



The following *draft* Minutes of the meeting of the Toronto Police Services Board held on February 26, 2004 are subject to adoption at its next regularly scheduled meeting.

The Minutes of the meeting held on January 22, 2004 previously circulated in draft form were approved by the Toronto Police Service Board at its meeting held on February 26, 2004.

MINUTES OF THE PUBLIC MEETING of the Toronto Police Services Board held on **FEBRUARY 26, 2004** at 1:30 PM in Committee Room 1, Toronto City Hall, Toronto, Ontario.

PRESENT:

A. Milliken Heisey, Q.C., Chair
Pam McConnell, Councillor & Vice Chair
John Fillion, Councillor & Member
Benson Lau, M.D., Member
Case Ootes, Councillor & Member

ALSO PRESENT:

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 26, 2004**

#P31. INTRODUCTION

The following members of the Service were introduced to the Board and congratulated on their recent promotions:

Staff Superintendent Jane Dick
Staff Superintendent Anthony Warr
Superintendent Thomas Dalziel
Superintendent James Dicks
Superintendent Richard Gauthier
Superintendent Michael Federico
Superintendent Selwyn Fernandes
Staff Inspector George Cowley
Staff Inspector Robert Qualtrough
Staff Inspector James Ramer
Staff Inspector Christopher White
Staff Inspector Jane Wilcox
Inspector David Brown
Inspector Gordon Dalgarno
Inspector Bryce Evans
Inspector Hugh Ferguson
Inspector Kimberley Greenwood
Inspector Steven Izzett
Inspector Richard Stubbings

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 26, 2004**

#P32. OUTSTANDING REPORTS - PUBLIC

The Board was in receipt of the following report FEBRUARY 12, 2004 from A. Milliken Heisey, Q.C., Chair:

Subject: OUTSTANDING REPORTS - PUBLIC

Recommendations:

It is recommended that:

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

Background:

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

The report that was noted as outstanding was recently provided to the Board office and will be considered at the next meeting.

The Board received the foregoing.

Report that was expected for the February 26, 2004 meeting:

Board Reference	Issue - Pending Reports	Report Status	Recommendation Action Required
Memo dated 20/03 – Oct.	<p>Response to Woman Abuse Work Group Report</p> <ul style="list-style-type: none"> • <u>Issue:</u> to provide a response to the report <i>Woman Abuse Work Group Providing a Response to the Toronto Police Services Board Report on the Hadley Inquest Recommendations</i> 	Report Due: Jan. 22/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:.....Outstanding	Chief of Police

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 26, 2004**

**#P33. TORONTO POLICE SERVICE – REVISED 2004 OPERATING BUDGET
SUBMISSION**

The Board was in receipt of the following report FEBRUARY 23, 2004 from Julian Fantino, Chief of Police:

Subject: TORONTO POLICE SERVICE RESPONSE TO CITY REQUEST TO REDUCE
THE 2004 BUDGET SUBMISSION BY \$14.234M

Recommendation:

It is recommended that:

1. the Board approve a revised 2004 net Operating Budget submission of \$678.8M (6.9% increase over 2003); and
2. the Board forward this report to the City Budget Advisory Committee and the City CFO & Treasurer.

Background:

The Toronto Police Service (TPS) presented a 2004 budget request of \$691.4M to the Toronto Police Services Board at its meeting of November 13, 2003 (Board Minute No. P329 refers); the Board approved the submission at that meeting.

This total request of \$691.4M is comprised of a base budget request of \$687.9M, and \$3.5M for seven new and/or enhanced programs. Each of these seven programs were vetted by senior police management and Board members; only those programs that are absolutely necessary due to Health & Safety issues, legislative requirements, operational necessity and/or external recommendations such as those from the City of Toronto Race and Ethnic Relations Committee were approved.

The Budget Advisory Committee (BAC) has now allocated a reduction to the Service's base budget program; the reduction is \$14.234 million. Furthermore, the Federal government has announced a full relief for the Goods & Services Tax now paid by municipal services. The City has indicated that this amount (\$1.7M for the Service) will be adopted as a City-wide reduction. As a result, the Service's net budget, as expected by BAC, is \$672.0M. This is summarized as follows:

\$687.9M	Board-approved 2004 Base Operating Budget
(\$14.2M)	BAC reduction
<u>(\$1.7M)</u>	GST rebate to 100%
\$672.0M	

As indicated previously, however, the Service's budget is \$687.9M (base budget) plus \$3.5M (new/enhanced initiatives). The Service, therefore, is faced with a reduction of \$19.4M from the Board approved budget in order to achieve the BAC target:

\$691.4M	Board-approved 2004 Operating Budget
<u>\$672.0M</u>	BAC Target Budget
\$19.4M	

Achieving the Reduction

As you know, the vast majority of the Service's budget is fixed spending: 92% of net budget funds are dedicated to salary and benefits costs required to attain and maintain the Board- and Council-approved uniformed staffing level of 5,260 and current civilian staffing levels. In fact, applying the 60/40 deployment model (that officers will spend 60% of their time responding to calls for service and 40% of their time performing proactive, community-based activities) suggests there is a shortage of uniformed staff. This shortfall has been present for several years and additional demands for service have been and will continue to be accommodated within the current Council-approved staffing level as much as possible. The 2004 base budget submission proposes neither service reductions nor funding for additional officers.

In an effort to respond to the City's request, the following provides information, options and impacts towards achieving the reduction. The availability of more complete information at this time has allowed the Service to better forecast some funding requirements for 2004. Other more difficult choices have been made in an effort to achieve maximum reductions. As you can see, however, the total reduction of \$19.4M has not been attained.

A summary of proposed reduction strategies is presented in the table below, and, thereafter, discussed in some detail.

Reduction Strategies

I	Revised Estimates	\$3.6M
II	Cost Deferrals	\$2.9M
III	Contracting Out of Caretaking	\$0.7M
IV	Staffing strategies	\$2.2M
V	New and/or Enhanced Programs	\$3.2M
	Total Reduction	<u>\$12.6M</u>

I Revised Estimates

(a) CPP/EI Net Rate Decrease (\$0.4M)

During the development of the budget estimates in August 2003, the 2004 rates for the Canada Pension Plan (CPP) and Employment Insurance (EI) were not available. These budget items were based on the then-current rates. The actual 2004 rates

reflect a 1.6% increase in CPP and a 5.6% decrease in EI, resulting in a net decrease of \$0.4M in these accounts.

(b) *Medical/Dental (\$0.3M)*

Based on the 2003 year-end savings in medical/dental costs, it is proposed that this account be reduced by \$0.3M. This is a further reduction to the \$0.2M already included in the 2004 submission and is based on the final year-end 2003 information. The decreased costs realised in 2003 are the result of previous years' cost containment initiatives, a new insurance carrier, and continued monitoring and control. It is believed that these savings can be sustained in 2004.

(c) *Legal Indemnification/Inquests (\$0.4)*

Legal Indemnification is a highly unpredictable account and, therefore, difficult to accurately estimate. Expenditures from this account are largely unforeseen, and the value of any one expenditure is almost impossible to predict. Compounding this difficulty, historical spending patterns in this area have been hugely irregular over time. The 2004 request for Legal Indemnification equals the approved 2003 budgeted amount. However, in the absence of any prior knowledge of extraordinary expenditures likely to occur in 2004 and actual spending patterns in 2002 and 2003, it is suggested, with some caution, that this account be reduced by \$0.4M. If any large expenditures are realised in 2004, the Service's ability to address them will be at risk.

(d) *GST Rebate to 100% (\$1.7M)*

On February 2, 2004, in her Speech from the Throne, the Governor General of Canada announced a New Deal for Communities to provide, among other things, safe communities. The New Deal specifically included a provision for full relief from that portion of the Goods and Services Tax now paid by municipal services. This provision was further clarified in the Prime Minister's reply to the Throne Speech. Prime Minister Martin announced a 100% GST rebate for the provision of municipal services, effective February 1, 2004. The allowance for a 100% rebate on Good and Services Tax paid by the Toronto Police Service will result in savings of \$1.7M in 2004. The City, has, however, indicated that this amount would be adopted as a City wide reduction.

(e) *Reduction in Non-Fixed Spending (\$0.7M)*

The 2004 request includes approximately \$10M for non-fixed spending including office supplies, training, consulting, etc. It is proposed that these items be reduced, resulting in a budget decrease of \$0.7M in 2004. Historically, in an effort to safeguard staffing levels, these accounts have been reduced. Without any opportunity for recovery from prior year reductions, these accounts are already seriously underfunded. After this proposed 2004 reduction, these accounts would show an overall decrease of 7.3%. Additional reductions to these accounts will create further inefficiencies in the operations of the Service.

(f) *Reduce Payment to City Corporate Services for Cleaning and Maintenance (\$0.1M)*

At our request, City Corporate Services has reviewed its cleaning and maintenance costs with respect to police facilities and has identified potential reductions. A reduction of \$0.1M in the payment to City Corporate Services for Cleaning and Maintenance would result in a decrease of supplies, equipment and window washing at Police Headquarters. As a one-year reduction, this may seem inconsequential, however, it will result in additional pressures in 2005 to catch up equipment replacement and maintenance items. Furthermore, on-going failure to maintain city facilities and equipment often results in considerably more costly repairs and replacements in the future.

II Cost Deferrals

(a) *Remove Leap Year Funding (\$1.2M)*

The 2004 request includes funding in the amount of \$1.2M for salaries for the one additional day in 2004. It is proposed that this expenditure be paid from the OMERS Type 3 surplus and be repaid over the next three years, based on a 1/3 contribution (i.e. \$0.4M) commencing in 2005 and ending in 2007. This would result in a deferral of \$1.2M from 2004 and increased pressure in 2005 through 2007. As it is unlikely that the budgetary pressures in future years will be less than the current year, this strategy will only postpone this pressure to future years.

(b) *Delay Contribution to Vehicle Reserve (\$1.7M)*

Purchase for replacement vehicles was made from the OMERS Type 3 surplus in 2003. The plan at that time was to include funding in the amount of \$1.7M to be contributed back to the Vehicle Reserve over the next three years. In order to reduce the 2004 request, it is proposed that this expenditure be postponed to 2005; planned 2005 contributions would be increased by \$1.7M for the 2004 portion and a further \$1.7M for the planned 2005 portion. This would result in a deferral of \$1.7M from 2004, and increased pressure in 2005. As it is unlikely that the budgetary pressures in future years will be less than the current year this strategy will only postpone this pressure to 2005. Furthermore, 2004 purchase of replacement vehicles will be drawn from the Vehicle Reserve (OMERS Type 3 surplus) and repayments to the reserve over the next 3 years will begin in 2005.

III Resubmission of Outsourcing

(a) *Contracting Out of Caretaking (\$0.7M)*

For several years, TPS has identified an area of expenditure that could result in significant savings to the Service and the City. Currently, the City of Toronto provides caretaking services to TPS on a cost recovery basis; the 2004 request is estimated at \$5.5M. TPS has conducted studies that indicate that the outsourcing of custodial services to a private provider would result in significantly reduced costs. The 2003 approved budget included the initiative to outsource cleaning services based on a phased approach. The procurement process to select a provider for cleaning services was conducted by the Service and City staff. The result was a

recommendation to Council, at their September 4, 2003 meeting, to award the cleaning of police facilities to an external provider. City Council did not approve the outsourcing initiative and referred the matter back to City staff. The outsourcing of cleaning services in police facilities is estimated to save \$3M annually. Based on a 4th quarter implementation in 2004, \$0.7M could be saved. I implore City Council to support this initiative.

IV Staffing

(a) *Revised Human Resources Strategy - Attrition/Hiring (\$2.2M)*

The Human Resource Strategy has been revised to reflect more current information. The most recent Strategy includes seven more separations and five fewer direct hires in 2003 than had been anticipated at the time of the 2004 budget development. In addition, based on our January experience, the 2004 projected separation level has been increased by 24 uniformed positions, with a concurrent increase in hiring to achieve the year end target of 5,260 uniformed officers.

The 2004 Budget submission includes funding for the salary, benefits and outfitting costs for 225 uniformed hires, in order to maintain a deployed uniformed staffing level of 5,260 throughout the year. To cut costs, the hiring of up to 40 recruits planned for the August class at the Ontario Police College (OPC) can be deferred, and still maintain a year-end deployed uniformed staffing level of 5,260. The August 2004 class, due to the time required for training, would not be deployed until early 2005 and therefore does not have an impact in 2004. Increased attrition and delayed recruit hiring will result in savings of \$2.2M in 2004. Although the revised attrition/hiring strategy would not impact deployed staffing levels in 2004, it would increase the pressures of funding, recruiting and training in 2005. Further, if separation levels vary from anticipated in 2004 or early 2005, target uniformed staffing levels may not be achieved during the early part of 2005.

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

The total 2004 budget submission includes \$3.5M for seven new and/or enhanced programs. As was noted earlier, only those programs that are absolutely necessary to comply with Health & Safety issues, legislated requirements, operational necessity and/or external recommendations such as those from the City of Toronto Race and Ethnic Relations Committee were approved. The elimination of six of these seven programs will provide a budget reduction of \$3.2M. The Service is required by legislation to provide adequate security to all courtrooms; therefore, the additional court officers program cannot be eliminated.

(a) *Race Relations Outreach Program (\$1.1M)*

This program includes 18 additional uniformed and 2 additional civilian staff to provide a more proactive approach to police and community race relations, as recommended by the City of Toronto Race and Ethnic Relations Committee. Without additional personnel, only a small portion of the necessary staffing will be

deployed to this function, drawing resources away from other identified priorities. Further, the Service will not be able to be proactive in issues dealing with race relations.

(b) *Mounted Unit Expansion (\$0.9M)*

This enhancement includes 6 additional officers and horses to address the escalating frequency, duration and intensity of crowd management requirements. Failure to adequately staff this function will result in increased overtime and callback expenses, injuries to officers and horses and, potentially, liabilities arising from Occupational Health and Safety infractions.

(c) *CBRN (Chemical, Biological, Radiological and Nuclear) Equipment (\$0.4M)*

Funding in this program is to create and train an emergency response team capable of responding to and mitigating a limited chemical or biological agent incident. Without funding for equipment and training, Toronto Police will be unable to fulfil our obligations to the Joint CBRN Team (Fire, Police and Ambulance) nor respond appropriately to CBRN events. This poses a safety risk to both officers and members of the public.

(d) *Scenes of Crime Section (\$0.3M)*

This program requires six additional forensic identification specialists to address increased demands for advanced evidence-gathering techniques such as blood stain pattern interpretation, DNA collection, hazardous materials handling, etc. Failure to provide this expertise at crime scenes could result in tainted, possibly inadmissible evidence collection, and, in turn, unsuccessful investigations.

(e) *Sex Offender Registry (\$0.1M)*

Funding is requested for two additional police officers to register sex offenders in compliance with *Christopher's Law (Provincial OSOR – 2000)*. Without adequate staffing in this function, the Toronto Police Service will be unable to adequately monitor sex offenders released into the Toronto community, potentially putting the most vulnerable members of our community at risk.

(f) *Intelligence Monitors (\$0.4M)*

This project includes funding for part-time Intelligence monitors to lawfully intercept and translate electronic communications to gather valuable information for investigation of homicides, organised crime, etc. If this initiative is not adopted, the resulting information gathering will be restricted, and policing investigations limited.

To this point, a total of \$12.6M in savings has been identified. It is not possible to achieve the additional reductions necessary to reach the \$672.0M target budget set by the BAC – a further \$6.8M – without seriously impacting on service delivery. The following reductions would achieve additional savings of \$6.0M; however, they are not recommended.

Reduction of Uniform and Civilian Strength

To achieve any additional reductions from those identified above, staffing levels would have to be reduced. A complete freeze on uniformed and civilian hiring for the remainder of the year would result in savings of \$6.0M. This represents a reduction of 176 uniformed positions, 95 fulltime and temporary civilian positions, and associated outfitting cost. Combined with the impact of a reduction strategy identified earlier in this document – deferral of 40 hires for August OPC class – this represents a reduction of more than 300 positions. The impact of this reduction is obviously a reduction in service levels in 2004 as fewer officers are deployed, existing officers are removed from the street to perform support functions and costs increase as overtime increases to meet emergent needs. These impacts will further increase in 2005 as the deployed strength reduction is fully realised. Pressures on funding, recruiting and training constraints will impede attempts to regain authorised strength in future years.

As you are aware, layoffs of existing staff to fully meet the requested reduction are not feasible, nor likely to be successful in gaining savings. The Police Services Act requires that the Ontario Civilian Commission on Police Services (OCCPS) approve layoffs of any personnel. While it is unlikely that OCCPS would actually approve a reduction in staffing, it is even more unlikely that such a decision would be made in time to realise any substantial savings in the current year. It is more likely that layoffs would result in additional costs (i.e. separation settlement) in the current year.

Summary

In summary, the 2004 base budget request presented to the Board at its November 13, 2003 meeting represents a status quo budget, and was the minimum amount of funding required to provide a 2003 level of service. The 2004 budget underwent rigorous scrutiny by the senior management of the Service and any opportunities to reduce this request were identified at that time. While more current information has identified additional actual and potential savings, most of the reduction strategies identified above will impact, to some extent, on the provision of policing services now or in the future.

The impacts of these recommended reductions, beyond those operational impacts noted above, include considerable budget pressures in 2005. These reductions for 2004, if accepted will create a pressure of \$4.1M in 2005. (This pressure will be somewhat less depending on the implementation plan for the outsourcing of caretaking.) These pressures will be in addition to the increase of 23 additional staff required to staff the new 43 Division (an annualised cost of \$1.83M) and other annualisation and inflationary pressures in 2005.

Conclusion

The recommended reduction strategies total \$12.6M, for a revised 2004 net Operating Budget request of \$678.8M (6.9% increase over 2003). These reductions have significant impacts, as outlined throughout this letter. Further reductions would require reductions in staff hiring (i.e. not achieving the 5,260 uniformed target) and would result in a significant impact on the provision of 2003-equivalent service levels. I cannot support the staffing reductions that would

be required to fully achieve the reduction target, as these will undermine the safety of citizens of the City of Toronto.

It is recommended that that Board approve a revised 2004 net Operating Budget submission of \$678.8M (6.9% increase over 2003), and forward this report to the City Budget Advisory Committee, and the City CFO & Treasurer.

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

The Board was also in receipt of correspondence, dated February 04, 2004 from David Soknacki, Councillor and Chair, City of Toronto – Budget Advisory Committee, with regard to the 2004 operating budget reduction targets for agencies, boards and commissions. A copy of Councillor Soknacki’s correspondence is appended to this Minute for information.

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

- **Mr. John Sewell, Toronto Police Accountability Coalition ***
- **Mr. Herman Ellis, Scadding Court Community Centre ***
- **Ms. Rachna Contractor, Toronto Civic Action Network ***
- **Ms. Avvy Go, Metro Toronto Chinese & Southeast Asian Legal Clinic**
- **Ms. Melanie Fearon**
- **Ms. Amy Casipullai, Ontario Council of Agencies Serving Immigrants ***

*** written submissions also provided; copies are on file in the Board office.**

Mr. Frank Chen, Chief Administrative Officer, was in attendance and provided the Board with an update on the status of the 2004 operating budget submission for the Toronto Police Service.

The Board approved the following Motions:

- 1. THAT the Board receive the deputations and the written submissions;**
- 2. THAT the Board receive the correspondence from Councillor Soknacki;**

3. **THAT the Board re-open the 2004 operating budget submission of the Toronto Police Service in the total amount of \$691.4M which was approved by the Board at its November 13, 2003 meeting (Min. No. P329/03 refers);**
4. **THAT the Board approve the recommendations contained in the foregoing report, dated February 23, 2004, from Chief Fantino pertaining to a revised 2004 net operating budget submission in the amount of \$678.8M;**
5. **THAT Chief Fantino provide a report to the Board on the extent to which budget information can be publicly disclosed taking into consideration any security or confidentiality concerns and that the report be considered by the Board at a special in-camera meeting to be held on March 02, 2004;**
6. **THAT, following the special in-camera meeting noted in Motion No. 5, the Board release as much detailed line-by-line budget information as possible on the Board's website;**
7. **THAT the Board hold a special public meeting on March 22, 2004 to receive deputations on the detailed line-by-line budget information;**
8. **THAT members of the Board and the Service's Chief Administrative Officer continue to examine the line-by-line details of the budget along with members of the Budget Advisory Committee to find further savings without jeopardizing the Service's 5260 uniform strength;**
9. **THAT Chief Fantino work with the City of Toronto Chief Administrative Officer and other levels of government to explore joint uses and funding for the Service's new training facility and that timelines be re-examined in order to reduce Toronto City Council budget pressures, and to create potential for new investments such as community centres.**

Vice-Chair McConnell requested that she be noted in the negative with regard to Motion No. 4.



David Soknacki

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

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

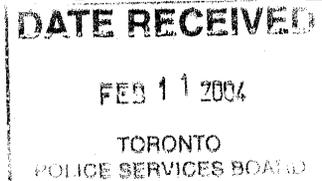


February 4, 2004

Alan Milliken Heisey
Chair, Toronto Police Service Board

Dear Mr. Heisey:

Subject: **Reduction Targets to ABC's to Manage the 2004 Operating Budget Pressure**



On January 30, 2004, the City's Executive Management Team (EMT) recommended the 2004 Operating Budget to a joint meeting of the Budget Advisory and the Policy and Finance Committees. The recommended budget included a pressure of \$344 million. It is noteworthy that EMT, during its review, cut the base budget requests of city departments by \$46 million resulting in a net increase of 3.5% over 2003. In contrast, ABCs collectively have limited reductions to date. ABCs' request continues to show a \$110 million or 10.2% increase over their 2003 Council approved appropriation.

At the joint committee meeting, I presented strategies to deal with the budget pressure and emphasized the fact that we, along with the other levels of governments and the taxpayers, must all do our part to deal with the pressure (see attached). Towards ensuring that city departments and ABCs demonstrate fiscal responsibility and a willingness to exercise restraint, my recommendations included the following internal measures:

1. That city departments find further service efficiencies and improvements to reduce their budget by an additional \$12 million; and,
2. That ABCs be limited to only cost of living increases and Prior Year Impact adjustment in 2004, thereby, reducing their collective 2004 recommended budget by \$28 million.

Based on the strategies discussed above, the estimated allocated reduction for your program is \$14.234 million. Please submit supplementary budget information disclosing how you propose to absorb the decrease. This information should be submitted to the Chief Financial Officer and Treasurer and the Director, Financial Planning Division, prior to your scheduled budget review meeting in March. Further, please be prepared to discuss your strategies along with any impact on services and/or service levels with the appropriate committee with which your budget will be reviewed.

Your cooperation in regard to the above is appreciated.

Yours sincerely,

David Soknacki,
Chair, Budget Advisory Committee

Attachment

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



2004 Operating Pressure Reduction

2004 Operating Budget Pressure	344
Pressure Reduction:	
Further Departmental Service Efficiencies & Improvements	(12)
Limit ABC increase to COLA + Prior Year Impact only	(28)
Hydro Asset Utilization	(78)
Forgiveness/deferral of Provincial Loan Repayment	(20)
Provincial Subsidy	(120)
Sub-total Reductions	(258)
	86
3% Residential Property Tax Increase	(33)
3% Commercial / Industrial Property Tax Increase	(53)
Net 2004 Operating Pressure	0

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 26, 2004**

#P34. REVIEW OF THE COMPLAINTS SYSTEM

The Board was in receipt of the following report FEBRUARY 04, 2004 from A. Milliken Heisey, Q.C., Chair:

Subject: REVIEW OF THE COMPLAINTS SYSTEM

Recommendation:

It is recommended that:

- 1) the Board approve the “Principles of an Effective Complaints System” as outlined in the report; and
- 2) the Board invite the Chief of Police and interested stakeholders to a) comment on the principles as outlined and; b) submit suggestions as to how these principles could best be operationalized in a complaints system.

Background:

At its meeting on January 6, 2004, the Board approved the following recommendations (Board Minute No. P4/04 refers):

- | | |
|--------------------|---|
| Recommendation (1) | Board staff prepare a report on alternative models to the current complaints system for the Board’s February 26, 2004 meeting; and |
| Recommendation (2) | the Board, after receiving the report from Board staff noted in Recommendation (1), invite the Chief of Police and interested stakeholders to provide their views as to an appropriate alternative complaints system. |

As a way of background, a history of the complaints system in Ontario, as well as a summary of the current complaints system has been prepared. This report is appended at Appendix A. In addition, in reviewing the complaints system, it is important to provide the background of the Board’s actions with respect to similar reviews in the past; this information is provided at Appendix B.

