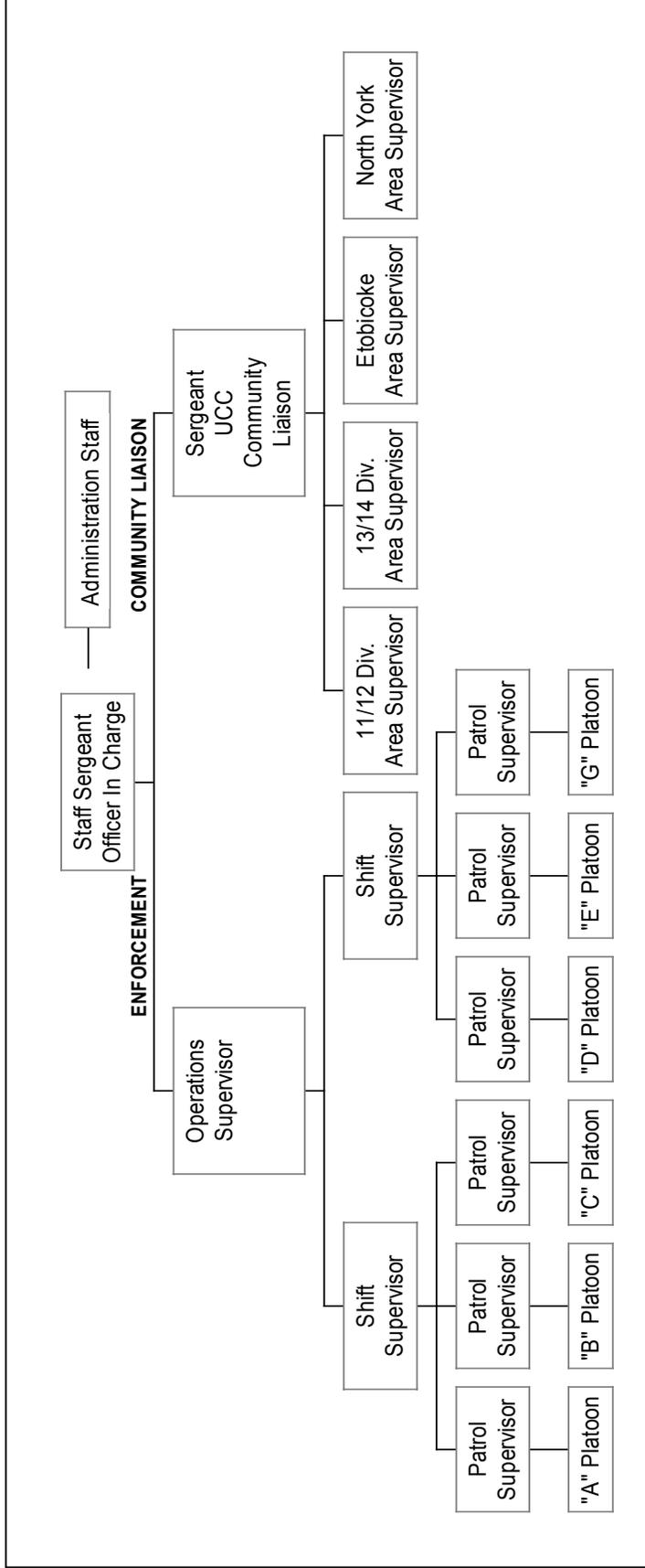
CHART 2
PARKING ENFORCEMENT EAST ORGANIZATIONAL CHART



(Continued – next page)

CHART 3

PARKING ENFORCEMENT WEST ORGANIZATIONAL CHART



Continued – next page

CHART 4

CHANGES TO PARKING ENFORCEMENT OFFICER C SUPERVISORY STAFF

<u>Unit "C" Supervisory Positions</u>	<u>Current</u>	<u>Proposed</u>	<u>Change</u>
Operations Supervisors (new)	0	2	+ 2
Shift Supervisors (PES-8/40)	11	8	- 3
Area Supervisors (PES-8/40)	0	9	+ 9
Patrol Supervisors (SPE-6/40)	19	16	- 3
Total Unit "C" supervisors	30	35	+ 5

CHART UPDATED: Numbers in Chart# 4 were updated to include the Area Supervisors position in Customer Service, and the Patrol Supervisor's position in the Integrity Office.

Operations Supervisor

Operations Supervisor (new class) to oversee daily operational and performance issues (one per site). This position is currently staffed by a Shift Supervisor (PES) and should be re-designated as a new classification. This position is required to evaluate Shift Supervisors, Area Supervisors, and Patrol Supervisors. This position (currently) oversees all operational issues within each site.

Shift Supervisor

Shift Supervisors, (PES) similar to police Staff Sergeants, will supervise day to day operations, and perform administrative tasks, which had previously curtailed the supervisors' patrol time. The Shift Supervisors will provide input for the work performance evaluation of both platoon members (PETs) and Patrol Supervisors (SPEs).

(Continued – next page)

Recommendation # 2

Area Supervisor (Community Liaison)

Parking Enforcement will expand and enhance the present Community Liaison Function. “Area Supervisors” (Same class as PES) will be assigned to an area defined by established geo-political boundaries. These supervisors will interact with political leaders and executive assistants, community and school leaders within their respective areas to ensure the needs of the Community are met. They will be also be responsible for monitoring and reporting enforcement activity levels within their assigned areas.

Patrol Supervisor

“Patrol Supervisors”, (SPE) analogous to police patrol Sergeants, will supervise and evaluate members deployed to enforcement duties. This enhanced level of supervision will better ensure adherence to standards, policies and procedures. More time available for patrol will enable Patrol Supervisors to provide one-on-one guidance and provide the oversight required to ensure member conduct is according to established policy and best practices. By their presence on the road, these supervisors will expose themselves to improved opportunities for direct enforcement activity, for which performance levels have been established.

Communication with Police Service

Parking Enforcement officers on patrol will continue to attend police divisions within their areas and maintain a dialogue with local police divisions. Parking Enforcement personnel will continue to assist the Service with local crime prevention and public safety programs. e.g., sweeps of industrial areas for abandoned vehicles.

This new structure will allow the unit to better manage performance and conduct while providing improved service to the community.

UPDATE:

**Position of Operations Supervisor –Vacancy posted in Nov. Selection process in Dec.
Positions of Area, Shift, and Patrol Supervisors will be filled subject to 2001 Budget approval.
For changes in ranking and number of positions – See Chart # 4 (updated).**

Recommendation # 3

(3) *The Chief of Police report to the Policy and Finance Committee by September 30, 2000 on the progress of the civilianization of the Parking Enforcement Unit; and*

Responder: PEN
Implementation: Information Only
Response:

In February 1999, a uniform Staff Sergeant position was civilianized; a Section Administrator (Class 10) was appointed for overall management of the support programs in Parking Support Services.

In February 1999, the Chief of Police recommended to the Board that the remaining five (5) uniform positions within Parking Enforcement be retained. The Board approved the retention of these uniform positions. Board Minute 105/99 refers.

The five (5) remaining positions are:

One (1) Superintendent – Unit Commander

Two (2) Staff Sergeants - Officer in Charge; one per enforcement unit.

Two (2) Sergeants – One per site to function as Co-ordinator for Unit Complaints (the Unit receives 2500 complaints per year), Community Liaison and Special Events.

To make the most productive use of uniform members, it is important those members of the management team commit themselves to a term of several (3 – 5) years with the Unit. This commitment of time is required to become sufficiently acquainted with operational and personnel issues so that unit productivity continues to increase and prescribed goals and objectives are consistently achieved.

By deploying uniform staff from the Police Service, Parking Enforcement is provided with a management team with skills to match the current needs of the Unit. Uniform members, drawn from the Service, have the management, planning, training, enforcement and investigative background required to effectively guide both the unit and Service toward their respective goals and objectives, while adhering to the Mission Statements of both.

The current management team is exceeding the prescribed goals in productivity, quality control, and accountability.

Recommendation # 4

- (4) *the Chief of Police review the administrative and support functions in the Parking Enforcement Unit with a view to rationalising these services by re-deploying parking enforcement officers to direct enforcement duties and eliminating certain functions that could be more cost-effectively provided by the Toronto Police Service or the City and report to the Policy and Finance Committee by September 30, 2000;*

Responder: PEN
Implementation: On Going
Response: Agree in Part

All administrative and support functions have been reviewed and changes made:

One graphics position was re-deployed to the Service;

One Clerk 5, Unit Commander's secretary, was re-assigned to provide support to both the Training and Disabled Liaison Units.

The assignment of PETs to non-enforcement duties is required to ensure smooth operation of programs and provide for staff development opportunities as follows:

Training	4 PET
Contract Services	3 PET
Customer Services	2 PET
<u>Disabled Liaison Unit</u>	<u>2 PET</u>
PETs assigned to Admin. /Support 11 PET	

In addition, the unit is required to accommodate members whom, as a result of physical / medical restriction, are unable to be deployed to full-time enforcement duties. All of these members are reassigned to modified work to the duration and extent of their capabilities. Such accommodations are made external to the Unit, under the aegis of the Medical Advisory Services. On average the total number of "Frontline Enforcement Officers" accommodated due to Medical Restrictions is 13 PETs.

(Continued – next page)

Recommendation # 4

With an established strength of 309, Unit "C" "Parking Enforcement Officers" (279 PET+19 SPE +11PES)¹ the percentage of officers deployed to front line duties is 89%² (274/309). However, when the "Parking Enforcement Officers" (13) being accommodated for "Medical Resections" are removed the percentage of officers assigned to enforcement related duties is 92 % (285/309).

While, it is acknowledged that the Service has a responsibility to ensure that as many "Parking Enforcement Officers" are deployed to front-line enforcement duties, it must also be recognized that there is a need to ensure the administration and support functions operate properly. For this reason, it is believed that a 92% deployment rate provides a good balance between the deployment of front-line personnel and the need for experienced Parking Enforcement Officers in support functions. This balance allows the Unit to fulfil all of the terms of its mandate.

¹ PET = Parking Enforcement Officer, SPE = Senior Parking Enforcement Officer, PES = Parking Enforcement Supervisor

² 11 PSE +11 Admin/Supp't PET's + 13 Medical Restricted PETs = 35

Recommendation # 5

(5) the Chief of Police report to the Policy and Finance Committee by September 30, 2000 on whether the current number of parking enforcement officers are sufficient to meet the enforcement requirements in the City, and the costs and benefits of any proposed changes in the unit's establishment, including the effect on total tag issuance;

Responder: PEN
Implementation: Subject to Board and budget approval.
Response: Recommend increase in strength
UPDATED ITEM: SEE UPDATE BELOW.

The current strength of the Parking Enforcement Unit is insufficient to meet all the enforcement needs and expectations of the city. This is attributable, in part, to the fact that during periods of leave, long and short term illness, training, or lieu time off, the number of personnel assigned directly to front line enforcement duties, is insufficient to meet all of the current needs.

One solution is the provision of a relief factor of 17%, to make up for the fluctuation in deployable front line enforcement personnel.

This relief factor allows for:

- 10% on annual leave;
- 4 % short-term illness;
- 1 % long-term sickness;
- 1 % Injured on duty (I. O. D.) and
- 1% due to lieu time repayment (T.O.).

Total relief factor - 17 %

An increase in front line personnel of 48 PETs would provide optimal coverage in all areas of responsibility and contribute an additional 0.48 million tags or \$ 10.5 million in revenue without any corresponding increase in supervision or administration costs. The increase in salary and benefits would be approximately \$ 2.4 million, for a potential net increase in revenue of \$ 8.1 million.

All of these personnel would be PET's and, after a brief training period, directly deployed to enforcement duties. The Unit's two current sites and resources are capable of supporting these additional personnel.

Authorized PET Strength	279
Increase due to an 17% 'relief' factor	48
Recommended PET strength	<u>327</u>

UPDATE: Increase in strength recommended - pending 2001 Operating Budget approval.

Recommendation # 6

- (6) *the Parking Enforcement Unit review the level of enforcement activity during off-peak periods with a view to reducing the number of officers assigned during these periods and re-deploying the officers to other times when there is greater demand for enforcement;*

Responder: PEN
Implementation: On-going
Response: Agree in Part
UPDATED ITEM: SEE UPDATE BELOW.

Current deployment provides optimal coverage during weekday rush-hour periods through the deployment of 'F' and 'G' platoons. Recognizing the need for some flexibility, staffing during peak daytime periods is supplemented by members who are unable to work the midnight relief. These officers, referred to as 'fall-back' officers, work with either the day (at the West site) or afternoon shift (at the East site) while their platoon is on 'nights', and rejoin their platoon as it cycles back to the day shift. Parking Enforcement East is considering the impact of increasing the number of off-hour personnel to be so re-deployed. If the review determines that the impacts are positive, the programme it will commence in September, after the summer annual leave period.

The CWV platoons provide response to calls for service on a 7 day, 24 hour basis, providing balanced enforcement and responding to parking complaints. One platoon is always working the night shift without the benefit of an 'over-lapping' shift, therefore, this off-peak period has fewer total officers working. This shift is solely responsible for calls for service and enforcement of overnight parking provisions. (On Street Permits) At Parking Enforcement West the midnight relief, including some callback officers, consistently produces 20% or more of the total tags written on weekdays and weekends.

Special events and unforeseen demands are addressed by offering over-time in the form of 'call-backs'. This callback system is a Unit managed initiative in response to the need for short-term, extra personnel where and when needed. These 'projects' have generated positive results for the Unit, Service, and the Community.

UPDATE: **Planned increase in strength on "F" and "G" (Rush Hour) Platoons, is conditional on staff increase requested and budget approval. After consideration, an increase in the redeployment of 'off-hour' personnel to day shift was decided against because of the negative impact on community service response times.**

Recommendation # 7

- (7) *the Parking Enforcement Unit consider assigning certain officers in each platoon with the responsibility of handling service calls and complaints, on a rotating basis, and having the remaining officers dedicated to tag issuance;*

Responder: PEN
Implementation: Information Only
Response: Agree in Part

The current assignment of Parking Enforcement officers to full service duties is required for efficient delivery of service to the community. Familiarity with localised issues and complaints allows for full-service response in a fair and balanced manner.

Some splitting of enforcement vs. radio call duties already takes place during rush-hour periods. “G” Platoon provides extra ‘downtown core’ enforcement in 14, 51, 52, 53 and 55 Divisions Monday to Friday from 0630 hours to 2100 hours. During these hours, “G” Platoon provides two members whose sole responsibility it is to respond to radio calls for service within 52 Division, which has been shown to be the division with the highest number of radio calls during this period. When these two officers are not available, other members of “G” Platoon handle radio calls.

Assumption of full responsibilities within a specific work area is the basis of the new performance evaluation system; allowing for comparison with those other PET’s with similar responsibilities in the same work area.

Recommendation # 8

- (8) the Parking Enforcement Unit review the level of tag issuance by platoon supervisors and confirm the platoon supervisors' responsibilities in this regard;

*ALSO BOARD MINUTES - # 445/99 AND # 161/00
THAT the Chief of Police provide the Board with a report on the following:
(c) results of the development of the supervisory training program.*

Responder: PEN
Implementation: First quarter of 2001
Response: Agree
UPDATED ITEM: SEE UPDATE BELOW.

Tag issuance standards have been communicated to supervisors and an evaluation system is currently under development. The Evaluation System for supervisory staff will include two measurements. It will be evaluate individual performance in relation to set performance levels and, more importantly, it will evaluate the supervisors in relation to whether or not their platoons are meeting the performance levels. This system will be put in place following a year-end assessment of the work performance review process and completion of the following supervisory training sessions.

Year 2000 Supervisory Training:

Jan. / Feb.	Training Needs Assessment completed – training needs identified Interviewing & Counselling training completed
March	Acting Supervisors' training completed
May / June	Problem Solving, Ethics, Evaluations, Conducting meetings
September	Supervisory practices
November	Interviewing & Counselling follow-up and de-briefing sessions.

Additional supervisory training is provided through regular Service-sponsored (C.O. Bick) training programs.

The new supervisory structure envisioned for the unit (see Recommendation #2) will provide more time for on-street supervision and direct enforcement by supervisors and will place administrative tasks in the hands of the Shift Supervisors. Interviewing, counseling, and evaluation of front-line personnel, including the patrol supervisors, will take place every 35-day CWW cycle.

UPDATE: Implementation - second quarter of 2001, subject to budget approval for new structure.

Recommendation # 9

- (9) *the Chief of Police review the requirement for parking enforcement officers to report to their respective office at the start of each shift, and report to the Policy and Finance Committee by September 30, 2000 on the need for this procedure and the costs and benefits of other alternatives.*

Responder: PEN
Implementation: Information Only
Response: Disagree

The 'parade' system of reporting for duty has been in place since the inception of modern day policing. This system of reporting for duty at a designated place and time in the presence of a supervisory officer, has many advantages:

- The daily routine inspection of officers ensures: they are in all respects fit for duty, with proper uniform and equipment.
- Timely exchange of information: Parking complaint files review, routine orders, Unit directives.
- Ad hoc training: training bulletins, updates, by-law, and policy revisions.
- Communications equipment issue: radios and pagers, supervisors' cellular telephones
- Vehicle assignment: including inspection and equipment checks
- Parking tags: tag issuance logs, drop-off requirements including those issues around the continuity of evidence.
- Equipment: regulations require that issued equipment be kept available at the workplace, clothing lockers
- Deployment: officers may also be moved to different areas when and as required.
- Special Events: officers may be briefed and assigned to Special Events; parades, strikes and community events.

Recommendation # 10

(10) the Chief of Police, in consultation with the City's Executive Director, Facilities and Real Estate, assess and develop an action plan with respect to the office space requirements of the Parking Enforcement Unit and report to the Policy and Finance Committee by September 30, 2000 on the cost of terminating the current leases and the options available to the unit, including the costs and benefits of operating out of one location. The office space assessment should be completed in the context of the City's space rationalisation plan, taking into account the unit's operational requirements, optimal location and the estimated cost of other locations, including City-owned properties;

Responder: PEN
Implementation: Information only.
Response: As indicated in the following sections.

Leases - Cancellation Costs

Parking Enforcement Headquarters, Parking Support Services, and Parking Enforcement East located at 1500 Don Mills Rd. 4th and 6th Floors. This lease expires June 30th, 2004. The landlord must be notified by November 2003 in order to renew this lease. Parking Enforcement West, located at 970 Lawrence Avenue West, 7th floor. This lease expires – December 31st, 2005. The landlord must be notified by mid-2003 to renew this lease. It is not beneficial to break these leases before their expiry dates, as there is no 'buy-out' clause. Parking Enforcement would be held responsible for satisfying the terms of the agreement.

One Site – Disagree with further centralization

The further centralisation of the Unit into one location may result in cost savings in terms of rent, however, due to the size of the operation: 344 staff; 85 cars; 5 vans; 5 motorcycles; two dozen bicycles; the amount of space required may result in limited savings. Operating from one location will remove some officers farther from their areas resulting in increased travel and a loss of productivity.

West Site – Disagree with re-location

The current west site is ideally suited for enforcement activity in the west end of the city and is not excessive in its space consumption. It is close enough to downtown to reduce travel time and yet has space for the parking and secure storage of service vehicles, including motorcycles and bicycles.

(Continued – next page)

Recommendation # 10

East Site – Agree with re-location

The suitability of the east site should be re-evaluated, as the lease expiry grows closer. A site closer to downtown may be found within the former municipality of East York or other north / east downtown location. This will bring most enforcement officers much closer to their work areas and reduce travel time. Depending on the availability of office space and nearby parking space, some city owned property in the north / east area may be suitable and cost effective.

Several years ago the (TPS) Facilities Management recommended that police facilities were to be located in city owned properties. Both the Police Services Board and City Budget Committee approved this recommendation. The City of Toronto Facilities & Real Estate Department has been notified of the foregoing. Members of the Unit and Service will be working with the above department to make recommendations to the Police Services Board and Space Allocation Committee.

Recommendation # 11

(11) the Parking Enforcement Unit charge City Finance the annual rental cost of the First Appearance Facilities, and the 2000 budgets of both the Parking Enforcement Unit and Parking Tag Operations Unit of City Finance be adjusted accordingly;

Responder: PEN
Implementation: 2001 Operational Budget
Response: Agree
UPDATED ITEM: SEE UPDATE BELOW.

Figures for the calculation of such a budgetary transfer have been estimated as follows:

Areas devoted exclusively to PTO First Appearance Facility within PEN leased space:

1500 DON MILLS ROAD

36,500 sq. ft. at an annual lease cost of \$ 256,000.

PTO/FAF PORTION:

4,350 Sq. Ft. @ \$7. /sq. ft. = \$ 30,450.