The report as requested in Recommendation (1) on alternative models to the current complaints system is included below. Models reviewed include those in use in other cities and provinces in Canada, the model used by the RCMP and models used in other countries (England, Australia and South Africa).

Alternative Models to the Current Complaints System:

England

England has recently created a new complaints procedure that will come into effect in April 2004. Its cornerstone is a new Independent Police Complaints Commission (IPCC), replacing the Police Complaints Authority, which will cease to exist on March 31, 2004. The new Commission, which has overall responsibility for the complaints system, is more independent and proactive than the previous body. The scope of the new complaints system covers all members (both uniform and civilian) irrespective of rank. The system deals with complaints of direction and control as well as conduct. Third-party complaints are permitted.

Under the new system, local resolutions replace the informal resolution process and are intended to be fast, efficient and conciliatory. Local resolutions are used for allegations which, if proved, would not lead to criminal or disciplinary proceedings. It is viewed as a no-consequence process; local resolution does not constitute a finding against the person complained against. The local resolution system is flexible and will be strengthened to provide a range of different approaches. Management resolution is similar to the current informal resolution process, restorative conference involves the parties agreeing to come together and speak openly and mediation is similar to the informal resolution process but with the addition of an independent mediator. The IPCC oversees the local resolution process and has the power to review how well it is functioning and to call for regular information from police services on use and outcomes of the process. In addition, complainants unsatisfied with the local resolution process have a right of appeal to the IPCC.

The IPCC may investigate or supervise cases falling into specified categories, whether or not a complaint has been made. It also has the discretion to investigate or supervise other complaints. The IPCC has its own independent investigation teams made up of both police and non-police members. Each IPCC investigation team will be overseen by an Independent Commissioner and managed on a day-to-day basis by an independent civilian investigation manager. Initially, it was planned that IPCC investigators would not be given full powers of a constable. Instead, the teams should be able to function by relying on the police powers of the officers in the teams combined with the obligations placed by statute on chief officers to provide access to police premises, documents and other material.

It was felt that, in order to function effectively as a body independent from the police, there is a need for a clear separation of powers and responsibilities. The Chief Officer or Police Authority is responsible for providing the complainant with a full written account of the outcome of a formal investigation into the complaint. Complainants have a right of appeal to the IPCC against the decision by the Chief Officer or Police Authority. In conducting an appeal, the IPCC undertakes a comprehensive review of the case and has broad disposition powers.

The IPCC has discretionary powers to present or observe cases it investigated or cases investigated by the police. In all disciplinary cases arising from a complaint, one of the three members of the panel must be independent from the police. The question of whether or not the

disciplinary hearings should be public remains unsettled. When a civil action is commenced, an immediate review of all associated disciplinary and criminal issues is initiated, with investigation if necessary. The IPCC will be responsible for determining whether a case is submitted for consideration as a criminal prosecution.

The new England model for dealing with complaints aims to incorporate many of the fundamental principles of a complaints system as outlined above. In particular, provisions dealing with third-party complaints as well as those concerning multiple proceedings arising out of a single incident may prove useful in reviewing the complaints system in Ontario and possible alternatives.

Victoria, Australia

The Ombudsman Victoria is an independent and impartial investigator responsible to Parliament. It works completely independently of the police to investigate selected complaints against the police. In cases where the complaint is handled by the police, the Ombudsman acts independently of the police to monitor and review the management of the complaint.

The Office of Ombudsman was established in October 1973 under the *Ombudsman Act 1973* to inquire into or investigate complaints against Victorian government departments, public statutory authorities and the officers of local councils. As part of this mandate, the Ombudsman investigates complaints relating to police.

Complaints about police are lodged both with the Ombudsman and directly with the police. The *Ombudsman Act* requires that all complaints be made in writing. In some cases, where a person has difficulty in expressing his or her thoughts or has difficulty with the English language, the Ombudsman may accept a statement made by the complainant at an interview. Interpreter services are available. It is only under special circumstances that complaints more than twelve months old will be investigated by the Ombudsman.

The Ombudsman investigates some complaints, but refers most of them to the police for inquiry and investigation. The Ombudsman independently reviews the police investigation of all complaints and where necessary, investigates independently or requests the police to investigate further. In addition, the Ombudsman independently reviews all internally generated police internal investigations of serious police misconduct. To investigate police complaints independently, the Ombudsman has extensive investigative powers. The Ombudsman provides written responses to all complaints.

The Ombudsman model is an interesting one and is used in many parts of the world as part of civilian oversight. It is found on national, state and local levels.

South Africa

Police complaints in South Africa fall under the jurisdiction of the Independent Complaints Directorate (ICD). The goals of the ICD are to develop public confidence in the efforts of the South African Police Service and the ICD to prevent inappropriate police conduct as well as to facilitate the criminal prosecution of officers who have engaged in criminal conduct.

The ICD considers complaints or allegations relating to:

1. Deaths of persons in police custody or deaths resulting from police action.
2. The involvement of police members in criminal activities such as robbery, theft and assault; and
3. Police conduct prohibited by the governing legislation.

While the ICD attempts to register, investigate and/or monitor all complaints regarding police conduct, due to the volume of complaints coupled with scarce resources, the ICD has adopted a strategy of classifying complaints based on the degree of seriousness of the alleged misconduct. Complaints alleging the death of a person in custody or as a result of police action, complaints referred to the ICD by the government or complaints alleging a serious criminal offence or which resulted in serious bodily injury are actively investigated by the ICD. Complaints in which an officer is alleged to have committed a less serious offence or act of misconduct in violation of police regulations are referred to the South African Police Service for investigation under ICD supervision and monitoring.

Complaints that should more properly be dealt with by another institution or department, or through another process, are not accepted by the ICP. Complaints more than a year old or complaints relating to incidents which occurred prior to the opening of the ICD on April 1, 1997 will also not be dealt with. The ICD will not deal with complaints that are frivolous or vexatious in nature or allegations in which a factual gap exists, rendering the likelihood of a successful conclusion unlikely. In addition, the ICD will not accept complaints relating to misconduct where the complainant has not yet taken all reasonable steps to request the appropriate level of South African Police Service management to remedy the problem.

It should be noted that the Ontario police complaints system has been used as a model to those developing the structure and strategy of the ICD in South Africa. Changes to policy and procedure as well as the communications plan of the ICD have come about as a result of consultation with representatives from Ontario.

In addition, South Africa has a National Public Protector (formerly the Ombudsman), which is independent of government or of any political party. The Public Protector is appointed by Parliament under the terms of the Constitution and has the power to investigate, recommend corrective action and issue reports. Those that can be investigated by the Public Protector include government at any level and any person performing a public function, such as a police officer.

Calgary, Alberta

Police complaints in Calgary are dealt with by the Calgary Police Commission (CPC), which is funded by the municipal government and reports both to City Council and to the Provincial Department of Justice.

Complaints may be lodged in person, or by telephone, but must ultimately be filed in writing with either the CPC or the police service itself. Complainants are provided with a brochure outlining the complaints process; this brochure is widely distributed in the community. In addition, community-based forums are held to conduct outreach with the community.

Complaints are investigated by the internal affairs branch of the Calgary Police Service; however, copies of all public complaints are forwarded to the CPC. The CPC does not have the authority to take over the conduct of a complaints investigation from the police service. However, the CPC monitors all investigations. There is no established time frame within which complaint investigations must be completed.

The Chief of Police makes the decisions arising from complaint investigations and has the power to dismiss the complaint or impose penalties on an officer, ranging from a warning through to dismissal from the service. Informal or alternative dispute resolution is permitted at the initial stages of a complaint investigation and is carried out using outside mediators. Legal or other representation is permitted throughout the process. The CPC has the authority to give policy direction to the Chief, who is required to accept these recommendations subject to the governing legislation.

Decisions made by the Chief may be appealed to the CPC or the Alberta Law Enforcement Review Board (see below). Appeals to the appellate bodies may result in the Chief's decision being overturned, varied or allowed to stand. Decisions of the CPC may be appealed to the Court of Queen's Bench. Decisions of the Law Enforcement Review Board may be appealed to the Court of Appeal on a question of law only and with leave of the Court.

The Calgary example is an interesting one as it includes civilian oversight of public complaints against the police at both a municipal and a provincial level (see below).

Alberta

The Law Enforcement Review Board (LERB) oversees all Alberta municipal police services, pursuant to the Alberta *Police Act* and operates separate and apart from police services. It provides an independent means of reviewing public complaints about police conduct. It also hears appeals by officers who have had action taken against them resulting from a complaint. The principal activity of the LERB is to hear appeals from citizens who have filed a complaint regarding the actions of a police officer and who are not satisfied with the disposition of their complaint.

The LERB conducts independent hearings where the complainant and the officer give evidence under oath. Either party may call witnesses. The complainant has the legal burden of proof on appeal, i.e., the person who filed the appeal must satisfy the LERB that the allegations of the complaint are established by sufficient evidence. All proceedings are open to the public, except in the case of exceptional circumstances. A written decision is provided by the Board. A decision of the LERB may be appealed to the Alberta Court of Appeal on a question of law only; leave of the Court is required.

RCMP

The Commission for Public Complaints Against the RCMP (“the Commission”) has jurisdiction over the sworn members of the Royal Canadian Mounted Police (RCMP). The Commission reports to Parliament through the Solicitor General and submits an annual report.

Complaints about the police can be lodged in person, in writing or by telephone. The complainant receives a brochure explaining the complaint and review process when a complaint is lodged. Complaints are then sent to the internal affairs section of the relevant RCMP detachment, which conducts an investigation into the complaint. There are no time frames for the completion of the investigation. The Chair of the Commission has the discretion to take over any complaint and to investigate it in the public interest.

If the complainant is satisfied with the results of the RCMP investigation, the complainant is notified that no further action will be taken and the case is closed. If the complainant is dissatisfied with the results of the complaint, the complainant may request a review of the case by the Chair of the Commission.

If the Commission does not agree with the results of the RCMP investigation, the Chair will send an interim report to the RCMP Commissioner. That interim report will provide an explanation of the facts of the case, the findings of the Commission and the recommendations for avoiding similar problems in the future. It will also indicate whether the Commission believes that the RCMP members should apologize for their actions in that specific case.

The Commissioner of the RCMP must respond to the interim report and clearly indicate whether he or she accepts or rejects the findings and the recommendations. In instances in which the Commissioner rejects the findings and the recommendations, the legislation requires him or her to provide detailed and compelling reasons for so doing. In cases in which the Commissioner accepts the recommendations, he or she must indicate how and when the recommendations will be implemented.

The Commission can make also recommendations to police practices or procedures through reports to the Solicitor General of Canada and the RCMP Commissioner although there is no requirement by either to accept the recommendations.

Review decisions made by the Chair of the Commission can be appealed to the Federal Court, Trial Division.

Principles of an Effective Complaints System:

In analyzing the foregoing alternative models to the complaints system, it is useful to articulate those principles that the Board views as the hallmarks of a successful system. Board staff have reviewed complaint system models in use in other jurisdictions and have drafted the list below. It is submitted that the following represent these fundamental principles:

- An open and accessible system that is accountable to the public
- Thorough and comprehensive investigations
- The use of highly trained investigators
- Public awareness of the availability of the system and how the process operates
- Public confidence in the system
- A system that is fair and appears to be fair to both complainants and to the police
- Investigations completed within a timely manner and within prescribed timelines
- Complaints dealt with consistently in accordance with uniform principles
- Mechanisms to deal with a multiplicity of proceedings arising from the same incident
- Avenues for review and appeal of decisions

In addition, it has been my personal observation that there is a need to streamline the complaints system in terms of dealing with the variety of proceedings that may arise out of a single incident. This is an issue for both complainants and police officers alike. Some of the alternative models described above directly address this important concern.

Once the Board has adopted the above principles, input on the operationalization of these principles in alternative models to the complaints system can subsequently be solicited from both the Chief and from the community.

Appendix A

History of the Complaints System in Ontario

In 1981, the provincial government created a pilot project entitled the “Metropolitan Toronto Police Public Complaints Test Project”. Pursuant to the *Metropolitan Toronto Police Complaints Act, 1981*, the Office of the Public Complaints Commissioner was created. This Office was given jurisdiction only over the sworn officers of the Metropolitan Toronto Police Force. At that time, Toronto was the only police force in Ontario that was subject to legislation governing the processing and investigation of public complaints about the police.

The project legislation provided that, in most circumstances, police would retain initial responsibility for the investigation of public complaints. The legislation also required the Toronto force to set up a Public Complaints Investigation Bureau (PCIB) which used regular reports to update parties on the status of investigations. These reports were also sent to the Public Complaints Commissioner (PCC) who could monitor police progress and maintain public confidence in the system. When an investigation was completed, the PCIB sent a final report to the parties, the PCC and the Chief who could then decide either that the matter required no further action or that discipline of an officer was warranted.

The complainant had a right of appeal to the PCC. After conducting a review, the PCC could decide that no further action was required or could, alternatively, order a hearing by an independent civilian board of inquiry, the composition of which was variable depending on the matter. Where the board found misconduct, it could impose a penalty – ranging from a reprimand to dismissal from the force – directly on the officer. A party to a hearing could appeal a decision to Divisional Court.

In addition, the legislation gave the PCC the power to make recommendations with respect to the practices or procedures of the force, or any law affecting the resolution or prevention of public complaints.

The Office of the Public Complaints Commissioner was made permanent three years later, pursuant to the *Metropolitan Toronto Police Complaints Act, 1984* and for the next six years was Ontario’s sole civilian oversight body.

Police Services Act, 1990

The *Police Services Act, 1990* (the Act) was proclaimed in force on December 31, 1990. Part VI of the Act repealed the former *Metropolitan Toronto Police Complaints Act, 1984* and, instead, established a province-wide complaints system. The legislation expanded the jurisdiction of the newly-named Office of the Police Complaints Commissioner to cover all municipal and regional forces in the province including the Ontario Provincial Police (O.P.P.). This body, which reported to the Attorney-General, was an independent civilian agency with the power to investigate public complaints against the police and to hold disciplinary hearings.

The *Act* required all police forces in Ontario to form a Public Complaints Investigation Bureau. Provisions in the legislation provided that the Commissioner, himself or herself, had the discretion to lodge a complaint to initiate the process or to review the decision of a Chief of Police on a complaint.

The legislation also provided for the creation of a provincial tribunal to be headed by a full-time Chair with a permanent staff. Provisions for hearing panels were also included in the legislation.

Changes to the Complaints System Under Bill 105

The *Police Services Amendment Act, 1995* (Bill 105) came into force on November 27, 1997 and made significant changes to the complaints system with the intention of simplifying and streamlining the process. Changes resulted in the merger of the internal discipline process and the public complaints process. The new system encouraged informal resolution, which is available throughout the process. The position and office of the PCC were terminated and much of its authority was transferred to the Ontario Civilian Commission on Police Services (OCCPS), an independent civilian agency that reports to the Minister of Community Safety and Correctional Services and oversees the handling of the public complaints system. All police services and police services boards in the province are accountable to the public through OCCPS.

The Current Complaints System:

The administration of public complaints is governed by Part V of the *Police Services Act*. It regulates the complaints process by defining what constitutes a complaint, who can make a complaint and how the complaint should be handled. In addition, Part V describes the remedial and punitive powers of both the Chief and the Board.

Under the legislation, the Chief is responsible for administering complaints concerning the conduct of police officers as well as complaints related to the policies of or services provided by the Service. The Board is responsible for establishing policy and guidelines for the effective management of the complaints process and for reviewing the Chief's administration of the process.

Processing of Complaints

Initially, the Chief must determine if the complaint concerns the policies of or services provided by the police service or the conduct of an officer. The complaint must be in writing and must be signed by the complainant. Third party or anonymous complaints are not investigated under this system. The Chief may decide not to deal with any complaint if the complaint is made more than six months after which the facts on which it is based have occurred. In addition, the Chief may decide not to deal with any complaint that the Chief considers to be "frivolous or vexatious or made in bad faith." Lastly, the Chief may decide not to deal with the complaint if the complainant is not "directly affected" by the complaint.

The Chief must determine within 30 days as to how a complaint is to proceed. If the Chief decides that a complaint is unsubstantiated or that misconduct occurred but was not of a serious nature, the complainant may request a review by OCCPS, which may uphold the Chief's decision, refer it back to the Chief for further investigation or assign it to another police service for investigation. In addition, OCCPS may, at any stage of the complaints process, act on its own initiative and direct the Chief to process the complaint or assign the complaint to another police service.

Policy or Service Complaints

The Chief may classify a complaint as relating to the policies of or services provided by a police service, rather than officer conduct. The Chief will notify the complainant in writing of the classification and will further notify the complainant that he or she has 30 days to request OCCPS to review the classification. If the complainant disagrees with the decision after an investigation into a policy or service complaint, the complainant may request the Board to review it.

Conduct Complaints

If the complaint concerns officer conduct, the Chief will ensure that the complaint is investigated and may ask another police service to carry out the investigation. OCCPS may also direct that another police service carry out the investigation. After the investigative report is completed, the Chief may

- (i) Settle the matter through informal resolution if the misconduct or unsatisfactory work performance of the officer was not of a serious nature;
- (ii) Find that the matter is unsubstantiated;
- (iii) Find the officer guilty of misconduct and impose a penalty without a formal hearing if the misconduct is not serious. If the officer does not accept the proposed penalty, a police disciplinary hearing is held; or
- (iv) Decide the complaint should be heard by a police disciplinary hearing.

The Chief must hold a disciplinary hearing if the officer's actions are believed to constitute serious misconduct or unsatisfactory work performance.

Board's Role in Delay Applications for Conduct Complaints

The Board may be asked to determine whether a notice of hearing shall be served on an officer, despite six months having elapsed since the facts on which a complaint is based having first come to the attention of the Chief or the Board.

Off-Duty Conduct Complaints

A complaint may be filed about the conduct of an off-duty police officer. However, there must be a connection between the conduct and either the duties of a police officer or the reputation of the police service.

Withdrawal of Complaints

A complainant may withdraw an allegation in any time, in writing. However, the Chief may continue to deal with the complaint if it is felt that the allegation requires further action.

Complaints Against Chief or Deputy Chief

The Board has the responsibility under the *Act* to review every complaint made about the conduct of the Chief or of a Deputy Chief. The Board may decide not to deal with the complaint if it considers the complaint to be frivolous, vexatious or made in bad faith. The Board may also decide not to deal with the complaint if it was made six months after the facts on which it was based occurred or if the complainant was not directly affected by the complaint. In all cases, the complainant may appeal the Board's decision to OCCPS.

If after the review, the Board is of the opinion that the Chief or Deputy Chief's conduct may constitute an offence, misconduct or unsatisfactory work performance, the Board is required to ask OCCPS to have the complaint investigated by another police service. If another police services is of the opinion that the conduct may constitute misconduct or unsatisfactory work performance, the Board is required to hold a hearing into the matter. The Board may also choose to resolve the matter through informal resolution if it is of the opinion that the conduct is not of a serious nature.

Complaints Against Board Members

Under the *Act* and its Regulations, OCCPS may investigate, inquire into and report on the conduct or performance of a Board member. After conducting its investigation, OCCPS may hold a hearing and if it is decided that a Board member is guilty of misconduct or is not performing or is incapable of performing his or her duties in a satisfactory manner, OCCPS may remove or suspend the Board member.

Ontario Civilian Commission on Police Services

As outlined above, a complainant may request OCCPS to review a decision. On review, OCCPS may confirm the Chief's decision, overturn the decision or return the file to the involved police service or another police service for further investigation. It should be noted that OCCPS has broad powers of disposition, including the right to call a public inquiry as well as a right to make recommendations concerning the nature and delivery of police services in a community. A decision made by OCCPS can be appealed by either party to Divisional Court.

Appendix B

History of Board's Review of Complaints System

City Audit

In November 1996, the Board adopted a recommendation that called for an annual audit of the discipline and public complaints process. The Board subsequently requested the City Auditor to conduct a review of the administration of the complaints system. On September 10, 2002, the Board received from the City Auditor a report of the Performance Audit of the Public Complaints Process of the Toronto Police Service. The report included 27 recommendations; some were directed to the Board, others to the Chief. At its meeting on November 21, 2002, the Board, as part of one of its motions, requested the then-Ministry of Public Safety and Security to review submissions by deputants “with the intention of amending the present complaints process to create a more independent civilian-oriented complaints process.”(Board Minute No. P292/02 refers.)

Response from Provincial Government

Following the meeting, correspondence with respect to the issue was sent to the then-Minister of Public Safety and Security. A response, dated May 8, 2003 was received in which the then-Minister indicated that “[t]he current complaints system is a vast improvement over the previous process” but that he has taken steps to make the public complaints system “even more independent and accountable.”

The new provincial government has committed to reviewing the complaints process, as reiterated in the media repeatedly in recent weeks. An article in the *Toronto Star* dated January 16, 2004 quoted Attorney-General Michael Bryant as indicating that the government would soon be passing new legislation to change the current complaints system.

Police Services Act Amendments Working Group

The Board has also considered changes to the complaints system as part of other reviews and initiatives. A Working Group, comprised of Board staff and Service members, is currently reviewing the *Police Services Act* and its Regulations and drafting proposed amendments to this legislation. These *Police Service Act* amendments include changes to the current complaints system (contained in Part V of the *Act*) and will be presented to the provincial government.

Race Relations Joint Working Group

In addition, in November 2002, the Board created a Race Relations Joint Working Group (JWG) consisting of Board members, Board staff and Service members. The mandate of the JWG was to continue a comprehensive review of the race relations policies, practices and procedures of the

Service, originally ordered by the Chief after the *Toronto Star* published a series of articles containing allegations of racial profiling, or racially biased policing, by police officers.

In its consideration of its mandate, the JWG addressed issues and concerns surrounding the current complaints system. Access to and awareness of the complaints system by the public is a theme that appeared frequently in comments by members of the community. Toronto City Council, several groups and individuals from the community and deputants to the Board all indicated concerns with the current process. In light of this, the final report of the JWG will likely include recommendations for changes to the current complaints system.

The Board was also in receipt of a report, dated February 26, 2004, from Vice-Chair Pam McConnell regarding the 2002 Audit of the Toronto Police Service Public Complaints Process by the (then) City Auditor. A copy of the report is appended to this Minute for information.

Mr. Rick McIntosh, President, Toronto Police Association, was in attendance and made a deputation to the Board.

The Board approved the foregoing report from Chair Heisey and the following Motions:

- 1. THAT the Board receive the deputation from Mr. McIntosh;**
- 2. THAT Board staff re-format the foregoing report into a discussion paper containing the “Principles of an Effective Complaints System” and circulate it to interested stakeholders, including the Toronto Police Association;**
- 3. THAT the Board schedule a special evening meeting in April to receive deputations on the discussion paper;**
- 4. THAT Chief Fantino be requested to provide his views as to an appropriate alternative complaints system following the April meeting;**
- 5. THAT the Board approve the foregoing report from Vice-Chair McConnell; and**
- 6. THAT the report to be submitted by Chief Fantino noted in Motion No. 4 also include a response to each of the recommendations contained in Vice-Chair McConnell’s report noted in Motion No. 5.**

February 26, 2004

To: Members of the Police Services Board

From: Councillor Pam McConnell, Vice Chair Toronto Police Services Board

Re: Moving Forward from the September 2002 External Audit of the Toronto Police Service Public Complaints Process

With respect to the *September 2002 External Performance Audit of the Toronto Police Services Public Complaints Process*, the Toronto Police Services Board forward the questions listed below relating to the implementation of the recommendations outlined within the auditor's report, to the Chief of Police for a report to the April Meeting of the Toronto Police Services Board.

Background:

The September 2002 The Police Services Board was provided with an External Audit of the Toronto Police Service Public Complaints Process, which included 27 recommendations for the Police Chief to enhance the Public Complaints Process.

As the Police Services Board looks into reviewing the public complaints process, it is relevant to use this audit as a starting point to move forward in enhancing a public complaints system that would not only meet the objectives laid out in the Performance Audit which include;

- To be open and accessible to the public;
- To fairly and thoroughly investigate complaints from the members of the public;
- To enhance accountability
- To identify management problems
- To prevent and minimize police misconduct
- To achieve long-term improvements in the quality of policing
- To increase the perception of fair treatment by both complainants and police officers
- To discipline officers when complaints are substantiated

But should also meet the further objective of **instilling public confidence in police.**

There were two significant issues raised from interviews within the Auditors Report that relate to the ability of achieving the goals listed above

1. Civilian oversight vs. police investigation
2. Third party complaints

Civilian Oversight vs. Police Investigation

Within the report the auditor stated that;

“... that members of the public who responded to our survey and public interest groups we spoke with did not for the most part view the system to be impartial or fair. The lack of investigative process independent of the police process is regarded as a significant impediment in regard to public confidence in the system. This was an issue we heard time and again from the individuals and organizations we interviewed” (page 29).

The auditor also determined from their interviews that the lack of independence is a major reason why some members of the public will not file a complaint against the police. In the United States where there have been similar concerns, the response has been to implement civilian oversight as a component of policing in over 100 jurisdictions by the end of the 1990's.

Third Party Complaints

A further issue in relation to the current legislation which concerned many members of the public relates to restrictions on third-party complaints. Professor Samuel Walker, an authority on the subject of police accountability in his book *“Police Accountability: The Role of Civilian Oversight”* describes the attributes of a model complaint procedure. With regard to complaints intake, Prof. Walker writes, “complaints do not have to be filed by the alleged victim of misconduct.” The department shall receive and investigate allegations from witnesses or third parties to the incident.

It should be noted that except for Ontario, all other provinces permit the investigation of complaints submitted by third parties.

Questions Relating to the Implementation of the Auditor's Recommendations

Recommendation 1: The Chief of Police ensure that information on the public complaints process and standard complaint forms be available in languages other than English. Such material to be available in languages appropriate to the cultural make up of the city.

What languages other than English have the complaint forms been translated into?
What other languages are anticipated will be needed?

Recommendation 2: The Chief of Police give consideration to making informational material on the public complaints process available at convenient locations throughout the City, such as City of Toronto civic centres and public libraries. In addition the Chief of Police ensure that information on the complaints process is readily accessible at all police divisions.

Where are the complaints forms now available?
When in the Scadding Court pilot program expected to be implemented?
How will this be implemented?

Recommendation 3: The Toronto Police Services Board include information on the public complaints process on its Internet web site. In addition, the Toronto Police Service and the Toronto Police Services Board make public complaint forms available on their respective web sites.

Has this been implemented?

Recommendation 4: The Police ensure all officers, particularly officers in charge, are aware of:

- their responsibility in providing information on the public complaints process to members of the general public
- the importance of creating an environment where the reporting of police officer misconduct is as stress free as possible for members of the general public

How was this accomplished?

Recommendation 5: The Chief of Police establish clear written guidelines for the classification of all complaints and direct senior staff of the Professional Standards Review Division to review the classification of complaints on a random basis.

What are the written guidelines for classifications of all complaints including the serious complaint definition?

How are these decisions being reviewed?

Recommendation 6: The Chief of Police clarify the roles and responsibilities of officers in charge with respect to the complaints process, ensure they have the necessary knowledge of the process, and emphasize the importance and benefits of their active involvement in informally resolving less serious complaints as soon as they are reported.

How has the Chief Clarified the role of officers in charge with respect to the complaints process and what are the substantive results?

Recommendation 7: The Chief of police direct that all complaint files relating to informal resolutions be forwarded to the Professional Standards Division for review. Deficiencies identified during the review process be communicated to the respective officers in charge for follow up with the appropriate Unit Complaints Coordinator. Corrective action be communicated to the Professional Standards Division.

With regards to the informal resolutions, how has this been operationalized?

Recommendation 8: The Chief of Police direct that information from complaint files which have been subject to informal resolution be retained such that problem areas can be readily identified and appropriate action taken.

Have the informal resolution files been retained?

What areas have been identified and what actions have been taken?

Recommendation 10: The Chief of Police direct the Professional Standards Division to monitor the withdrawal of public complaints in all police divisions to ensure that withdrawals are not used as a means of expeditiously resolving complaints. Where withdrawn complaints at certain divisions are inordinately out of line, the Professional Standards Division determine the reasons and, where appropriate, take corrective action.

How many informal complaints have been withdrawn by division?

What further actions are needed?

Recommendation 11: The Chief of Police ensure that all Unit Complaints Coordinators are aware of the level of documentation required for investigative files, and that such files are clear, concise and presented in a manner which supports the final conclusions of the investigations. Where appropriate, training be provided to meet this objective.

What training has been undertaken to ensure the level of documentation required for investigative files?

Recommendation 12: The Chief of Police direct Unit Commanders to review all public complaint investigation files in their respective divisions before signing off, to ensure that the files are complete, that all appropriate investigative procedures were performed, and that the investigations are free of bias. This review should be conducted prior to the final adjudication of the complaint.

How has the Chief of Police ensured that all complaints files are complete?

Recommendation 13: The Chief of Police direct the Professional Standards Division that interviews with complainants be audiotaped where possible. Audiotaping of interviews only be conducted with the written approval of the complainant. If a complainant does not wish to be audiotaped, this fact be included in the complaint file.

How many complaints have been audiotaped?

Recommendation 14: The Professional Standards Division, on a sample basis, review audiotaped recordings of interviews to ensure that investigations are complete, thorough and free of bias. Any problems identified during this process be communicated to senior staff and appropriate action, including training, be initiated.

What training has been implemented in the use of audiotaping of public complaints?

Recommendation 15: The Chief of Police direct that a conflict of interest declaration be signed by investigative officers on appointment to the Public Complaints Investigation Bureau or assignment to a Unit Complaint Coordinator position. Specific guidelines relating to what constitutes a conflict of interest should be developed and communicated to investigators.

What are the conflict of interest guidelines and is this recommendation now operationalized?

Recommendation 16: The Chief of Police develop, where public complaints are substantiated, internal controls to ensure that the appropriate and necessary disciplinary action imposed on police officers. In addition, the Chief of Police ensure that the information pertaining to disciplinary action taken is retained for the required time period in the subject officers file. Disciplinary action taken be reported to the Professional Standards Division.

What are the internal controls now in place to ensure that appropriate discipline was imposed and served when complaints are substantiated and that records kept?

Recommendation 17: The Chief of Police disclose the range of discipline imposed on police officers in the Professional Standards Division Annual Public Report prepared by the Professional Standards Division.

In the semi-annual Public Report by Professional Standards, the range of discipline imposed was not given. Will this be in the annual report as recommended?

Recommendation 18: The Chief of Police give consideration to the retention of outside legal representation for the complainant at formal disciplinary hearings, where appropriate.

In how many instances has been legal council been retained for the complainants in 2003? How were they chosen?

Recommendation 19: The Chief of Police develop a plan to measure the performance of the Toronto Police Service relative to its business plan as it relates to the complaints process. Such a plan to include a recommendation relating to the reporting of the results of this process.

What is the plan recommended for monitoring the measurement of performance? What performance measurement tools are being used?

Recommendation 20: The Toronto Police Services Board:

- **consider the concerns raised by the general public with respect to the complaints process, specifically, the administration of the public complaints process by the police and the ability to investigate complaints filed by third parties ; and**
- **take the necessary action to deal with these issues, including communicating these concerns to the Ministry of the Attorney General for consideration and appropriate action**

Submit a copy of the letter to Attorney General and his reply.

Recommendation 21: The Chief of Police review the complaint investigation process to ensure that the concerns identified by both the general public and complainants, as outlined in this report are appropriately addressed.

How has this recommendation been implemented?

Recommendation 22: The Chief of Police direct the Professional Standards Division to solicit feedback from complainants and police officers involved in public complaints, and that the survey results be retained directly to the Complaints Review Unit for analysis and the identification of any issues of deficiencies that need corrective action.

Recommendation 22 suggests a process to identify issues and deficiencies needing corrective action. Has a quality of services survey to complainants been instituted? How are objectives and goals being measured and what strategy is in place to determine their achievement?

Recommendation 23: The Chief of Police review the concerns of officers relating to the public complaints process as identified in this report, and take appropriate action to address these concerns.

What actions have been taken to address officers concerns?

Recommendation 24: The Chief of Police expedite the implementation of the Professional Standards Information System and ensure that the informational requirements of the system are clearly defined to meet the needs of the Professional Standards Division.

At what stage is this implementation at and what results have been accomplished?

Recommendation 25: The Chief of Police direct Toronto Police Service, Legal Services to maintain information on civil litigation that relates to public complaints and to report this information to Professional Standards Division, such that the risk and cost of not effectively dealing with public complaints is monitored on a regular basis.

What are the costs of litigation occurred in 2003?
How are those costs being reported?

Recommendation 26: The Chief of Police direct the Professional Standards Division to develop a time tracking system to capture the amount of time investigators spend on the on the investigation of public complaints, such that the resources deployed in performing these investigations can be more effectively managed.

Has the professional standards developed a time tracking system and how has that improved efficiency?

Recommendation 27: The Chief of Police report to the Toronto Police Services Board, within six months, with a response to each of the recommendations contained in this report, including a specific work plan and timetable for the implementation of the recommendations as appropriate.

Has the Chief reported on these matters and could he resubmit the report for the information for new members?

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 26, 2004**

#P35. IT GOVERNANCE FRAMEWORK

The Board was in receipt of the following report JANUARY 09, 2004 from A. Milliken Heisey, Q.C., Chair:

Subject: IT GOVERNANCE FRAMEWORK

Recommendation:

It is recommended that the Board request the Chief to develop an IT Governance Framework for the Service that reflects the Service's overall strategic plan and priorities.

Background:

At the Board meeting of September 18, 2003 (Min. No. P243/03 refers), the Board approved the following Motion:

THAT Board staff prepare a report for the Board as to how to conduct an independent audit of Toronto Police Service information technology projects/programs – to determine whether the Service is receiving value for the projects/programs – and identify the most cost-effective manner in which an audit of this kind could be conducted.

In order to effectively conduct such an audit, a baseline must first be established. In reviewing this Motion, it is helpful to place IT governance in the context of the Board's legislative responsibilities, as outlined in Ontario Regulation 3/99, Adequacy and Effectiveness of Police Services [Adequacy Standards Regulation]. The Board Business Plan, developed out of section 30(2)(c) of the Adequacy Standards Regulation, states that "[t]he Board, in partnership with the Chief of Police, shall develop an information technology plan. Consistent with the Adequacy Standards Regulation, the plan shall be noted in the business plan."

The 2002-2004 Business Plan for the Toronto Police Service includes a section on "Service Infrastructure" as well as an "Information Technology Plan." These documents are appended. As a new Business Plan will be required for 2005, it is timely to begin to discuss what form a new Information Technology Governance Framework within that larger strategy would take. The Board has an interest in creating an IT Governance Framework that would coincide with the drafting of the new Business Plan in 2005. The audit function could then form a part of the IT Governance Framework.

An IT Governance Framework has many advantages for the Board. Foremost, as noted above, a Framework would fulfill the Board's legislative responsibility. It would provide Board members with a systematic tool to ensure that Service priorities are reflected in any IT initiative that is undertaken and that allocations for projects are made in the most reasonable and effective manner. In addition, an IT Governance Framework provides a means of evaluation, measurement and enforcement of the performance and interaction of IT initiatives across the Service. In the past, the Board has received reports on IT projects undertaken by the Service on a project-by-project basis. As a result, Board members are unable to see how each individual project fits with other initiatives and within the larger IT strategy of the Service.

Elements to be Included in an IT Governance Framework

- strategic planning should be performed and this planning should fit in with the overall strategic plan of the Service.
- capable of being updated and monitored as required.
- should form the basis for other planning, annual and long-term budgets and the prioritization of IT projects.
- establish appropriate procedures to ensure that the Service is aware of technology trends and should allow for periodic assessment to determine how it can better position itself.
- key performance indicators that are routinely monitored and benchmarked against other police services.
- management of relationships with third-party service providers as well as others, such as temporary staff and consultants.
- provide a comprehensive strategy to address IT staff recruitment, retention, training and appropriate project assignment.
- identify members of the Service (and Board, if necessary) who have specific responsibility for IT governance.
- ensure that all members of the Service are aware of, and in compliance with, the Service's information and security policies.
- periodic risk assessments and a method of ensuring data integrity.
- an audit function that provides for regular review, by either a City auditor or an external auditor. The objectives of the audit should be clearly detailed.
- include a consideration of privacy policy and legislation.
- business continuity plan in the case of interruptions in service. This should be regularly tested.
- consider and address legal implications that pertain to the use of software, hardware, service agreements and copyright laws. This information should then be made available to Service members.

The Service is already moving towards a more universal approach to its IT projects and reporting structure. In the Board meeting held on October 24, 2002, the CAO advised the Board that "...in future, all reports submitted to the Board on similar projects related to information technology will automatically include implementation timelines and costs projections." (Min No. #P267 refers)

- One additional important element of an IT Governance Framework would be the further development of a standardized board report format for all IT initiatives that would include certain basic information and would make reference to how the initiative fits within the overall Framework.

Lastly, if the Board wishes to proceed with an independent audit as articulated at the September 18, 2003 meeting, it would have to first determine whether this audit would be conducted by the Auditor General's office of the City of Toronto or whether it would be conducted, instead, by an auditor from an outside firm. As to the identification of "the most cost-effective manner in which an audit of this kind could be conducted," this issue lies outside the purview of Board staff and again, would have to be answered by either City auditors or those engaged from an outside firm.

The Board approved the foregoing.



Service Infrastructure

A sound infrastructure is essential to any vital organisation and supports the best possible service delivery to the community. Organisational infrastructure includes not only technology and information systems, but **also** equipment and planning for the provision of **specialised** services. Through the implementation of infrastructure change and investment, we will maintain excellence in the delivery of our core policing activities.

Priority
 → Goal
 → Performance Objective/Indicator

- **In partnership with other City emergency services and agencies, improve and expand disaster management response.**
 - regular on-going liaison with other City emergency response agencies
 - mock/practical disaster exercises held
- **Standardise and improve information systems and production of information within the Service.**
 - standard definitions and parameters produced and used **Service-wide** for the production of crime and related statistics and analysis
 - integrated, adaptable statistical database established
 - implement records management and financial control/reporting systems
 - implement the Professional Standards information system
- **Improve information available to allow accurate, reliable measurement of response times to emergency calls.**
 - increase in MDT 'at-scene' compliance rate for priority 1 calls
 - **rollout** of Automatic Vehicle Location technology and begin use of AVL data to improve dispatch
 - decreased response times to priority 1 calls following implementation of AVL technology
- **Improve the Service's response to crimes that involve computers.**
 - formation of a computer crime unit or section, including acquisition of necessary equipment, staffing, and training
 - maintenance of funding at a level that allows the Service to acquire technology as needed to address emerging issues
 - types of crimes addressed by unit, if established

2002 - 2004 Business Plan

Toronto Police Service



→ **Develop and implement a formal special event planning process.**

- standardisation of operational plans for special events
- development of staffing requirements by level of involvement
- development of strategies for service delivery

→ **Achieving the Goals:**

The Service will work towards achieving these goals using a diverse array of strategies and activities. These strategies will include, but by no means be limited to:

- continuing to extend the police business/information systems integration that began with Occurrence Re-engineering;
- enhancing the Service's capability for forensic data recovery through training for dedicated Service members;
- reinforcing direction to officers to use the MDT 'at-scene' button when appropriate;
- continuing to provide unit commanders with 'at-scene' button compliance rates; and,
- developing a standardised operational plan, including staffing requirements and service delivery strategies, for responding to special events within the City.

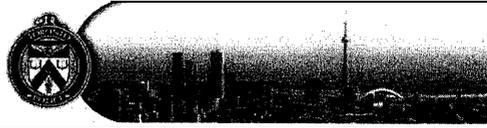
Community Safety and Satisfaction

Effective policing is a partnership between the police and the community. Community issues cannot be dealt with solely by police, and community members often have a better understanding of the problems and concerns in their neighbourhoods. As part of the community, it is important that police be visible. Visibility is an effective form of crime prevention, can offer the opportunity for police and public to get to know each other, and generally makes those in our communities feel safer. Effective police response and the community's input and co-operation are vital to the prevention and investigation of violent crimes and property crimes, both of which can have a negative impact on the community's perception of safety and quality of life. Effective policing, oriented to the needs of the community, should not only reduce crime, but also decrease fear of crime and enhance the quality of life in the community.

Priority
→ **Goal**
→ Performance Objective/Indicator

→ **Increase public awareness of crime prevention through environmental design (CPTED) principles.**

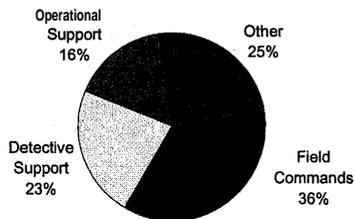
- # CPTED audits performed by divisional Crime Prevention officers
- CPTED pamphlet developed for community



Information Technology Plan

Within the Toronto Police Service, virtually every core policing process has become dependent, to varying degrees, on information technology (IT).

In 2001, 4.6% of the Service's annual operating budget was spent to sustain and advance the use of IT. Examples of technology deployment include calls for service, incident response, arrest and investigation, case preparation, and policing administration. As shown, in 2001, the largest proportion of IT expenditures was to the Field Commands.



Our front-line uniformed officers use technology in many different ways throughout their normal daily activities, including radio communication with the 9-1-1 dispatch control centre, inter-officer radio communications, CPIC and MTO checks, MANIX checks, e-mail and voice mail, occurrence inputs, and mugshots and fingerprints. The Service has over 100 information systems, which provide staff with access to and analysis of data related to crime patterns, fraud cases, evidence tracking, pawn shop activity, bicycle registration, towed vehicles, tagged vehicles, parade shifts, warrant tracking, court attendance, video tracking, firearms registration, and many other policing activities. Increasingly, IT is being used in more sophisticated and strategic ways, such as crime analysis/prediction and major case management.

Over the last decade, several IT plans have been prepared under the assumption that

funding and IT resourcing would be available to execute the plans. The reality has been that many planned initiatives remain backlogged, largely as a result of affordability. The 2002-2005 IT plan assumes that the City of Toronto will continue with its 'hold-the-line' fiscal restraint policy over the next several years. Consequently, it remains vitally important that the Service select its projects carefully – many demands will not be addressed in the short term. Investment in tools and information needs for front-line officers will be a priority. As with the Infrastructure Program, the projects of the Plan are generally reviewed on an on-going basis by the Service's Chief and Command Officers and the Police Services Board as part of the review of annual budget submissions.

The IT plan flows directly from Service Priorities and Mission, and has the following objectives:

- ♦ to document the IT planning process and the criteria for focusing IT spending/resources, and for prioritising new demands for technology;
- ♦ to provide a view of the full inventory of demands and opportunities, particularly those that will be addressed (reviewed) in the later years of the plan, in order that appropriate delivery expectations are set throughout the Service; and,
- ♦ to meet the regulatory requirements of the Adequacy Standards with respect to IT planning.

The plan focuses primarily on initiatives on the years 2002 to 2004. The planned deliverables are summarised below.

Occurrence Re-engineering: In late 2001, police vehicles will be equipped with laptop computers for direct entry of occurrences, with fully automated CPIC and UCR2 interfaces. The new information system will be fully deployed by mid-2002, and will greatly enhance our capability for crime analysis. In 2002-2003



2002 - 2004 Business Plan

Toronto Police Service



(subject to funding availability of about \$1.75 million), major function extensions will be added including integration with mugshots, **AFIS**, evidence management, and other police information systems. In 2003, collision and accident reporting will be accommodated within the new occurrence system.

Mobile Personal Communication: A large number of police officers and civilians are not in mobile workstation (MWS) equipped police vehicles (i.e. foot patrol, motorcycles, mounted and unmarked police vehicles). Currently these **officers** and civilians (e.g. parking enforcement officers) are 'disconnected' from access to police information systems. They have to contact communication dispatchers to have basic queries to police systems such as **CPIC/MTO** conducted by the dispatcher and the results "voiced over" the radio network. A pilot study will be conducted in 2002 to determine the utility of using personal digital assistant (PDA) technology to 'connect' officers to police information. Additional deployment is planned in 2003 and beyond.

Staff Deployment/Scheduling: In 2001-2002, these processes, including capturing information on staff activities, will be revised. This will entail implementing a comprehensive, commercially available, staff deployment/scheduling information system. It is anticipated that this will become a Service-wide administrative and analysis tool for planners, supervisors, and management. Tightly integrated with this effort will be the replacement of the Service's time and attendance system. This is essential to achieve benefits associated with activity costing, improved court scheduling, and overtime optimisation, etc.

Human Resource and Payroll: (2001-2005) In 1998, the Service implemented a new Human Resource Information System (**PeopleSoft**). The initial implementation was limited to a narrow range of functions, and system advancement was halted by the freeze placed on all work not associated with **Y2K**. Funding in 2002 will assist in extending the functionality needed to integrate this system with a new time and attendance system. The Service will implement an average

of one new release (including payroll) per year over the plan period.

State of Good Repair: (2002-2004) Virtually all new IT initiatives will be dependant on the Service's ability to maintain an infrastructure of networks, servers, workstations, printers, etc., in order to operate reliably and with reasonable performance. In 2001, the Service began a program of moving its servers, networks, and the remainder of its workstations onto renewable lifecycle programs. This will continue through 2002-2004.

Internet (e)-Business: (2002-2005) By year-end 2001, the Internet security review will have defined a security architecture suitable to the Service and acceptable to the RCMP (required for **CPIC** access). The Service will collaborate with the City and the Province on other infrastructure requirements (such as public key encryption, digital signature). These activities will position the Service to use this technology to streamline and improve many policing processes and communications, such as reporting minor occurrences, pawn shop transactions, bicycle registration, media broadcasts, and community communications.

Inter-Police Communications: (2002-2005) In 2002-2003, following implementation of new records systems at other regional police services, the electronic sharing of occurrence and arrest data will become feasible. In 2001-2003, subject to Provincial funding, the Service will begin implementation of the **Harlequin PowerCase** software and associated investigative processes for complex major cases. This software has powerful search and analysis capabilities to identify potential linkages between cases. Between 2002 and 2005, the Service will continue to be committed to supporting common police data standards in order to enable electronic exchanges of information among police services and other members of the Canadian justice community.

Electronic Fingerprint Recording (Livescan): In 2002, subject to funding, the present practice of manually taking fingerprint impressions from



2002 - 2004 Business Plan

Toronto Police Service



arrested persons will be replaced by electronically recording fingerprints. Acquiring this system will mean a significant reduction in time in capturing fingerprints – the entire process will be immediate rather than several days. It will significantly reduce the incidence of dangerous offenders escaping by lying about their identity. The system will be integrated with mugshots, the DNA database, and the occurrence information system.

Vehicle Location and Global Positional Systems: In 2001-2002, the Communication Centre will introduce a system for tracking for police vehicles. This will both enhance **officer** safety and optimise the dispatch of **officers** to events.

Video Tape Storage and Processing: (2001-2002) The Video Services Unit uses storage areas located on the 1st floor and the basement of Police Headquarters. These storage areas are approaching maximum capacity. Plans are to implement a robotics library and a digitised environment capability for videotape statements and interviews. The system must efficiently track original tapes and any copies made for court.

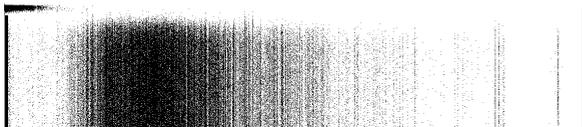
Document Management System: (2002 – 2004) In June 1996, an audit of Intelligence Services recommended that the microfiche system used for archiving data be replaced. The system is antiquated and accessing information is difficult; purging information as required by the Privacy Act is extremely **time-consuming** and has not always been able to take place within the time frame required by law.

The same type of hardware and software would also benefit the other units within Detective support. Many of their investigations, in particular those conducted by the Fraud Squad, deal with vast quantities of paper evidence. Duplicating these documents for disclosure is both time-consuming and expensive. One large Fraud case can consume up to 50,000 pieces of paper. The cost of duplicating paper evidence associated with these cases is upwards of \$50,000 per year.

Other technology initiatives over the Plan period include:

- ◆ assessment of an **auto-theft** detection program;
- ◆ a pilot for the application of voice recognition technology – potential applications for **front-line officers** include **MTO** checks and occurrence reports; and,
- ◆ assessment of video remands for court appearances, victim and witness evidence, and so on.

Successful completion of the initiatives outlined in this Plan will provide front-line officers with more effective and efficient tools for communications and information access needed in their daily activities. In addition, management and analysts will have access to a much more complete and integrated information system for crime analysis, operational performance, and 'scoreboarding'.