Less Training room (800 Sq. ft.) = 3,550 Sq. ft.

\$ 30,450. - \$ 5,600. = \$24,850 ++ annually.

970 LAWRENCE AVENUE WEST

11,000 sq. ft. at an annual lease cost of \$ 100,000.

PTO/FAF PORTION:

1,200 Sq. Ft. @ \$9. /sq. ft. = \$ 10,800. ++ annually.

Amount that would have to be transferred to PTO budget to reflect actual costs: \$ 35,650. ++³

UPDATE: Incorporated in the 2001 Operating Budget.

³ ++ This is the base lease amount and does not include property tax and maintenance escalations.

Recommendation # 12

(12) *the Parking Enforcement Unit enhance the performance review process, currently being developed for implementation in 2000, to include other performance indicators and benchmarking with other comparable organisations, that would further assist in measuring the benefits and effectiveness of the unit;*

ALSO BOARD MINUTES- # 445/99 AND # 161/00

THAT the Chief of Police provide the Board with a report on the following:

- (a) implementation of the new performance standard: parking tag issuance by officer by area;*
- (b) implementation of the final stages of the management information system for supervisors; and,*

Responder: PEN
Implementation: Immediately
Response:

Other jurisdictions were canvassed to determine any additional potential areas of evaluation for persons employed in the enforcement of parking by-laws. While many jurisdictions have a less comprehensive evaluation system than that which has been created for use in Toronto, none of those organisations contacted had a system based on criteria not included in the Toronto system. In one case, due to union regulations, no employee evaluation systems is permitted and in others, parking enforcement is carried out as only one part of a larger by-law enforcement program.

Performance indicators selected for uses in the 'new' system are:

- Total tag issuance; (quantity)
- Processable rate; (quality)
- Absenteeism; (attendance)
- Complaints; (conduct), and
- Patrol Hours (down-time).

This information is collected from daily log-sheets and verified through the Unit's primary management information system, PINS. Measurement of the above criteria will be compared against previously attained levels in these areas. The levels were decided upon with input from the management team, supervisors, and PET's. Representatives of the Toronto Police Association vetted these performance levels, as well. Proper implementation of this Performance Evaluation system will ensure the continued effectiveness of the Unit.

Recommendation # 13

(13) *the Parking Enforcement Unit include the number of tags that are withdrawn upon officer request or replaced by another tag in calculating the non-processable rate, in order to better measure officer performance;*

Responder: PEN
Implementation: Third quarter 2000
Response: Disagree

ORQ

The use of the Officer Request for Cancellation (ORQ) is an efficient way of withdrawing a PIN when it is felt by the issuing officer that, had all the facts been known at the time, the PIN would not have been commenced. This process allows for some officer ‘discretion’ after the tag has been commenced. This process is preferable to having a member of the public appear at either a First Appearance Facility or in court unnecessarily. It is also an integrity issue. If the issuing officer does not believe the tag should have been written, then the continuation of the matter or the prosecution of the defendant in the courts cannot be supported. When the PINS system is updated, tags withdrawn by an ORQ will not form part of the officer’s total.

Credit will only be given for properly completed tags. The Integrity issues officer tracks use of the ORQ forms.

Spoiled Tags – Replaced/Not Replaced

Officers replacing spoiled tags with another tag due to an error are working within the unit policy designed to stop poorly written tags from entering into the process. Only the properly issued ‘replacement’ tag will form part of the officer total. If an officer spoils a tag and does not replace it, then the policy has not been followed. This is tracked as ‘non-processable - officer at fault’. However, the ‘spoiled’ tag will not form part of the officer or unit total.

To deny officers proper use of either the ORQ or ‘spoiled tag’ provisions is to punish them for working within established policy.

Recommendation # 14

(14) the Parking Enforcement Unit, in consultation with the appropriate City officials, expedite the drafting of a uniform by-law that consolidates all existing parking-related by-laws of the former area municipalities;

Responder: PEN
Implementation: Third quarter of 2000.
Response: Agree
UPDATED ITEM: SEE UPDATE BELOW.

Parking Enforcement Unit is preparing a 'draft' of a consolidated by-law to submit to the City Solicitor in order to expedite this process.

UPDATE: Board Report submitted November 23rd, 2000. Board minute # 488/00 refers.

Recommendation # 15

(15) *the City's Chief Financial Officer and Treasurer enhance the current quarterly parking tag report submitted to the Administration Committee to include information on the average number of parking enforcement officers deployed each month, average issuance per officer, non-processable rate (broken down between officer controllable and non-controllable) and the absenteeism rate for the Parking Enforcement Unit; and that the unit provide the necessary information to City Finance in this regard;*

Responder: Chief Financial Officer & Treasurer
Response: Information Only

This information is currently being collected by the Service and can be extracted on demand should Parking Tag Operations require it to formulate part of their report.

Recommendation # 16

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

Responder: PEN
Implementation: Immediately
Response: Agree
UPDATED ITEM: SEE UPDATED GRAPHS # 1 and # 2.

The Parking Enforcement Unit has been reducing time lost in this area over the years (Graph 1 Parking Enforcement Unit Absenteeism-1996-1999). In 2000, a goal of 4% has been set for short term sick and all sickness is being tracked to identify possible patterns of abuse. Sickness is classified as short-term, long-term, (more than two months) and injured on duty (I.O.D.). This differentiation is necessary so that strategies may be developed for managing each type of absence. Control of absenteeism is reinforced through the evaluation/award system.

Sick monitoring is carried out as provided for in the various Collective Working Agreements. In addition, a Unit policy has been developed that provides for a 'caution letter' to be sent to members sick more than eight (8) times and whose chronic absenteeism, if continued, will place them in jeopardy of having salary withheld in accordance the established policy. Consultation with Medical Advisory Services ensures that members return to meaningful work as soon as they are able.

1999 Summary - Graph 2 Parking Enforcement Unit Sick/IOD 1999 Monthly Profile

Short-term sick: 10.0 days/person/year (incl. Dep. Sick) Short-term sickness accounts for 4.5% of scheduled shifts missed.

Long-term sick: 2.5 days/person/year. This accounts for 1.2% of missed shifts. There exists little opportunity to control long term sickness. Strategies are in place to assist long-term 'light duty' personnel upgrade their skills in for reclassification or modified work.
Injured on Duty: 2.5 days/person/year. This accounts for 1.2% of missed shifts.

The overall absentee rate (incl. Short-term, long-term and I.O.D.) has declined steadily since 1996 as indicated below:

1996 8.5%
1997 8.3%
1998 7.5%
1999 6.7%

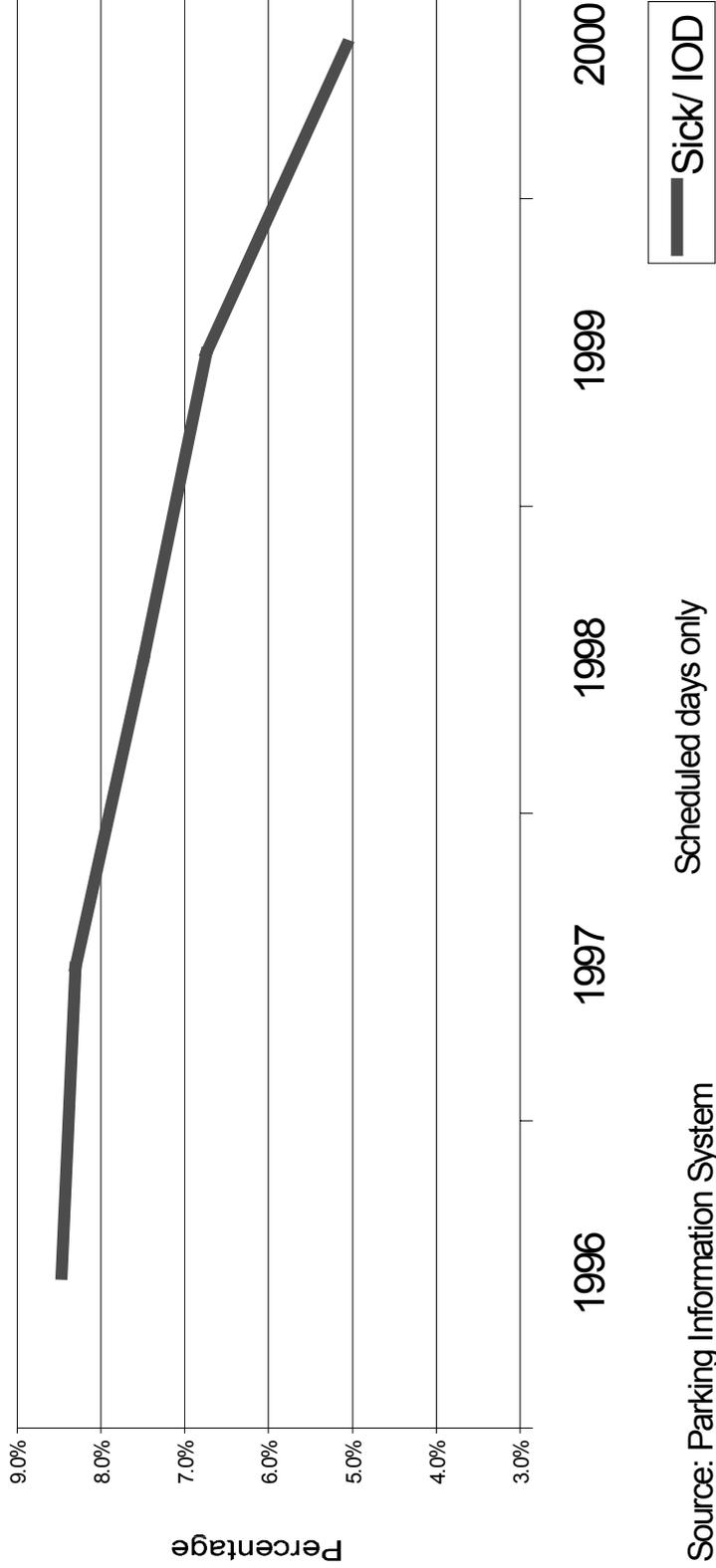
UPDATE

2000 5.2 % (Projected +/- .1%)

(Continued – next page)

RECOMMENDATION #16

Graph 1
Absenteeism 1996 - 2000



Source: Parking Information System

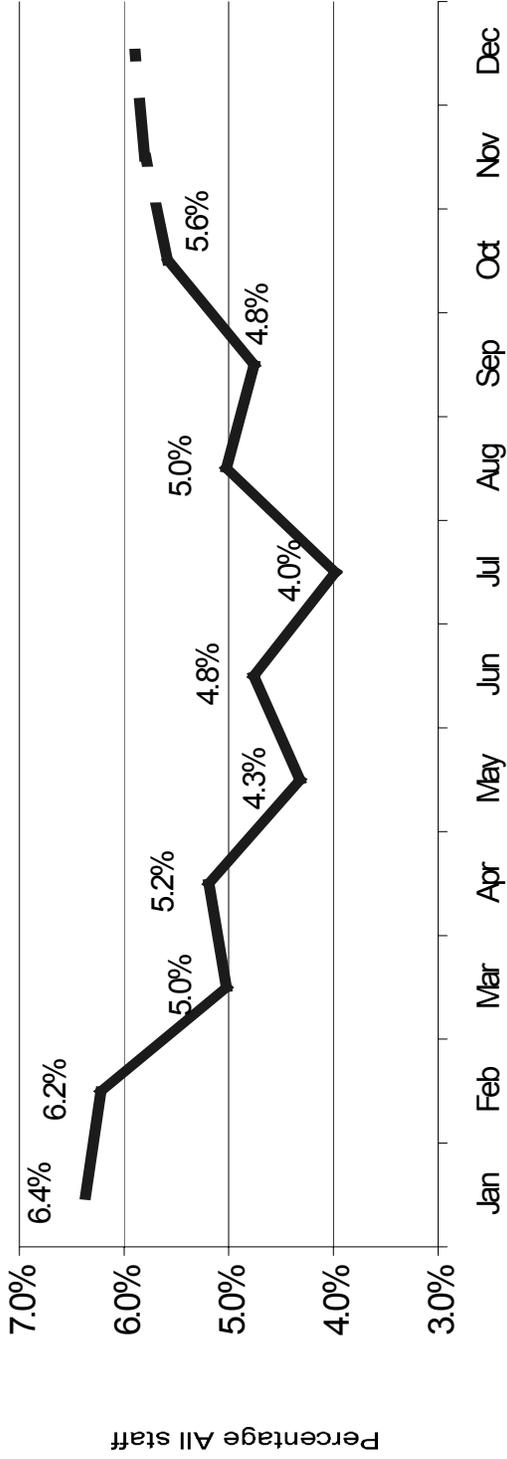
Scheduled days only

— Sick/ IOD

Graph 2

Year 2000 Absenteeism - Monthly Profile

Sick/IOD



Source: PINS

Scheduled Days Only

Recommendation # 17

- (17) *the City's Executive Director, Human Resources, report to the Administration Committee by September 30, 2000 on a framework for reporting absenteeism across the corporation, which should include the development of appropriate definitions and reporting guidelines, to enable a meaningful comparison of absenteeism among the various departments, agencies, boards and commissions;*

Responder: City's Executive Director - Human Resources

Recommendation # 18 and #19

- (18) *the Parking Enforcement Unit investigate the reasons for unmatched data between the City Parking Tag Management System and the Toronto Police Service Data Entry Control System and take appropriate action to ensure that the unit's Parking Information System contains a more accurate and complete record of parking tag information;*
- (19) the Parking Enforcement Unit implement procedures to ensure that the parking tag information received from the City Parking Tag Management system is complete;

Responder: PEN
Implementation: Immediately upon PINS update.
Response: Agree

Both of these recommendations are interrelated and for that reason will be dealt with as one recommendation. Based on a sample, the parking tag information received by the City is 98.3% complete.

Currently the Parking Information System (PINS) summarizes parking tag data based on the individual officer's hours of work extracted from the Data Edit and Control System (DECS). Reasons for unmatched data are as follows:

(Continued – next page)

- Officers not writing AM or PM on the tag, or incorrectly entering their hours of work on their daily log sheet. (Times must be in 24 hour clock format).

Corrective Action - Separate AM and PM boxes are being considered for next tag update to reduce errors.

- Flyleaf recording error. When a tag book is issued to an officer, the officer's number must be transcribed onto the flyleaf and entered into the PTO system along with the barcode information. The scanning of the flyleaf of a 25 tag book opens 25 files in the PTO system. There are no data entry checks within the flyleaf system. Some programming bugs have been discovered.

Corrective Action - A new flyleaf system is being designed as part of the next PINS update. This system will validate badge numbers before accepting entered information. Tag books are being personally issued by supervisors and station duty personnel. Members scanning flyleaves and entering badge numbers have been instructed to take care as one mistake can potentially negate 25 properly issued tags.

Three (3) reasons for differing information between the Parking Enforcement PINS system and City Parking Management System have been identified:

1. Illegible tag – where it is unable to be entered, and
2. Mandatory 'Date' field is not filled in. All tag information without an offence date is rejected during the transfer of data from the City system to PINS.

Corrective Action – Points 1. And 2: This is a training and evaluation issue. “Processability rate” is one criterion of officer performance evaluation.

3. Parking Tag Operations enters data incorrectly.

Corrective Action - Should be referred to Parking Tag Operations for review.

Hand-held units could resolve many of these errors. See Recommendation # 21.

Recommendation # 20

(20) the Parking Enforcement Unit, in consultation with appropriate Toronto Police Service personnel, review the current overhead charges in detail and determine whether a more reasonable basis of allocation can be used to fairly reflect the actual costs of the services provided to the unit. Support for the basis of allocation should be documented in writing and reviewed annually, making appropriate changes as required;

Responder: PEN
Implementation: 2001 Operational Budget
Response: Agree
UPDATED ITEM: SEE UPDATE BELOW.

The following Unit charges services directly to PEN:
 Communications Services \$ 553,500.

In reviewing each of the “Indirect Charge Backs” it become apparent there would be no significant material gain in moving to a “Direct Charge Back” system. For this reason, each item was reviewed to identify a more relevant formula for setting “Indirect Charge Backs” than the previously set staffing ratio of 4.5%. However, at the completion of the study it was determined that the Relative Staffing Ratio method was appropriate in the following areas:

Budgeting & Control	\$ 524,600	4.5% = \$ 23,607.
Labour Relations	748,200	4.5% = 33,690.
Compensation & Benefits	655,600	4.5% = 29,502.
Occupation Health & Safety	997,000	4.5% = 44,865.
Employee Assistance Program	489,100	4.5% = 22,009.
Legal Services	291,500	4.5% = 13,117.
Sub Total		\$ 166,790.

(Continued – next page)

Recommendation # 20

However, the following units were identified as areas where a more relevant ratio may be developed. Using the present staff ratio (4.5%) the year 2000 cost estimates are as follows:

Financial Management	\$ 1,710,700	4.5% = \$ 76,981.
Fleet (excl. Marine)	6,316,000	4.5% = 284,220.
Customer Service	2,621,600	4.5% = 117,972.
Human Resources	4,012,500	4.5% = 180,562.
Sub Total		\$669,735.

PEN contribution under current method of calculation \$ 1,390,000.

It is recommended that the following units, use the formulae set in the section, for estimating the ‘Indirect Charge Back’ costs.

Financial Management

A formula based on the relative size of the respective budgets, PEN vs. TPS: $\$ 21,500(000) / \$524,720(000) = 4.1\%$
This would result in a decrease in PEN responsibility of: \$6,843. (\$76,981-\$70,138).

Fleet (Excl. Marine)

A formula based on the relative number of vehicles assigned, PEN vs. TPS: $85 \text{ PEN vehs.} / 1460 \text{ TPS vehs.} = 5.8\%$
This would result in an increase in PEN responsibility of \$ 82,108. (\$ 366,328 - \$ 284,220)

Human Resources

A formula based on the relative number of hirings, PEN vs. TPS: $45 \text{ PEN hires} / 373 \text{ TPS hires} = 12\%$
This would result in an increase in PEN responsibility of: \$ 300,938 (\$ 481,500 – 180,562)

Customer Services (ITS)

A new formula based on the number of workstations: $\text{PEN Wkstns} / \text{TPS Wkstns} = 96/3000 = 3.2\%$
This would result in a decrease in PEN responsibility of: \$ 34,081 (\$ 117,972. - \$ 83,891.)

Pound Operations (a new “Indirect Charge Back”)

A new formula has been developed to reflect the costs associated with 80% of Pound Operations. This, alone, has resulted in an increase in PEN responsibility of: \$400,000.

These changes in the method of calculation would result in a NET INCREASE in PEN responsibility of: (+) \$ 742,122.
New PEN responsibility would then be: (1,390,000. + 742,122.) = \$ 2,132,000.

UPDATE: Addressed in 2001 Budget.

Recommendation # 21

(21) Parking Enforcement and City Parking Tag Operations staff meet with potential hand-held ticket issuing equipment suppliers to explore possible solutions that would enable the paper used by hand-held ticket issuing equipment to be processed through the banking system;

Responder: PEN
Implementation: On-going study
Response: Agree
UPDATED ITEM: SEE UPDATE RECOMMENDATION # 22.

This issue has been and still is under study. Field trials have been conducted and a variety of hand-held units investigated. While all have their good points, none to date have met the ‘city imposed criterion’ of being processable by the banks. Parking Tag Operations must consider whether the benefits of the ‘bank payment option’ outweigh the efficiencies that may be gained from the hand-held units and the resulting benefits:

- Reducing non-processable and illegible tags;
- Error reduction;
- Data and by-law download/upload;
- Defective meter information transmitted;
- Employee productivity monitoring capability;
- Total data processing system;
- NIC processing contracted out.

Parking Tag Operations and Parking Enforcement are meeting with hand-held equipment suppliers, on a continuous basis, to resolve the paper problem.

See Recommendations # 18 and #19.

Recommendation # 22

(22) *the Chief of Police, in consultation with the City's Chief Financial Officer and Treasurer, prepare a complete cost benefit analysis and identify any issues with respect to the use of hand-held ticket issuing equipment by parking enforcement officers, and report to the Policy and Finance Committee by September 30, 2000;*

Responder: PEN
Implementation: Upon solution to paper quality issue.
Response: Agree
UPDATED ITEM: SEE UPDATE RECOMMENDATION BELOW.

Once the problem with the quality of paper is resolved, Parking Tag Operations and the Parking Enforcement Unit will undertake a joint feasibility study.

See Recommendations # 18, #19, and # 21.