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 26, 2004**

**#P36. BY-LAW No. 149 – AMENDMENTS TO THE ORGANIZATIONAL
CHART**

The Board was in receipt of the following report JANUARY 14, 2004 from Julian Fantino, Chief of Police:

Subject: ORGANIZATIONAL CHART

Recommendation:

It is recommended that the Board approve draft By-law No. 149 to give effect to the new organizational chart for the Service.

Background:

At its meeting on January 25, 2001, the Board requested that all organizational charts be submitted on an annual basis (Minute No. P5/01 refers). At its meeting on February 20, 2003, the Board approved a new organizational chart (Minute No. P43/03 refers).

The purpose of this report is to request five amendments to the current organizational chart.

1. Addition of a unit and deletion of a unit– At the September 18, 2003 Board meeting the Board approved the creation of a new unit entitled “Enterprise Resource Management Systems” and the deletion of Employee Records (Board Minute C176 refers). The attached organizational chart reflects these changes.
2. Addition of a unit – The Provincial Community Safety Liaison unit has been created and will report to the Staff Superintendent of Detective Support. The unit will be under the leadership of a Superintendent and will liase with such agencies as the Provincial Ministry of Community Safety and Corrections, the Centre of Forensic Sciences, and the Coroner’s Office. In this way, one senior officer rather than several units Service-wide, depending on the issue, will deal with issues raised by these agencies.

The Provincial Community Safety Liaison unit will also include the Reporting Centre and Major Case Management unit formerly of Court Services and Detective Support respectively.

3. Relocation of a unit – Currently, Corporate Communications reports directly to the Office of the Chief. Corporate Communications has been repositioned and will report to the Executive Officer.

4. Addition of a unit – Counsel to Chief unit will be added to the organizational chart and will report directly to the Office of the Chief.
5. Addition of a unit and deletion of a unit - Duty Operations Centre has been removed from the organizational chart and the two sub-units that currently comprise that unit have been relocated as follows: The Central Alternate Response Unit (CARU) will become a sub-unit of the Communications Centre and the “Duty Desk” will become a new unit reporting to the Executive Officer.

With these units reporting directly to the Executive Officer, it will improve the timely flow of information to the Chief and Command on Service-wide basis, twenty-four hours a day, seven days a week.

These changes will improve the effectiveness and coordination of operations within the Service, particularly during off-hours and weekends.

Therefore, it is recommended that the Board approve draft By-law No. 149 to give effect to the revised organizational chart.

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

The Board approved the foregoing.

TORONTO POLICE SERVICES BOARD

BY-LAW NO. 149

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

The Toronto Police Services Board HEREBY ENACTS as follows:

1. By-law No. 99, a by-law “to make rules for the effective management of the Metropolitan Toronto Police Service” (hereinafter called the “By-law”) is amended by deleting Appendix “A” to the Rules attached as Schedule “A” to the By-law, and forming part thereof, and substituting Schedule “A” attached hereto.
2. This By-law shall come into force on the date of its enactment.

ENACTED AND PASSED this 26th day of February 2004.

A. Milliken Heisey, Q.C.
Chair

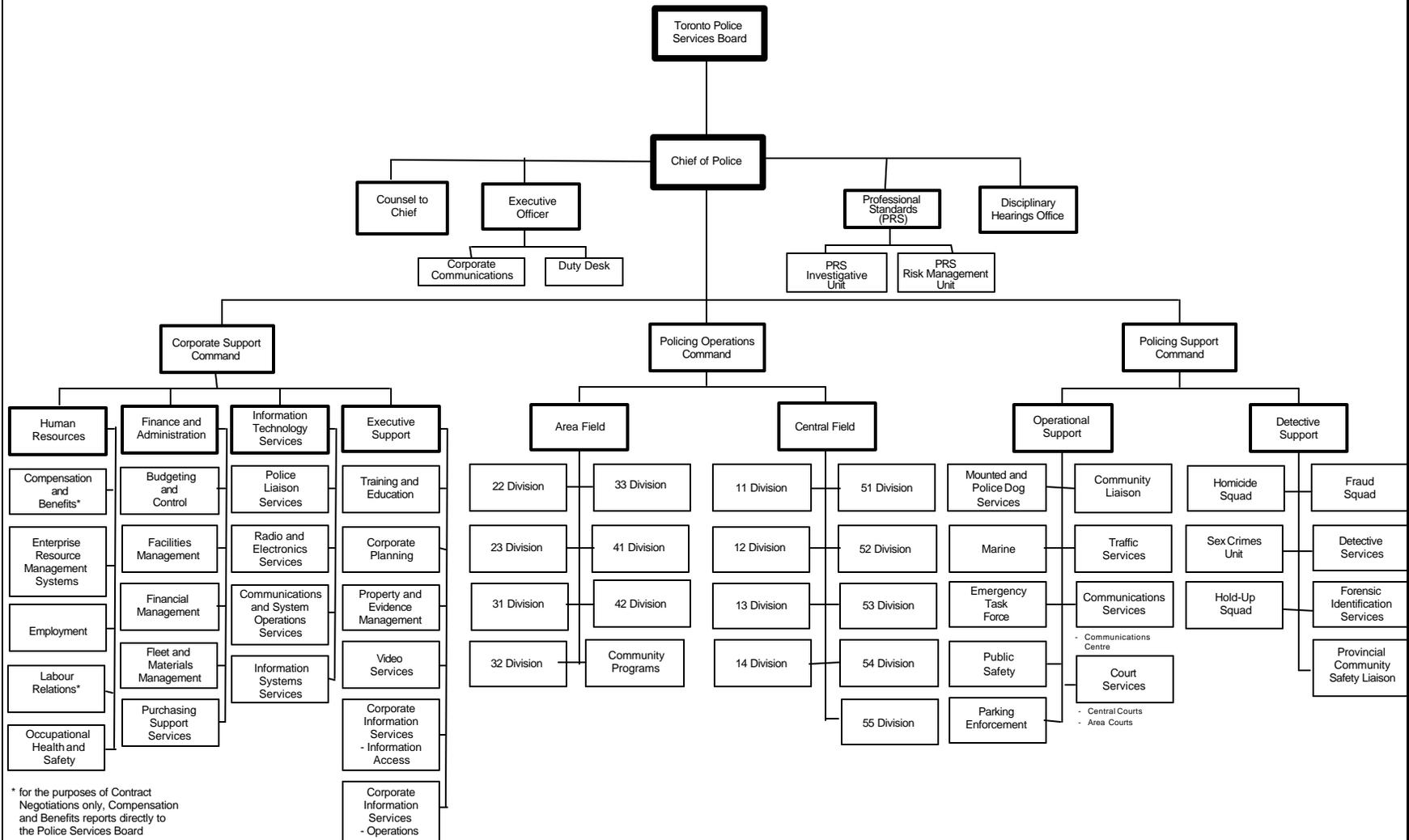
Board Meeting: February 26, 2004 Minute No. P36/04
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SCHEDULE "A" TO BY-LAW NO. 149

Toronto Police Service Organizational Chart

Appendix "A"

Approved by the Toronto Police Services Board on February 26th, 2004



* for the purposes of Contract Negotiations only, Compensation and Benefits reports directly to the Police Services Board

* for the purposes of Contract Negotiations only, Labour Relations reports directly to the Police Services Board

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 26, 2004**

**#P37. COMMUNITY DONATIONS: \$7,500.00 SEMI-ANNUAL FROM
MOTHERS AGAINST DRUNK DRIVING (M.A.D.D.) AND STANDING
AUTHORITY FOR THE YEARS 2004 TO 2008 INCLUSIVE**

The Board was in receipt of the following report JANUARY 22, 2004 from Julian Fantino, Chief of Police:

Subject: COMMUNITY DONATIONS: \$7,500.00 SEMI-ANNUALLY FROM
MOTHERS AGAINST DRUNK DRIVING (M.A.D.D.) - STANDING
AUTHORITY FOR THE YEARS 2004 TO 2008 INCLUSIVE

Recommendation:

It is recommended that: The Board provide the Chair, Toronto Police Services Board, with standing authority to approve the receipt of cash donations of amounts up to \$7,500.00 from Mothers Against Drunk Driving (M.A.D.D.) on a semi-annual basis for the years 2004 to 2008 inclusive, with the understanding that the semi-annual donations will not exceed \$7,500.00, (maximum \$15,000.00 annually) and the donations will be used solely for the purpose of funding Reduce Impaired Driving Everywhere (R.I.D.E) spot checks on an overtime/callback basis, within the City of Toronto.

Background:

At its meeting of January 24, 2002, the Board approved standing authority for the Chair to approve the receipt of cash donations of amounts up to \$5,000.00 from M.A.D.D. on a semi-annual basis for 2002 and 2003, with the understanding that the semi-annual donations would not exceed \$5,000.00, (maximum \$10,000.00 annually) and the donations would be used solely for the purpose of R.I.D.E spot checks within the City of Toronto (Board Minute P19/02 refers).

The Toronto Chapter of M.A.D.D. is very active in its efforts to create awareness about the issue of drinking and driving. M.A.D.D. has been a long time supporter of Toronto's R.I.D.E. program and their volunteers regularly attend our spot check locations.

The R.I.D.E. spot check program is conducted across the city throughout the year and is administered by the Unit Commander of Traffic Services. A typical spot check is five hours in duration and consists of four or five constables and one sergeant. A M.A.D.D. donation enables Traffic Services to organize additional R.I.D.E. spot checks utilizing officers working outside of their regularly scheduled hours.

The Service has identified Traffic Safety as a Service Priority for 2002-2004 and is committed to eliminating impaired driving on Toronto's roadways. The additional R.I.D.E spot checks resulting from M.A.D.D.'s donations will allow Traffic Services to further demonstrate the Service's resolve.

Conclusion:

I request the Board give standing authority to the Chair to accept donations from M.A.D.D., on a semi-annual basis for the years 2004 to 2008 inclusive, providing that the semi-annual donations do not exceed \$7,500.00, (maximum \$15,000.00 annually) and the donations be used solely for the purpose of R.I.D.E funding spot checks on an overtime/callback basis, within the City of Toronto.

This request meets the criteria as outlined in Service Procedure 18-08, entitled Donations as well as creating positive interaction between the community and the Service. A corporate tax receipt is not required to be issued.

Following the Board's approval of this community donation, the Unit Commander of Traffic Services, in conjunction with the Director of Finance and Administration, will administer the distribution of the funds.

Acting Deputy Chief David Dicks, Policing Support Command, will be in attendance at the Board meeting to answer any questions with respect to this report.

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 26, 2004**

**#P38. RESPONSE TO BOARD'S RECOMMENDATIONS REGARDING
POLICING YONGE-DUNDAS SQUARE**

The Board was in receipt of the following:

- copy of correspondence, dated October 10, 2003, from Gloria Lindsay Luby, former Acting Chair, Toronto Police Services Board, to Ulli S. Watkiss, City Clerk
RE: YONGE-DUNDAS SQUARE – IMPACT OF COSTS INCURRED BY THE TORONTO POLICE SERVICE

- copy of correspondence, dated January 07, 2004 from Ron Soskolone, Chair, Yonge-Dundas Square Board of Management
RE: RESPONSE TO BOARD'S CORRESPONDENCE REGARDING COSTS INCURRED BY THE TORONTO POLICE SERVICE AT YONGE-DUNDAS SQUARE

Copies of the foregoing are appended to this Minute for information.

The Board approved the following Motions:

- 1. THAT the Board receive the copy of the correspondence sent to Ms. Watkiss by former Acting Chair Lindsay Luby; and**

- 2. THAT the Board refer the correspondence from Mr. Soskolone to Chief Fantino and request that he provide a report to the Board addressing Mr. Soskolone's comments.**



Toronto Police Services Board

40 College Street, Toronto, Ontario, Canada. M5G 2J3
(416) 808-8080 FAX (416) 808-8082
www.torontopoliceboard.on.ca



October 10, 2003

Ms. Ulli S. Watkiss
Toronto City Clerk
City of Toronto
City Hall, 2nd Floor West
100 Queen St. West
Toronto, Ontario M5H 2N2

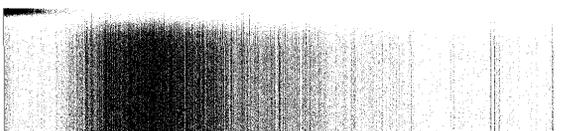
Dear Ms. Watkiss:

Re: Dundas Square - Impact of Costs Incurred by the Toronto Police Service

At its meeting on September 18, 2003, the Toronto Police Services Board was in receipt of a report (dated August 24, 2003) from Chief of Police Julian Fantino regarding the costs incurred by the Toronto Police Service related to policing City-sponsored events at Dundas Square and the impact those costs have upon the 2003 operating budget of the Toronto Police Service,

During consideration of Chief Fantino's report, the Board was also advised that officers from No. 52 Division can adequately police small events and festivals at Dundas Square but when the size of the crowd reaches or exceeds the capacity of the Square (8000 persons with no seating), officers from other divisions and units are called upon to provide assistance.

The Board also noted that event organizers are required to apply for a permit to hold an event at Dundas Square and that City staff consider the application based upon established criteria. The Board discussed the feasibility of recommending to the City that when it is anticipated that the number of participants attending the event could exceed the capacity of the Square, the City not approve the application request and recommend an alternate location which would better accommodate a crowd of that size.



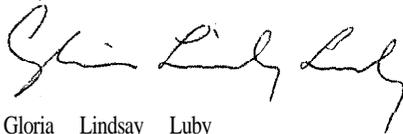
The Board subsequently approved the following two Motions:

1. THAT, given that the Board has been advised that the total cost of policing the 70 City-sponsored events scheduled for 2003 could be as high as \$1.4 Million, the Board forward a copy of this report to the City of Toronto-Budget Advisory Committee for information and to recommend that a specific percentage of the total police resources that may be required at future City-sponsored events at Dundas Square be designated as paid duty assignments or that an increase in the budget allocation be allowed; and
2. THAT the Board send a request to the City of Toronto recommending that upon receipt of an application for a permit to hold an event at Dundas Square which indicates that the total anticipated number of participants attending the event exceeds the capacity of Dundas Square (8000 persons with no seating), the City not approve the application and, if possible, recommend an alternate location in the City of Toronto which can better accommodate a crowd over 8000 persons.

A report regarding recommendation no. 1 has been sent separately to the Budget Advisory Committee for consideration. I am forwarding, on behalf of the Board, recommendation no. 2, as noted above, to you for **consideration**.

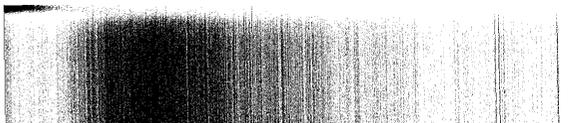
A copy of Board Minute No. P252/03, in the form attached as Appendix "A", regarding this matter is provided for information. Electronic copies of Appendix A and this correspondence are also provided on the enclosed diskette.

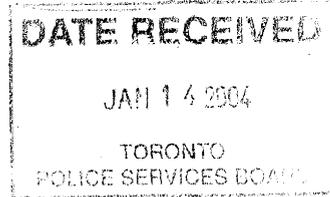
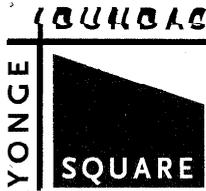
Yours truly,



Gloria Lindsay Luby
Acting Chair

a: **dundassquarepermit.doc**
attachment: **Minute No. P252/03**





Jan. 7, 2004

Mr. Alan Heisey, Chair
Toronto Police Services Board
40 College Street
Toronto, Ontario M5G 2J3

Dear Mr. Heisey,

Re: Police Board motions regarding Yonge-Dundas Square

The Yonge-Dundas Square Board of Management has received a copy of a letter drafted by the Toronto Police Services Board dated Oct. 10, 2003 and submitted to the Toronto City Clerk. The letter outlines two motions approved by the Police Board that rely on misperceptions that we'd like to take the opportunity to address.

Yonge-Dundas Square is managed under municipal code 636 by a volunteer board representing various community partners including a representative of the Toronto Police Service. The current representative is Superintendent Paul Gottschalk, Unit Commander of 52 Division.

The Yonge-Dundas Square Board issues permits for events and related activities at the Square. However, it should be noted that the municipal code allows for other public uses of the Square. In the case of rallies and protests, the public has occasionally exercised their right to use the Square as a platform for civic expression without the Board of Management's express consent. While integral to our democratic principles, this type of activity is not representative of the day to day usage of the Square.

The Square was envisioned as a welcoming environment for Toronto's citizens and visitors that would help rejuvenate a deteriorating downtown core. In its short life we are already seeing the positive impact of the redevelopment. The atmosphere of the Square is open and relaxed. Many patrons enjoy sitting at the cafe seating available to eat their lunch or watch some of our great community programming. The Square has been active almost daily since its grand opening and the ownership of the space by the general public has discouraged undesirable elements from gathering.

We have taken every precaution to ensure a safe environment for our patrons. The Square has been diligent to provide onsite security and monitoring through our CCTV camera program. The number of incidents requiring police assistance has been very few and typically of the nuisance variety. Our efforts have no doubt reduced the requirement for police to have a large presence in the area.



The Square's ability to host events has a direct relationship to the perception of the downtown as a vibrant community and creates economic benefit for area businesses and therefore tax revenues.

The Police Board motions contain a reference to 70 annual City-sponsored events with a policing cost as high as \$1.4 million. While the City retains the ability to use the Square for up to this number of days per year, this is far from the practice. In 2003 there were 22 so-called City days, the majority of which were used for small scale community events such as a performance by Serbian Folk dancers, a walk for SARS workers and a Bike Day. Attendance at these events was well below the capacity of the Square and the environment fostered was extremely positive.

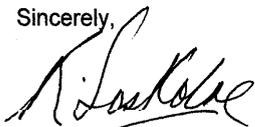
Of the 6 days of street closure it should be noted that "Celebrate Toronto" accounted for 2 days. This is an event that takes place annually on Yonge Street would the Square exist or not. Another day was for our grand opening - a one-time only, family oriented festival to mark the beginning of a new chapter in the history of downtown. The Square also hosted a concert by Canada's foremost rock group, Nickelback, as part of the City's "Toronto You Belong Here" campaign to raise the City's profile following a devastating year for civic morale and the local economy.

These 3 events represent the biggest impact on policing requirements for the Square but experience demonstrates even these activities required far fewer officers than the number anticipated by the 'Level Three' plan developed by the Police Services. It is important to note that traffic was kept moving during these events along Dundas Street, including the streetcar line, except during a brief pyrotechnic display. In the wake of our first year of experience we trust the Police Services will be revisiting the response plans with a mind to implementing more realistic **staffing** models.

All events proposing to exceed the capacity of the Square have involved planning consultation with the City's Street Events team including members of the Police Service. This is the standard process used in other areas of the city and would seem to address the concerns of your second motion. The economic and cultural benefit of street closure events to the City is extremely important and it is our hope that the Police Services will support such efforts.

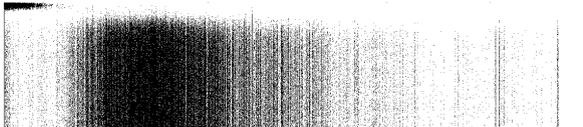
A mechanism exists for Police Services participation in the management of the Square at the Board level but to date has been underutilized. We encourage your input and would welcome the opportunity to meet and discuss these issues. Together we can make this new model for civic revitalization a success.

Sincerely,



Ron Soskolne
Chair

cc. Joe Halstead, Commissioner - Economic Development, Culture and Tourism
Ulli S. Watkiss - City Clerk



10/21/2004 10:04 AM
10/21/2004 10:04 AM

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 26, 2004**

**#P39. REQUEST FOR FUNDS: SCHOOL CROSSING GUARD LONG
SERVICE AWARDS - 2004**

The Board was in receipt of the following report JANUARY 30, 2004 from Julian Fantino, Chief of Police:

Subject: SCHOOL CROSSING GUARD LONG SERVICE AWARDS - 2004

Recommendation:

It is recommended that: the Board approve an expenditure not to exceed \$6,400.00 from the Board's Special Fund to cover the costs associated with hosting the 2004 School Crossing Guard Long Service Awards Ceremony.

Background:

On Thursday, April 22, 2004, the Toronto Police Services Board will host the annual School Crossing Guard Long Service Awards honouring school crossing guards for their exemplary service. The ceremony will commence at 7:00 p.m. followed by a reception in the 4^h floor cafeteria at Toronto Police Headquarters.

The proposed budget for this years' ceremony and reception has been estimated at 10% over the 2003 actual costs based upon information that has been received from the caterers and other suppliers and includes the cost of reordering long service lapel pins. A quote from the supplier of the pins is appended to this report.

The Board will present commemorative lapel pins to each of the school crossing guards who have completed 5, 10, 15, 20, 25 and 30 years of services with the Toronto Police Service – School Crossing Guard Program. Although there are sufficient pins for this years' ceremony, the purchase of presentation boxes is required. This years' ceremony will completely exhaust the lapel pin inventory. It is therefore recommended that a sufficient supply of pins and presentation boxes be purchased to fulfil the requirements of the next 4 to 5 years. A special "School Crossing Guard of the Year" award will also be presented to the guard who has displayed outstanding enthusiasm, dedication and commitment to community safety.

A copy of the proposed budget for the 2004 ceremony and reception is attached to this report. The budget has been prepared by members of Community Programs, who are co-ordinating this event on behalf of the Board. Any surplus funds will be returned to the Board's Special Fund.

Approximately 80 school crossing guard will be honoured at this years' ceremony. I encourage all members of the Board to attend this event so that we can officially recognize the exemplary service and dedication these individuals display on a daily basis to ensure the safety and well being of school children.

It is therefore recommended, that the Board approve an expenditure not to exceed \$6,400.00 from the Board's Special Fund to cover all costs as outlined in the attached proposed budget for the 2004 School Crossing Guard Long Service Awards.

The Board approved the foregoing.

School Crossing Guard Long Service Awards

2004 Budget

	2003 Actual Costs	2004 Budget
Refreshments	\$1896.00	\$2461.00
Cakes	\$169.00	\$174.00
Appreciation chocolates	\$570.00	\$570.00
School Guard of the Year plaque	\$15.00	\$15.00
Pins and Presentation boxes	no cost	\$3000.00
Photo finishing	\$55.00 (2002)	\$61.00
Total:	\$2623.00	\$6281.00

asi 36980 PPAC 981201 PPAI 111332 UPIC ARTMETAL



37 Densley Avenue
Toronto, Ontario M6M 2P5 Canada
Tel: 1 888 513 1515 or 416-252-0000
Fax: 416 252 2000
division of Marlin Industrial Products Inc.
WWW.PROMOTIONALPRODUCT.NET

To: Police Constable Jill Miller
Toronto Police Services
Fax: 16-808-7052

Date: e m b e r 24, 2003
From: Cari Anderson-Moore 416 252-7177
Quote: CA065 (use as reference)

Quotes are valid for 30 days

Good Morning and Happy Holidays Jill,

Thank you for your inquiry into possibly repeating your order from Dec. 16, 1999, our Docket # 1501 – Crossing Guard Pins. The following costs are based on the exact same quantities as last time. The pricing 'could change if the quantities change.

- 5 year pin = \$1.07 ea. (qty. 500 pcs.)
- 10 year pin = \$1.35 ea. (qty. 150 pcs.)
- 15 year pin = \$1.35 ea. (qty. 80 pcs.)
- 20 year pin = \$1.45 ea. (qty. 60 pcs.)
- 25 year pin = \$5.25 ea. (qty. 20 pcs.)
- 30 year pin = \$5.25 ea. (qty. 10 pcs.)

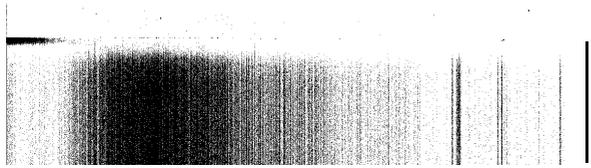
Die Charge = \$550 (we no longer have the dies, as the previous order was quite some time ago)

Presentation Boxes: We are unsure of what the box was like last time, so if you would like presentation boxes again, please provide us with a sample or an idea of what you would like and we can source the product and provide you with samples and prices.

Once again, thank you for your interest in repeating this order, with Artmetal, a division of Marlin Industries. If you have any questions, please don't hesitate to contact us.

Sincerely,

Cari Anderson-Moore
Cari Anderson-Moore
Customer Service



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 26, 2004**

**#P40. REQUEST FOR FUNDS: EIGHTH ANNUAL TORONTO CRIME
STOPPERS' DINNER**

The Board was in receipt of the following report FEBRUARY 09, 2004 from A. Milliken Heisey, Q.C., Chair:

Subject: REQUEST FOR FUNDS - EIGHT ANNUAL TORONTO CRIME STOPPERS'
DINNER

Recommendation:

It is recommended that the Board approve the purchase of tickets for individual Board members who wish to attend, to a maximum of seven tickets at the cost of \$300.00 each, for the purposes of providing sponsorship to the Eighth Annual Toronto Crime Stoppers Dinner.

Background:

In recognition of the Toronto Police Service's longstanding participation in Crime Stoppers programs, the Board has been invited to consider sponsorship of the Eighth Annual Toronto Crime Stoppers Dinner which will be held at the Fairmont Royal York Hotel, on Wednesday, May 26, 2004.

The Eighth Annual Toronto Crime Stoppers Dinner is an excellent way to honour the Toronto Police Service and to further promote this initiative that serves to ensure Toronto is the best and safest place to be. With that in mind, it is recommended that the Board continue to support the Toronto Crime Stoppers Program with its approval of this report.

The Board approved the following Motion:

THAT the Board amend the recommendation by indicating that the Board will approve the purchase of a maximum of five tickets rather than seven.

January 27, 2004

Karlene Bennett
Secretary to the Chair
The Metropolitan Toronto Police Services Board
40 College St.
Toronto ON M5G 2J3

DATE RECEIVED

FEB 03 2004

TORONTO



Re: Eighth Annual Toronto Crime Stoppers' Dinner

Dear Karlene Bennett:

Toronto Crime Stoppers is marking its 20th anniversary and we hope you will join us to celebrate this event at our annual dinner on **Wednesday, May 26, 2004 at the Fairmont Royal York Hotel**. To help commemorate this significant milestone, our guest speaker will be Steve Walrath of Beloit, Wisconsin, the president of Crime Stoppers International, who has the ability to keep everyone spellbound with a motivational presentation while providing insight on the history of Crime Stoppers and outlining its worldwide successes.

Toronto Crime Stoppers, a unique partnership involving the community, the police and the media, was established in 1984 and since that time has been instrumental in reducing crime in the city. Through the years our record of success has been impressive, but the program's 2003 statistics can only be described as extraordinary. There were 4,113 tips to the Crime Stoppers confidential hotline that resulted in the arrests of 216 individuals as well as the recovery of stolen property and seizure of illicit drugs worth more than \$7 million. Anonymous tipsters are paid up to \$1,000 if their information leads to an arrest and the annual dinner provides a key opportunity for contributors to ensure our program has reward money is available.

Crime Stoppers isn't funded by the government or police, but is an incorporated charitable organization that relies on financial support from the business community and people like you. All donations to the program are tax deductible and our registered charitable number is: 0687780-59-1 3.

As a member of Toronto's business community we urge you to champion the cause of safety and security and make a commitment to provide whatever assistance you can to ensure this year's Crime Stoppers dinner is a great success. Obviously we want you to buy tickets so you and your guests can enjoy the evening with us, but there are also other opportunities for your company to lend support to this endeavour through:

- Sponsorship
- Purchasing corporate tables or seats
- Donating silent auction items
- Advertising in the event program

Before closing, we would like to remind you of the extremely valuable work that Crime Stoppers has performed during our 20 year history and the efforts we have undertaken to combat crime affecting both young people and the older generation through Toronto's School Crime Stoppers and our Senior Crime Stoppers program. We also want to take the opportunity to thank you for the assistance you have provided through the year and look forward to seeing you at this year's Crime Stoppers dinner.

Please call Renee Levine at 416-494-1440 ext. 227 should you require further information.

Yours truly,

Gary Jeynes
Toronto Crime Stoppers
Dinner Co-Chair

Staff Superintendent Gary Grant
Toronto Police Service
Dinner Co-Chair

Lorne Simon
Chair,
Toronto Crime Stoppers

**Co-Chairs,
8th Annual Dinner:**

Staff Superintendent Gary Grant
Toronto Police Service

Gary Jeynes
Walter College

**Chair, Toronto Crime
Stoppers:**

Lorne Simon
Chair, Communications

**Executive Advisory
Committee:**

Don Bates
Home Depot

Ferdj Devins
Molson Canada

Sami Cecoloni
Elders Insurance Ltd.

Senator Consiglio Di Nino
Senate of Canada

Gordon Jamieson
Viva Canada Association

Dale Lastman
Geotronics LLP

Russell Lazar
Ed Mirvish Enterprises

Harry McMurtry
Blaney McMurtry

Pat Minicucci
Scotiabank

Lori Phair
Hartpfil Schofield Ltd

Don Saunders
Epson Canada Ltd.

Ralph Strachan
Tourism Toronto

Honourary Member

Edwin Mirvish
Ed Mirvish Enterprises

**Toronto Police Services
Liaison**

Staff Inspector James Speer
Community Programs Unit

Detective Jeff Zambit
Toronto Crime Stoppers
Coordinator

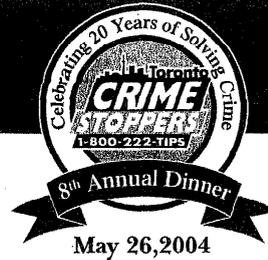
Event Office

Renee Levine
Event Management
250 Dundas Street West
Toronto, Ontario M5G 1G8

Phone: 416-494-1440 ext. 227
Fax: 416-494-1440 ext. 228
Email: rlevine@scotiabank.com



SPONSOR OF THE
8TH ANNUAL DINNER



Sponsorship Opportunities

Platinum Sponsorship Package - \$25,000

- Company logo to be displayed on Crime Stopper Dinner letterhead
- Twenty invitations to exclusive VIP Reception, during which a Company Executive will be photographed with the Chief of Police
- Company Executive to sit at Head Table
- Company to receive special commemorative gift from Toronto Crime Stoppers
- Company to receive full recognition as Platinum Sponsors in all promotional material, website, and signage at the event
- Company name and logo to be displayed prominently on banner at the event
- Two tables in prime location to be reserved for the company

Gold Sponsorship Package - \$10,000

- Ten invitations to exclusive VIP Reception, during which a Company Executive will be photographed with the Chief of Police
- Company to receive special commemorative gift from Toronto Crime Stoppers
- Company to receive full recognition as Gold Sponsors in all promotional material, website, and signage at the event
- Company name and logo to be displayed prominently on banner at the event
- One table in prime location to be reserved for the company

Bronze Sponsorship Package - \$7,500

- Five invitations to exclusive VIP Reception, during which a Company Executive will be photographed with the Chief of Police
- Company to receive special commemorative gift from Toronto Crime Stoppers
- Company to receive full recognition as Bronze Sponsors in all promotional material, website, and signage at the event
- One table to be reserved for the company

Friends of Crime Stoppers Sponsorship Package - \$6,000

Friends of Crime Stoppers purchase two tables for members of the community who might otherwise not have the opportunity to attend this function. The Crime Stoppers' committee will allocate seats.

- Company to receive full recognition as Friends of Crime Stoppers in all promotional material, website and signage at the event.
- Sponsored tables will have a sign on them recognizing sponsoring Company.

Other Sponsorship Opportunities

Keynote Speaker - \$15,000

- Introduction of Keynote speaker
- Ten invitations to VIP Reception
- Recognition on signage, website, program
- One table in prime location to be reserved for the company

Décor - \$7,500

VIP Reception - \$5,000

Silent Auction - \$5,000

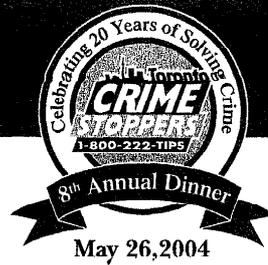
Benefits of the above include:

- ✓ Recognition on signage, website, program and on centerpieces (Decor sponsor only)
- ✓ Five invitations to VIP Reception.

Award Sponsorship: Outstanding Student Crime Stopper Program - \$10,000

This award will be given to a school in Toronto that has implemented an outstanding Student Crime Stopper program. A student representative involved in the program will be invited to attend the Dinner to receive the award on behalf of the school. The proceeds of this sponsorship will go to further Toronto Student Crime Stoppers' programs.

- Recognition on signage, website, program
- Introduction of Student Crime Stopper
- Ten invitations to VIP Reception



Silent Auction

A special feature of the Eighth Annual Toronto Crime Stoppers' Dinner will be an exciting Silent Auction. Your generous contribution would be greatly appreciated.

Company _____

Name _____

Address _____

Contact person _____

Phone number _____

Fax number _____

Email address _____

Item donated _____

Description _____

Value of item _____

Please note that where appropriate, some donations may be used for inclusion in exciting "surprise" packages that will be available for sale during evening.

All donations must be sent to the Toronto Crime Stoppers Dinner Office no later than May 7, 2004 at:

250 Consumers Road, Suite 301
Toronto, Ontario M2J 4V6

For further information, please contact Shannon Bott at 416-494-1440, ext. 229
email: sbott@baseconsulting.ca

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 26, 2004**

#P41. REQUEST FOR FUNDS: 2004 UNITED WAY CAMPAIGN

The Board was in receipt of the following report FEBRUARY 02, 2004 from Julian Fantino, Chief of Police:

Subject: 2004 UNITED WAY CAMPAIGN

Recommendation:

It is recommended that: the Board approve an expenditure from the Board's Special Fund in the amount of \$8,000.00 to support the Toronto Police Service's 2004 United Way Campaign.

Background:

The Toronto Police Service's 2003 United Way Campaign was an outstanding success raising over \$493,000 which again exceeded the set goal. The special incentives offered to participants enabled the Service to achieve another great success. This year's campaign will be particularly challenging with the return to full Ontario Municipal Employees Retirement System (OMERS) pension payments by Service staff.

The United Way Committee is again requesting \$8,000 to cover the operating and incentive costs for the 2004 Campaign. A financial statement (Attachment 1) was submitted to Financial Management for the 2003 Campaign requesting that any outstanding balance from 2003 be retained to cover the preparations for the annual Spring Bike Race. Also attached (Attachments 2, 3, 4, 5 and 6) are copies of Committee charts from 1998 to 2003 which show the budget amounts and the actual amounts spend on various Campaign activities.

Continued financial assistance from the Police Services Board will allow the Service to build on its successes to encourage participation not only from Service members but also from the general public. The high profile of the Service in Toronto's United Way campaign benefits both the citizens of Toronto and the police officers who utilize the services provided by the United Way in their daily duties.

Deputy Chief Steve Reesor has agreed to remain as Chair of the 2004 Campaign and will be in attendance to answer any questions from the Board members.

The Board approved the foregoing.

ATTACHMENT 1

January 7, 2004

Ms. Sandra Califaretti, Manager
Financial Management
Toronto Police Service
40 College Street, 10th Floor
Toronto, Ontario, M5G 2J3

Dear Sandra:

RE: United Way – Toronto Police Services Board Special Fund

As requested by the Board Office, attached is an accounting of expenditures for the 2003 – 2004 United Way Campaign. The current balance is \$994.66.

As has been the practice in past years, I am requesting that the Committee retain any surplus funds. The Committee holds a debriefing meeting in January to discuss the previous campaign, to tentatively plan for the upcoming campaign, and to set a funding request to support the campaign. The submission of a board report to request funding and subsequent approval of funding (and the level of funding) is not always known before funds are required for the next campaign.

Funds are required to gear up for the Annual Bike Race that is held in the spring each year. Funds are also required on a monthly basis to pay for the use of two pagers by the Campaign Coordinator and the Special Events Planner for inquiries related to the planning of special events and other campaign business.

If you require any further financial information, please contact Jo-Anne North, United Way Financial Liaison, at 8-7702.

Deputy Reesor
Toronto Police Service 2004-2005 United Way Chair
Policing Operations Command

Attachments

ATTACHMENT 2

1998 UNITED WAY CAMPAIGN BUDGET/ACTUAL EXPENSES –
ACCOUNT CHF AD 76532-007

Police Services Board approved \$6,500 from the Special Fund (BM#240/98)	<u>BUDGET</u>	<u>ACTUAL</u>
1998 OPENING BALANCE	\$6,500.00	\$6,500.00
Carry Over of 1997 Funds	647.66	
1998 REVISED OPENING BALANCE	\$7,147.66	\$7,147.66
Meetings - United Way Committee	200.00	80.96
Campaign Kick Off (reusable banner purchased in 1997 - cost of updating only)	1,000.00	719.91
Leadership Campaign	400.00	40.25
Pensioners' Campaign	NIL	NIL
Cheque Presentation (Wrap Up)	1,500.00	961.52
Celebration Dinner	1,500.00	940.71
Walkathon/CN Tower Stair Climb	400.00	NIL
Stationary Bike Race - March 31/99 (\$1,265 for 10 bike stands is a one time cost)	600.00	1,748.46
Miscellaneous	647.66	384.60
Special Events	900.00	NIL
TOTAL BUDGET/ACTUAL	\$7,147.66	\$4,876.41
BALANCE IN ACCOUNT RETURNED TO BOARD SPECIAL FUND		\$ 2,271.25

1999 UNITED WAY CAMPAIGN BUDGET/ACTUAL EXPENSES –
ACCOUNT CHF AD 76532-007

Police Services Board approved \$2,500 from the Special Fund (BM#281/99)	<u>BUDGET</u>	<u>ACTUAL</u>
1999 OPENING BALANCE	\$2,500.00	
Meetings - United Way Committee	50.00	NIL
Campaign Kick Off (reusable banner purchased in 1997 - cost of updating only)	400.00	163.02
Leadership Campaign	NIL	NIL
Pensioners' Campaign	NIL	NIL
Cheque Presentation (Wrap Up)	400.00	402.17
Celebration Dinner	900.00	450.00
Walkathon/CN Tower Stair Climb	NIL	34.95
Stationary Bike Race - March 29, 2000	400.00	529.05
Miscellaneous	350.00	283.96
Special Events	NIL	662.57
TOTAL BUDGET/ACTUAL SPENT	\$2,500.00	2,525.72
BALANCE IN ACCOUNT	\$2,500.00	-\$ 25.72

ATTACHMENT 3

1999 UNITED WAY CAMPAIGN BUDGET/ACTUAL EXPENSES –
ACCOUNT CHF AD 76532-007

	<u>BUDGET</u>	<u>ACTUAL</u>
Police Services Board approved \$2,500 from the Special Fund (BM#281/99)		
1999 OPENING BALANCE	\$2,500.00	
Meetings - United Way Committee	50.00	NIL
Campaign Kick Off (reusable banner purchased in 1997 - cost of updating only)	400.00	163.02
Leadership Campaign	NIL	NIL
Pensioners' Campaign	NIL	NIL
Cheque Presentation (Wrap Up)	400.00	402.17
Celebration Dinner	900.00	450.00
Walkathon/CN Tower Stair Climb	NIL	34.95
Stationary Bike Race - March 29, 2000	400.00	529.05
Miscellaneous	350.00	283.96
Special Events	NIL	662.57
TOTAL BUDGET/ACTUAL SPENT	\$2,500.00	2,525.72
BALANCE IN ACCOUNT		-\$ 25.72

2000 UNITED WAY CAMPAIGN BUDGET/ACTUAL EXPENSES –
ACCOUNT CHF AD 76532-007

	<u>BUDGET</u>	<u>ACTUAL</u>
Police Services Board approved \$7,500 from the Special Fund (BM#386/00)		
2000 OPENING BALANCE (-\$25.72 from 1999)	\$7,500.00	\$7,474.28
Meetings – United Way Committee	100.00	NIL
Campaign Kick Off	1,000.00	285.80
Leadership Campaign	NIL	NIL
Pensioners' Campaign	NIL	NIL
Cheque Presentation (Wrap Up) – Canvasser Lunch	1,000.00	1,129.86
Celebration Dinner	1,000.00	980.00
Leaps & Bounds/CN Tower Stair Climb	700.00	172.50
Stationary Bike Race – March 2001 (new trophy)	700.00	846.01
Miscellaneous (balloon machine - \$345.00)	1,000.00	1,153.44
Special Events (Coffee machines/pots for Courts – one time expense of \$654.93/Hats for Special Events - \$1,314.33)	2,000.00	2,266.36
TOTAL BUDGET/ACTUAL SPENT	\$7,500.00	\$6,833.97
BALANCE IN ACCOUNT		\$640.31

ATTACHMENT 4

2000 UNITED WAY CAMPAIGN BUDGET/ACTUAL EXPENSES –
ACCOUNT CHF AD 76532-007

	<u>BUDGET</u>	<u>ACTUAL</u>
Police Services Board approved \$7,500 from the Special Fund (BM#386/00)		
2000 OPENING BALANCE (-\$25.72 from 1999)	\$7,500.00	\$7,474.28
Meetings – United Way Committee	100.00	NIL
Campaign Kick Off	1,000.00	285.80
Leadership Campaign	NIL	NIL
Pensioners' Campaign	NIL	NIL
Cheque Presentation (Wrap Up) – Canvasser Lunch	1,000.00	1,129.86
Celebration Dinner	1,000.00	980.00
Leaps & Bounds/CN Tower Stair Climb	700.00	172.50
Stationary Bike Race – March 2001 (new trophy)	700.00	862.11
Miscellaneous (balloon machine - \$345.00)	1,000.00	1,161.76
Special Events (Coffee machines/pots for Courts – one time expense of \$654.93/Hats for Special Events - \$1,314.33)	2,000.00	2,266.36
TOTAL BUDGET/ACTUAL SPENT	\$7,500.00	\$6,858.39
BALANCE IN ACCOUNT		\$615.89

2001 UNITED WAY CAMPAIGN BUDGET/ACTUAL EXPENSES –
ACCOUNT CHF AD 76532-007

	<u>BUDGET</u>	<u>ACTUAL</u>
Police Services Board deferring any requests for Special Funds until further notice (BM#P99/01)		
2001 OPENING BALANCE (2000 Balance)	\$615.89	
Meetings - United Way Committee		NIL
Campaign Kick Off (coffee, golf trophies)		97.12
Leadership Campaign		NIL
Pensioners' Campaign		NIL
Cheque Presentation/Canvasser Appreciation		340.71
Celebration Dinner (2 tables – paid by Board)	1,000.00	NIL
Walkathon/CN Tower Stair Climb		NIL
Stationary Bike Race – date TBA		NIL
Miscellaneous (Disney bags & tokens for Kamal)		144.50
Special Events		NIL
TOTAL BUDGET/ACTUAL SPENT	\$615.89	\$582.33
BALANCE IN ACCOUNT		\$33.56

ATTACHMENT 5

2001 UNITED WAY CAMPAIGN BUDGET/ACTUAL EXPENSES –
ACCOUNT CHF AD 76532-007

	<u>BUDGET</u>	<u>ACTUAL</u>
Police Services Board deferring any requests for Special Funds until further notice (BM#P99/01)		
2001 OPENING BALANCE (2000 Balance)	\$615.89	
Meetings - United Way Committee		NIL
Campaign Kick Off (coffee, golf trophies)		97.12
Leadership Campaign		NIL
Pensioners' Campaign		NIL
Cheque Presentation/Canvasser Appreciation		340.71
Celebration Dinner (2 tables – paid by Board)	1,000.00	NIL
Walkathon/CN Tower Stair Climb		NIL
Stationary Bike Race – April 17, 2002 – see 2002		NIL
Miscellaneous (Disney bags & tokens for Kamal)		144.50
Special Events		NIL
TOTAL BUDGET/ACTUAL SPENT	\$615.89	\$582.33
BALANCE IN ACCOUNT		\$33.56

2002 UNITED WAY CAMPAIGN BUDGET/ACTUAL EXPENSES –
PLCC5ZZ 2999 (Internal Order #100049)
PLCC5ZZ 9030 (Revenue Account)

	<u>BUDGET</u>	<u>ACTUAL</u>
Police Services Board Special Fund Request for \$7,500 (April 25 Board Meeting - BM#P103/02)		
2002 OPENING BALANCE (2001 Balance Adj.)	\$357.03	
	\$7,500.00	
SPECIAL FUND APPROVAL		
SENIOR OFFICERS ORG. DONATION	500.00	
TOTAL 2002 BUDGET	\$8,357.03	
Meetings - United Way Committee	100.00	142.92
Campaign Kick Off (pizza, pop, and supplies)	500.00	489.93
Leadership Campaign (breakfast reception)	200.00	245.87
Pensioners' Campaign (vacation retreat)	100.00	245.00
Cheque Presentation/Canvasser Appreciation	1,300.00	1,615.86
Celebration Dinner (2 tables + 1 plate)	1,000.00	1,155.00
Walkathon/CN Tower Stair Climb	100.00	NIL
Stationary Bike Race - April 17, 2002	671.62	\$668.80
Miscellaneous (Supplies, cell phones, pagers, etc.)	600.00	632.57
Special Events (Car Wash, etc.)	385.41	\$232.65
Marketing (Trip/TV)	2,900.00	2,788.10
TOTAL BUDGET/ACTUAL SPENT	\$8,357.03	\$8,216.70
BALANCE IN ACCOUNT		\$140.33

ATTACHMENT 6

2002 UNITED WAY CAMPAIGN BUDGET/ACTUAL EXPENSES –
PLCC5ZZ 2999 (Internal Order #1000049)
PLCC5ZZ 9030 (Revenue Account)

	<u>BUDGET</u>	<u>ACTUAL</u>
Police Services Board Special Fund Request for \$7,500 (April 25 Board Meeting - BM#P103/02)		
2002 OPENING BALANCE (2001 Balance Adj.)	\$357.03	
SPECIAL FUND APPROVAL	\$7,500.00	
TOTAL 2002 BUDGET	\$7,857.03	
SENIOR OFFICERS ORG - \$500.00 Donation	\$8,357.03	
Meetings - United Way Committee	100.00	142.92
Campaign Kick Off (pizza, pop, and supplies)	500.00	489.93
Leadership Campaign (breakfast reception)	200.00	245.87
Pensioners' Campaign (vacation retreat)	100.00	245.00
Cheque Presentation/Canvasser Appreciation	1,000.00	1,615.86
Celebration Dinner (2 tables)	1,000.00	1,155.00
Walkathon/CN Tower Stair Climb	100.00	NIL
Stationary Bike Race - April 17, 2002	621.62	\$668.80
- April 16, 2003	650.00	SEE 2003
Miscellaneous (Supplies, cell phones, pagers, etc.)	600.00	632.57
Special Events (Car Wash, etc.)	385.41	\$232.65
Marketing (Increase Donations/Participation)	2,600.00	2,788.10
TOTAL BUDGET/ACTUAL SPENT	\$8,357.03	\$8,216.70
BALANCE IN ACCOUNT		\$140.33

2003 UNITED WAY CAMPAIGN BUDGET/ACTUAL EXPENSES – PLCC5ZZ 2999
(Internal Order #1000049) PLCC5ZZ 9030 (Revenue Account)

	<u>BUDGET</u>	<u>ACTUAL</u>
Police Services Board Special Fund Request for \$8,000 (March 27 Board Meeting - BM#P77/03)		
2003 OPENING BALANCE (2002 Balance Adj.)	\$140.33	
SPECIAL FUND APPROVAL	\$8,000.00	
TOTAL 2003 BUDGET	\$8,140.33	
Meetings - United Way Committee/Canvassers Briefing	150.00	167.93
Campaign Kick Off (pizza, pop, and banner) – pizza donated by Pizza Pizza – no charge	500.00	222.00
Leadership Campaign (breakfast reception)	250.00	186.09
Pensioners' Campaign (promotion) – hotel package donated by United Way	250.00	No charge
Cheque Presentation/Canvasser Appreciation	1,500.00	1,794.92
Celebration Dinner (2 tables) – January 15/2004 – only 1 table purchased due to retirement event conflict	1,200.00	550.00
Walkathon/CN Tower Stair Climb/Special Events	140.33	62.73
Stationary Bike Race - April 16, 2003	700.00	819.30
- April 21, 2004 (tentative)	(850.00) – surplus?	
Miscellaneous (Costco, cell phones, pagers, etc.)	650.00	673.99
Marketing (Increase Donations/Participation)	2,800.00	2,668.72
TOTAL BUDGET/ACTUAL SPENT	\$8,140.33	7,145.67
BALANCE IN ACCOUNT		994.66

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 26, 2004**

**#P42. LEGAL FEES – ONTARIO CIVILIAN COMMISSION ON POLICE
SERVICES INVESTIGATION**

The Board was in receipt of the following report JANUARY 28, 2004 from A. Milliken Heisey, Q.C., Chair:

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

Recommendation:

It is recommended that the Board approve payment of the account of Ms Trisha Jackson, Torys LLP, in the amount of \$967.28.