UPDATE: A committee involving members of both Parking Enforcement and Parking Tag Operations is continuing to study the potential benefits of hand-held ticketing systems. Specific issues under study are: the selection of a suitable hand-held unit; paper requirements for such units; 'back-end' processing of Parking Infraction Notices; possible negative financial impact of making changes to the payment methods allowable. In addition, there are legal issues involved in the use of hand-held units. i.e. electronic signatures.

Recommendation # 23

(23) the Parking Enforcement Unit develop a strategy to promote the use of certified municipal law enforcement agencies by property owners and develop appropriate policies and procedures to monitor the performance of these agencies;

Responder:

PEN

Implementation: a) Upon approval of by-law. b) At Contract Services Information System (CINS) update.

Response: Agree

UPDATED ITEM: SEE UPDATE RECOMMENDATION # 24.

- a) A report is to go forward in June 2000 to the Police Services Board and if approved will be forwarded to the July 2000 meeting of the City Administration Committee outlining three proposals for private property by-law consolidation and program enhancements. The preferred option promotes the use of certified Municipal Law Enforcement Officers through licensed M. L. E. agencies.
- b) An enhanced Contract Services Information System (CINS) will provide the reports necessary to effectively monitor M.L.E.O. agencies and individual officers.

Recommendation # 24

(24) *the Parking Enforcement Unit expedite the finalisation of the by-laws with respect to unifying parking enforcement activities on private property and defining the role and responsibilities of the Chief of Police in the Municipal Law Enforcement Officer Program, so that these by-laws are submitted to City Council for approval by September 30, 2000;*

Responder: PEN
Implementation: Upon approval of by-law
Response: Agree
UPDATED ITEM: SEE UPDATE BELOW.

Roles and responsibility of the Chief of Police are to be defined by new "Private Property" By-law and "Appointment" By-law.

UPDATE: City Council has approved the report for the consolidation of, and enhancements to, the private property by-law. The staff working group shall provide the actual by-law to Council for its January 2001 meeting. Board Minutes # 282/2000 and 364/2000 refer.

Recommendation # 25

(25) the Parking Enforcement Unit enhance the performance standards used by the unit to include the level of non-processable tags issued by municipal law enforcement officers;

Responder: PEN
Implementation: Upon update of CINS
Response: Agree
UPDATED ITEM: SEE UPDATE BELOW.

Contract Services Information System (CINS) enhancement will track non-processable M.L.E.O. or C.C.O. tags.

See Recommendation # 23

UPDATE: PINS and CINS enhancements are currently in the final stages of development and testing. This process should be completed by the end of December (2000) and ready for implementation in the second quarter of 2001.

Recommendation # 26

(26) the Parking Enforcement Unit develop an implementation plan with specific timelines to address the recommendations contained in this report, such that the resulting budgetary adjustments are incorporated and considered in the 2001 budget;

Responder: PEN
Implementation: Implementation time frames accompany each response.
Response: A summary of timelines follows recommendation # 27 in this report.
UPDATED ITEM: Completed.

Recommendation # 27

(27) this report be forwarded to the Toronto Police Services Board and that the board be requested to report back to the Policy and Finance Committee, by March 30, 2000, on its response to each of the recommendations contained in this report.

Responder: PEN
Implementation: Implementation time frames accompany each response.
Response: Submitted to the Board March 27th, 2000; Board Minute. # 116/00.
UPDATED ITEM: Report completed.

(Original) Timetable for Implementation of Recommendations

“x” indicates items updated in (this) December 2000 report.

- | | |
|----------------------------|---|
| 1. (a), (b)
(c) | Information provided in this report.
On-going |
| x 2. | Review completed – Implementation 3 rd quarter of 2000. |
| 3. | Information provided in this report. |
| 4. | All functions currently under review. |
| x 5. | Increase required - Subject to board and budget approval. |
| x 6. | On-going –as needed. Agree in part. |
| 7. | Agree in part – already being carried out and under review. |
| x 8. | Agree - Upon review of PET Performance Standards Review system. |
| 9. | Information only. |
| 10. | Requirements under review / no further centralisation. / New sites to be evaluated in the future. |
| x 11. | PEN/PTO Budget amounts to be adjusted in 2001 budget year. |
| 12. | Immediately. |
| 13. | Disagree – though some changes to be made in 3 rd quarter of 2000. |
| x 14. | Consolidated ‘draft’ by-law - 3 rd quarter of 2000. |
| 15. | Not PEN response – C.F.O. & Treasurer - Information available through PINS. |
| x 16. | Immediately. |
| 17. | Not PEN response - Exec. Director of H.R. |
| x 18.& 19. | Upon PINS update – 3 rd quarter 2000. |
| x 20. | New formulae suggested – subject to board approval. |
| x 21. & 22. | Currently under study. |
| x 23. (a)
(b) | By-laws and policies currently under review.
Upon completion of PINS enhancement (CINS) in 2000. |
| x 24. | Roles defined by new appointment by-law in 2000. |
| x 25. | See Recommendation 23(b), above. |
| x 26. | (this chart - updated November 2000) |
| x 27. | Received by the Board March 27 th , 2000. (Bd. Min. #116/00).
Response submitted to the Board July 27 th , 2000 (Bd. Min. # 320/00). |

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

**#P42 SEMI-ANNUAL REPORT: JULY – DECEMBER 2000 –
 PARKING ENFORCEMENT UNIT ABSENTEEISM**

The Board was in receipt of the following report JANUARY 25, 2001 from Julian Fantino, Chief of Police:

Subject: Information Requested by the City of Toronto Policy and Finance Committee
 Relating to Parking Enforcement Unit Absenteeism

Recommendation:

It is recommended that:

1. the Board receive the following report for information; and
2. the Board forward a copy of this report to the City of Toronto Policy and Finance Committee for its information.

Background:

The City of Toronto Policy and Finance Committee has requested semi-annual reports on Parking Enforcement Unit Absenteeism. This report consists of the information pertaining to the second half of the year 2000.

Parking Enforcement Unit management has implemented a number of initiatives to reduce absenteeism. The sick days of individual officers are closely monitored by utilizing the following structured procedure:

- (a) 3rd day sick – phone call to the officer at residence
- (b) 4th day sick – home visit; and
- (c) 4 or more days sick – doctor's note required.

The administration supervisors have been assigned the responsibility of ensuring that sick members comply with all Service requirements (e.g. home visit, and doctor's letters). The individual cases are reassessed when specified by the Service's Medical Advisory Service and the Unit takes the required steps to return the employee to work at the earliest opportunity, as their situation permits.

With the assistance of Human Resources, strategies have been developed to assist long term light duty staff enhance their job skills in order to qualify them for reclassification and placement in other units. As these reclassifications take place, Parking Enforcement Officers are hired, which in turn improves unit productivity. In the year 2000, four light duty officers were temporarily

reassigned to other units and the unit was successful in reclassifying one light duty officer permanently to another unit.

While this report is for the July to December 2000 period, the Parking Enforcement Unit absenteeism report for the entire year 2000 is provided in table #1, appendix A. The actual figures are reported in table #2, appendix A, as requested by the Board (Board Minute # 394/00). In order to highlight absenteeism patterns, the reporting is grouped into three categories: IOD, Long Term Sick and Other Sick. IOD represents staff members who were injured while performing their duties. Long term sickness represents staff who remained sick for two or more months. Other sickness represents all short-term sickness.

As a result of measures taken by management, the year 2000 overall absenteeism rate has reduced to 5.3% which is the lowest since 1996 (table #3, appendix A refers). Although the Parking Enforcement Unit set a ceiling of 4% for short term absenteeism, the year end totals report 3.9%. As a result the Unit was successful in achieving its short term sick goals.

It is recommended that the Board receive this information and that a copy of this report be forwarded to the City of Toronto Policy and Finance Committee for its information.

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

The Board received the foregoing.

**Appendix A. Table #1. Parking Enforcement Unit Absenteeism
January – December 2000**

TYPE	Jan.	Feb.	Mar.	Apr.	May.	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Average
Injured on duty	0.4%	0.9%	0.9%	1.0%	0.3%	0.6%	0.4%	0.6%	0.6%	0.7%	1.0%	1.0%	0.7%
Long term sick	1.0%	1.6%	1.2%	0.6%	0.5%	0.4%	0.4%	0.7%	0.5%	0.6%	0.5%	0.3%	0.7%
Short term sick	5.0%	3.7%	2.9%	3.6%	3.4%	3.8%	3.1%	3.7%	3.7%	4.2%	5.0%	4.3%	3.9%
TOTAL	6.4%	6.2%	5.0%	5.2%	4.3%	4.8%	4.0%	5.0%	4.8%	5.6%	6.5%	5.6%	5.3%

Table #2. Sick Shifts Summary

TYPE	Jan.	Feb.	Mar.	Apr.	May.	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Average
Injured on duty hrs.	208	508	554	522	204	346	254	360	341	421	588	580	4,885
Injured on duty shifts	26	64	69	65	26	43	32	45	43	53	73	73	611
Average Persons/Day	1	2	2	2	1	1	1	1	1	2	2	2	2
Long term sick Hrs.	588	896	750	308	312	216	248	456	256	351	330	194	4,905
Long term sick shifts	74	112	94	39	39	27	31	57	32	44	41	24	613
Average Persons/Day	2	4	3	1	1	1	1	2	1	1	1	1	2
Short term sick hrs.	2,870	2,114	1,763	1,950	2,021	2,148	1,862	2,240	2,087	2,471	3,049	2,432	27,006
Short term sick shifts	359	264	220	244	253	269	233	280	261	309	381	304	3,376
Average Persons/Day	12	9	7	8	8	9	8	9	9	10	13	10	9
Total Scheduled Shifts	7,196	7,068	7,637	6,694	7,344	7,117	7,418	7,604	7,049	7,269	7,630	7,131	87,155

Source: DIMS, PINS. Sick = sick, dependent sick, doctor's appointment, part of day sick
 Parking is 7 Days 24 hrs. operation and shifts range from 10, 8 and 7 hrs.
 An average/ shift is taken at 8 hours.

**Table #3. Parking Enforcement Unit Absenteeism
(All Categories) 1996 - 2000**

	1996	1997	1998	1999	2000
Total	8.5%	8.3%	7.5%	6.7%	5.3%

Source: Parking Information System, PINS
All categories include; Short term sick, long term sick and IOD.

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

#P43 COMMUNITY YOUTH PROGRAMS AND INITIATIVES

The Board was in receipt of the following report JANUARY 31, 2001 from Julian Fantino, Chief of Police :

Subject: YOUTH INVOLVEMENT STRATEGY

Recommendation:

It is recommended that: the Board receive a presentation outlining the involvement of members of our Service in community youth programs and initiatives.

Background:

During the month of November 2000, members of the Community Policing Support Unit were requested by the Chief's Office to develop and conduct a comprehensive survey involving all members of our Service to determine the number of hours volunteered annually to community youth initiatives.

Staff Superintendent Emory Gilbert of Operational Support and Superintendent Keith Forde of the Community Policing Support Unit will make a brief presentation on the survey process, the importance of adult participation and a final analysis of the results.

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

Supt. Keith Forde and Sgt. Rob Radbourn, Community Policing Support Unit, were in attendance and discussed the results of an internal survey that was conducted to determine the extent of participation, on a volunteer basis, by Service members in youth-related community programs and activities.

Supt. Forde indicated that, based upon the data collected from the survey, the total average number of hours donated by members of the Service who are actively involved in youth-related programs is equivalent to 206 off-duty hours per year. The Service compared this number with the average national number provided by Statistics Canada and discovered that the Service average far exceeds the total donated by other Canadians in programs for people of all ages not just youth.

The Board received the foregoing.

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

#P44 BOARD MEMBER TRAINING

The Board was in receipt of the following FEBRUARY 5, 2001 from Norman Gardner, Chairman:

Subject: BOARD MEMBER TRAINING

Recommendation:

It is recommended that the Board amend its training requirement from two days to one day.

Background:

The Board has adopted a requirement that all newly appointed Board members receive training within two months of being appointed (BM 156/00 refers). For the information of the Board, both Councillors Gloria Lindsay Luby and Bas Balkissoon has completed this training.

At the time the Board approved the training program it was anticipated that it would be a two day training program. Two separate training sessions have been run and I have been advised that the training can be completed in one day. The current policy states: "all new Board members to receive an orientation. Each new member of the Board shall participate in a mandatory *two day* training session." Therefore I am recommending that the Board's policy be amended to read "one day" training session.

The Board approved the foregoing.

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

**#P45 CORPORATE DONATION –
NEW ENCLOSED MOTORCYCLE TRAILER**

The Board was in receipt of the following report JANUARY 26, 2001 from Julian Fantino, Chief of Police:

Subject: CORPORATE DONATION-NEW ENCLOSED MOTORCYCLE TRAILER

Recommendation:

It is recommended that: the Board accept the donation of a new enclosed motorcycle trailer valued at \$6,834.45 (including taxes) from the Metro Toronto Harley-Davidson Retailers to be used in Community Traffic Safety Initiatives/Events by the Toronto Police Service, Winged Wheels Motorcycle Team.

Background:

The Toronto Police Service, Traffic Services – Highway Patrol has an ongoing Community Outreach Program involving members of the Traffic Enforcement section. They are known as The ‘Winged Wheels Motorcycle Team’. They are a highly visible and proactive component of our Traffic Safety Programs. The team promotes safe, responsible motor vehicle operation through a motorcycle riding demonstration. These demonstrations promote positive Police – Community interactive relationships.

The motorcycle team is required to transport one or two additional backup motorcycles and support equipment (e.g. dress uniforms, podium, audio sound system) to these community events in and around the Toronto area.

A corporate association has offered to make a permanent donation of a new closed cargo/motorcycle trailer for use in this valuable Traffic Safety Program. This association known as The Metro Toronto Harley-Davidson Retailers consists of: Deeley Harley-Davidson Canada, Jacox Harley-Davidson, Davies Harley-Davidson, Harley-Davidson of Toronto and Cycle World.

The Service’s current motorcycle trailer was heavily damaged in a motor vehicle collision in 2000, and has not yet been replaced. This donated trailer will be an addition to the Service fleet, over and above Fleet Management’s forthcoming replacement trailer. By receiving the donated trailer, it is anticipated Fleet Management will benefit by being able to acquire a multi-use utility trailer more suitable for their needs.

The donated trailer will be white, aluminium, 16 foot long, 7 foot wide, tandem axle capable of carrying two motorcycles and additional equipment. The donated trailer will be outfitted

with the Toronto Police Service decals and markings. The Corporate Association that is donating the trailer should be recognised by having their names placed on the trailer 'Donated by The Metro Toronto Harley Davidson Retailers'.

Mr Norm Henderson, the Administrator of Fleet and Material Management has been provided with the specifications of the proposed trailer donation. Mr Henderson reports that the trailer meets the Service's needs and standards and supports the acceptance of this donation. Insurance and maintenance costs will be covered under the current service policy.

The donation is consistent with Service Policy 18-08 Corporate Donations, and is in harmony with the 2000 Service Priorities: 'Continuing to partner with community and business organisation'.

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

The Board approved the foregoing.

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

**#P46 POLICE REFERENCE CHECKS FOR ALL MUNICIPAL APPLICANTS
AND APPLICANTS FOR MUNICIPALLY-FUNDED AGENCIES**

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

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

Recommendation:

1. It is recommended that the Board accept City Council's motion that the Service not charge a fee for police reference checks for all applicants for municipal employment and for agencies funded through the municipal Community Services Funding Grants Program, subject to the following conditions:
 - a) The City undertakes to centrally administer the Memorandum of Understanding (MOU) and waiver processes for all agencies funded through the Community Services Funding Grants Programs and all new City employees.
 - b) The City maintains and shares a list of all funded agencies with the Manager, Corporate Information Services – Information Access, updating the list whenever there is a change to agencies receiving funding.
 - c) Current arrangements with the TTC and Toronto Licensing Commission and any other Boards, Agencies or Commissions remain unaffected.
 - d) The “no fee” service shall commence as soon as all administrative issues between the parties are concluded.
 - e) The Service shall review its position on police reference checks during 2001 and report back to the Board as part of the submission of the 2002 Operating Budget.
2. The Board approve the continuation of the Clearance Letter program at a fee of \$25.00 per request, plus GST, and
3. The Board forward a copy of this report and its recommendations to the Budget Advisory Committee.

Background:

City Council at its meeting in July 1999 made a request that the Board remove fees for criminal reference checks for all applicants for municipal employment and for all municipally-funded agencies. This report provides the background, the impact of Council's motion, and the rationale in determining the Service's recommendations.

When the Province introduced police screening of employees and volunteers dealing with “at risk” members of the community some years ago, the Service began the program without any additional staffing. Confronted with budget constraints, the Service introduced user fees for services, including those provided to the City of Toronto and its agencies funded through the Community Services Funding Grants Program. This allowed the Service to hire temporary staff to improve the turnaround time for criminal reference checks. The screening service, originally named the Criminal Reference Check Program, has since been renamed the Police Reference Check Program (PRCP).

On February 24, 2000, the Board considered a number of issues related to the PRCP and cost recovery options (BM#102/00 refers). The following three recommendations were accepted and approved:

1. A no fee rate for police reference checks performed for volunteers at municipally-funded agencies, effective April 3, 2000.
2. An increase in fees on police reference checks for paid positions from \$40.00, plus GST, per check to \$45.00, plus GST, per check for volunteers at non-municipally funded agencies.
3. A pilot project for the sale of clearance letters by the Records Release Section at \$25.00 each, plus GST.

The clearance letter pilot has proven to be successful and has generated \$106,197.50 in cost recovery during 2000. As a result, the Board is requested to approve the continuation of this program at the same fee level.

There are currently 1200+ agencies registered and receiving PRCP services and a considerable administrative burden is associated with maintaining MOU and Waiver processes with each agency. In considering City Council’s request, a meeting with Rita Reynolds, Director of Corporate Access and Privacy, for the City of Toronto, was held in early 2000. This meeting was to identify all agencies funded through the Community Services Funding Grants Program, and to develop a new Memorandum of Understanding and waiver within the City to meet their requirement to control processes with funded agencies.

As a result of Federal Bill C7, which was passed in August 2000, negotiations with the City were delayed. This Bill permits, under certain conditions, the unsealing of pardoned sexual offender records held by the RCMP through the PRCP. It is an extremely complicated process, which has entailed a complete rewrite and re-issue of MOU and waiver to all 1200+ agencies. This necessitated revisiting the prepared draft MOU, waiver and associated processes with the City. In addition, the inclusion of “no fee” services to all full time City employees has required that City staff identify all those positions dealing with “at risk” members of the community who would be subjected to the PRCP screening. The Service is seeking assistance from the City to reduce the administrative burden associated with these processes.

To reduce the workload of the Service, the City must agree to maintain, update and share a complete list of funded agencies receiving grants through the Community Services Funding Grants Program as well as administer centrally the MOU and waiver. Given the fact that City is in a better position to oversee the agencies funded through the Community Services Funding Grants Program, and the employee and volunteer positions effected by this MOU and waiver, it is more appropriate to transfer this responsibility. The MOU has been finalized. At the time of preparing this report, the City has not agreed to assist by administering the MOU and waiver centrally.

The potential financial impact of providing “no fee” PRCP checks for new City employees is expected to be low. There were approximately 1,200 new hires in 2000 and similar numbers are anticipated for 2001. City staff are presently reviewing the number of positions actually dealing with “at risk” members of the community through the course of employment. The review is expected to establish that fewer than 50% of new employees would require PRCP screening. Therefore, a potential loss of revenue of \$27,000 exists. This loss, along with the loss of revenue to provide criminal reference checks to volunteers at municipally-funded agencies approved in February 2000, can be offset by the continuation of the clearance letter program, which is before the Board for approval. The removal of these fees will be monitored in 2001, and any significant impact will be reported to the Board as part of the 2002 Operating Budget process.

Mr. Frank Chen, CAO – Policing, will be at the Board meeting to answer 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 FEBRUARY 22, 2001**

**#P47 PROCUREMENT OF GOODS AND SERVICES FOR THE
INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE (IACP)
2001 CONFERENCE**

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

Subject: PROCUREMENT OF GOODS AND SERVICES FOR THE
INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE (IACP) 2001
CONFERENCE

Recommendation:

It is recommended that:

1. the Board exempt the Toronto Police Service from By-law No. 100 as amended by By-law 103 (1994), 109 (1996), 116 (1997) and 133 (2000) for processing purchases of goods and services, for the IACP Conference, through the City of Toronto Purchasing Department;
2. the Board authorize the Chief of Police to approve expenditures in excess of \$500,000.00 for the IACP Conference and that details of all such expenditures be subsequently reported to the Board.

Background:

The Service will be hosting the 108th Annual International Association Chiefs of Police Conference, from October 27, 2001 to October 31, 2001. During the months leading up to the conference, goods and services will be required on short notice by the conference project team. The expediting of these goods and services is critical to the project team's work plan and the success of the conference.