Background:

Attached is a statement of account from the legal firm of Tory's in the amount of \$967.28 for professional services rendered during the period ending December 31, 2003.

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

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

The Board approved the foregoing. Additional information regarding this matter was considered during the in-camera meeting (Min. No. C34/04 refers).

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

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

TEL 416.865.0040
FAX 416.865.7380

www.torys.com

All accounts
are payable on receipt.

GST registration number
R1 19420685

January 14, 2004

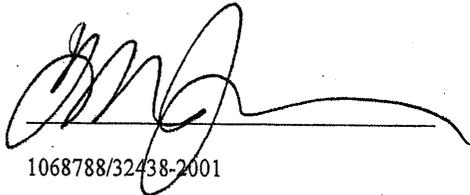
Joanne Campbell
Toronto Police Services Board
40 College Street
Toronto, Ontario
M5G 2J3

Re: Independent Legal Advice

TO PROFESSIONAL SERVICES RENDERED, for the period ending December 31, 2003 as described
on the attached Schedule.

Fee	\$904.00
GST	<u>63.28</u>
TOTAL	<u>\$967.28</u>

TORYS LLP

Per: 

R E F : 1068788/32438-2001



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 26, 2004**

**#P43. AWARD OF CONSTRUCTION MANAGEMENT SERVICES FOR THE
NEW 43 DIVISION FACILITY**

The Board was in receipt of the following report FEBRUARY 05, 2004 from Julian Fantino, Chief of Police:

Subject: **AWARD OF CONSTRUCTION MANAGEMENT SERVICES FOR THE NEW
43 DIVISION FACILITY**

Recommendation:

It is recommended that:

1. the Board approve the awarding of construction management services to Ledcor Construction Limited in the amount of \$747,000, (\$107,000 fixed fee and \$640,000 for disbursements) all taxes included, and
2. the Board forward this report to the City CFO & Treasurer for the City to execute the required agreement, subject to approval by City Legal, with Ledcor Construction Limited (for the construction of the 43 Division facility), and such agreement is not to exceed a total cost of \$13,000,000 (contained in the Board's approved Capital Budget) without the approval of the Board.

Background:

The new 43 Division facility will be located on a 4.5-acre site on the south side of Lawrence Avenue East just east of Manse Road in Scarborough. The facility will be jointly occupied by the Toronto Police Service (TPS) and Emergency Medical Services (EMS). The facility is approximately 52,100 square feet in area with the TPS occupying approximately 47,000 square feet. The facility will accommodate a maximum of 300 staff. Parking is provided for 187 vehicles (175 staff, Police & EMS vehicles & 12 public vehicles). The building has a planned future expansion of 16,600 square feet. The facility was designed in accordance with the Command and Board's direction (BM#111/97 refers), and involved TPS front-line staff, community groups, TPS, EMS, and City Corporate Services staff.

On August 7, 2003, the City of Toronto, Management Services, Purchasing and Materials Supply Division, on behalf of the TPS and EMS, issued an Expression of Interest (EOI #9119-03-7393) for the provision of construction management services. A mandatory meeting for firms interested in providing this service was held on August 15, 2003. A second mandatory meeting was held on August 21, 2003 due to the previous week's power interruption. Ten firms attended the meetings and eight companies submitted proposals. The purpose of the EOI process was to

pre-qualify a number of firms to complete this project. The respondents to the EOI were; Dineen Construction Corporation, Bondfield Construction Company Limited, Eastern Construction Company, Mayhew Construction Management, Ledcor Construction Limited, Belrock Construction Company, Walter Construction Company, and Gespro General Contracting.

The appropriate TPS, EMS and City Corporate Services personnel reviewed the EOI submissions. The submissions were evaluated independently using a weighted matrix format. The selection committee pre-qualified four firms; Bondfield Construction Company Limited, Dineen Construction Corporation, Eastern Construction Company, and Ledcor Construction Limited.

On November 5, 2003, the City of Toronto, Management Services, Purchasing and Materials Supply Division, on behalf of the TPS and EMS, issued a Request for Proposal (RFP #9119-03-7489) for the provision of construction management services to the pre-qualified firms. A mandatory meeting was held for the pre-qualified firms on November 13, 2003. At this meeting, the firms were provided a complete set of drawings and specifications for the project.

The appropriate TPS, EMS and City Corporate Services personnel reviewed the RFP submissions received. The submissions were evaluated independently using a weighted matrix format. The evaluations were based on the following criteria:

1. Fee for Service
2. Construction Cost Estimate
3. Cost Estimate Sub-components
4. Qualifications of Field Personnel
5. Construction Schedule
6. Cost Reduction Alternatives

Ledcor Construction Limited was the successful firm based on the evaluation. The final average ranking of the pre-qualified firms was:

- | | |
|---------------------------|-------|
| 1. Ledcor Construction | 76.58 |
| 2. Eastern Construction | 73.75 |
| 3. Bondfield Construction | 56.00 |
| 4. Dineen Construction | 52.00 |

Ledcor Construction Limited will provide the construction management services and will also assume the role of the "Constructor" as defined in the Occupational Health & Safety Act. The Service and City Corporate Services have in place a service level agreement (SLA) which defines the process and roles in the design and construction of facilities for the Service. The Service maintains overall responsibility for the funding and control of the project however, the land and building ultimately belong to the City. As a result, City Corporate Services have responsibility for the construction of the facility and therefore are required to establish any required agreement(s) with the Constructor. Ledcor Construction Limited, as the construction manager, must retain the services of the various contractors required to complete the project. All tender documents will be subject to a review by TPS and City Corporate Services staff to ensure

they adhere to the City's various Union Agreements, Fair Wage Policies and other requirements and agreements. Additionally, no purchase order or other such agreement can be issued without the approval of TPS and City Corporate Services staff.

The estimated total capital cost of this project is \$15,200,000 of which \$14,000,000 is included in the Service capital budget for its share of the project and \$1,200,000 will be provided by EMS for its share. The construction cost is estimated at \$13,000,000 (as contained in the not to exceed amount referred to in the recommendations), the construction management services are estimated at \$747,000 and the remaining funds of \$1,453,000 will be used for other requirements such as equipment, furniture, etc. Expected completion of the project is 16-18 months.

The disbursement costs of \$640,000 included in the total construction management services include those costs associated with the operation of the site during construction such as: trailer rental, signage, washroom facilities and telephones. Following approval of this recommendation, meetings will commence to prepare the necessary tender packages, develop a final project schedule and determine if any cost efficiencies can be achieved. City Legal staff have reviewed the contents of this report, and concur.

Therefore it is recommended that Ledcor Construction Limited be awarded the construction management services for the new 43 Division facility at a cost of \$747,000 and that this report be forwarded to the City CFO & Treasurer in order for the City to execute the required agreement, subject to approval by City Legal, with Ledcor Construction Limited (for the construction of the 43 Division facility), and such agreement is not to exceed a cost of \$13,000,000 without approval of the Board. Funding for the construction management services and construction of the facility are available in the Service's Capital Budget.

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

The Board approved the foregoing subject to Toronto City Council approving the funds allocated to No. 43 Division in the Service's 2004 – 2008 capital program request.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 26, 2004**

**#P44. AWARD FOR “VENDOR OF RECORD” STATUS FOR THE SUPPLY OF
HANDYMAN SERVICES**

The Board was in receipt of the following report JANUARY 26, 2004 from Julian Fantino, Chief of Police:

Subject: AWARD FOR “VENDOR OF RECORD” STATUS FOR THE SUPPLY OF
HANDYMAN SERVICES.

Recommendation:

It is recommended that: the Board approve the awarding of “Vendor of Record” status for the provision of Handyman Services to Amaida Construction Limited for a three year period commencing March 1, 2004 and terminating, February 28, 2007. The agreement includes two one-year extensions at the discretion of the Board.

Background:

At present the Toronto Police Service (TPS) issues a number of blanket purchase orders annually for the provision of services contained in the Handyman Services scope of work. Past experience has shown that the combining of these services under one umbrella will be more cost effective and more responsive to TPS requirements. The work contained in this scope of work is generally of an emergency nature. Damage caused by detainees, Occupational Health & Safety requirements, building code issues, security issues, etc. are generally dealt with through this agreement. Funding is provided through the TPS Operating Budget and TPS Capital State-of-Good Repair Budget. Traditionally the TPS has spent approximately \$180,000/year for the provision of these services. On occasion City Corporate Services have also used this service as TPS suppliers have security clearance.

On November 28, 2003, the City of Toronto, Management Services, Purchasing and Materials Supply Division, on behalf of the Toronto Police Service (TPS), issued “Request for Proposal” (RFP #3907-03-5461) for the provision of Handyman Services in TPS facilities. The RFP was sent to one hundred twenty-one firms. A mandatory meeting for those service providers interested in submitting a proposal was held on December 12, 2003. Five firms attended the mandatory meeting.

The appropriate TPS personnel have reviewed the RFP submissions. The submissions were evaluated independently using a weighted matrix format and were evaluated based on the following criteria:

1. Qualifications and experience of service providers staff
2. Service providers past history with the TPS and City
3. Service providers experience with similar type of work
4. Service providers pricing, wage rates and overhead
5. Size of service providers company
6. Service providers compliance with financial requirements
7. WSIB and City requirement compliance

The service provider with the highest average ranking is recommended as the, "Vendor of Record". The final average ranking of the various proponents were:

1. Amaida Construction Limited	199.0
2. West Metro Contracting Inc.	192.0
3. Gilmour & Associates Inc.	127.3
4. Direct Construction Company Limited	55.0
5. Maher Construction Inc.	0.0

Amaida Construction Limited, being the highest rated service provider, is the firm best able to meet the needs of the TPS. Therefore, it is recommended that the Board approve the awarding of "Vendor of Record" status for the provision of Handyman Services to Amaida Construction Limited for a three year period commencing March 1, 2004 and terminating February 28, 2007. The agreement includes two one-year extensions at the discretion of the Board.

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

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 26, 2004**

#P45. INSTALLATION OF VIDEO CAMERAS IN POLICE CARS

The Board was in receipt of a report, dated February 02, 2004, from Julian Fantino, Chief of Police, regarding the installation of video cameras in police cars.

The Board deferred the foregoing report to its March 25, 2004 meeting for consideration.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 26, 2004**

#P46. LOCATION OF POLICE SERVICES' BOARD MEETINGS

The Board was in receipt of the following report FEBRUARY 07, 2004 from Julian Fantino, Chief of Police:

Subject: LOCATION OF POLICE SERVICES' BOARD MEETINGS

Recommendation:

It is recommended that: the Board received this report for information

Background:

The Board, at its meeting of January 22, 2004, discussed the issue of the location where it would hold its meetings the Board passed a motion requesting "that the Chief of Police, in consultation with Board staff, submit a report for the Board's February 26, 2004, meeting on the feasibility of conducting Board meetings at an alternate location on an occasional basis and include: the costs that would be incurred; the benefits; and implications that may be experienced by staff who are required to attend the meetings" (Board Minute #P5/04 refers).

The Ontario Police Services Act, in Section 31, establishes police services boards as the primary governor of municipal police forces and provides specific powers enabling boards to fulfil their role as an instrument of public oversight of the police. The Toronto Police Services Board is a governing body independent and separate from City Council as provided for in the Police Services Act. The presence of the Board in Police Headquarters, including convening its meetings in headquarters, reinforces to the public and Service members that the Board is the governing authority of the Toronto Police Service.

The Toronto Police Services Board and the Service pride themselves on the progress that has been made in developing community partnerships that are the cornerstones of community based policing. Over the years numerous community groups have frequently chosen police headquarters to hold high profile events in. In 2003 police headquarters hosted a total of 264 public events where 27,788 members of the public attended headquarters for a specific event. These events include such functions as; Black History Month, Caribana Kick-off, Civilian Police College, Pumpkin Patrol Kick-off, National Aboriginal Day Celebration, Remembrance Day Ceremonies, United Way Presentations, Community Christmas Tree Displays and numerous other events such as charity fund raising events for community purposes. Headquarters has also hosted award presentations for School Crossing Guards, Community members, civilian citation and Service member awards. This type of open involvement with the Community at police headquarters is one of the mainstays of ensuring that the police and community work together on

the issues on today's society and not creating a fortress mentality where the community is not involved in its own policing.

There are numerous benefits to continue holding the Police Board Meetings at police headquarters. Aside from sending a visible message to all that there is civilian governance of the police, there are practical issues that make it the ideal place to hold such public meetings.

- Board and Service staff and resources (e.g. reference material, historical documentation, statutes and policies, photocopiers, phones, workstations, fax machines etc) are on hand to assist the Board and the Service in carrying out its role in as efficient a manner as possible.
- All such staff and resources are familiar with and suitable for handling often extremely sensitive and confidential matters that could expose the Board and Service to criminal and civil liability if confidentiality was not maintained.
- Police headquarters offers a secure environment for the public, Board members and staff should, a situation arise as it has in the past, where the security of the participants and observing public has been jeopardized. In addition police headquarters has both the facilities and trained staff to deal with such eventualities.
- Police headquarters is easily accessible by public transit and in addition is fully accessible for the handicapped.
- Police Headquarters has always provided preferred parking for members of the community who require assistance.

Currently all public Board Meetings held at police headquarters are recorded and simultaneously broadcast to all divisions, units and bureaux within the Service. This is a practise that has been very successful in ensuring that the Board's role as the "employer" was seen by all of its employees. In the near future City Hall will have a system in place that would allow for a similar set-up to be used for meetings that are held there. This system will only be in place in certain rooms within City Hall. Currently, no such facility exists at Metro Hall.

If meetings were to be held at locations where this "hardwire" technology was not in place then Service members would be required to proceed to that location and set up the equipment for such a transmission if the Board wished to maintain this practice. In addition to this "hardwire" technology which currently is available at police headquarters and will soon be available at City Hall, there is the option of "micro-waving" the signal back to police headquarters to continue this practice. This option is only available in locations where there is a "line-of-sight" micro-wave capability back to police headquarters. This could currently be done at City Hall, Metro Hall and Scarborough Centre.

For example in a situation where this micro-wave option is implemented, Service staff would have to go to the location, set up their equipment and coordinate it during the meeting, then disassemble it and return. Based on current salary levels to do this for a typical public Board Meeting and one of these locations would entail a cost of approximately \$1,000.00 per meeting.

For similar coverage at locations where there is no such "line of sight" option such as North York City Hall, East York City Hall and Etobicoke City Hall additional cost would be incurred. These costs would involve renting fibre lines from Bell Canada suitable for simultaneous video and audio signal. This cost would involve an additional \$1,625.00 per meeting in equipment fees

alone added to the above costs. No provision has been made in either the Board's or the Service's 2004 Operating Budget submission for these additional costs.

At every Board Meeting there is in attendance the Chief of Police, two Deputy Chiefs, the Chief Administrative Officer, various Staff Superintendents, Superintendents, Directors or Managers and depending upon the Board's agenda other Services members to assist the Board and to be able to respond to any issue or question that the Board may have. On average this works out to be approximately 40 Service members. If these Service members were required to attend meetings outside of Headquarters, the loss in productivity and costs, though not calculated would be significant. In addition, there are the sheer logistics of moving Board Members, Staff, Service Members and material to various venues entailing transportation, security, parking etc.

The Service and the Board have traditionally arranged that all newly promoted members of the Service either senior civilian or police officers are introduced to both the Board and the public during the public Board Meeting. This can involve as many as 40 Service members at a meeting. If the Board wishes to maintain this practice then the additional costs of lost productivity, facility space and other logistical impacts must also be considered.

Every Board meeting consists of a Confidential and a Public portion. The possibility of having the Confidential portion at police headquarters and then moving to another location such as City Hall for the Public portion was examined. Experience has shown that it is not uncommon for the Confidential portion of a Board meeting to run right into the Public portion precluding Board Members and Staff from packing up and going to another building. The efficiencies that can be obtained by having both portions of the meeting in one location are obvious.

The issues of Confidential and Public portions of the Board meetings raises another concern were the Board meeting held outside Police Headquarters. There are established protocols from the Board to the Service relating to the submission of material to be dealt with at the Confidential meeting. These protocols include, but are not limited to, number of copies supplied, distribution of the material what type of material is included and the format in which it is included. Where, for example, in the confidential portion of the meeting, the Board moves an item to the Public Agenda then numerous copies of the material must be made in very short period of time so that the Board can deal with the matter in public. These additional copies are for the Media and members of the public. This does not include the facilities that may be required at very short notice to re-format the report, delete material and distribution of the item. These facilities currently exist and have operated successfully at police headquarters. Holding Board Meetings at other venues may entail additional costs relating to this if, in fact, such facilities can be made available.

Currently the Media are provided facilities at police headquarters. To facilitate their coverage of the Board meetings material and facilities have been made available to the media to ensure prompt and efficient coverage of the meetings.

This report has been reviewed by Board Staff and its my understanding that they will be submitting specific issues in relation to this matter in a separate report.

Policing is a provincial responsibility mandated under the Police Services Act. If all the Board Meetings were to be held at City Hall then the perception of the public might be that policing is a department of the City such as Works or some other similar entity. Occasionally, holding Board Meetings outside of Headquarters could be a logistical problem in which the costs both in monetary value and in lost efficiencies and productivity would far outweigh the benefits. To separate the Board from the Service would be to create an aura of exclusion and would be counter-productive to the goals of the Board and the Service. The aim of the Service and the Board should be to make the public included in the decisions that are made by the Board about policing in Toronto. This is achieved in both a perception and realistic fashion by having the Board meetings in the location where both the Board and the Service discharge their respective roles.

The Board was also in receipt of the following report FEBRUARY 11, 2004 from A. Milliken Heisey, Q.C., Chair:

Subject: LOCATION OF BOARD MEETINGS

Recommendation:

It is recommended that the Board receive the following report.

Background:

At its meeting on January 06, 2004 the Board directed:

THAT Chief Fantino, in consultation with Board staff, submit a report for the Board's February 26, 2004 meeting on the feasibility of conducting the Board meetings at an alternate location on an occasional basis and include: the costs that would be incurred; the benefits; and implications that may be experienced by staff who are required to attend the meetings.

(Minute No. P05/04 refers)

In accordance with the Board's direction, the Chief's staff reviewed with Board staff a draft of the Chief's report, which appears on the main agenda. The following report deals with the facilities and administrative issues specific to the Board.

From time to time, the Board has held meetings outside Headquarters. Most recently, the Board convened two public consultation meetings regarding racial profiling at Metro Hall and, in addition, held the November Board meeting in the Council Chambers at Metro Hall.

Although it is not clear from past experience that meeting outside Headquarters attracts more members of the public, the practice arguably allows residents who are unlikely to venture into the downtown area a greater opportunity to attend Board meetings. On the other hand, the Board has not found the public to be reluctant to attend Board meetings at Headquarters. As outlined in the Chief's report, Headquarters is quite accessible and plays host to numerous public functions throughout the year. I believe that the Board wants the public to continue to visit Headquarters and to feel comfortable and welcome in this building. The foyer of Headquarters has certainly become an important public space.

However, City Council has a keen interest in the work of the Board and is, obviously, the funder of police service in our municipality. For this reason alone, I would recommend that the Board make it a practice to schedule occasional meetings at Toronto City Hall.

Appropriate Venue

It is clear that Council Chambers, whether at City Hall, Metro Hall or the former area municipalities, are meeting spaces that are not conducive to Police Services Board meetings. Given the relatively small number of Board members, Council Chambers have proven to be too large which only serves to separate Board members from the public and Service members. In addition, we have experienced audio problems in Council Chambers simply because their systems seem to function with greater clarity when more people are in the room.

Nonetheless, City Hall and some of the former area municipalities' City Halls do have rooms, primarily committee-type rooms, that would be appropriate in size and configuration for holding a Police Services Board meeting.

Public Meetings and Confidential Meetings

Currently, Board meetings begin with a confidential meeting at 10:00 AM. The confidential meeting routinely runs up to (and sometimes exceeds) the 1:30 PM commencement time for the public meeting. For this reason, it is important that both public and confidential meetings be held in the same facility.

Administrative Requirements

Given the need to provide as much notification to the Board and Service, Toronto City Councillors and members of the public about the dates and locations of Police Services Board meetings, it would be appropriate to establish the dates for meetings to be held outside Headquarters at the time the Board approves its annual meeting schedule.

If the Board decides to hold some meetings in committee-style rooms at City Hall or the former area municipalities' City Halls, it would be necessary to reserve two separate committee-style rooms for use during both the public and confidential meetings. This would be particularly important on the occasions when the Board's confidential meeting continues directly to the point of the commencement of the public meeting. Currently, the Board meets in a small committee room at Headquarters for its confidential meetings and in the large publicly-accessible

auditorium for its public meetings. The auditorium is open approximately one hour prior to the commencement of the public meetings which allows the media and scheduled deputants to arrive early and set-up cameras or select suitable seating.

When meetings are held at locations other than Headquarters, the Board's staff will require:

- when necessary, immediate access to a nearby workstation for the purpose of transcribing motions, statements, etc; and
- access to a fax machine, photocopier and Internet e-mail.

The Board was also in receipt of the following report JANUARY 20, 2004 from Michael Thompson, Councillor – Scarborough Centre, City of Toronto:

Re: HOLDING FUTURE POLICE SERVICES BOARD MEETINGS AT
 TORONTO CITY HALL

Prior to Christmas, I met with Mayor David Miller about having the public open sessions of future Police Services Board meetings at City Hall.

The Mayor said he was supportive of this goal, and asked that I discuss it with the Chair and Vice-Chair. I also noted in a recent interview that the Chair said he was open to this idea. Therefore, could you please place the matter on the agenda of your next Board meeting, for discussion?

I have also checked with our Facilities staff at City Hall and am happy to report the following: We had submitted to them all of the needed 2004 dates and room needs for the "Public Open Sessions" and the Board's "Budget Consultation / Deputation" meetings.

The City is able to host all of the meeting requirements, on the dates that you need them, with the exception of just one date. A complete report is attached as "Appendix "1". (Please note that we also submitted your requirements for the "In camera" portions of the Board sessions, should you wish to include those as well).

Furthermore, in terms of the City providing an audio-visual linkage back to Police HQ, so that the public portion of the Board meetings can be viewed on the Police Service "in-house" system (to all TPS Divisions), I am also pleased to report that our City Hall Audio Visual / technical staff will be soon proceeding with a fibre optic link between City Hall and the City's main Operations Centre, in Don Mills.

Staff have also said that, in doing the link to Don Mills, they will also link up Police HQ at the same time. (Members of the Police Service have been asking for a while if they could receive the City's "in-house" City Hall Audio-visual feed of ongoing Standing Committee meetings). This way, Police HQ will be able to receive, not just the monthly Police Board, but also all other City Standing Committees, as well. As you may recall, a previous (1999) report to the Police Services Board on meeting at City Hall had stated that it would cost \$165,000 to provide for AV coverage. This matter has now been solved, and there will be no additional cost

On the matter of staff having to travel to City Hall for the public portion of the Board meetings, this should not present a major problem. Both buildings are well served by our subway system, and it has not proven to be any problem, whatsoever, for the Toronto Transit Commission, or their staff. As you know, the TTC holds all regular month Commission meetings at City Hall and, prior to amalgamation, held them at Metro Hall. The TTC has done so for 11 years, now. As per the attached memo (Appendix "1") the meeting rooms are being held, pending a final Board decision.

I hope you will accept this invitation, in the positive spirit of co-operation with which it is conveyed. It would show further partnership with the City, and be seen as a sign of further public outreach, since City Hall is universally regarded as one of the most public, open, people-oriented and welcoming buildings in the City. Given that policing consumes the largest single share of our City Budget, and that greater visibility, understanding, and appreciation of these issues can only help, I hope you will vote yes.

If the Board does agree with the above, I would also ask your concurrence in moving a motion to formally ask Rogers Cable to broadcast the monthly open Board session on their Cable Channel # 10 community station. My office has discussed this with both our AV staff and with Rogers, and have found out that this is easily done. The existing City staff need only make a video DVD disk of the meeting, then give it to Rogers.

While it is not possible to be carried live, it may be possible that could use it for "re-broadcast" at an alternate time in their program schedule. John Hart, Program Manager suggested that we make a written request, and I plan to follow that up, should you concur. (If the Board were to agree, I would also ask that you copy any such motion to the City as well, so that Council may also move an official Council motion/and request of Rogers, in support of you, as well)

The two options to consider are: holding all Board sessions (the morning "In Camera", as well afternoon "Public" portion), or else the afternoon "Public" session that citizens regularly attend.

In conclusion, I believe that this provides a visible, excellent and open vehicle to further reach the citizens of Toronto, and again show them why our Toronto Police Service is second to none.

cont...d

Councillor Michael Thompson was in attendance and discussed his report with the Board.

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

THAT the Board conduct its next four meetings on a rotating basis between Police Headquarters and Toronto City Hall and that in July 2004, the Board assess whether a permanent program can be developed based upon the experiences of Board and Service staff and the public who attend the meetings.

The proposed locations of the four meetings follow:

March 25, 2004 - Police Headquarters
April 29, 2004 - Toronto City Hall
May 27, 2004 - Police Headquarters
June 29, 2004 - Toronto City Hall

Re: Invitation to hold future Police Services Board Meetings at Toronto City Hall

“I have reviewed the list and the following bookings have been placed from 1:30pm- 6:00pm on the following dates at the City Hall Council Chamber/including Members’ Lounge (please note the list includes any prior booking, as well as the alternative location / and room for other group to move to)”

Contact: Pamela Hodgson
Facilities & Real Estate Customer Support
Tel: 416 397-7199
Fax: 416 397-7166

For the regular Monthly Police Services Board Open Public Session:

February 26,	City Hall Council Chamber – OK
March 25, 2004	This is the only date where there is a conflict with the Police Services Board. The City’s Budget Advisory Committee is already booked in for the Council Chamber (this is expected to be a large meeting), so one option might be to move the Police Services Board either to the North York, or the Scarborough Civic Centre Council Chamber, and invite key rate-payer groups, or partnering groups, or CPLC’s to late afternoon reception to meet the Board and staff;
April 29	City Hall Council Chamber – OK (The National Executive Forum of Public Property will move to the Metro Hall Council Chamber)
May 27	City Hall Council Chamber – OK
June 29	City Hall Council Chamber – OK
July 29	City Hall Council Chamber – OK
August 26	City Hall Council Chamber – OK
September 23	City Hall Council Chamber – OK
October 21	City Hall Council Chamber – OK
December 16	City Hall Council Chamber – OK

For the Police Services Board’s Fall Budget Consultation Public Sessions:

The City Hall Council Chamber is available on the following dates: from 5:30pm – 10:00pm, on Monday, Oct. 4, 2004, for a presentation, report, and hearing deputations on the Toronto Police Service 2005-2009 Capital Budget, and also on Monday, Nov. 1, 2004, for a presentation, report, and hearing deputations on the Toronto Police Service 2005 Operating Budget.

If also required:

For the Police Services Board's Regular "In Camera" Sessions (prior to the open monthly Board meeting):

City Hall Committee Rooms are also available to accommodate the above "In Camera" sessions. The Committee rooms would be booked from 10:00am-1:30pm for a minimum of 50 persons. (7 Board members, and 43 staff, as needed).

- February 26 City Hall Committee Rm. # 3 – OK
(a CPR Training course will move to North York Civic Centre)
- March 25 City Hall Committee Rm. # 3 – OK
(a Toronto Drug Court mtg. will move to City Hall, Committee Rm. # 1)
- April - 29 Committee Rm. # 3 – OK
(City Film Office mtg. will move to City Hall, Committee Rm. # 4)
- May 27 City Hall Committee Rm. # 1 – OK
- June 29 City Hall Committee Rm. # 3 – OK
- July 29 City Hall Committee Rm. # 3 – OK
- Aug, 26 City Hall Committee Rm. # 3 – OK
- Sept. 23 City Hall Committee Rm. # 2 – OK
- Oct. 21 City Hall Committee Rm. # 3 – OK
- Nov. 18 City Hall Committee Rm. # 3 – OK
(a Toronto Drug Court mtg. will move to City Hall, Committee Rm. # 1)
- Dec. 16 City Hall Committee Rm. # 3 – OK

Please Note: All above dates have now been held, pending your decision, for use by Council for the purpose of the Toronto Police Services Board. (All alternate rooms which need to be used in the case of a potential conflict have been held as well).

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 26, 2004**

**#P47. TORONTO POLICE SERVICES BOARD - 2003 FINAL OPERATING
BUDGET VARIANCE REPORT**

The Board was in receipt of the following report FEBRUARY 04, 2004 from A. Milliken Heisey, Q.C., Chair:

Subject: 2003 FINAL OPERATING BUDGET VARIANCE FOR THE TORONTO
POLICE SERVICES BOARD

Recommendation:

It is recommended that:

- 1) the Board receive this report, and
- 2) the Board forward a copy of this report to the City of Toronto Chief Financial Officer and Treasurer.

Background:

Toronto City Council, at its meeting of February 24 to 28 and March 3, 2003, approved the 2003 Toronto Police Services Board Operating Budget at a net amount of \$1,354,300, an increase of \$63,300 or 4.9% over the 2002 Net Operating Budget.

2003 Operating Budget Variance

The final year end surplus is \$133,200.

STAFFING

The staffing budget for the Board office is \$783,900, or 57.9% of the total net budget. There is a favourable variance of \$39,300 due to temporary vacancies.

NON-SALARY ACCOUNTS

The non-salary budget for the Board office is \$570,400. The majority of the Board's costs are related to arbitration and grievance hearings. A favourable variance of \$62,000 was achieved in this account mainly to lower than anticipated costs of arbitration. Public Relations and Promotions as well as Conferences show favourable variances of \$12,600 and \$9,700 respectively.

The Board received the foregoing and agreed to forward a copy to the City Chief Financial Officer and Treasurer for information.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 26, 2004**

**#P48. TORONTO POLICE SERVICE - 2003 FINAL OPERATING BUDGET
VARIANCE REPORT**

The Board was in receipt of the following report FEBRUARY 03, 2004 from Julian Fantino, Chief of Police:

Subject: 2003 FINAL OPERATING BUDGET VARIANCE REPORT FOR THE
TORONTO POLICE SERVICE

Recommendation:

It is recommended that:

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

Background:

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

2003 Operating Budget Variance

The final Service surplus is \$1.143M, which is \$0.6M more than reported previously (Board Minute # P351/03 refers).

STAFFING

The final shortfall for staffing costs was \$1.0M, which is the same as reported previously (Board Minute # P351/03 refers).

Final year-end uniform separations were 148 compared to the original budget estimate of 300 for the year. As a result of the decrease in separations, recruit hires were reduced to 191 in 2003 compared to the original budget estimate of 379.

Premium pay expenditures were \$0.6M over budget, which is the same as reported previously (Board Minute # P351/03 refers). This over expenditure was primarily due to the increased requirement for use of overtime in conducting recent high profile investigations such as the child abduction and murder in Toronto's west end, the plane crash in the Toronto harbour and anti war demonstrations.

On July 30, 2003, Molson's hosted the Rolling Stones and several other musical groups for an event at the Downsview Park site in support of Toronto in light of recent hardships the city has encountered due to SARS. Total TPS costs for the event were \$0.6M, with unbudgeted incremental costs of \$0.2M.

On the afternoon of August 14, 2003 several states in the United States and areas across the province of Ontario were subject to the largest blackout in North American history. The Service incurred \$350,000 in incremental costs as a result of the blackout. The City has indicated that the Service's incremental costs would qualify for funding from the Province. To this end, the Service has not included this cost in the variance and has forwarded the above information to City staff.

BENEFITS

A net savings of \$1.0M was achieved for medical and dental benefits which is \$0.2 more than reported previously (Board Minute # P351/03 refers). This savings was attributable to decreased costs resulting from previous years' cost containment initiatives, the new insurance carrier and continued monitoring and control.

NON-SALARIES

Net savings for the year amounted to \$1.1M for non salary accounts, which is \$0.4M more than reported previously (Board Minute # P351/03 refers). This increase was due to Service discretionary expenditure reductions (\$0.3M) in an attempt to address City-wide budget pressures and other minor variances (\$0.1M).

SUMMARY

The Service was able to reduce costs in an endeavour to address City-wide budget pressures. The final total Service favourable variance is \$1.143M. The Service has been advised that the \$0.2M of incremental costs incurred during the Rolling Stones concert may be recoverable. If this recovery is received then the favourable variance can be adjusted to \$1.3M; however, at this time this has not been included in the year-end figures.

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

The Board received the foregoing and agreed to forward copies to the City of Toronto – Policy and Finance Committee and the City Chief Financial Officer and Treasurer for information.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 26, 2004**

**#P49. TORONTO POLICE SERVICE: PARKING ENFORCEMENT UNIT -
2003 FINAL OPERATING BUDGET VARIANCE REPORT**

The Board was in receipt of the following report JANUARY 30, 2004 from Julian Fantino, Chief of Police:

Subject: 2003 FINAL OPERATING BUDGET VARIANCE REPORT FOR THE
TORONTO POLICE SERVICE PARKING ENFORCEMENT UNIT

Recommendation:

It is recommended that:

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

Background:

Toronto City Council, at its meeting held on February 24 to February 28 and March 3, 2003, approved the Parking Enforcement Operating Budget at a net amount of \$29.9 Million (M), which is the same amount approved by the Toronto Police Services Board at its meeting of November 21, 2002 (Board Minute P317/02 refers). The Council approved budget provides sufficient funding to maintain current services, fund the annualized impact of the staggered hire of 48 Parking Enforcement Officers during 2002 and also provides additional funding for the 2002 to 2004 Toronto Police Association salary settlement.

The final year-end surplus is \$229,100, which is \$0.2M more than reported previously (Board Minute P250/04 refers).

Salaries & Benefits

Parking Enforcement was slightly under strength during the year, resulting in final salary savings of \$0.1M.

Non-Salaries

Net savings for the year amounted to \$0.1M for non-salary accounts. This saving was due to discretionary expenditure reductions in an attempt to address city-wide budget pressures.

Parking Tag Revenue

Budgeted revenue from parking tags is \$70.6M, which includes annualized revenue of \$6.7M, due to the additional 48 Parking Enforcement Officers hired during 2002. The final year-end revenue from parking tags was \$72.6M.

Acting Deputy Chief David Dicks, Policing Support Command, will be in attendance to answer any questions the Board may have.

The Board received the foregoing and agreed to forward copies to the City of Toronto – Policy and Finance Committee and the City Chief Financial Officer and Treasurer for information.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 26, 2004**

#P50. BOARD MEMBER TRAINING

The Board was in receipt of the following report FEBRUARY 09, 2004 from A. Milliken Heisey, Q.C., Chair:

Subject: BOARD MEMBER TRAINING

Recommendation:

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

Background:

The Board adopted a requirement that all newly appointed members receive training within two months of being appointed (Board Min. No. P156/00 refers). For the information of the Board, Councillors Pam McConnell, Case Ootes and John Filion has completed this training.

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 26, 2004**

**#P51. QUARTERLY REPORT: STRATEGIC TRAFFIC ENFORCEMENT
MEASURES: OCTOBER – DECEMBER 2003**

The Board was in receipt of the following report JANUARY 19, 2004 from Julian Fantino, Chief of Police:

Subject: STRATEGIC TRAFFIC ENFORCEMENT MEASURES (S.T.E.M.) 3RD
QUARTER REPORT - OCTOBER, NOVEMBER AND DECEMBER, 2003

Recommendation:

It is recommended that:

- (1) The Board receive this report for information; and
- (2) That a copy be forwarded to the City of Toronto Budget Advisory Committee and the Policy and Finance Committee.

Background:

The Budget Advisory Committee at its meeting held on February 14, 2003, during consideration of the 2003 Capital and Operating Budgets for the Service requested:

- (b) the Chair, Toronto Police Services Board, to:
 - (i) provide a quarterly report to the Policy and Finance Committee regarding the Traffic Enforcement Test initiative, such report to include an update on the number of traffic safety infractions, issued weekly as well as how the program, if successful, would impact on the resource requirements dedicated to the program.

At its November 13, 2003 meeting, the Board received a consolidated report on the Strategic Traffic Enforcement Measures (S.T.E.M.) initiative for the period of April to September 2003 (Board Minute P320/03 refers).

The Toronto Police Service (TPS) identified traffic safety as a Service Priority for 2002-2004. To address this important issue, the Service developed a road safety strategy designed to reduce the unacceptable number of traffic deaths and injuries occurring as the result of collisions, poor driving behaviour and the careless actions of pedestrians.

In 2002, Traffic Services (TSV) implemented the Traffic Enforcement Safety Team (T.E.S.T.) pilot project. The 15-week T.E.S.T. project operated from August 26, 2002 to December 6, 2002, and was staffed with personnel dedicated solely to the initiative. The team produced a significant volume of enforcement activity as part of the corporate 'Calm Down-Slow Down'

campaign. Utilizing collision data officers focused their enforcement activities in high risk locations such as school zones, community safety zones, continuous complaint areas, high collision locations, and areas where excessive speed was an issue.

The T.E.S.T. project created public awareness of traffic safety and that poor driving behaviour would not be tolerated and was subject to strict enforcement. Upon the completion of the ‘Calm Down-Slow Down’ campaign and the T.E.S.T. project, the Service developed a business case outlining a dedicated Strategic Traffic Enforcement Measures team (S.T.E.M.) which would be a permanent element at TSV.

On April 1, 2003 the S.T.E.M. team was created, adding one sergeant and ten constables to TSV. Similar to the T.E.S.T. project, the S.T.E.M. team relies on collision data to strategically deploy its resources to high-risk locations.

Enforcement Results

The following table reports the enforcement activity for the three quarterly reporting periods since the creation of the S.T.E.M. team:

REPORTING PERIOD 2003	OFFENCE NOTICES	WEEKLY AVERAGE
April 1 – June 30	9,562	735
July 1 - September 30	11,034	820
October 1 – December 31	8,976	704
Total	29,572	753

The following table reports the break down of hours worked for three main areas that impact on the team’s operational effectiveness:

REPORTING PERIOD 2003	PATROL	COURT	TRAINING
April 1 – June 30	2,146	311.5	110
July 1 - September 30	2,247	263.5	95.5
October 1 – December 31	1,807	343.5	302

Patrol hours represent the actual number of hours team members are on the road dedicated to S.T.E.M. related duties. Court and training hours represent the number of on-duty hours spent by team members attending court and mandatory training.

Factors impacting on 3rd quarter results:

- The exigencies of the Service required the deployment of S.T.E.M. team members to major incidents which occurred in the City totalling five full working days (e.g., Cecilia Zhang search, the Liberal Convention, and the building collapse in 52 Division).

- On-duty court attendance has begun to impact on officer availability as a result of the high volume of offence notices issued since the inception of the team. It is anticipated that the full impact of on-duty court will not be realized until the early months of 2004 when more matters are set for trial.
- The mandatory training requirements for the yearly Use of Force and the Subject Apprehension Pursuit course.

An analysis of the enforcement totals for the first three reporting periods indicate the following breakdown in percentages:

OFFENCE TYPE	% OF TOTAL
LASER OR RADAR SPEED ENFORCEMENT	81.3
GENERAL HIGHWAY TRAFFIC ACT	16.3
INSURANCE OFFENCES	2.4

The trend indicating that laser and/or radar enforcement is the predominant component of the overall total continues. To date the S.T.E.M. team has been operational during months of favourable driving conditions. As we move further into the winter months there may be an impact on the weekly average based on the severity of the winter climate as people do not drive as aggressively in inclement weather. Historically in the winter, driving speeds go down resulting in the issuance of fewer offence notices.

The original business case projected an annual enforcement level of 1250 offence notices issued per week, however, an analysis of the first nine months of operation indicate a number of staffing issues had an impact on the team's operational effectiveness. While the S.T.E.M. team focused on their primary function, operational detractors have impacted the team's ability to maintain 100% staffing on a regular basis. The most notable factors are:

- annual leave
- lieu time days off
- statutory holidays
- mandatory and legislated training requirements
- court
- sick leave

On-duty day court will continue to have a negative impact on the team's operational effectiveness, however, implementation in January 2004, of the Service initiative to schedule night court when officers are off-duty, will have a positive impact on the number of officers available for directed patrol.

Program Expenditures

The business case put forward to the City of Toronto Budget Advisory Committee and the Policy and Finance Committee to inaugurate the S.T.E.M. team, identified initial capital costs and ongoing operational costs.

The following information is representative of the capital and operational costs projected to 2005:

CAPITAL COSTS		
COST ELEMENT	2003	2004
5 - Police Vehicles - Stealth Class	\$155,000 (\$31,000 per vehicle)	\$ 0
Decals & Emergency lighting	\$10,000 (\$2,000 per vehicle)	\$ 0
5 - Police Radios & Mobile Work Stations	\$80,000 (\$16,000 per vehicle)	\$ 0
5 - Lidar (laser) Speed Measuring Units	\$42,500 (\$8,500 per unit)	\$ 0
5 - Dual Head Moving Radar Units	\$35,000 (\$7,000 per unit)	\$ 0
Total Cost Elements	\$322,500	\$ 0

OPERATIONAL COSTS		
COST ELEMENT	2003 (9 months)	2004 (full year)
Salary- Sergeant (1)	\$55,229	\$75,848
Benefit package @ 21% of salary	\$11,598	\$15,928
Salary- Constable (10)	\$484,447	\$665,307
Benefit package @21% of salary	\$101,733	\$139,714
Premium Pay @10% of Constable salary level	\$48,500	\$66,500
Total Cost Elements	\$701,507	\$963,297

Measuring Effectiveness

Since the inception of the S.T.E.M. team, enforcement levels have risen 57% at TSV and 13% Service wide. Enforcement levels for the year 2003, saw 38,688 more offence notices issued over the 2002 year end totals. Enforcement is a key component to achieving a reduction in deaths and injuries caused through preventable collisions and poor driving behaviour. However, the success or failure of any traffic enforcement strategy cannot be measured solely on the volume of offence notices issued.

Collision statistics are a better indicator that highly visible directed enforcement is a more effective method of preventing collisions and changing driver behaviour. The following table notes comparative statistics for the same period (April 1 to December 31) for both 2002 and 2003:

COLLISION TYPE	2002	2003	+/- % CHANGE
FATAL	79	58	-26.6
INJURY (life threatening)	73	96	+31.5
INJURY (non-life threatening)	11,076	9,140*	-17.2
PROPERTY DAMAGE	25,535	21,165*	-17.1

* Final totals still to be determined

Collision statistics recorded in the nine month period indicate enforcement programs including initiatives such as S.T.E.M. conducted by Service officers have had a positive impact with respect to reducing traffic deaths, non-life threatening injuries and collisions.

Projections

An analysis of enforcement data confirms speeding violations as the predominant offence. The fine for a speeding violation is dependent upon the offending motorist's speed as measured by the officer. As the differential between the posted speed and the measured speed increases, the associated fine also increases incrementally.

The majority of speeding violations are for 15km/h over the posted limit representing a minimum fine of \$42.50. As this offence carries no loss of demerit points, the majority are paid without disputing the charge. Motorists charged with higher speed violations face fines up to and including \$299.00 and often apply to have the matter dealt with at trial. Generally, most other Highway Traffic Act (HTA) offences carry a fine of \$90.00, which can be paid out of court or dealt with at trial.

Based on the actual operational results, from the initial nine month period, the table below represents the projected issuance of provincial offence notices and minimum revenue generation on the basis of 81.5% issued for speeding, 16% issued for general HTA and 2.5% issued for insurance offences:

OFFENCES	PROJECTED WEEKLY AVERAGE	PROJECTED YEARLY AVERAGE	BASE FINE AMOUNT	PROJECTED MINIMUM ANNUAL FINES
Speeding	614	31,928	\$42.50	\$1,356,940
General HTA	120	6,240	\$90.00	\$561,600
Insurance Infractions	19	988	\$55.00	\$54,340
Total	753	39,156	N/A	\$1,972,880

RECONCILIATION	2003 (9 months)	2004
Capital Budget	-\$322,500	\$ 0
Operational Budget	-\$701,507	-\$963,297
Fines	\$1,479,660	\$1,972,880
Differential	\$455,653	\$1,009,583

The next quarterly report will reflect a full years operation of the S.T.E.M. team. The results at that time will provide a better overall picture of the team's performance and an ability to project results for the future, based on the operational impacts, both positive and negative, which affect the team during the course of a full year.

Conclusion

The S.T.E.M. program, combined with other traffic safety initiatives, is resulting in a change of driver, cyclist and pedestrian attitude and behaviour as indicated by the collision statistics for 2003. In an all out effort to make our roads safer, traffic enforcement has been designated as a core responsibility for all police officers during the course of their daily duties. The Service's goal is to reduce collisions and incidents of poor driving behaviour, thereby reducing needless deaths and injuries occurring daily on Toronto's roadways. Through innovative initiatives such as S.T.E.M., the City's roadways will become safer and the quality of life for all Toronto's citizens will be significantly improved.

Acting Deputy Chief David Dicks, Policing Support Command, will be in attendance at the Board meeting to answer any questions with respect to this report.

The Board congratulated Chief Fantino and the members of Traffic Services on the success of the S.T.E.M. program and inquired about the feasibility of increasing the number of members on the S.T.E.M. team.

Chief Fantino agreed to provide the Board with a report on the possibility of expanding the S.T.E.M. team.

The Board received the foregoing and agreed to forward copies to the City of Toronto – Budget Advisory and Policy and Finance Committees for information.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 26, 2004**

**#P52. SEMI-ANNUAL REPORT: PROFESSIONAL STANDARDS: JANUARY -
JUNE 2003**

The Board was in receipt of the following report JANUARY 22, 2004 from Julian Fantino, Chief of Police:

Subject: SEMI-ANNUAL REPORT – PROFESSIONAL STANDARDS 2003 INTERIM
REPORT

Recommendation:

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

Background:

At its meeting of June 13, 1996, the Board approved the Toronto Police Service Professional Standards Report - submitted on a semi annual basis – in replacement of all previously submitted Professional Standards reports (Board Minute No. 199/96 refers).

Revised and additional reporting requirements, as outlined in Direction 32 of the Toronto Police Services Board's Complaints Policy Directive, have been integrated into the appropriate sections of the report. Further, the semi-annual reporting requirement for suspect apprehension pursuits has been incorporated into the report as a separate section (Board Minute No. 233/2000 refers).

The Toronto Police Service Professional Standards 2003 Interim Report is appended.

It is recommended that the Board receive this report for information. Acting Staff Superintendent Richard Gauthier, Professional Standards, will be in attendance to answer any questions the Board may have.

The Board was also in receipt of the following report FEBRUARY 24, 2004 from Julian Fantino, Chief of Police:

Subject: PROFESSIONAL STANDARDS 2003 SEMI-ANNUAL REPORT –
ADDITIONAL INFORMATION

Recommendation:

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

Background:

At its meeting in August 2003, the Board requested that an appropriate comparator or baseline be identified and included, if possible, in future annual reports so that the Board could better assess the complaints data (Board Minute P209/03 refers).

A reasonable comparison must be limited to police agencies that are subject to the same legislative limits as the Toronto Police Service, specifically the provisions of the Police Services Act. Presently, complaint statistics are correlated annually by the Ontario Civilian Commission on Police Services (OCCPS) during the month of March. It would be appropriate to rely on this provincial source for accurate statistics and the OCCPS time frame for collecting the material would be in keeping with the May submission date for the Professional Standards Annual report.

Despite the foregoing, it is believed that some historical data may prove beneficial to the Board in reviewing the current 2003 semi-annual edition. Unfortunately, the comparative chart (attached as Appendix 'A') can only reflect public complaint indicators for the years 2001 and 2002.

The Board, in considering the content of the statistical report, should be apprised that police services are under no onus to classify conduct complaints in a certain manner. As an example, the Act fails to define the term "serious". Therefore the resulting indicators for Informal Resolution, Disposition without a Hearing and Police Services Act Hearing may vary extensively between the various agencies.

Acting Staff Superintendent Richard Gauthier of Professional Standards will be in attendance to answer any questions that the Board members may have.

The Board received the foregoing.