The current purchasing process through the City could take on average up to 90 days from initial request to delivery. This process time will not meet the sensitive timelines for the needs of the conference. Also, given that the initial work (i.e. research and writing of specifications) is done by police staff, the processing of goods and services requests would be reduced to approximately 30 days if these are processed through the Toronto Police Service, Purchasing Support Services unit. The Service also has internal controls in place which allow strict monitoring of processes and expenditures.

Given that the purchasing process time can be reduced by approximately 60 days and the internal controls that are in place, I recommend that the Board exempt the Toronto Police Service from By-law No. 100 as amended by By-law 103 (1994), 109 (1996), 116 (1997) and 133 (2000) for processing purchases, for the IACP Conference, through the City of Toronto Purchasing Department and authorize the Chief of Police to approve any such expenditures in excess of \$500,000.00. Any expenditures in excess of \$500,000.00 approved by the Chief will be subsequently reported to the Board. The Board previously approved a similar exemption for the Service for purchases through the Police Co-Operative Purchasing Group.

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

The foregoing report was withdrawn at the request of the Chief of Police.

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

#P48 GENUINE FORD REPAIR PARTS AND MOTORCRAFT PARTS

The Board was in receipt of the following report JANUARY 04, 2001 from Julian Fantino, Chief of Police:

Subject: GENUINE FORD REPAIR PARTS AND MOTORCRAFT PARTS

Recommendation:

It is recommended that: the Board award the quotation for genuine Ford repair parts and Motorcraft parts to Total Ford Sales Ltd., for the period January 1, 2001, to December 31, 2001, and the option to extend the contract for the years 2002 and 2003. The cost to the Service is approximately \$1,000,000.00, plus applicable taxes per year. The CAO-Policing, Corporate Support Command has certified that funds are available in the 2001 Operating Budget, and funding will be included in the 2002 and 2003 Operating Budget.

Background:

Quotations, as noted on the attached summary sheet, for the supply and delivery of genuine Ford repair parts and Motorcraft parts for our police cars, on an “as and when required” basis, have been received. Appropriate Police Service personnel have reviewed these quotations.

I recommend that the Board award the quotation to Total Ford Sales Ltd., submitting the lowest quotation meeting all requirements.

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

The Board approved the foregoing.

SUMMARY OF PRICES
6110-00-3285
DECEMBER 1, 2000

FOR THE SUPPLY AND DELIVERY OF GENUINE FORD REPAIR PARTS ON AN AS WHEN REQUIRED BASIS,
TO VARIOUS CITY OF TORONTO DEPARTMENTS AND THE TORONTO POLICE SERVICES.

DESCRIPTION	TOTAL FORD SALES LTD.			THORNCREST SHERWAY INC.			HERITAGE FORD SALES			DOWNEY FORD SALES LTD.			FREEMAN FORD SALES LTD.		
	2001	2002	2003	2001	2002	2003	2001	2002	2003	2001	2002	2003	2001	2002	2003
GENUINE FORD O.E.M. PARTS CURRENT DEALER COST PLUS	5%	5%	5%	8%	8%	8%	10%	10%	10%	10%	10%	10%	20%	20%	20%
VOLUME DISCOUNT (D GROUP) PARTS CURRENT DEALER COST PLUS	0%	0%	0%	-4%	-4%	-4%	10%	10%	10%	10%	10%	10%	20%	20%	20%
STATE DATE & NUMBER OF MOST CURRENT DEALER FORD PARTS LIST BIDDERS MUST SUBMIT THE FOLLOWING INFORMATION:	OCT 20/2000 PA-750			PRICE BOOK PA750 OCT-2000			NOV 2000-4			PA 750 OCT120/2000			OCT 20/2000		
STATE AMOUNT OF CURRENT INVENTORY OF AUTOMOBILE PARTS	750,000			\$2,000,000			450,000			\$300,000.00			350,000.00		
STATE AMOUNT OF CURRENT INVENTORY OF TRUCK PARTS: LIGHT MEDIUM	50% 10%			\$500,000 \$250,000			2000,000			200,000.00 200,000.00			10,000.00 0		
STATE HOURS OF BUSINESS, MONDAY TO FRIDAY: SATURDAY:	8:00 AM TO 6:00 PM 8:00 AM TO 6:00 PM NIL CUSTOMER P.U. OR TAXI			7:30 AM TIL 12:00 MIDNIGHT 7:30 AM TIL 10:00 PM 8:00 AM TIL 4:00 PM 8:00 AM TIL 1:00 PM			7:30 AM - 8:00 PM 7:30 AM - 6:00 PM 8:00 AM - 4:00 PM NONE			MON-TH 8:00AM-3:00PM(FRI 8:00 AM-5:00 PM) MON-TH 8:00 AM-11:00 PM(FRI 8:00AM-5:00PM) 8:00 AM - 1:00 PM NOT AVAILABLE			7:30 AM TO 5:30 PM 8:00 AM TO 5:00 PM 9:00 AM TO 4:00 PM N/A		
STATE NUMBER OF PARTS DELIVERY TRUCKS ON THE ROAD	4			8 TRUCK			3			5			2		
GUARANTEED (RESPONSE TIME) DELIVERY FOLLOWING RELEASE OF AN ORDER FOR: IN-STOCK PARTS: CENTRAL DEPOT PARTS:	3 HOURS 1 DAY			2 HRS 6 HRS			2 HRS 1 DAYS			2 HOURS 1 DAY			1-3 1		
STATE WARRANTY PERIOD ON PARTS OFFERED:	1 YR - 20,000 KM			1 YEAR 20,000 KM			SELECTED MOTOR CRAFT - LIFETIME OEM 12 MONTHS - 20,000 KLM			1 YEAR 20,000 KM			1 YR OR 20,000 KM		
VENDORS AWARDED THE TORONTO POLICE SERVICE PORTION OF THIS CONTRACT SHALL BE REQUIRED TO DELIVER TO THE TORONTO POLICE SERVICES, POLICE PACKAGE EQUIPPED AUTOMOBILES AS BID DIRECTLY TO THE POLICE CO-OPERATIVE PURCHASING GROUP (PCPG) BY FORD MOTOR COMPANY	YES			YES			NO			NOT STATED			YES		
STATE IF ENVIRONMENTALLY PREFERRED PRODUCTS/SERVICE IS BEING OFFERED:	YES			YES			NO			YES			NO		
STATE BRIEFLY THE ENVIRONMENTAL BENEFIT OF THE PRODUCT/ SERVICE OFFERED:	FORD MOTOR COMPANY PRODUCTS MEET OR EXCEED GOVERNMENT GUIDE LINES			NOT STATED			NOT STATED			DURACOL REFRIGERANT DOES NOT HARM THE OZONE OR CAUSE GLOBAL WARMING			NOT STATED		
TERMS	1 % NET 15 DAYS			30 DAYS			2%			NET 30 DAYS			NET 30 DAYS		
CANADIAN CONTENT	60%			50-100%			100%			0%			N/A		
	* DISCOUNT BASED ON TOTAL ESTIMATED ANNUAL EXPENDITURE														

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

#P49 UNIFORM PROMOTIONAL PROCESS

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

Subject: UNIFORM PROMOTIONAL PROCESS

Recommendation:

It is recommended that: the Board approve the following report regarding the uniform promotional process for the ranks of Sergeant (Detective), Staff (Detective) Sergeant and Inspector.

Background:

The Board, at its meeting of December 15, 1998 (Minute No. 543) approved revised processes for promotion up to the rank of Inspector (Procedure 14-10). As a result of the 90 Day Review, a new procedure for promotion to these ranks has been developed, as attached. The process has now been streamlined to create greater efficiencies while ensuring that all appropriate information is considered in selecting the best possible candidates for promotion.

The revised uniform promotional process involves four (4) fundamental steps: application, Unit Commander Assessment/Verification, examination and promotional panel.

The following are several highlights of the recommended procedure:

- the application process will include a resume in which the candidate will provide information on their experience, skills, contributions and achievements
- candidates must have held their current rank for a minimum time period
- an assessment of the candidate will be completed by the applicant's unit commander
- qualified applicants will sit a promotional examination
- qualified applicants will attend a promotional interview
- a promotional panel will assess the applicant's suitability for promotion in consideration of the prescribed competencies and the core values of the Service
- the ratio of candidates to be interviewed and the composition of the promotion panel will be determined by the Chief of Police
- candidates must have conformed and presently conform to the Service's core values. Failure to do so may result in the candidate being removed from the process and/or eligibility list.

A draft copy of the revised Procedure is attached as Appendix "A" to this report.

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.

PERSONNEL

14 – 10 Uniform Promotional Process – up to and including the rank of Inspector

New

Amended

Reviewed – No Amendments

Issued: RO 2001.xx.xx

Rationale

This procedure outlines the uniform promotional process to the ranks of Sergeant/Detective, Staff Sergeant/Detective Sergeant, and Inspector. The purpose of this procedure is to provide guidance so as to ensure that all candidates are treated in an equitable manner.

Governing Authorities

Federal N/A
Provincial Police Services Act R.S.O. 1990 (PSA)

Associated Policies or Procedures

Number	Name	Situation
13-05	Suspension from duty – police officer	As required
14-22	Conflict of interest involving related members	As required
13-11	Unsatisfactory Work Performance	As required

Forms

NUMBER	NAME	AUTHORIZATION LEVEL
	to be announced	

Definitions

Director for the purpose of this Procedure means a civilian Unit Commander reporting directly to a Deputy Chief or the Chief Administrative Officer

PROCEDURE

The uniform promotional process involves four (4) fundamental steps: application, unit commander assessment/verification, examination and promotional panel.

In order to apply and be eligible for promotion, candidates must have conformed, presently conform, and continue to conform to the Service's core values and meet all the eligibility requirements of the process. Failure to do so may result in the candidate being removed from the process and/or eligibility list.

A. APPLICATION

Minimum Eligibility Requirements

Police Officers may apply for promotion provided they:

- are a First Class Constable and have held the rank for a minimum of one (1) year on the date of application
- have successfully met the requirements contained in the PSA Regulation entitled 'Equipment and Use of Force' (Regulation 926)
- have not been convicted of a criminal offence for which a pardon has not been obtained
- have at least two (2) years with a clear discipline record from the date of any finding of guilt imposed by a hearing tribunal as a result of being found guilty of misconduct under the PSA
- are not the subject of an appeal against a penalty or finding of guilt imposed by a hearing tribunal with respect to misconduct under the PSA
- are not under suspension pursuant to the directive entitled 'Suspension from duty – Police Officer' (13-08)
- have conformed, presently conform and continue to conform to the Service's core values

In addition to the foregoing, members applying for promotion to the following ranks will be required to meet the following eligibility criteria:

for promotion to the rank of Staff/Detective Sergeant – candidate must presently hold the rank of Sergeant/Detective and have successfully completed the probationary period on the date of application

for promotion to the rank of Inspector – candidate must presently hold the rank of Staff/Detective Sergeant and have done so for a minimum of one (1) complete year on the date of application

Confirmation of Eligibility Requirements

Unit commanders are required to confirm the eligibility requirement section completed by the candidate.

Resume

Applicants shall submit a resume with their application and include the following information

- awards
- education
- career summary
- training
- significant contributions/achievements

B. UNIT COMMANDER ASSESSMENT / VERIFICATION RESPONSIBILITIES

The Unit Commander will complete an assessment of the candidate for promotion and verify their eligibility to continue in the process using the prescribed forms. The Unit Commander shall assess the candidate in the following areas:

- the prescribed competencies (as outlined in the Competency dictionary)
- the Service's core values
- experience
- skills and abilities
- contribution to the Service
- past and present performance
- potential at the rank being applied for

NOTE: *Should a candidate fail to demonstrate any of the competencies or core values, they may not be permitted to proceed any further in the process.*

The Unit Commander may consult with the applicable Staff Superintendent or Director as required.

Assessment/Verification Responsibilities:

The following guidelines shall be used to assist Unit Commanders in deciding who will complete a candidate's unit assessment.

1. candidate transferred into unit – previous unit to conduct assessment within past 90 days
2. candidate transferred into unit – where practicable, the current Unit Commander shall consult with the former Unit Commander to determine who will be responsible for completing the Unit Commander Assessment/Verification within past six (6) months
3. candidates Unit Commander – where practicable, the current Unit Commander shall consult with previous Unit Commander when completing the Unit Commander Assessment/Verification has transferred into the unit within the past six (6) months

NOTE: *Where a member is on a long term absence, secondment or special assignment, the Unit Commander-Employment shall designate the unit responsible for completing the assessment.*

C. EXAMINATION

Candidates continuing in the process shall be required to attend an examination on the prescribed date and location announced on Routine Orders.

D. PROMOTIONAL PANEL

Candidates shall be interviewed by a promotional panel at a ratio to be announced on Routine Orders. The promotional panel will be comprised of members as designated by the Chief of Police.

The promotional panel will assess the candidate in the following areas:

- the prescribed competencies (as outlined in the Competency dictionary)
- the Service's core values
- experience
- skills and abilities
- contribution to the Service
- capability of performing in the rank being applied to
- past and present performance

NOTE: *All information provided by the candidates shall be subject to verification. Members of the promotional panel shall have the authority to remove a candidate from the promotional process if evidence is obtained that the information given by the candidate is not valid or the candidate does not possess the required competencies. Further, should there be evidence that the candidate has not conformed to the Service's core values, the candidate may be removed from the process by the promotional panel. The decision of the promotional panel shall be final.*

E. SCORING FOR PROMOTIONAL PROCESS

UNIT COMMANDER ASSESSMENT/VERIFICATION	- 20% OF PROCESS
EXAM	- 20% OF PROCESS
PROMOTIONAL PANEL	- 60% OF PROCESS

F. ELIGIBILITY POOL

The names of the candidates being placed in the eligibility pool shall be published alphabetically on Routine Orders.

Candidates selected shall remain in the eligibility pools for a maximum period of twenty-four (24) months from the date announced on Routine Orders. After the expiry date, candidates who have not been selected from the pool, and who wish to seek promotion, shall be required to reapply during the next promotional process.

A recommendation for promotion will be subject to the candidate continuing to conform with the eligibility requirements, and not being the subject of a criminal investigation, a charge of misconduct pursuant to the PSA, a public complaint or a harassment complaint. Candidates may be removed from the eligibility list and/or promotional process should there be evidence a candidate does not demonstrate one or more of the competencies or Service's core values.

All promotions are subject to the recommendation of the Chief of Police.

Candidate

1. A candidate applying to a promotional process shall complete the applicable forms.
2. Upon being notified shall
 - attend on the date, time and location specified on Routine Orders to write an examination

- appear before the promotional panel on the date, time and location specified

Unit Commander

3. Upon receiving an application for promotion shall
 - review the forms
 - determine whether or not the candidate meets the eligibility requirements as outlined in this Procedure
 - conduct an investigation into any previous misconduct to ensure that the matter(s) will not bring the reputation of the Service into disrepute
 - ensure the candidate has conformed and presently conforms to the core values of the Service
 - complete the Unit Commander Assessment/Verification
 - forward the prescribed forms to the appropriate Staff Superintendent/Director for review by the date specified on Routine Orders

Staff Superintendent/Director

4. After reviewing a candidates application and the Unit Commander Assessment/Verification documents, the Staff Superintendent/Director shall either
 - concur with the recommendations of the Unit Commander and forward the appropriate paperwork to the Unit Commander-Employment for processing, or
 - return the forms to the Unit Commander for review, or
 - remove the candidate from the process after consultation with the applicable command officer

Unit Commander - Employment

5. When directed by the Chief of Police to initiate a promotional process, shall prepare a Routine Order outlining the number of projected vacancies to be filled by the promotional process.
6. When the names of the candidates eligible to participate in the examination phase are determined, shall prepare a Routine Order which includes
 - the names of the eligible candidates
 - the study/ reading list
 - the required standard for the examination
 - the date, time and location of the examination
7. When the examination marks are available shall ensure the candidates are advised of their examination mark and composite score.
8. For all candidates who are eligible for an interview shall
 - ensure that a background/security check is completed
 - consult with the appropriate command officer, if applicable

- advise candidates who are to appear before a promotional panel of the process, and the date, time and location of the interview
 - ensure that the candidate's personal file and application/resume are delivered to the promotional panel on the date of the interview
9. Upon being notified of a candidate's score in the interview shall
- ensure the candidate's composite final score is determined according to the formula outlined in this procedure
 - submit the results to the Chief of Police for review and approval
10. Upon approval by the Chief of Police shall ensure that
- an Internal Correspondence (TPS 649) is forwarded to each candidate advising if they are to be placed on the eligibility pool
 - a Routine Order is prepared listing the names of the candidates, in alphabetical order, who are eligible for recommendation for promotion

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

#P50 RECLASSIFICATION OF POLICE CONSTABLES

The Board was in receipt of the following report JANUARY 22, 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:

Third Class Police Constable

SHAIKH, Asif5356		42 Division	2000.10.30
MCASKILL, Melinda	5365	33 Division	2000.11.05
DOUGLIN, Charles	7734	32 Division	2001.02.01

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.

With respect to the reporting of the reclassifications of Police Constables Asif Shaikh (5356) and Melinda McAskill (5365), these submissions were delayed due to late processing by their Unit Commander. The Staff Planning and Development section of the Employment Unit is currently dealing with this issue to avoid future recurrences.

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

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

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

The Board approved the foregoing.

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

**#P51 COMMUNITY POLICE LIAISON COMMITTEES - FUNDING OF
ANNUAL CONFERENCE, BOARD MEMBER ATTENDANCE AT
CONFERENCE AND FUNDING OF CPLCS**

The Board was in receipt of the following report FEBRUARY 05, 2001 from Norman Gardner, Chairman:

Subject: Community Police Liaison Committees - Funding of Annual Conference,
Board Member Attendance at Conference and Funding of CPLCs

Recommendation:

It is recommended that:

1. the Board sponsor a fifth annual conference for members of Community Police Liaison Committees on April 28, 2001, at a cost not to exceed \$6,500. That funding be provided from the Special Fund.
2. Board members be invited to attend the CPLC conference on April 28, 2001 and be invited to participate in the Board/Community Workshop.
3. the Board continue to provide an annual grant of \$1,000 to each of the seventeen Divisional Community Police Liaison Committees, the Traffic Service's CPLC, the five Chief's Consultative Committees, the Chief's Advisory Council and the Chief's Youth Advisory Council. That funding be provided from the Special Fund.
4. that the Chief be requested to bring forward all future funding requests for the CPLC annual conference.

BACKGROUND:

Funding for the 5th Annual CPLC Conference:

Since January 1997, the Board has been sponsoring an information sharing / networking workshop for members of Community Police Liaison Committees (CPLCs). Over hundred community and police representatives attend the conference. Past evaluations of the conferences have been positive.

It is being recommended that the Board sponsor a fifth annual conference for members of Community Police Liaison Committees on April 29, 2001, at a cost not to exceed \$6,500 . (This is \$1,500 lower than requested in previous years (1997-2000).)

Furthermore, that the cost for the conference be paid from the Board's Special Fund in accordance with "the special fund shall be for ... initiatives supporting community oriented policing that involve a co-operative effort on the part of police and the community".

Board Member Attendance:

At the 2000 conference the majority of Board members participated in a "Police Service Board and Community Dialogue" workshop. This workshop gave the Board members and the community an opportunity to discuss issues of concern. Both the Board members and the community members believed that the workshop was worthwhile and should be repeated.

The Board has recently adopted a governance plan which contains a strategic direction regarding partnerships and including the goal of achieving and maintaining an effective working relationship with the community. One component of the strategy implementing that goals is that Board members should participate in community stakeholder strategy processes including the CPLC annual conference.

The Board members have also been formally invited to attend the conference and participate in the workshop (attached correspondence from Ms Carol Johnson, Chair of the 33 Division CPLC).

Therefore it is recommended that the Board members participate in the CPLC conference, scheduled for April 28, 2001 at Metro Hall, as well as participate in a Board/Community Workshop.

Grants to CPLCs:

The Board, in 1997, approved the following recommendation: "That the Board give an annual grant of \$1,000 to each of the seventeen Divisional Community Police Liaison Committees and the five Chief's Consultative Committees to enable them to communicate with their respective communities" (Minute 217/97 refers). These grants were continued in 1998 (Board Minute 65/98 refers).

I would like to recommend that this annual grant be continued in 2001. Specifically, that \$1,000 be granted to each of the seventeen Divisional Community Police Liaison Committees, the Traffic Service's CPLC, the five Chief's Consultative Committees, the Chief's Advisory Council and the Chief's Youth Advisory Council.

The Board does receive on an annual basis a report from the Chief of Police outlining how these funds were spent. A copy of the most recent report (year 1999) is appended; the year 2000 report will be submitted in the spring of 2001.

Funding Requests

The CPLC conference was originally organized by the Board office and as a result the Chair of the Board brought forward the funding request; however this has changed. The CPLC conference and all CPLC activities are now being co-ordinated through the Community

Policing Support Unit. Therefore I am recommending that the Chief be requested to bring forward all future funding requests for the CPLC annual

CPLC CONFERENCE BUDGET

ITEM	EXPENSE
Room Rental (Metro Hall)	n/a
Catering for 160 people (lunch and 2 breaks)	\$5,091.63
Office supplies (name tags, pens, paper etc).	\$1,000
Honorariums (Community speakers each receive a \$50 gift certificate from INDIGO books)	\$400
Total:	\$ 6,491.63

The Board approved the foregoing.



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January 17, 2001

Norm Gardner, chairman
Toronto Police Service
40 College St.
Toronto

Dear Norm,

Last year at the CPLC conference having the Police Service Board members present was greatly appreciated by everyone. The CPLC members enjoyed the opportunity to meet with the Service Board and hear directly about their role in the whole make up of the Toronto Police Service.

We would love to have another opportunity for a "Police Service Board and Community Dialogue" on Saturday April 28, 2001 at Metro Hall. The conference is from 9 a.m. to 3 p.m. You will be invited to come and welcome everyone.

If all the Service Board members could attend that would be great.

Please let me know ASAP if this is possible and if you would prefer to have your workshop in the morning or afternoon. I imagine if you have to welcome everyone, the morning would be easier for you personally.

(For your interest, most people wanted to return to the Police College again this year, but it was fully booked.)

Hope that you can come.

Sincerely

Carol Johnson CPS
Executive Director

Writing this time as CPLC chair for 33 division and member of conference planning committee.

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

#P52 ANNUAL REPORT 2000 - PARKING TAG ISSUANCE

The Board was in receipt of the following report JANUARY 25, 2001 from Julian Fantino, Chief of Police:

Subject: ANNUAL PARKING TAG ISSUANCE REPORT 2000

Recommendation:

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

Background:

This report provides information on the parking tag issuance for the year 2000 by the Parking Enforcement Unit of the Toronto Police Service. In the year 2000 the Parking Enforcement Unit was successful in achieving its performance goal of 2.5M tags by issuing 2,511,452 tags. The issuance patterns are identified by comparing 2000 issuance with 1999 levels (Table #1 refers).

In the year 2000 the Parking Enforcement Unit issued 239,254 more tags compared with the year 1999 tag issuance. This is the result of effective management strategies, implementation of officer performance standards and the improved weather conditions (except for December 2000, where several snowstorms hampered parking tag issuance).

The monthly breakdown of Parking Tag Issuance is as follows:

Table #1. Parking Enforcement Tag Issuance 1999 – 2000

Month	Issuance 1999	Issuance 2000	Variance
Jan	87,853	206,911	119,058
Feb	176,029	203,612	27,583
Mar	198,682	244,491	45,809
Apr	188,251	210,362	22,111
May	201,105	220,685	19,580
Jun	198,669	205,014	6,345
Jul	190,650	190,035	-615
Aug	195,372	194,982	-390
Sep	194,203	207,424	13,221
Oct	208,716	231,852	23,136

Nov	225,460	224,725	-735
Dec	207,208	171,359	-35,849
TOTAL	2,272,198	2,511,452	239,254

Source: Parking Tags Operations

For December 2000, Unit Commander's Morning Report

It is recommended that this report be received for information.

Deputy Chief M. Boyd, Policing Support Command will be present at the Board meeting to address 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 FEBRUARY 22, 2001**

#P53 ANNUAL REPORT 2000 - HATE/BIAS STATISTICAL

The Board was in receipt of the following report JANUARY 25, 2001 from Julian Fantino, Chief of Police:

Subject: 2000 HATE/BIAS STATISTICAL REPORT

Recommendation:

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

Background:

The Hate Crime Unit of Intelligence Services has collected statistics and assisted in the investigation of hate crime offences since 1993. Attached, is the 2000 Annual Hate Crime Statistical report.

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

The Board received the foregoing.



INTRODUCTION

The Toronto Police Service, Hate Crime Unit (HCU) of Intelligence Services was formed in 1993 and began collecting and publishing data on reported hate crimes. The unit currently consists of two investigators and an analyst. There are seventeen Police divisions in Toronto. Each division has at least one Hate Crime Co-ordinator who liaises with the Hate Crime Unit on a continual basis. These co-ordinators are responsible for investigating the majority of the hate crime occurrences within their division.

Hate crimes can fit within one of two categories, as defined by the Criminal Code. It can be either a hate / bias motivated crime, or hate propaganda. Section 718.2 of the Criminal Code covers hate bias/motivated crimes and Section 318/319 deals with hate propaganda offences.

The definition of a hate biased crime is, “a criminal offence committed against a person or property where the motivation is bias prejudice or hate, based on the victim’s race, national or ethnic origin, language, colour, religion, sex, age, mental or physical disability, sexual orientation, or any other similar factor.”

Hate propaganda is defined as “any communication that advocates or promotes genocide or makes statements that promotes hatred against an identifiable group. Identifiable group is defined by the Criminal Code as colour, race, religion or ethnic origin.

The bias category codes used throughout the tables and charts of this report are explained in the legend footer below.

The HCU is responsible for reviewing all hate motivated occurrences to ensure a proper investigation is conducted. All relevant information is recorded and analyzed to produce this report and help determine overall hate trends and patterns.

Bias Category Legend

*AG-Age, DI-Disability, ET-Ethnicity, GE-Gender, LN-Language, MU-Multi-Bias, NA-Nationality
RA-Race/Colour, RE-Religion, SF-Similar Factor, SO-Sexual Orientation*



It must be emphasized that while the HCU analyzes this information to determine the extent of hate motivated crimes, the Unit believes the collected data does not accurately represent the prevalence of hate / bias crime. Historically, there has been reluctance by some members of the public to report their victimization to police.

In Toronto, community groups play an important role by intervening and counselling reluctant victims on the importance of reporting hate occurrences to the police. In addition, the Toronto Police Service Hate Crime Directive provides specific criteria to field officers to properly identify hate crimes. Further, the HCU continues to instruct all officers to err on the side of caution and forward all suspected hate motivated occurrences to the Hate Crime Unit for review.

The HCU continues to work closely with various community groups and front line officers to provide them with training and education. In addition, the unit provides investigative support and expert witnesses for court when required. Our main focus is the commitment and dedication to prevention; pro-active education and investigation of hate motivated offences. The intention is to encourage tolerant communities that offer the freedoms, safety and dignity for all, as guaranteed by the Canadian Charter of Rights and Freedoms.

METHODOLOGY of CATEGORIES

The Service's Hate Crime Directive (05-16) requires all suspected hate motivated occurrences to be reviewed by the HCU to ensure proper identification. In addition, the unit gathers criminal intelligence on hate groups and/or individual hate mongers, involving their criminal activities.

Each occurrence is classified using the bias categories within the Hate Crime definition (see legend below). Comments and/or actions of the suspect during the incident are significant in helping to determine the suspect's motive and their bias. However, it is sometimes difficult to classify an occurrence. Other criteria can be used to assist in classifying occurrences including, the victim's perception of the incident, motives, significant dates, symbols and history of the community.

In some cases, for example visible minorities or gays/lesbians, the suspect is often unaware of the victim's actual background, and the victim is then "lumped" into a pre-determined

Bias Category Legend

*AG-Age, DI-Disability, ET-Ethnicity, GE-Gender, LN-Language, MU-Multi-Bias, NA-Nationality
RA-Race/Colour, RE-Religion, SF-Similar Factor, SO-Sexual Orientation*



category by the suspect, based on the suspect's preconceived bias. The victim becomes a target based on the suspect's perception.

For example, in Ottawa, in the recent past, a bartender was observed walking home from work by a group of males. He had a small build and was dressed in a tuxedo. Investigations revealed he was attacked, robbed and thrown to his death because of the perception that he was gay. Although the victim was not gay, the motivation for the attack was based on the suspect's hatred or prejudice against gays. In this case the occurrence is classified as SEXUAL ORIENTATION (SO).

Offences in the Race (RA) category includes people targeted because of an obvious visible difference, normally the colour of skin or other immutable physical characteristics.

Occurrences which target more than one group are categorized as Multi-Bias (MU). This occurs when a suspect's comments and/or actions are directed towards several victim groups.

When a hate motivated occurrence is coded as Ethnic (ET) the suspect and victim are from the same country but different ethnic backgrounds, or the suspect is able to distinguish the different ethnic groups from a specific country.

The Nationality (NA) category is used when a victim is targeted specifically because of their nationality and not their country of origin or physical features.

The categories of Age (AG), Language (LN), Disability (DI), and Religion (RE) are usually specific and clear as to why the victims have been targeted and therefore, can be easily categorized.

Similar Factor (SF) criminal occurrences can reflect hate towards any recognizable group other than those previously discussed. This may include members of a particular profession or socio-economic class.

HATE GROUPS

Bias Category Legend

*AG-Age, DI-Disability, ET-Ethnicity, GE-Gender, LN-Language, MU-Multi-Bias, NA-Nationality
RA-Race/Colour, RE-Religion, SF-Similar Factor, SO-Sexual Orientation*



As in recent years, in 2000 the activity of organized hate groups were relatively limited. The hate groups Stormfront, Society Purification Force and Coalition for a Humanistic British Canada were responsible for communicating recruitment material and hate propaganda.

A homophobic group Straight Pride was involved in a demonstration against the Gay Pride Parade. Skinhead gangs were responsible in several assaults across the city. Known letter-writers continued to send correspondence to various public figures and institutions. Investigations are continuing on most of these matters.

OVERVIEW

In the year 2000, the Toronto Police Service, Hate Crime Unit received a total of 204 hate crime offences. (See Fig. 1 Pg. 5) This reflects a 30% decrease from the 1999 figure of 292. The offences of Assault, Mischief and Threats are again the most frequently reported. Wilful Promotion of Hatred occurrences had a 62% decrease to 20 in the year 2000 from 53 in 1999. Occurrences from the Toronto Transit Commission (TTC) dropped to 18 from 36 reported in 1999. The majority of these TTC occurrences were Mischief to Property (i.e. Graffiti). (See Fig 12 Pg. 13)

The Hate Crime Unit cannot provide specific reasons for the 30% decrease in reported hate crimes. The graph, on page 5, showing *1993-2000 Comparisons* reflects a cyclical nature of hate crimes. If the comparison is a true representation, the HCU expects numbers to rise for the next three years and then for the cycle to begin again.

The Police attended several hate / bias demonstrations during 2000. The HCU believes a strong Police presence at these demonstrations has deterred potential hate activity and sent a clear message that this activity will not be tolerated.

The decrease in hate crimes may also be attributed to an increased awareness of these crimes by the Police and communities across Toronto. The Hate Crime Unit continues it's focus on training officers to recognize hate crimes and educating the public to encourage reporting.

Bias Category Legend

*AG-Age, DI-Disability, ET-Ethnicity, GE-Gender, LN-Language, MU-Multi-Bias, NA-Nationality
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The dedication of community organizations with outreach hotlines has also assisted the public in reporting incidents that they would otherwise not report. In the year 2000, the Hate Crime Unit with the assistance of community organizations, was instrumental in the formation of a hate hotline to serve the Black community. This hotline will be formally introduced in early 2001.

2000 OFFENCE BREAKDOWN BY CATEGORY

OFFENCE	AG	DI	ET	GE	LN	MU	NA	RA	RE	SF	SO	TTL
Advocate Genocide									1			1
Assault			1	1	1	5	2	41	5	2	10	68
Bomb Threat						1		1	3			5
Common Nuisance								1				1
Criminal Harassment			1			2	1	6			2	12
Mischief				4		14	4	25	14		3	64
Threat				2		4	1	13	8	2	3	33
W/Promotion Hatred						10	1	4	4	1		20
TOTAL	0	0	2	7	1	36	9	91	35	5	18	204

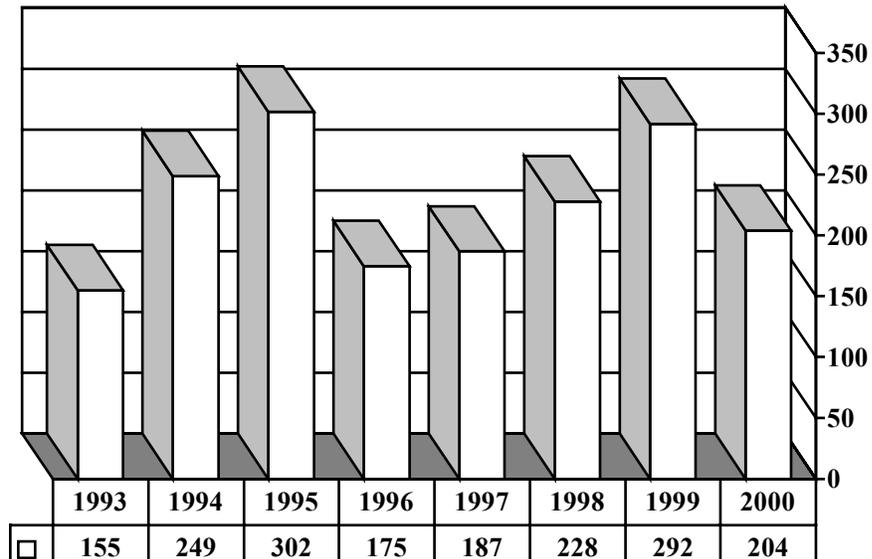
Fig.1

Bias Category Legend

*AG-Age, DI-Disability, ET-Ethnicity, GE-Gender, LN-Language, MU-Multi-Bias, NA-Nationality
RA-Race/Colour, RE-Religion, SF-Similar Factor, SO-Sexual Orientation*



Reported Hate Crime Occurrences 1993 - 2000 Comparisons



YEAR	1994	1995	1996	1997	1998	1999	2000
Percentage Increase/Decrease	61%+	21%+	42%-	7%+	22%+	28%+	30%-

Fig.2

TOTAL HATE CRIMES

YEAR	AG	DI	ET	GE	LN	MU	NA	RA	RE	SF	SO	TOTAL
1993			8					77	54		16	155
1994		2	6				17	155	58		11	249
1995			10	1		32	23	164	50		22	302
1996			9			8	7	101	32		18	175
1997			5		1	18	16	97	34		16	187
1998		1	3	2		33	34	92	32		31	228
1999		1	5	2		63	21	113	38	5	44	292
2000			2	7	1	36	9	91	35	5	18	204
TOTAL		4	48	12	2	190	127	890	333	10	176	1,792

Fig.3

In 1993 Nationality and Ethnicity were combined under Ethnicity
 In 1993 & 1994 Race and Multi-Bias were combined under Race

AG-Not reported to date

Bias Category Legend

*AG-Age, DI-Disability, ET-Ethnicity, GE-Gender, LN-Language, MU-Multi-Bias, NA-Nationality
 RA-Race/Colour, RE-Religion, SF-Similar Factor, SO-Sexual Orientation*



PATTERNS OF HATE MOTIVATED OFFENCES

In 2000, the most frequent hate / bias occurrences were Assaults (68), Mischief (64), Threats (33) Wilful Promotion of Hatred (20), and Criminal Harassment (12). (See Fig. 1 Pg. 5) As in previous reports, most offences occurred in public locations and were committed by suspects unknown to the victim.

Mischief offences consisted mainly of graffiti and flyers posted and/or distributed in public locations. Common targets included Toronto Transit Commission property, schools, education offices and apartment buildings. (See Fig. 12 Pg. 13)

Assaults and threats were usually unprovoked attacks. They typically occurred in the victim's environment: their neighbourhood, school, transit route and occasionally, their place of employment.

Hate groups and individual hate mongers were responsible for the majority of Wilful Promotion of Hatred offences.

Most Criminal Harassment offences were committed by mail (telephone, e-mail, letters) or fax messages.

PATTERNS OF VICTIM GROUPS

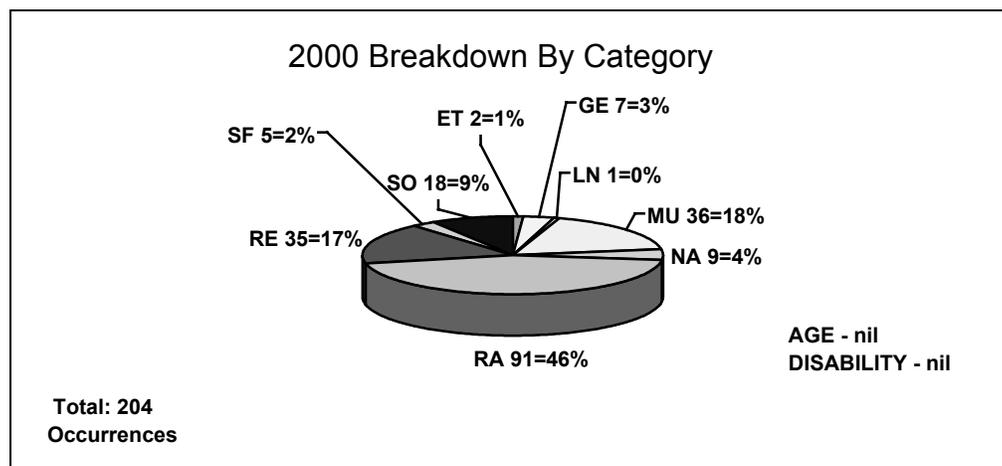


Fig.4

Patterns of Hate Motivated Offences con't.

Bias Category Legend

*AG-Age, DI-Disability, ET-Ethnicity, GE-Gender, LN-Language, MU-Multi-Bias, NA-Nationality
RA-Race/Colour, RE-Religion, SF-Similar Factor, SO-Sexual Orientation*



Consistent with previous reports, the category most targeted remains the Race category at 46% (91), followed by Multi-Bias at 18% (36), Religion with 17% (35) offences and Sexual Orientation at 9% (18). (See Fig. 4 Pg. 7)

As in previous years, hate motivated crimes against visible minorities accounted for the highest number of occurrences. (See Fig. 5 Pg. 9) Overall, in 2000, the most affected were members of the Black community (54), Jewish community (35), and Gay/Lesbian community (18). The motivation for these occurrences is often the suspect's personal bias, which contributed to criminal action. In the majority of cases, there were no precipitating events to initiate an attack.

In the Race category, members of the Black community (54) were the main target group, followed by members of the Pakistani (13) and White (12) communities.

The Multi-Bias category had 36 occurrences. This category is used when an occurrence has more than one victim group. The majority of occurrences were mischief and hate propaganda which included graffiti and flyers posted and/or distributed in public locations.

Almost all the religious offences were anti-Semitic (34). (See Fig. 11 Pg. 12) This has been consistent since 1993. In 2000, the number of anti-Semitic occurrences is proportionally higher than previous years due to the recent escalation in the Middle East conflict.

Offences against gay males (13) were the highest in the Sexual Orientation category. The majority of these were assaults. Almost all occurred in public locations.

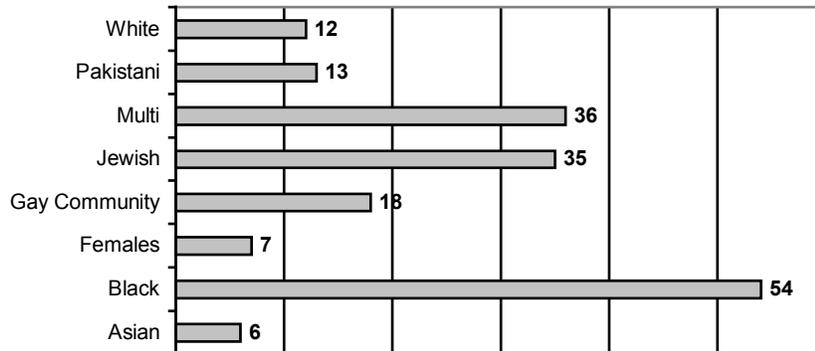
The Police divisions with the highest number of hate / bias occurrences were 52 Division (38), 32 Division (33), 55 Division (16). (See Fig. 13 Pg. 14)

While physical and verbal abuse were prevalent in most occurrences, weapons were used in 15 occurrences. The types of weapons included baseball bats, wine and beer bottles, collapsible baton, knife, broomstick, and a crutch. Almost all these weapons offences were assaults.

VICTIMIZED GROUPS IN 2000

Bias Category Legend

*AG-Age, DI-Disability, ET-Ethnicity, GE-Gender, LN-Language, MU-Multi-Bias, NA-Nationality
RA-Race/Colour, RE-Religion, SF-Similar Factor, SO-Sexual Orientation*



Other victim groups reporting less than 5 occurrences are listed below.

Afghanistan	1	Gay Community	3	Jewish	35	South Asian	1
Albanian	1	Gay Male	13	Lebanese	1	Spanish	1
Arab	1	Goa Indian	1	Lesbian	2	Ukrainian	1
Asian	6	Gothic	1	Multi	36	Welfare	1
Black	54	Immigrants	1	Muslim	1	White	12
East Indian	1	India	1	Pakistani	13		
Eastern European	1	Iraqi	1	Police	1		
Female	7	Israeli	1	Preps	1		
French	1	Italian	2	Serbian	1	TOTAL	204

Fig.5

ACCUSED/SUSPECT IDENTIFICATION

(Provided by Victims - Approximate Age Group)

Age Range 11-17			Age Range 18-25			Age Range 26-40			Over 40		
M	F	Group	M	F	Group	M	F	Group	M	F	Group
18	1	5	15	2	13	16	7	6	22	2	1

Male - Unk/Age	Female - Unk/Age	Group Attacks - Unk/Age
9	1	4

Fig.6

According to victim description, males are responsible for the majority of hate crimes committed. Males in the over 40 age group committed the highest number. The numbers

Bias Category Legend

*AG-Age, DI-Disability, ET-Ethnicity, GE-Gender, LN-Language, MU-Multi-Bias, NA-Nationality
 RA-Race/Colour, RE-Religion, SF-Similar Factor, SO-Sexual Orientation*



committed by males in the other age groups were close to the over 40 age group. This information is based on data provided by the victim in cases where a suspect was encountered or known.

HATE BIAS CRIME OCCURRENCES BY DAY/MONTH

DAYS OF THE WEEK							
SUN	MON	TUE	WED	THU	FRI	SAT	OTHER
18	31	23	15	23	32	27	35

Fig.7

The occurrence breakdown by day seems to reflect higher numbers surrounding the weekend. Monday is also a high occurrence day. The category "Other" applies to occurrences where a specific offence date was unknown, and the victim provided a day range between which the offence may have occurred.

MONTHS OF THE YEAR												
JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	OTH
15	19	11	14	13	8	20	19	8	23	12	8	34

Fig.8

In Fig. 8 above, the months with the highest activity were October, July, August and February. A majority of the occurrences in October were anti-Semitic. This is likely because of the Israeli-Palestinian conflict in the Middle East. July and August also had high numbers possibly because of summer holidays, when more youth are out of school.

The category of "Other" signifies incidents occurring over a period of time. These were usually Criminal Harassment offences, which were over an extended period of time.

Bias Category Legend

*AG-Age, DI-Disability, ET-Ethnicity, GE-Gender, LN-Language, MU-Multi-Bias, NA-Nationality
RA-Race/Colour, RE-Religion, SF-Similar Factor, SO-Sexual Orientation*



ARREST/SENTENCING

In 2000, 38 reported hate motivated occurrences were concluded with charges. Of these, the majority had multiple charges and several had multiple accused. See chart below. There were 15 concluded cases and 23 remain before the courts. Sentencing in the concluded cases included time served, custodial time, conditional discharges, probation, and peace bonds.

In one case of hate propaganda offences, the investigation was concluded by a court finding that the individual was not criminally responsible. Another suspect was arrested for a significant number of hate motivated offences occurring on Toronto Transit Commission property. This case is still before the courts.

CHARGES		COURT CASES		
OFFENCE	QTY	DISPOSITION S	Y.O.	ADULTS
Assault	30	Currently before the Courts		23
Threat	3	Guilty		14
Criminal Harassment	1	Withdrawn (Peace Bond)		1
Mischief	3			
Common Nuisance	1			
TOTAL	38	TOTAL		38

Fig.9

Mischief, Criminal Harassment and Wilful Promotion of Hatred represent a large majority of hate motivated crimes. It is difficult to identify suspects for these offences and therefore difficult to obtain subsequent arrests.

Bias Category Legend

*AG-Age, DI-Disability, ET-Ethnicity, GE-Gender, LN-Language, MU-Multi-Bias, NA-Nationality
 RA-Race/Colour, RE-Religion, SF-Similar Factor, SO-Sexual Orientation*



BREAKDOWN BY VICTIM GROUP AND OFFENCE

BIAS	VICTIM	NUMBER & TYPE OF OFFENCES	BIAS	VICTIM	NUMBER & TYPE OF OFFENCES
LN 1	French = 1	1 Assault	ET 2	Albanian = 1 Serbian = 1	1 Criminal Harassment 1 Assault
GE 7	Female = 7	1 Assault 4 Mischief 2 Threat	MU 36	Multi –Bias = 36	5 Assault 4 Threat 2 Criminal Harassment 15 Mischief 10 Wilful Promotion of Hate
NA 9	Arab = 1 East Indian = 1 EasternEuropean = 1 India = 1 Israeli = 1 Italian = 2 Jewish = 1 Ukrainian = 1	1 Mischief 1 Criminal Harassment 1 Mischief 1 Assault 1 Mischief 1 Assault 1 Wilful Promotion of Hate 1 Threat 1 Mischief	RA 91	Afghanistan = 1 Asian = 6 Black = 54 Goa (Indian) = 1 Iraqi = 1 Lebanese = 1 Pakistani = 13 South Asian = 1 Spanish = 1 White = 12	1 Assault 1 Assault 2 Criminal Harassment 2 Mischief 1 Wilful Promotion of Hate 24 Assault 1 Bomb Threat 1 Common Nuisance 4 Criminal Harassment 15 Mischief 7 Threat 2 Wilful Promotion of Hate 1 Assault 1 Wilful Promotion of Hate 1 Threat 9 Assault 1 Mischief 3 Threat 1 Assault 1 Threat 4 Assault 7 Mischief 1 Threat
RE 35	Jewish = 34 Muslim = 1	1 Advocate Genocide 5 Assault 3 Bomb Threat 14 Mischief 8 Threat 3 Wilful Promotion of Hate 1 wilful Promotion of Hate	SF 5	Immigrant = 1 Police = 1 Preps = 1 Welfare = 1 Gothic = 1	1 Assault 1 Wilful Promotion of Hate 1 Threat 1 Threat 1 Assault
SO 18	Gay Community = 3 Gay Male = 13 Lesbian = 2	1 Mischief 2 Threat 10 Assault 1 Criminal Harassment 1 Mischief 1 Threat 1 Criminal Harassment 1 Mischief	AG DI	Nil Nil	

Fig.11

Bias Category Legend

AG-Age, DI-Disability, ET-Ethnicity, GE-Gender, LN-Language, MU-Multi-Bias, NA-Nationality
RA-Race/Colour, RE-Religion, SF-Similar Factor, SO-Sexual Orientation



LOCATION OF OFFENCES

QTY	Type of Location	Types of Crimes – In Sequence of Most Often Committed
38	Apartment Bldg <ul style="list-style-type: none"> ▪ Basement storage area ▪ Lobby ▪ Elevators 	Mainly Mischief, Threats, Wilful Promotion of Hate, Bomb Threats & Assaults
20	Business Office <ul style="list-style-type: none"> ▪ Various types 	Mainly Mischief, Criminal Harassment, wilful Promotion of Hate & Threats
2	Commercial <ul style="list-style-type: none"> ▪ Dance Club 	Assault, Common Nuisance
10	Community Centre <ul style="list-style-type: none"> ▪ Rape Crisis Centre ▪ Day Care ▪ Community Centres 	Threats, Bomb Threats & Criminal Harassment
20	Education <ul style="list-style-type: none"> ▪ Board Office ▪ Junior & High ▪ College & University 	Mainly Mischief, Wilful Promotion of Hate & Assaults
6	Worship <ul style="list-style-type: none"> ▪ Synagogue 	Bomb Threats & Mischief
2	Service Station / Gas Station	Assaults
2	Hospitals	Assault & Wilful Promotion of Hate
1	Doctor's Office	Threat
15	House/Dwelling <ul style="list-style-type: none"> ▪ Private Houses 	Wilful Promotion Hate, Threat, Mischief, Criminal Harassment, Assault,
1	Factory <ul style="list-style-type: none"> ▪ Bakery 	Threat
1	Police Station	Mischief
6	Parking Lots	Mischief & Assault
1	Public Parks	Assault
1	Taxi Cabs	Assault
11	Restaurants	Assaults, Threats & Wilful Promotion of Hate
11	Retail	Mischief, Threat & Wilful Promotion of Hate
37	Street/Sidewalk	Mainly Assaults, Mischief, Threats & Criminal Harassment
18	Toronto Transit Commission <ul style="list-style-type: none"> ▪ Bus Shelters ▪ Street Cars ▪ Subway Stations & Trains 	Mainly Mischief, Assaults & Wilful Promotion of Hate
1	Theatre	Criminal Harassment

Fig. 12

Bias Category Legend

*AG-Age, DI-Disability, ET-Ethnicity, GE-Gender, LN-Language, MU-Multi-Bias, NA-Nationality
RA-Race/Colour, RE-Religion, SF-Similar Factor, SO-Sexual Orientation*

22 Division - 5 Occurrences

Albanian	Criminal Harassment
Multi	Mischief
Multi	Assault
Pakistani	Mischief
Serbian	Assault

23 Division – 8 Occurrences

Black	2 x Mischief
Iraqi	Wilful Prom/Hate
Multi	Assault
Pakistani	Assault
White	2 x Assault
White	Threat

31 Division - 9 Occurrences

Black	2 x Mischief
Black	Bomb Threat
Black	Assault
Italian	Assault
Jewish	Mischief
Multi	3 x Wilful Prom/Hate

32 Division – 33 Occurrences

Arab	Mischief
Black	Assault
Black	Criminal Harassment
Black	Mischief
East Indian	Criminal Harassment
Female	3 x Mischief
Jewish	2 x Assault
Jewish	4 x Threat
Jewish	8 x Mischief
Multi	3x Wilful Prom/Hate
Multi	4 x Mischief
Pakistani	Threat
Spanish	Threat
White	2x Mischief

33 Division - 6 Occurrences

Black	Threat
Jewish	Mischief
Jewish	Wilful Prom/Hate
Multi	Threat

41 Division – 13 Occurrences

Asian	Criminal Harassment
Black	3 x Mischief
Black	Threat

Goa (Indian)	Assault
Gothic	Assault
Lebanese	Threat
Multi	Criminal Harassment
Multi	Mischief
White	Assault
White	2 x Mischief

42 Division - 13 Occurrences

Black	2 x Assault
Black	2 x Threat
Black	2 x Mischief
French	Assault
Jewish	Threat
Multi	2 x Assault
Multi	2 x Wilful Prom/Hate
Multi	Mischief

51 Division – 9 Occurrences

Black	4 x Assault
Jewish	Assault
Gay Male	2 x Assault
Gay Male	Mischief
Gay Community	Threat

52 Division – 38 Occurrences

Black	Wilful Prom/Hate
Black	6 x Assault
Black	Criminal Harassment
Black	Common Nuisance
Black	3 x Mischief
Female	Assault
Female	Threat
Gay Community	Threat
Gay Male	Criminal Harassment
Gay Male	5 x Assault
Jewish	Advocate Genocide
Jewish	Threat
Jewish	Wilful Prom/Hate
Jewish	Bomb Threat
Jewish	Mischief
Lesbian	Criminal Harassment
Multi	Mischief
Multi	Threat
Multi	Wilful Prom/Hate
Muslim	Wilful Prom/Hate
Pakistani	3 x Assault
Police	Wilful Prom/Hate
White	3 x Mischief

53 Division – 9 Occurrences

Asian	Wilful Prom/Hate
Black	Wilful Prom/Hate
Jewish	2 x Threat
Preps	Threat
Multi	Mischief
Black	Assault
Female	Mischief
Multi	Bomb Threat

54 Division – 8 Occurrences

Afghanistan	Assault
Black	Assault
Gay Community	Mischief
Gay Male	Assault
Immigrants	Assault
Multi	Wilful Prom/Hate
Pakistani	Assault
South Asian	Assault

55 Division – 16 Occurrences

Asian	2 x Mischief
Asian	Assault
Black	Assault
Black	Criminal Harassment
Black	Mischief
Gay Male	2 x Assault
Jewish	Mischief
Jewish	Threat
Lesbian	Mischief
Multi	2 x Mischief
Multi	Assault
Pakistani	Assault
Pakistani	Threat

HATE CRIME UNIT EDUCATION AND COMMUNITY OUTREACH INITIATIVES

In 2000, the Hate Crime Unit continued to focus its efforts in prevention, pro-active education, and criminal investigations of hate motivated crimes in Toronto.

Investigative Support Role and Intelligence Gathering

- The Hate Crime Unit continued to network with Toronto Police Service divisions, as well as Provincial, National and International Police Services.
- The Unit assisted police divisions with investigative support, case tracking and relevant intelligence exchange.
- The Unit attended and monitored demonstrations regarding possible hate activity.
- The Unit conducted several investigations involving hate propaganda.

Hate-Bias Training for Police Officers

- The Hate Crime Unit continued to provide assistance to uniform officers. The officers received training on the identification of hate / bias crimes, and intelligence on organized hate groups.
- Training was conducted at the C.O. Bick College for uniform and recruit members.
- The Unit conducted quarterly hate / bias meetings with Divisional Hate Crime Investigation Co-ordinators.
- The Hate Crime Unit provided training for other police agencies including:
 - Peel Regional Police Services
 - Waterloo Regional Police Service
 - University of Toronto Police
 - Ontario Association of Police Educators

Hate-Bias Training for Police Officers, con't:

- Members of the Hate Crime Unit attended the U.S. Federal Law Enforcement Training Academy, Maine for the *Hate/Bias Crimes Program – Train the Trainer*.
- Members of the Hate Crime Unit attended the following hate conferences:
 - Roundtable on Hate, Aylmer, Quebec
 - MAGLOCLLEN Bias Crime Conference, New Jersey
 - Centre of Excellence for Research on Immigration and Settlement (CERIS) Conference, Toronto
 - Canadian Council of Multicultural and Intercultural Education Conference

Hate-Bias Training For Recruit Classes At Ontario Police College

- The Hate Crime Unit continued to provide information sessions for the Police recruit classes at the Ontario Police College.

Toronto Police Service-Civilian Diversity Classes at C.O. Bick College

- The Hate Crime Unit delivered hate / bias crime training for civilian members of the Toronto Police Service throughout 2000.

Community Outreach

- The Hate Crime Unit continues to meet and consult with community organizations including the League for Human Rights-B'nai Brith Canada, the Gay / Lesbian Community, The City of Toronto Committee on Anti-Racism and Anti-Hate and the Canadian Jewish Congress.
- The Hate Crime Unit continues to dialogue with community representatives for ways to improve the effectiveness of the Service's initiative's to reduce hate / bias crimes.
- The Hate Crime Unit conducted Hate Crime presentations for local schools, (students and teaching staff), community colleges, Student Crime Stoppers, members of the justice system, Co-ordinator - Quinte Sexual Assault Centre, Canadian Hearing Society and City Council Committee Emergency Protective Services.

Community Outreach, con't:

The consultative committee includes the following communities:

Ahmadiyya Movement in Islam-Toronto East Branch
 Armenian Community Centre Toronto
 Black Business and Professional Association
 Black Community Police Consultative Committee
 Canadian Arab Federation Toronto
 Canadian-Polish Congress
 National Association of Japanese Canadians Toronto Chapter
 Chinese Canadian National Council Toronto Chapter
 City of Toronto Committee on Anti-Racism and Anti-Hate
 Council of Agencies Serving South Asians
 Culture and Education Centre
 Desh Pardesh & SAVAC
 Jane-Finch Concerned Citizens Organization
 Canadian Jewish Congress
 Gay Lesbian Community Toronto
 Hellenic Canadian Federation of Ontario
 Jamaican Canadian Association
 Jane-Finch Concerned Citizens Organization

Katipunan Ng Bagong Pilipino Community
 Latino-Canadian Community Association of Scarborough
 League for Human Rights of B'nai Brith Canada
 National Action Committee on the status of Women,
 National Congress of Italian Canadians, Toronto
 Native Canadian Centre of Toronto
 North York Sikh Temple
 Ontario Provincial Council, The Korean Canadian
 Roma Community and Advocacy Centre,
 Somali Community Information Centre
 Somali-Canadian Association of Etobicoke
 South East Asian Services Centre
 Tamil Resource Centre
 The Hispanic Development Council,
 Toronto Police Services French Consultative Committee
 Ukrainian-Canadian Congress
 United Ukrainian Canadians
 Urban Alliance on Race Relations
 Vietnamese Association

Media Outreach

- Hate Crime Unit members provided interviews to local, national and international media on hate / bias crime.

Community/Youth/and Police Initiatives

- The Hate Crime Unit in consultation with Ms. Sylvia Hudson of the Toronto Police Service Board, Community Unity Alliance and the Department of Ambulance Services worked to establish a Black Hate Hotline. This hotline is expected to encourage members of the Black community to increase the reporting of their victimization to police.
- The Unit joined the Toronto District School Board and Goodwill in a program to deal with youth at risk. This program is called Goodwill Alternative Academy Program (GAAP).
- The Unit worked with Shaun Pascal, a member of the Black community, to create a new poster to combat hate crimes.

The Hate Crime Unit is committed to the Prevention, Education and Investigation of Hate Motivated Crimes. Open consultation and support with the community is the most effective way to achieve this goal.

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

**#P54 ANNUAL REPORT 2000 - RESEARCH AND TESTING OF NON-
LETHAL WEAPONS**

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

Subject: **ANNUAL REPORT ON THE RESEARCH AND TESTING OF NON-
LETHAL WEAPONS BY THE TORONTO POLICE SERVICE**

Recommendation:

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

Background:

An inquest into the death of Wayne Rick Williams concluded on June 9, 2000. The jury made ten recommendations, three of which were directed to the Toronto Police Service. These three recommendations were addressed in a report to the October 26, 2000 Board Meeting (Board Minute 440/00 refers). The response to Recommendation No. 9 states that the Training & Education Unit will submit an annual report on non-lethal weapons commencing in the year 2001. The report will outline current products available, testing results and what new non-lethal weapons are being researched.

It should be noted that the term “non-lethal weapons” was used in the jury recommendation. The currently accepted and more accurate term for such devices is “less-lethal”. A variety of weapons other than firearms are used by police agencies worldwide. These devices have been referred to as non-lethal or less than lethal devices. For example, an officer’s baton or the various rubber bullet projectile launchers are usually thought of as less than lethal force options. However, the use of both batons and rubber bullets can result in the death of an individual. As a result, the terminology used to describe these devices by the Toronto Police Service is “less-lethal”.

Response:

Two promising technologies that have been further researched and evaluated during the past year are the electronic stunning device known as the M26 Advanced TASER and kinetic energy impact projectiles called “bean bag” or “sock” rounds fired from 12 gauge shotguns.

The M26 Advanced TASER

In September 1999, after obtaining permission from the Honourable David Tsubouchi, Solicitor General of Ontario, the Armament Section of the Training & Education Unit and the training office of the Emergency Task Force commenced an evaluation of a promising new prototype unit called the M26 Advanced TASER. This device was tested for accuracy, minimum/maximum effective range, extreme temperature performance, battery life, water resistance and compatibility with Body Guard oleoresin capsicum spray.

Upon conclusion of the initial testing of the M26 during the spring of 2000, the device showed sufficient promise to warrant an operational evaluation. A TASER use of force policy and a standard operating procedure was developed. A pilot project by members of the Emergency Task Force commenced December 1, 2000 and will conclude March 31, 2001.

At the time of this report there have been eleven incidents in Toronto in which ETF officers have deployed the M26 Advanced TASER. In two incidents the M26 was fully deployed resulting in the unit being fired and electrical charge applied to the subject. In the other nine incidents the laser sighting system was activated and the subjects were warned that the weapon would be fired if they did not cease their violent activity. In all incidents, the TASER worked satisfactorily.

Bean Bag Round and Sock Round Kinetic Energy Impact Projectiles

Another category of less-lethal weapons that is currently being researched and tested is the kinetic energy impact projectiles called bean bag and sock rounds. The bean bag or sock round is fired from a 12-gauge shotgun at relatively low velocity. The projectile is designed to deliver a debilitating body blow to a subject's abdomen equivalent to a vigorous punch, thus incapacitating the individual without causing dangerous penetration wounds that normal bullets would cause. These rounds are currently being evaluated for accuracy, effectiveness and the potential for causing serious injury or death.

The primary concern with bean bag and sock rounds is causing unintended serious injury or death. These types of less-lethal devices provide enough kinetic energy to cause incapacitation, however, not likely to cause serious injury or death through penetration or blunt trauma. The secondary consideration when evaluating the projectiles is accuracy. Effectiveness and death/injury potential are directly related to shot placement on the subject.

Recent testing has shown the sock rounds to be considerably more accurate than bean bag rounds. The testing on these devices is ongoing as the technology advances.

Conclusion:

The Toronto Police Service continues to actively research and evaluate less-lethal weapons as a way to reduce the need to resort to deadly force. Of the two technologies discussed, the TASER operational evaluation in particular is showing promise. The evaluations on these technologies are ongoing and the Service will report to the Board any findings and recommendations.

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

The Board received the foregoing and approved the following Motion:

THAT the evaluations of the M26 Advanced TASER and Bean Bag and Sock Round Kinetic Energy Impact Projectiles be provided to the Board in the next semi-annual Professional Standards report expected for the May 24/01 meeting.

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

**#P55 ANNUAL REPORT 2000 –
 SECONDARY EMPLOYMENT ACTIVITIES**

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

Subject: ANNUAL REPORT ON SECONDARY EMPLOYMENT ACTIVITIES

Recommendation:

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

Background:

At its meeting on February 11, 1993, the Board requested that the Chief of Police submit a semi-annual report on Secondary Employment Activities (Board Minute C45/93 refers). At the March 21, 1996 meeting, the Board further requested that all further semi-annual reports on Secondary Employment Activities include the number of new applications for secondary employment, which were approved or denied on a year-to-date basis, as well as the total number of members currently engaged in secondary employment. (Board Minute No. 106/96 refers).

At its meeting on October 26, 2000 the Board passed a motion that future reports regarding secondary activities be provided to the Board on an annual basis rather than semi-annual. (Board Minute No. 450 refers).

In December 2000, Labour Relations undertook an extensive review of secondary activities throughout the Service. This review focused on obtaining accurate information on the number of members actively engaged in secondary activities. All members on record as having received approval to engage in secondary activities were required to complete and return a survey advising of the status of their secondary activities.

As a result of this review, at December 31, 2000, 824 members reported that they continue to be engaged in secondary activities and 660 applications were withdrawn.

During the year 2000 there were 236 new applications received. Of the 236 applications, 153 were approved, 15 were denied, 4 were withdrawn and 64 are being processed. The attached 2000 Annual Report on Secondary Activities details the type of activities, the number of applications received by uniform and civilian members and the status of the applications

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 received the foregoing and approved the following Motion:

THAT all future annual reports regarding secondary activities include a preamble that describes the Service's policy governing secondary activities, reporting requirements under the *Police Services Act* and the criteria used by the Chief when approving or denying applications that were made during the year.

**2000 ANNUAL REPORT
ON SECONDARY ACTIVITIES**

TYPE OF ACTIVITY	# of UNIFORM Applications	# OF CIVILIAN APPLICATIONS
Sales/Service	34	73
Consultant/Instructor	22	12
Teacher/Lecturer	8	1
Clerical/Office	1	9
Driver	12	5
Restaurant/Food Services		7
Business Services	2	
Arts/Media	4	3
Labourer	2	2
Cashier		5
Volunteer Firefighter	1	
Security		23
Writer	1	
Marketing	1	2
Army Reserve	1	3
Counselor		2
TOTAL	89	147

Of the 236 applications received, 153 were approved, 15 were denied, 4 were withdrawn and 64 were being processed.

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

#P56 ANNUAL REPORT 2000 - POLICING AND DIVERSITY COURSES

The Board was in receipt of the following report JANUARY 17, 2001 from Julian Fantino, Chief of Police:

Subject: POLICING AND DIVERSITY COURSES

Recommendation:

It is recommended that:

1. the Board receive the following report for information; and
2. the Board provide a copy of this report to members of Toronto City Council, as well as the following three deputants who discussed this matter with the Police Services Board on February 24, 2000:
 - Mr. Kyle Rae, Toronto City Councillor
 - Ms. Barbara Mills, Guest Lecturer, Policing & Diversity Training
 - Ms. Jennifer Chambers, Advocacy/Outreach Co-Ordinator, Queen Street Patients Council

Background:

At the Toronto Police Services Board meeting held on May 1, 2000 the Board received and approved the motion that the Chief of Police provide a report in 2001 identifying the number of officers who attended Policing and Diversity Training courses during the year 2000. (Board minute 186/00 refers).

Response:

The following is a breakdown of the attendance of Toronto Police Service members at C.O. Bick College in the 2000 calendar year for diversity training.

There were 26 courses offered. Uniform members attended 15 courses and civilian members attended 11 courses.

There were 237 uniform personnel and 198 civilian members trained in diversity issues.

Conclusion:

The Management Training Section of the C.O. Bick College will continue to offer policing & diversity training to both police and civilian members. The Officer Safety Section will also be addressing diversity training in the new Advanced Patrol Training program, which is expected to be received by over 3000 police officers in the year 2001.

I recommend that the Board receive this report.

Mr. Frank Chen, Chief Administrative Officer – 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 FEBRUARY 22, 2001**

**#P57 2000-YEAR END SUMMARY ON TORONTO POLICE SERVICE
AWARDS**

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

Subject: 2000 – YEAR END SUMMARY SERVICE AWARDS

Recommendation:

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

Background:

The following Service Awards were presented to members of the Service and the Community at a ceremony held on Monday, November 20th, 2000 at 7:30 p.m. at Police Headquarters:

MEDAL OF MERIT: (to carry with it six (6) months service towards service pay, etc.)

PC	LILLIE, Russell	(3633)	32 Division
PC	FERDINAND, Patrick	(1695)	32 Division

COMMENDATION:

PC	LAHAIE, Jeseeph	(6850)	12 Division
PC	HAREGUY, Shari	(5251)	32 Division
PC	MacDONALD, Kim	(5608)	41 Division
PC	ROSBOROUGH, Rodney	(3582)	41 Division
PC	CASBOURN, Gregory	(5804)	41 Division
PC	HILBORN, Lynda	(88538)	41 Division
PC	IMRIE, Thomas	(5139)	41 Division
PC	ELLIOTT, Christopher	(7550)	51 Division
PC	PASQUINO, Louis	(4970)	52 Division
PC	NICOL, Brett	(99444)	52 Division
PC	MacCHEYNE, Richard	(89979)	52 Division
PC	GORDON, Christopher	(2452)	52 Division
PC	MAYERS, Roger	(4046)	52 Division
PC	NEAL, Wesley	(86593)	54 Division
PC	DI PASSA, Domenico	(5715)	Area Field Command
PC	MOULTON, Ronald	(4606)	Area Field Command
S/Sgt.	BROWN, James	(4883)	Communications Services

Det.	JOHNSON, Robert	(5909)	Forensic Identification Services
Det.	CLIFFORD, Ronald	(3506)	Hold-Up Squad
Mgr.	WYBOURN, Erika	(88755)	Information Technology Services
PC	WILSON, Anton	(1176)	Marine Unit
PC	FORCHIONE, Antonio	(6922)	Special Investigation Services
Sgt.	REINHARDT, David	(5847)	Traffic Services

TEAMWORK COMMENDATION:

Sgt.	REEVE, Terrence	(3677)	32 Division
PC	WRIGHT, Gary	(7438)	32 Division
PC	AMYOTTE, Joseph	(2966)	32 Division
PC	IMRIE, Thomas	(5139)	41 Division
PC	McINNIS, Jessica	(5276)	41 Division
Det.	FARQUHARSON, David	(5761)	51 Division
Det.	WONG, Hugh	(4053)	51 Division
Det.	GORDON, Robert	(7390)	51 Division
Sgt.	DOWNER, Christopher	(1329)	51 Division
PC	JOKINIEMI, Pekka	(3566)	51 Division
PC	LEDGERWOOD, Kim	(4086)	51 Division
PC	PAYNE, Robert	(6672)	51 Division
PC	WHITE, Anthony	(2466)	51 Division
PC	RUFFINO, Stephen	(4973)	51 Division
PC	DAWSON, Shannon	(5061)	51 Division
PC	CASE, Michael	(1976)	51 Division
Det.	BURNHAM, Joseph	(6950)	52 Division
PC	WILKINSON, Blaine	(428)	52 Division
PC	WALTER, Ian	(7227)	52 Division
PC	BABINEAU, Jared	(99607)	52 Division
PC	RODRIGUEZ, Robert(1584)		52 Division
PC	BRASCA, Walter	(3069)	52 Division
PC	SMITH, William	(1550)	52 Division
PC	JACOB, Timothy	(1026)	Area Field Command
PC	ELKINGTON, Alan	(6039)	Area Field Command
PC	ROSE, Douglas	(3478)	Area Field Command
Spvsr.	BRIELL, Julian	(87001)	Communications Centre
C/O	MEEHAN, Katharine	(89280)	Communications Centre
D/Sgt.	HEMINGWAY, Richard	(3779)	Executive Support Command
PC	WELGAN, John	(2909)	Forensic Identification Services
PC	LANGILLE, Lynn	(7064)	Forensic Identification Services
D/Sgt.	HAMEL, Joseph	(6054)	Internal Affairs
D/Sgt.	PIPE, Stephen	(4857)	Internal Affairs
D/Sgt.	GREER, Marie	(5591)	Internal Affairs
PC	FRITZ, Arlene	(5539)	Policing Standards Review
Sgt.	MEISSNER, Gerhard	(178)	Public Safety Unit

Det.	LITTLE, Arthur	(935)	Sexual Assault Squad
Det.	MacCALLUM, Donald	(4695)	Special Investigation Services
Mr.	PRESS, Michael	(99152)	Special Investigation Services
PC	NEGUS, Timothy	(7468)	Traffic Services

PARTNERSHIP CITATION:

SUBMITTED BY:

Dharmine EHAMPARAM	41 Division
Ismail HUSSEIN	41 Division
Sirisenthuran SIVANANTHAN	41 Division

The following members were unable to attend the ceremony on November 20th and will be presented with their awards at the unit level:

COMMENDATION:

Det.	COUNSELL, Michael(545)	23 Division
PC	SLOGGETT, Brad	(6583) 41 Division
PC	ROUGHLEY, John	(2434) 41 Division

TEAMWORK COMMENDATION:

Sgt.	COGHLIN, James	(414)	14 Division
Sgt.	McIVOR, Lorelei	(6284)	31 Division
PC	GRANT, Kerry	(3406)	41 Division
PC	ERMACRORA, Robert	(1568)	51 Division
PC	IXMEIER, Frances	(4699)	51 Division
PC	BENNETT, Brent	(7496)	51 Division
C/O	HAYDON, John	(88744)	Communications Centre
MTT.	TODD, Annabelle	(87796)	Intelligence Services
D/Sgt.	DUNCAN, Albert	(3216)	Internal Affairs®

In summary there were 2 Medals of Merit, 26 Commendations, 49 Teamwork Commendations and 3 Partnership Citations presented for the November 20th, 2000 award ceremony.

The following Service Awards were presented to members of the Service at a ceremony held on Thursday, December 7th, 2000 at Police Headquarters:

COMMENDATION:

PC	BROOKES, Leverne	(2908)	14 Division
PC	JOST, Ernst	(3830)	22 Division
PC	ALLEN, David	(834)	23 Division
PC	BEST, Frederick	(2081)	23 Division

Alexander LALKA	23 Division
Anthony LODATO	23 Division
Domenic ROCCA	31 Division
Sharon FAWCETT	31 Division
Justin MOHAMMED	31 Division
David WATSON	32 Division
Kent SAGE	32 Division
Andrew McMILLAN	41 Division
Sephton SPENCE	41 Division
Thomas McVEIGH	41 Division
Lisa WHITMARSH	42 Division
James DOWNIE	51 Division
Duncan STRATTON	51 Division
Stephen YOUNG	51 Division
Carlos MUNOZ	51 Division
Deidre McKIBBON	51 Division
Calvin BUTLER	51 Division
Tracy REID	51 Division
Philip BULMER	53 Division
Terrence RYAN	53 Division
Nicole FORSTER	54 Division
Kim OLIVER	54 Division
Jeff MacMILLAN	54 Division
Richard WOJTULEWICZ	54 Division
Tracy BOYDA	54 Division
George GREGG	54 Division
Robert CRAIG	55 Division
Bachan Singh GILL	Area Field Command
Haroon KHAN	Homicide Squad
Elesh RUPAREL	Homicide Squad
Nehru GUNARATNAM	Homicide Squad
Muhammad RAFIQ	Homicide Squad
Abdul Hai PATEL	Homicide Squad
Surendini PATHMANATHAN	Homicide Squad
Rychard BANNERMAN	Marine Unit
Scott KLEMENT	Marine Unit
Juanita MENCKE	Marine Unit
Ward MENCKE	Marine Unit
Ron WITTON	Marine Unit
Neal CHAPMAN	Marine Unit
Gholamreza TABESH	Sexual Assault Squad
Pat PROBERT	Traffic Services

The following members of the community were unable to attend the ceremony and have been advised to contact Professional Standards in regards to their awards:

James ZHAN	14 Division
Mohamed ABDI	14 Division
Clinton Michael GAYADEEN	31 Division
Peter DINDIAL	42 Division
Mary LAMBIE	Hold-Up Squad
Abdulmajid MULLA	Hold-Up Squad
Zulgarnain MULLA	Hold-Up Squad
Zul KASSAMALI	Homicide Squad
Qamar SADIQ	Homicide Squad
Sultan BAREKZAI	Homicide Squad
Ghulam FEROTAN	Homicide Squad
Rubina LADHANI	Homicide Squad
Indy PATHMANATHAN	Homicide Squad
Yunus PANDOR	Homicide Squad

In summary there were 66 Community Member Awards presented for the November 5th, 2000 award ceremony.

The Board received the foregoing.

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

**#P58 QUARTERLY REPORT: OCTOBER – DECEMBER 2000 –
 TTC INVESTIGATION OF COMPLAINTS**

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

Subject: TTC INVESTIGATION OF COMPLAINTS
 QUARTERLY REPORT
 OCTOBER 1, 2000 TO DECEMBER 31, 2000

Recommendation:

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

Background:

As its meeting of September 18, 1997, the Board approved that the Chief of Police be designated as the Board's agent with respect to the administration of the TTC Special Constables Agreement. The Chief's administrative duties include Application and Appointment; Suspension and Termination; Training; Enforcement Procedures; Equipment; Exchange of Information and Complaints. (Board Minute 385/97 refers.)

In accordance with Section 53 of the Police Services Act and the current Service administrative practices, the following information is relevant to Section 6 (Complaints) of the Agreement:

6. Complaints:
Review information received from TTC regarding misconduct alleged or found with regards to a Special Constable; and/or additional investigation as considered appropriate or as requested by the Board.

The Service has received correspondence for the fourth quarter from Mr. Michael J. Walker, Chief Security Officer of the Toronto Transit Commission. The correspondence is appended for the information of the Board.

During the period between October 1, 2000 to December 31, 2000, two public complaints were registered. The quarterly report is appended for the information of the Board. Staff Superintendent David Dicks of Professional Standards will be in attendance to answer any questions the Board may have.

The Board received the foregoing.



TORONTO TRANSIT COMMISSION



BRIAN ASHTON
CHAIR

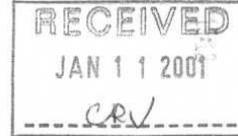
MARIO SILVA
VICE-CHAIR

GERRY ALTABELLO
BETTY DISERO
NORM KELLY
JOE MIHEVC
DAVID MILLER
HOWARD MOSCOE
SHERENE SHAW
COMMISSIONERS

RICHARD C. DUCHARME
CHIEF GENERAL MANAGER

VINCENT RODO
GENERAL SECRETARY

January 4, 2001



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

TORONTO POLICE SERVICE
OFFICE OF THE CHIEF OF POLICE
REGISTER # 72/2001
PROCESSED BY # js
DATE 01/01/01

Dear Chief Fantino:

Re: TTC Corporate Security Department
Quarterly Report - Investigations of Complaints
October 1, 2000 to December 31, 2000

In accordance with the TTC Special Constable agreement between the Toronto Police Services Board and the Toronto Transit Commission, attached please find a summary of complaints against Transit Security Officers.

During the period between October 1, 2000, to December 31, 2000, two public complaints were registered. In total, seven complaints were filed against Transit Security Officers during the 2000-year.

The investigative findings categories are:

- Unsubstantiated:**
 - no evidence exists to support the allegation
 - evidence exists, and if believed, would not constitute misconduct
 - the identification of the officer involved cannot be established
- Substantiated:** Complaint found to be supported by statements or evidence.
- Informal Resolution:** Mediation and successful conclusion of a less serious complaint.
- Pending:** Investigation not yet completed.



- 2 -

Should you require additional information or my attendance at the Police Services Board meeting where this report is discussed, please call me at (416) 393-3007.

For your information.

Sincerely,



Michael J. Walker
Chief Security Officer

28-15
Attachment

cc: Complaints Review Unit
R. Ducharme
L. Hilborn



SUMMARY OF 4th QUARTER COMPLAINTS 2000

FILE #PC 6/10/00 - Misconduct
August 17, 2000

A male customer alleged that he was threatened with assault and intimidated.

Public complaint form submitted, dated October 16, 2000. The complaint was classified by TPS Complaints Review as being about the conduct of the officer and was assigned to the Public Complaints Investigation Bureau on October 20, 2000.

Findings: Unsubstantiated - Withdrawn

FILE #PC 7/11/00 - Misconduct
November 1, 2000

A male customer alleged that he was illegally detained and his rights were violated.

Public Complaint form submitted, dated November 7, 2000. An informal resolution was arrived at the same date.

Findings: Informal Resolution

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

**#P59 D.A.R.E. (DRUG ABUSE RESISTANCE EDUCATION) PROGRAM
REPORT TO BE SUBMITTED**

The Board was in receipt of the following report JANUARY 31, 2001 from Julian Fantino, Chief of Police:

Subject: RESPONSE TO CITY COUNCIL'S MOTION - D.A.R.E. (DRUG ABUSE
RESISTANCE EDUCATION) PROGRAM

Recommendation:

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

Background:

Toronto City Council at its meetings held on October 3, 4, 5, 6, 10 and 11, 2000, requested that the Toronto Police Service review Council's motions and make any necessary recommendations to the Toronto Police Service's Board with respect to the financial and operational feasibility of implementing Council's motion. (*Attached as Appendix "A"*).

Subsequently, at its meeting on January 25, 2001, the Board received several deputations with respect to the D.A.R.E. Pilot Program, which operated out of No. 23 Division between 1997 and 2000.

1. Collette Dowhaniuk, Principal, West Humber Jr. Middle School and Dorothy Whitehead, Principal, Greenhold, provided the Board with a joint deputation regarding to the D.A.R.E. Program.
2. Councillor Suzan Hall, Ward 1 – Etobicoke North, City of Toronto, provided the Board with a deputation in regard to community safety issues, preventive measures and community concerns in Etobicoke.

The Board received the deputations from Collette Dowhaniuk and Dorothy Whitehead and referred them to the Chief of Police with a request that the Chief of Police review the deputants' written submissions and respond to them directly.

Further, that the following Motions provided to the Board by Councillor Suzan Hall specifically, the operational issues pertaining to the D.A.R.E. Program, were referred to the Chief of Police for response.

**That the D.A.R.E. Program be made available to the Schools in 23 Division no
later than September 2001.**

That an evaluation process for the D.A.R.E. Program be instituted at the time of implementation; and

The Service is currently preparing a response with respect to implementing City Council's Motion. However, based on the comprehensive presentation package provided by Councillor Hall and the deputation's received by the Board at the January meeting, I feel it would be appropriate for the Service to prepare one report which would address all the issues as outlined above.

Therefore, a report will be submitted to the Board for the April 19, 2001 Board Meeting.

Deputy Chief Michael Boyd of Policing Support Command will be available to respond to any question.

The Board received the foregoing and approved the following Motions:

- 1. THAT the Chief's report also include a response to recommendation no. 2 submitted by Council Suzan Hall during her deputation at the January 25, 2001 meeting which had originally been referred to the Board in conjunction with collective bargaining issues (Min. No. 24/01 refers); and**
- 2. THAT the Board adopt a policy that, when it receives requests for reports from the City, the Board will require the Service to provide a report to the Board no later than the third regularly scheduled Board meeting following the Council or Committee meeting which generated the request.**



APPENDIX "A"

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

Novina Wong
City Clerk

Tel: (416) 392-8016
Fax: (416) 392-2980
clerk@city.toronto.on.ca
<http://www.city.toronto.on.ca>

October 24, 2000

Chairman Norm Gardner
Toronto Police Services Board
40 College Street, 7th Floor
Toronto, Ontario
M5G 2J3



Dear Chairman Gardner:

City Council, at its regular meeting held on October 3, 4 and 5, 2000, and its Special Meetings held on October 6, 2000, October 10 and 11, 2000, and October 12, 2000, adopted the following Motion, without amendment:

Moved by: Councillor Sinclair

Seconded by: Councillor Brown

"WHEREAS the Dare Program (Drug Abuse Resistance Education), operated successfully by the Toronto Police Service in a number of schools in Rexdale, has been cancelled; and

WHEREAS the Children and Youth Action Committee, at its meeting held on September 22, 2000, considered the following motion by Councillor Sinclair with respect to the DARE Program, and endorsed such motion:

'Whereas the DARE Program was an extremely valuable preventative Program dealing with helping school-age kids cope with peer pressure encountered in facing exposure to drugs and alcohol, building self-esteem and enabling kids to resist these pressures;

Therefore Be It Resolved That the Children and Youth Action Committee strongly urge the Toronto Police Services Board to work to develop a successor program across the City that will:

- (1) help school kids deal with the issue of gangs, alcohol and drug abuse; and
- (2) provide an opportunity to develop self-esteem, in order to meet the challenges so many face on a daily basis.'; and

..12

- 2 -

WHEREAS the Children and Youth Action Committee concurred in Councillor Sinclair's proposal to bring forward a Notice of Motion to Toronto City Council for consideration at its meeting to be held on October 3, 2000;

NOW THEREFORE BE IT RESOLVED THAT the City of Toronto Council concur in and endorse the above Resolution from Councillor Sinclair."

Yours truly,



for City Clerk

J.A.Abrams/cg

- c. Administrator, Children and Youth Action Committee
Commissioner of Community and Neighbourhood Services

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

**#P60 RESPONSE TO REQUEST FOR EXPANDING THE USE OF
DIGITAL TECHNOLOGY IN THE JUSTICE SYSTEM**

The Board was in receipt of correspondence JANUARY 23, 2001 from James M. Flaherty, Attorney General, regarding the use of digital technology in the courts. A copy of the correspondence is attached to this Minute for information.

The Board received the foregoing.

**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^e étage
720, rue Bay
Toronto ON M5G 2K1
Téléphone: (416) 326-4000
Télécopieur: (416) 326-4016



Our Reference #: M00-08880

JAN 23 2001

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

Dear Mr. Gardner:

Thank you for your letter dated November 14, 2000, regarding your interest in expanding the use of digital technologies in the Justice system. I apologize for the delay in responding.

As you may be aware, the effective use of technology is a corner stone of the Justice Enterprise's Transformation Project, which is already having an impact on the way in which Justice is served in the Province of Ontario. Several projects within the scope of transformation are based on the use of digital recording or transmission technologies.

Already underway, the video bail and remand project is installing state of the art video conferencing equipment in courts and correctional institutions. This will have a positive impact by improving security and relieve pressures associated with offender transportation. I am advised by my staff that the standard equipment configurations being leased and installed have the ability to interface with industry standard digital audio and video transmissions. Similar equipment is available to the broader public service through a vendor of record recently established by the project.

Expected in the near future, Digital Audio Recording systems will be installed throughout Court locations in Ontario. Part of the Integrated Justice Project, this initiative will enable members of the Justice community a number of improved opportunities to review audio transcripts using computer technology. In addition, the province wide initiative will support a more effective means of obtaining typed transcripts in a timely fashion.

...2

As dialogue is currently ongoing between our senior IT staff on the Integrated Justice initiatives, we should ensure that this item is included in those discussions.

Thank you again for your letter.

Sincerely,

A handwritten signature in black ink, appearing to read "James M. Flaherty". The signature is stylized and written over a horizontal line.

James M. Flaherty
Attorney General
Minister Responsible for Native Affairs

c: Julian Fantino
Chief of Police

Roger Hollingsworth
ADM Policing Services Division

John Rollock
Chief Information Officer, Justice Cluster, IJITD

Thomas Burns
Project Director, IJP

John DiMarco
Director, Solutions Delivery and Support Branch, IJITD

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

**#P61 FOLLOW-UP AUDIT:
REVIEW OF THE INVESTIGATION OF SEXUAL ASSAULTS**

The Board was in receipt of correspondence JANUARY 17, 2001 from Jeff Griffiths, City Auditor, regarding the review of the investigation of sexual assaults. A copy of the correspondence is attached to this Minute for information.

The Board received the foregoing.



Jeffrey Griffiths, C.A.
City Auditor

DATE RECEIVED

JAN 23 2001

TORONTO
POLICE SERVICES BOARD

Audit Services
9th Floor, Station 1090
55 John Street
Toronto ON M5V 3C6

Tel: 416 392-8461
Fax: 416 392-3754

January 17, 2001

Norman Gardner
Chairman
Toronto Police Services Board
7th Floor
40 College Street
Toronto ON M5G 2J3

Dear Chairman Gardner:

Re: Follow-up Audit – Review of the Investigation of Sexual Assaults

This is in response to your letter of January 9, 2001, in relation to the above.

It is our intent to conduct a follow-up audit in 2002 of the Review of the Investigation of Sexual Assaults - Toronto Police Service. This work will be included in the Audit Services 2002 Work Plan.

Yours very truly,

Jeff Griffiths
City Auditor

dl
C:\DATA\audit\CORRESP\2001\ABCs\POLICE\Gardner Jan 17.doc

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

**#P62 LETTER OF APPRECIATION –
 TORONTO POLICE CHOIR P.E.I. PERFORMANCES**

The Board was in receipt of correspondence JANUARY 10, 2001 from William J. Cully, Treasurer, Toronto Police Association Male Chorus, with regard to the results of the Toronto Police Choir's performances in Prince Edward Island. A copy of the correspondence is attached to this Minute for information.

The Board received the foregoing.



Toronto Police Association Male Chorus

under the direction of Harry McCarthy

Address all correspondence to the Secretary at 180 Yorkland Blvd., Toronto, Ontario M2J 1R5

January 10, 2001



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

Dear Sir:

On behalf of the Toronto Police Association Male Chorus I would like to thank you and the Services Board for awarding us \$2,800 to help us defray the costs for our trip to Prince Edward Island, this past July. Initially, fourteen members were to attend but at the last minute one other member made personal arrangements and was able to come, along with our accompanist, Mr. Peter Sugdin and our Director, Mr. Harry McCarthy.

At an executive meeting we decided to give each member \$200 to put towards their gas, motel or food expenses. Because of the late decision of one member, we awarded him \$200 from our account, thereby ensuring each member received the same amount.

The approximate expenses per member to travel to PEI and return, were - motel costs for six nights (1 travelling to and from and four nights in PEI) food and gas totalling \$1,107.40 Broken down it would be motels \$547.40, gas \$260 and meals \$300.

While on the Island we put on three sold out performances (see enclosure). Total audience was over 900 people. We were joined one evening with the Charlottetown Police Choir for a very enjoyable night for all.

Again, on behalf of the Toronto Police Association Male Chorus, thank you for your on going support.

Yours truly,

A handwritten signature in black ink, appearing to read "William J. Cully".

William J. Cully, Treasurer
Toronto Police Association Male Chorus

Toronto police choir on P.E.I. for three performances

Entertainment and fine music will be Toronto's gift to the Island as the Toronto Police Association Male Chorus will visit several locations as part of an Island holiday.

The Toronto Police Association Male Chorus began in 1968 and is now recognized as one of the foremost male choruses of its kind in the province of Ontario.

During its more than 30 years of service, this chorus has performed throughout the community at hospitals,

churches, seniors centres and charitable benefits.

The chorus has performed at many police functions such as the World Congress of Police and the International Association of Chiefs of Police. It has also shared the stage with international entertainers, including Irish tenor John McNally, and one of Canada's top female performers, Rita McNeil. Over the years, the Toronto Police Association Male Chorus has also produced a number of recordings.

The Toronto Police Association Male Chorus has a broad musical repertoire that appeals to persons of all ages, including a costumed western set. The chorus performs with keyboard accompaniment and is under the direction of Harry McCarthy who holds degrees from the Royal Conservatory of Music in voice as well as in teaching. Their accompanist, Peter Sugdes, is an accomplished musician, church director, organist and pianist.

The Toronto Police Associ-

ation Male Chorus will be performing at three different locations on P.E.I. this week. Plan to hear this group at St. John's Presbyterian Church, Belfast, on Thursday, July 13, at 7:30 p.m. where they will be joined by the Charlottetown Police Choir. A free will offering will be taken.

Tickets may also be purchased for performances at St. Andrew's United Church, Vernon, on July 14 and Park Royal United Church, Charlottetown on July 15.

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

**#P63 PUBLIC RELEASE OF SIU ADMINISTRATIVE INVESTIGATION
REPORTS**

The Board was in receipt of the following report FEBRUARY 9, 2001 from Norman Gardner, Chairman:

Subject: PUBLIC RELEASE OF SIU ADMINISTRATIVE INVESTIGATION
REPORTS

Recommendation:

It is recommended that:

1. the Chief, as part of the SIU Administrative Report recommend whether the report should placed on the public or confidential agenda in accordance with the provisions of the Police Services Act, the Municipal Freedom and Protection of Personal Information Act and the concerns identified in this report.
2. the Chief of Police report, as part of the Professional Standards Semi-Annual Reports, on SIU Administrative issues as outlined in this report.

Background:

Ontario Regulation 673/98 made pursuant to the Police Services Act, requires an administrative investigation to be conducted by the Chief of Police whenever the SIU is notified. A copy of the Regulation is appended.

The reason for the investigation is found in S. 11(2) which states: *"The purpose of the chief of police's investigation is to review the policies of or services provided by the police force and conduct of its officers."*

Section 11(4) of the Regulation further states: *"The chief of police of a municipal police force shall report his or her findings and any action taken or recommended to be taken to the board within 30 days after the SIU director advises the chief of police that he or she has reported the results of the SIU's investigation to the Attorney General and the board may make the chief of police's report available to the public." (emphasis added)*

Current Reporting Format

The Board is required to receive SIU administrative reports and the Board may decide whether to release the report publicly. Thus, it is within the Board's discretion whether or not to release the SIU administrative report and the Board's current practice for releasing reports publicly is by inclusion on the Board's public agenda.

The Police Services Act sets the principle that Board proceedings are open to the public subject to Section 35(4) which establishes criteria for considering confidential items (a copy of the section is appended). The Board is also governed by the Municipal Freedom of Information and Protection of Personal Information Act (MFIPPA) with regard to what the type of information that can and cannot be released.

A review of seven administrative reports (randomly selected) identified a number of concerns regarding possible public release, specifically:

- the "synopsis of incident" section contains personal information;
- some reports pertain to ongoing civil and/or criminal matters that are before the courts;
- some reports refer to minor misconduct issues in which disciplinary proceedings are underway; and
- some reports identify deficiencies regarding rules and procedures which may raise potential liability issues for the Board and the Service.

Based upon the fact that the SIU Administrative Report generally contains personal information that would not be released under MFIPPA and the potential for liability in releasing information regarding the failure to comply with, or problems with internal procedures, it is recommended that it be the policy of the Board generally not to publicly release the SIU Administrative Reports.

However, there may be circumstances in which the Chief's report would not contain personal information or information regarding compliance with procedures and those reports could be made public.

Therefore, it is recommended that the Chief, as part of the SIU Administrative Report recommend whether the report should be placed on the public or confidential agenda in accordance with the provisions of the Police Services Act, the Municipal Freedom and Protection of Personal Information Act and the concerns identified in this report.

Enhanced Reporting

The Regulation clearly provides a role for the Board in reviewing these reports. The Board also has the responsibility for ensuring there are policies in place for the effective management of the police service. The Administrative Reports provide the Board with this information on a case-by-case basis. However, they do not provide an overview of organizational trends and issues of concern.

The Board currently receives Semi-Annual Professional Standards reports that assist the Board in reviewing trends regarding the administration of the complaints system and use of force. It would be a logical extension of the Professional Standards Report to include statistical information regarding the SIU Administrative Reports. The following information could be reported to the Board:

- the number of Administrative Reports completed within the 30 day legislated timeline, including a cross reference to the Board confidential minutes
- the number of Administrative Reports not completed within the 30 day timeline
- trends identified as part of the administrative review (e.g., training, procedural problems)
- implementation update (e.g., the administrative reviews often contain recommendations to change rules and procedures - the Board needs to be advised that those changes have or have not been implemented, and
- additional information as identified by the Professional Standards Unit.

The Board agreed to refer the foregoing report back to Chairman Gardner for further review and re-submitted for consideration at a future meeting.

Police Services Act
Loi sur les services policiers

ONTARIO REGULATION 673/98

No Amendments

**CONDUCT AND DUTIES OF POLICE OFFICERS
RESPECTING INVESTIGATIONS BY THE SPECIAL
INVESTIGATIONS UNIT**

1. (1) In this Regulation,

"SIU" means the special investigations unit established under section 113 of the Act;

"subject officer" means a police officer whose conduct appears, in the opinion of the SIU director, to have caused the death or serious injury under investigation;

"witness officer" means a police officer who, in the opinion of the SIU director, is involved in the incident under investigation but is not a subject officer.

(2) The SIU director may designate an SIU investigator to act in his or her place and to have all the powers and duties of the SIU director under this Regulation and, if the SIU director appoints a designate, any reference to the SIU director in this Regulation, excluding this subsection, means the SIU director or his or her designate. O. Reg. 673/98, s. 1.

2. (1) The chief of police may designate a member of the police force who is not a subject officer or witness officer in the incident to act in the place of the chief of police and to have all the powers and duties of the chief of police in any matter respecting an incident under investigation by the SIU.

(2) If the chief of police appoints a designate under subsection (1), any reference to the chief of police in this Regulation, excluding this section, means the chief of police or his or her designate.

(3) The person appointed under subsection (1) must be a senior officer. O. Reg. 673/98, s. 2.

3. A chief of police shall notify the SIU immediately of an incident involving one or more of his or her police officers that may reasonably be considered to fall within the investigative mandate of the SIU, as set out in subsection 113 (5) of the Act. O. Reg. 673/98, s. 3.

4. The chief of police shall ensure that, pending the SIU taking charge of the scene of the incident, the scene is secured by the police force in a manner consistent with all standing orders, policies and usual practice of the police force for serious incidents. O. Reg. 673/98, s. 4.

5. The SIU shall be the lead investigator, and shall have priority over any police force, in the investigation of the incident. O. Reg. 673/98, s. 5.

6. (1) The chief of police shall, to the extent that it is practicable, segregate all the police officers involved in the incident from each other until after the SIU has completed its interviews.

(2) A police officer involved in the incident shall not communicate with any other police officer involved in the incident concerning their involvement in the incident until after the SIU has completed its interviews. O. Reg. 673/98, s. 6.

7. (1) Subject to subsection (2), every police officer is entitled to consult with legal counsel or a representative of the association and to have legal counsel or a representative of the association present during his or her interview with the SIU.

(2) Subsection (1) does not apply if, in the opinion of the SIU director, waiting for legal counsel or a representative of the association would cause an unreasonable delay in the investigation. O. Reg. 673/98, s. 7.

8. (1) Subject to subsections (2) and (5) and section 10, immediately upon being requested to be interviewed by the SIU, and no later than 24 hours after the request where there are appropriate grounds for delay, a witness officer shall meet with the SIU and answer all its questions.

(2) A request to be interviewed must be made in person.

(3) The SIU shall cause the interview to be recorded and shall give a copy of the record to the witness officer as soon as it is available.

(4) The interview shall not be recorded by audiotape or videotape except with the consent of the witness officer.

(5) The SIU director may request an interview take place beyond the time requirement as set out in subsection (1). O. Reg. 673/98, s. 8.

9. (1) A witness officer shall complete in full the notes on the incident in accordance with his or her duty and, subject to subsection (4) and section 10, shall provide the notes to the chief of police within 24 hours after a request for the notes is made by the SIU.

(2) Subject to subsection (4) and section 10, the chief of police shall provide copies of a witness officer's notes to the SIU upon request, and no later than 24 hours after the request.

(3) A subject officer shall complete in full the notes on the incident in accordance with his or her duty, but no member of the police force shall provide copies of the notes at the request of the SIU.

(4) The SIU director may allow the chief of police to provide copies of the notes beyond the time requirement set out in subsection (2). O. Reg. 673/98, s. 9.

10. (1) The SIU shall, before requesting an interview with a police officer or before requesting a copy of his or her notes on the incident, advise the chief of police and the officer in writing whether the officer is considered to be a subject officer or a witness officer.

(2) The SIU shall advise the chief of police and the police officer in writing if, at any time after first advising them that the officer is considered to be a subject officer or a witness officer, the SIU director decides that an officer formerly considered to be a subject officer is now considered to be a witness officer or an officer formerly considered to be a witness officer is now considered to be a subject officer.

(3) If, after interviewing a police officer who was considered to be a witness officer when the interview was requested or after obtaining a copy of the notes of a police officer who was considered to be a witness officer when the notes were requested, the SIU director decides that the police officer is a subject officer, the SIU shall,

(a) advise the chief of police and the officer in writing that the officer is now considered to be a subject officer;

(b) give the police officer the original and all copies of the record of the interview; and

- (c) give the chief of police the original and all copies of the police officer's notes.
- (4) The chief of police shall keep the original and all copies of the police officer's notes returned under clause (3) (c) for use in his or her investigation under section 11. O. Reg. 673/98, s. 10.
- 11.** (1) The chief of police shall also cause an investigation to be conducted forthwith into any incident with respect to which the SIU has been notified, subject to the SIU's lead role in investigating the incident.
- (2) The purpose of the chief of police's investigation is to review the policies of or services provided by the police force and the conduct of its police officers.
- (3) All members of the police force shall co-operate fully with the chief of police's investigation.
- (4) The chief of police of a municipal police force shall report his or her findings and any action taken or recommended to be taken to the board within 30 days after the SIU director advises the chief of police that he or she has reported the results of the SIU's investigation to the Attorney General, and the board may make the chief of police's report available to the public.
- (5) The Commissioner of the Ontario Provincial Police shall prepare a report of his or her findings and any action taken within 30 days after the SIU director advises the Commissioner that he or she has reported the results of the SIU's investigation to the Attorney General, and the Commissioner may make the report available to the public. O. Reg. 673/98, s. 11.
- 12.** (1) The police force may disclose to any person the fact that the SIU director has been notified of an incident and is conducting an investigation into it.
- (2) Except as permitted by this Regulation, the police force and members of the police force shall not, during the course of an investigation by the SIU, disclose to any person any information with respect to the incident or the investigation. O. Reg. 673/98, s. 12.
- 13.** The SIU shall not, during the course of an investigation by the SIU, make any public statement about the investigation unless such statement is aimed at preserving the integrity of the investigation. O. Reg. 673/98, s. 13.
- 14.** A chief of police or police officer shall not be required to comply with a provision of this Regulation if, in the opinion of the SIU director, compliance is not possible for reasons beyond the chief of police's or police officer's control. O. Reg. 673/98, s. 14.

POLICE SERVICES ACT

CRITERIA FOR CONFIDENTIAL ITEMS

SECTION 35 (4)

The Board may exclude the public from all or part of a meeting or hearing if it is of the opinion that,

- (a) matters involving public security may be disclosed and, having regard to the circumstances, the desirability of avoiding their disclosure in the public interest outweighs the desirability of adhering to the principle that proceedings be open to the public; or
- (b) intimate financial or personal matters or other matters may be disclosed of such nature, having regard to the circumstances, that the desirability of avoiding their disclosure in the interest of any person affected or in the public interest outweighs the desirability of adhering to the principle that proceedings be open to the public.

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

#P64 SCHOOL CROSSING GUARD LONG SERVICE AWARDS

The Board was in receipt of the following report FEBRUARY 6, 2001 from Norman Gardner, Chairman:

Subject: SCHOOL CROSSING GUARD LONG SERVICE AWARDS

Recommendation:

It is recommended that: the Board approve the expenditure of an amount not to exceed \$3,000.00 from the Special Fund to cover all costs of hosting the School Crossing Guard Long Service Awards ceremony (in accordance with Board Special Fund Policy - Objective #3 - Board/Service Relations) (Minute #624-93)

Background:

On Tuesday, April 3, 2001, the Board will be holding the School Crossing Guard Long Service Awards ceremony honouring School Crossing Guards for their service. The ceremony will commence at 7:00 p.m. followed by a reception in the 4th floor cafeteria at Police Headquarters.

I recommend that the Board approve an expenditure from the Special Fund, not to exceed \$3,000.00, to cover all costs of the reception.

The Board approved the foregoing.

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

#P65 ADJOURNMENT

Chairman