Executive Summary

The *Toronto Police Service Professional Standards Report* was designed to amalgamate all Professional Standards reporting requirements into a single report to facilitate comparison, examination of trends, and a more comprehensive analysis of officer conduct and discipline. The proposed report format, based on the anticipated data capture and analysis capabilities of the Professional Standards Information System (PSIS), was approved by the Board at its meeting of June 13, 1996 (Minute 199/96 refers). Revisions to the appropriate sections of the *Toronto Police Service Professional Standards Report*, as required by Direction 32 of the Toronto Police Services Board's *Complaints Policy Directive*, have been incorporated into this report (Board Minute 5/98 refers).

Highlights

- During the first six months of 2003, a total of 377 complaints were made by members of the public - 353 complaints about officer conduct, seven about Service policy and one about the level of service provided¹. The number of complaints made in the first six months of 2003 represents an increase of about 16% from the 324 complaints reported in the first half of 2002 and a 13% increase over the average level of complaints in the first six months of the previous five years. However, it is roughly equal to the 376 and 374 complaints reported in the first half of 2000 and 2001, respectively
- A trend line, applied to the number of complaints between 1983 and 2003 (projected), indicates that the overall level of external complaints has actually tended to a very slight decrease over the period; however, there have been some significant fluctuations around this trend.
- A total of 346 officers were identified as Subject Members during the first half of 2003, about 6.5% of the current total Service Uniform strength or one in every 15 officers; less than one percent of the total uniform strength was identified as Subject Members in two or more complaints.
- The *Act* provides that if a complainant is not satisfied with the disposition of their complaint, the complainant may request that the Ontario Civilian Commission on Police Services (OCCPS) review the decision and, if appropriate, recommend further investigation. Of the 351 complaints that were concluded during this period; OCCPS reviewed 64 disposition decisions at the request of the complainant; eight decisions were returned by OCCPS for further investigation and four files are outstanding.
- During the first six months of 2003, a total of 43 charges, relating to 28 cases of alleged misconduct, were laid against a total of 28 police officers.

¹ 16 complaints were not classified.

- The number of cases opened in the first six months of 2003 is about 13% less than the average number of cases for the first half of the past five years (32 cases) and is 7% less than the number of cases opened in the first six months of 2002.
- The number of charges laid during the first six months of 2003 is less than half of the average number of charges laid in the first half of each of the past five years (103 charges), almost 25% less than the 57 charges laid in the first half of 2002 and only a third of the charges laid in the first six months of 2001. The decrease in charges was expected; the focus of the Prosecution Services Unit shifted from individual acts to patterns of conduct, specifically serious and/or criminal conduct. Less serious issues were directed to the unit level for informal resolution.
- During this period, Police Services Act charges were laid against 28 individual officers, one half of one percent of all officers or approximately one in every 200 officers of this Service. Historically, relatively few officers account for a disproportionately large share of cases/charges. However, in the current period, charges are more evenly distributed among charged officers.
- Four of the 28 cases opened during this period involved domestic violence – one in seven cases. Three of the 44 cases concluded during this period involved alcohol – one in fifteen cases - down significantly from prior years.
- During the period January 1 to June 30, 2003, a total of 917 Use of Force Reports were submitted, only slightly higher than in first six months of 2002, but 9% higher than the average number of reports submitted in the first half of the previous five years.
- Over the past ten years, there has been a general increase in the number of Use of Force reports submitted each year; an applied trend line indicates an increase of about 5% per year.
- A specific reason for this increase is not known, however, a number of potential influences should be noted - in-service and recruit training that stressed the importance of reporting use of force, Emergency Task Force policy in regards to reporting use of force and an increased number of police officers assigned to front line positions.
- During the first six months of 2003, Service Awards were presented to 204 members of the Toronto Police Service. Service Awards presentations included four Merit Marks, 43 Commendations, 150 Teamwork Commendations, and 7 Chief of Police Excellence Awards.
- During the period January 1 to June 30, 2003, a total of 87 Fail to Stop Reports were submitted to Professional Standards – a 10 % increase from the 79 reports submitted in the same period in 2002. Officers most frequently cited criminal offences as the reason for pursuing a vehicle. In more than half of all reported pursuits, the vehicle was stopped. A total of 7 injuries were sustained, mostly suspects, in five personal injury collisions.

2002 Public Complaints	Ontario		Toronto		Peel Regional		Durham Regional		York Regional	
	Totals	Per 100 Officers	Total	Per 100 Officers	Total	Per 100 Officers	Total	Per 100 Officers	Total	Per 100 Officers
Police Officers	21119		5255		1466		816		961	
Total - 2001	2775	13.14	742	14.12	149	10.16	121	14.83	93	9.68
Total - 2002	2829	13.40	704	13.40	190	12.96	119	14.58	95	9.89
Total - Conduct	2687	12.72	683	13.00	189	12.89	114	13.97	95	9.89
Total - Policy	109	0.52	16	0.30	1	0.07	3	0.37	0	0.00
Total - Service	24	0.11	5	0.10	0	0.00	2	0.25	0	0.00
Complaint Allegations										
Incivility	700	3.31	347	6.60	81	5.53	0	0.00	26	2.71
Neglect of Duty	1114	5.27	284	5.40	113	7.71	16	1.96	37	3.85
Discreditable Conduct	844	4.00	294	5.59	0	0.00	57	6.99	2	0.21
Excessive Use of Force	754	3.57	335	6.37	74	5.05	36	4.41	12	1.25
Exercise of Authority	287	1.36	83	1.58	7	0.48	1	0.12	12	1.25
Unsatisfactory Work Performance	33	0.16	0	0.00	0	0.00	0	0.00	0	0.00
Other	139	0.66	42	0.80	0	0.00	4	0.49	6	0.62
Not Dealt with under s. 59	665	3.15	191.5	3.64	23	1.57	50	6.13	54	5.62
Informal Resolution	120	0.57	108	2.06	112	7.64	11	1.35	1	0.10
Withdrawn	610	2.89	139	2.65	18	1.23	18	2.21	13	1.35
Unsubstantiated	1269	6.01	191	3.63	49	3.34	23	2.82	21	2.19
Disposition without a Hearing	103	0.49	12.5	0.24	6	0.41	3	0.37	3	0.31
Police Services Act Hearing	36	0.17	4	0.08	6	0.41	0	0.00	1	0.10
Lost Jurisdiction	31	0.15	16	0.30	1	0.07	0	0.00	0	0.00
Outstanding Investigations (continuing-December 2002)	304	1.44	42	0.80	41	2.80	8	0.98	2	0.21

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 26, 2004**

**#P53. SEMI-ANNUAL REPORT: LABOUR RELATIONS COUNSEL AND
LEGAL INDEMNIFICATION: JULY – DECEMBER 2003**

The Board was in receipt of the following report JANUARY 19, 2004 from Julian Fantino, Chief of Police:

Subject: SEMI-ANNUAL REPORT: JULY 1 – DECEMBER 31, 2003 AND
CUMULATIVE COSTS FOR JANUARY 1 - DECEMBER 31, 2003 FOR
LABOUR RELATIONS COUNSEL AND LEGAL INDEMNIFICATION

Recommendation:

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

Background:

At its meeting on January 25, 2001, the Board approved a Policy Governing Payment of Legal Accounts which provides for a semi-annual report relating to payment of all accounts for labour relations counsel, legal indemnification claims and accounts relating to inquests which were approved by the Director, Human Resources and the Manager, Labour Relations (Board Minute No. P5/01 refers).

Semi-Annual Summary: July 1 – December 31, 2003

During the period of July 1 to December 31, 2003, 6 accounts from Hicks, Morley, Hamilton, Stewart and Storie for labour relations counsel totalling \$135,607.06 were approved for payment by the Director, Human Resources and the Manager, Labour Relations.

During the same period, 23 accounts relating to legal indemnification were paid totalling \$54,197.56; 3 accounts relating to civil suits were paid totalling \$40,898.07; and 1 account relating to an inquest was paid totalling \$34,967.60.

Therefore, during the period July 1 to December 31, 2003, a total of \$265,670.29 was paid in settlement of the above accounts.

Cumulative Summary for 2003

For the period January 1 to December 31, 2003, legal expenses incurred by Labour Relations totalled \$742,580.48. The breakdown of this cost was as follows:

- (1) There were 10 accounts from Hicks, Morley, Hamilton, Stewart and Storie for legal services rendered totalling \$296,612.32.
- (2) There were 63 legal indemnification claims processed totalling \$347,265.72.
- (3) There were 2 inquest claims processed totalling \$57,804.37.
- (4) There were 3 civil action claims processed totalling \$40,898.07.

Mr. William Gibson, Director, Human Resources, will be in attendance to respond to any questions the Board may have in regard to this matter.

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 26, 2004**

**#P54. SEMI-ANNUAL REPORT: RESPONSE TO ONTARIO CIVILIAN
COMMISSION ON POLICE SERVICES FACT-FINDING REPORT:
JULY – DECEMBER 2003**

The Board was in receipt of the following report JANUARY 21, 2004 from Julian Fantino, Chief of Police:

Subject: RESPONSE TO ONTARIO CIVILIAN COMMISSION ON POLICE
SERVICES FACT FINDING REPORT – SEMI-ANNUAL REPORT FOR THE
PERIOD OF JULY 1, 2003 – DECEMBER 31, 2003

Recommendation:

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

Background:

In July 1999, the Ontario Civilian Commission on Police Services (OCCPS) issued a report containing a total of 28 recommendations, directed to the Board and the Chief of Police, that required a detailed response to each of its recommendations. In response, a report was submitted in May 2000 containing the 28 recommendations and 11 Board priorities. (BM 156/00 refers). Since many of the recommendations were in the process of being implemented, OCCPS requested that the Board provide periodic updates on results achieved (BM 290/00 refers). The Professional Standards Risk Management Unit was tasked with tracking the 28 recommendations for the Service.

As of the May 29, 2003 Board meeting, there were five recommendations outstanding (BM 150/03 refers). The purpose of this report is to provide the Board with a status update on these remaining five recommendations.

Recommendation 2

That the Chief of Police be directed to develop a single system that captures all employment/personal data. This objective can be achieved either through an enhanced HRMS or the development of a PSIS system that fully interfaces with HRMS.

Response: The Professional Standards Information System (PSIS) became operational on 2003.10. 27. Historical data entries are being completed for all of 2003. The interface between the Human Resources Management System (HRMS) and PSIS is functional and provides a direct link between the personnel files and the behavioural indicator system. This recommendation has been fully implemented.

Recommendation 6

That the enhanced HRMS system and/or PSIS system be audited once in the year 2001 and once in the year 2002.

Response: As noted above, the PSIS system became operational in late 2003. As previously reported to the Board, an audit will only be of benefit following a period of usage. The Auditor General has agreed to include this item in his workplan and will work with the Service to ensure that an audit is carried out appropriately.

Recommendation 9

That the Chief of Police develop guidelines for Unit Commanders to use when they impose discipline.

Response: The draft guidelines prepared by Professional Standards have been provided to the Staff Superintendents for distribution to senior officers. Once they have been reviewed at this level they will be presented to Command for approval during the first quarter of 2004.

Recommendation 10

That the Chief of Police be directed to deploy resources, from the existing budget, to ensure PSIS is developed, maintained and made fully operational.

Response: An analyst was successfully placed within the Analysis and Assessment section of the Professional Standards–Risk Management Unit effective 2003.11.08. This recommendation has been fully implemented.

Recommendation 13

That the Chief of Police revise the Professional Standards report to include:

- a) a report on the issues raised by OCCPS, and
- b) comparative statistics on internal discipline in other police organizations.

Response: In their study, OCCPS suggested that the Service identify and analyze disciplinary charge patterns. Professional Standards incorporated this requirement into its mandatory reports beginning in January 2001. Since the PSIS program is now operational the Professional Standards report will be modified to address the recommendation. The Professional Standards report is scheduled to be presented at the November 2004 Board meeting.

Acting Staff Superintendent Richard Gauthier of Professional Standards will be in attendance to answer any questions the Board may have in regard to this matter.

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 26, 2004**

**#P55. SEMI-ANNUAL REPORT: "60/40" STAFFING MODEL: JULY –
DECEMBER 2003**

The Board was in receipt of the following report JANUARY 29, 2004 from Julian Fantino, Chief of Police:

Subject: SEMI-ANNUAL REPORT ON THE "60/40" STAFFING MODEL

Recommendation:

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

Background:

At its meeting on October 18, 2001, the Board requested that the Chief provide regular update reports on the staffing results in each division following the implementation of the "60/40" model (Board Minute #C189/01 refers). This report represents the period between June 30, 2003 to January 20, 2004.

The methodology for evaluating the deployment strength for the primary response function was created in response to the 90-Day Review Process. The "60/40" staffing model provides for a target allotment of 60% of an officer's time for calls for service response (reactive activities) and 40% toward proactive activities within the community.

As of June 30, 2003, the average divisional primary response constable strength was at 91.7% of the "60/40" target strength. Between June 30, 2003 and January 20, 2004, sixty-three (63) primary response constables separated from the Service and seventy two (72) newly appointed 4th class constables were deployed to the sixteen divisions using the "60/40" staffing model. As a result of the separations and deployment of new recruits, the average divisional strength in January 2004 was 90.8% of the "60/40" target strength. The average divisional strength was at 98.3% of the budgeted target strength. The budgeted target strength refers to the total number of constable positions in the primary response function.

The "60/40" target strength for each division was not re-calculated since January 2003, as it is currently under review by Human Resources. This review is currently in the final stages. It is anticipated that the review recommendations will be implemented and the formula will be recalculated prior to the next semi-annual report.

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

The Board requested a presentation with regard to the "60/40" staffing model and agreed to defer the foregoing report to its next meeting to consider in conjunction with the presentation.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 26, 2004**

#P56. ANNUAL REPORT: 2003 HATE/BIAS CRIME STATISTICAL REPORT

The Board was in receipt of the following report FEBRUARY 26, 2004 from Julian Fantino, Chief of Police:

Subject: 2003 HATE/BIAS CRIME STATISTICAL REPORT

Recommendations:

It is recommended that:

- 1) the Board receive the attached report for information; and
- 2) that a copy of this report be forwarded to the Policy and Finance Committee for information.

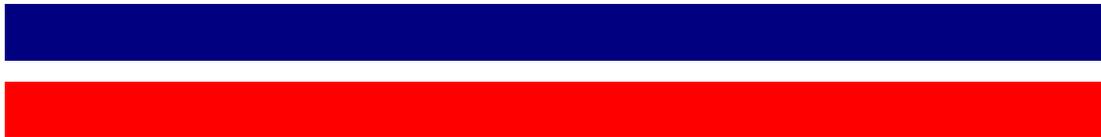
Background:

The Hate Crime Unit of Intelligence Support has collected statistics and assisted in the investigation of hate crime offences since 1993. Attached is the 2003 Hate/Bias Crime Statistical Report.

Acting Deputy Chief David Dicks of Policing Support Command will be in attendance to answer any questions that the Board may have.

Staff Inspector James Ramer and Detective James Hogan, Intelligence Support – Hate Crime Unit, were in attendance and provided a presentation to the Board on this matter.

The Board received the foregoing and agreed to forward a copy to the City of Toronto – Policy and Finance Committee for information.



Toronto Police Service

2003 Annual Hate/Bias Crime Statistical Report

**Hate Crime Unit
Detective Services
Intelligence Support**

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EXECUTIVE SUMMARY

A significant decrease in the number of reported hate crimes occurred in 2003. Last year the Toronto Police Service Hate Crime Unit identified a total of **149** hate crime occurrences. This represents a **32% decrease** from the previous year when there were 219. The 149 occurrences in 2003 is the lowest number yet recorded since the unit began in 1993. While there are no obvious explanations for this positive development, it is noted that the decrease is broadly distributed across most victim groups and offence categories

In 2003 the Unit embarked on a major educational initiative in conjunction with C.O. Bick College staff. An enhanced hate/bias training programme was developed and delivered to front-line officers through the Advanced Patrol Training course. This training was delivered by Unit personnel to approximately twenty-five hundred officers and will substantially enhance the ability of Service members to recognize and respond to hate/bias activity well into the future. A quick reference card was also designed and distributed to officers as a convenient investigative guide.

The Hate Crime Unit sought and received consent from the Attorney General to lay hate propaganda charges against a Toronto resident in 2003. This request was the result of a seizure of compact discs from a male at a concert in January. The male has been charged with fifteen counts of Wilful Promotion of Hatred and the matter is currently before the courts.

INTRODUCTION

The Toronto Police Service Hate Crime Unit (HCU) is a sub-unit of the Security Section of Detective Services – Intelligence Support. It was created in 1993 and since then has been collecting and publishing data on reported hate crimes. Currently there is one detective and one detective constable assigned to the unit on a full-time basis as well as a civilian research assistant and an intelligence analyst on an as-needed basis. Members of the HCU liaise with the Hate Crime Co-ordinators in each of the sixteen divisions in the Toronto Police Service, as well as with members of other law enforcement agencies involved in the investigation of hate crimes.

Divisional Hate Crime Co-ordinators are responsible for the investigation of hate crimes within their respective divisions. The HCU provides support whenever necessary.

The HCU is responsible for the investigation of crimes regarding the publication of hate literature or other forms of hate propaganda regardless of the division where they occur. Laying these types of charges requires the consent of the Attorney General.

There are two classifications of hate motivated crimes; those that fit within the parameters of the Hate Propaganda section of the Criminal Code, and all other criminal offences where there is evidence to support a hate motivation.

Hate propaganda is defined as any communication that advocates or promotes genocide or makes statements that promote hatred against an identifiable group. An identifiable group is defined by the Criminal Code as, “*any section of the public distinguished by colour, race, religion or ethnic origin.*” A private member’s bill to amend this definition to include “sexual orientation” is presently before the Senate.

The definition of a hate / bias crime is, a criminal offence committed against a person or property, where there is evidence that the offence was motivated by 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.

The hate / bias category codes used throughout the tables and charts of this report are explained in the legend at the foot of each page.

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

It is important to note that while the HCU analyzes this information to determine the extent of hate motivated crime, the Unit believes that the collected data does not accurately represent the prevalence of hate / bias criminal activity in Toronto. Reasons for this include the reluctance of some members of the public to report their hate victimization to police and lack of awareness of what constitutes a hate crime.

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

The HCU provides training and education to the community and police officers. The unit also provides investigative support and expert witnesses for court when required. The Hate Crime Unit remains dedicated to the achievement of its complementary objectives: the prevention and vigorous investigation of hate motivated offences and the pro-active education of others to enable them to recognize and combat hate. Our goal is to encourage tolerance amongst communities and to safeguard the freedoms, safety and dignity of all guaranteed by the Charter of Rights and Freedoms.

METHODOLOGY of CATEGORIES

The Service's Hate Crime Directive 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 individual hate mongers. Each occurrence is classified using the hate / bias categories contained within the hate crime definition of the Criminal Code of Canada.

Comments and/or actions of a suspect during an incident are significant in helping to determine the suspect's motive and bias; however, it is sometimes difficult to classify an occurrence. Other criteria used to assist in classifying occurrences include the victim's perception of the incident, motives, significant dates, symbols and the history of the community. In some cases, for example, incidents involving visible minorities or gays and lesbians, the suspect is often unaware of the victim's actual background and the victim is "lumped" into a pre-determined category by the suspect, based on the suspect's bias. The victim becomes a target based on the suspect's misperception. In other cases victims are targeted because of their apparent association with members of identifiable groups though they themselves are not members of those groups.

In cases where there are multiple criminal offences committed during one occurrence, only charges directly related to the hate incident are included for the purpose of data collection for this report.

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

Occurrences where more than one of the protected groups is targeted are categorized as Multi-Bias (MU). This occurs when a suspect's comments and/or actions are directed towards several victim groups. For example, a hate propaganda flyer that targets Muslims, immigrants and women will be categorized as Multi-Bias (MU).

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

The Nationality (NA) category is used when a victim is targeted specifically because of his or her perceived nationality, at times based on physical characteristics, and not necessarily their country of origin.

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

In Similar Factor (SF) occurrences hatred can focus on the members of any group who have significant points in common. This may include members of a particular socio-economic class or profession.

HATE GROUPS

The year 2003 marked a continuation of tensions on university campuses in Toronto. Strong differences of opinion, demarcated along religious and racial lines, over international events resulted in a number of incidents which required police intervention and others that were monitored by police.

Organised hate groups maintained a presence throughout the year with at least three hate rock concerts and other activities taking place. These have generally been low key affairs with no incidents.

Web-based hate is very popular and a number of active sites are presently hosted in the Southern Ontario region including the GTA. Chat lines remain popular as well and are a common alternative to message boards that are easily accessed by police and various philosophical opponents.

OVERVIEW

A decrease in the number of reported hate crimes occurred in 2003. In 2002, the Toronto Police Service Hate Crime Unit identified a total of 219 hate crime occurrences. That number decreased to 149 in 2003. (See Fig. 2 Pg. 7) This represents a 32% decrease from the previous year. The 149 occurrences in 2003 is also the lowest number yet recorded since the unit began in 1993. While any decrease in the number of hate crimes is to be welcomed and certainly so in a year in which front-line officers received enhanced training to allow them to better recognize and report such incidents, a few points should, nevertheless, be kept in mind:

-It is believed by the Unit and others involved in this field that reporting of hate/bias crimes is done in only 10-15% of cases.

-The impact of a hate/bias crime on its victim, her or his community and the wider community is disproportionate to that of most other crimes, is longer lasting and has serious side-effects for society as a whole.

In 2003 Mischief, Wilful Promotion of Hatred, Threat and Assault offences were again the most frequently reported. (See Fig.1 below) In all cases the numbers of reported offences decreased; Mischief from 67 in 2002 to 49 this year, Wilful Promotion of Hatred from 48 to 31, Threats from 45 to 30 and Assault from 31 to 23.

Occurrences from the Toronto Transit Commission (TTC) decreased from 23 in 2002 to just 5 in 2003.

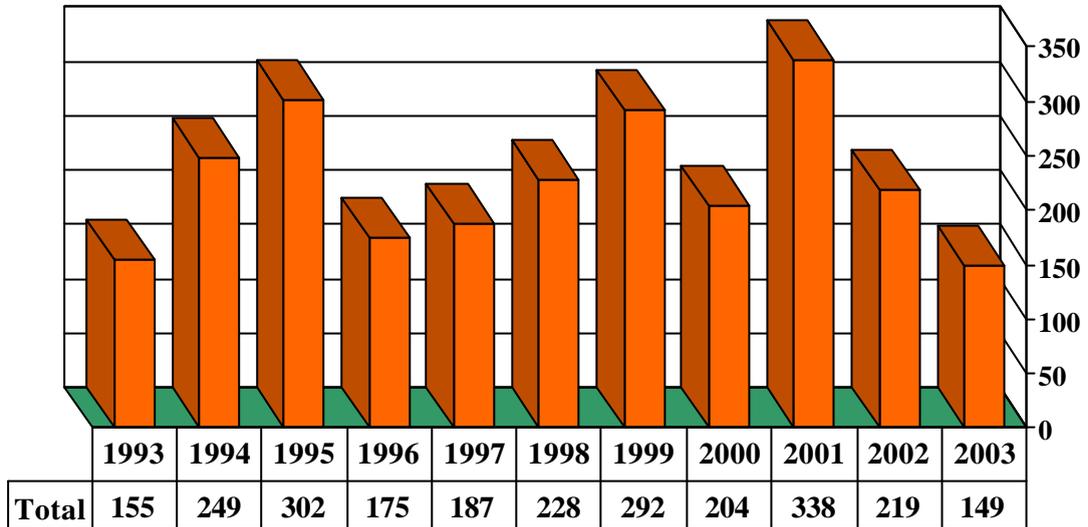
Members of the Toronto Police Service were present at several events and demonstrations that had a potential for hate / bias activity. The presence of both uniform and non-uniform police officers was a contributing factor in deterring and preventing criminal offences.

2003 OFFENCE BREAKDOWN BY CATEGORY

OFFENCE	AG	DI	ET	GE	LN	MU	NA	RA	RE	SF	SO	TTL
Advocate Genocide						3	1	2	1			7
Assault						2	6	7	3		5	23
B&E								1				1
Bomb Threat									1			1
Intimidation						1						1
Criminal Harassment						1		1	1		1	4
Mischief						4	9	12	18		6	49
Robbery						1		1				2
Threat			1			1	3	12	11		2	30
Wilful Promotion Hatred				1		13		14	3			31
Total			1	1		26	19	50	38		14	149

Fig. 1

Reported Hate Crime Occurrences: 1993 - 2003 Comparisons



YEAR	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Percentage Increase/Decrease	61%+	21%+	42%-	7%+	22%+	28%+	30%-	66%+	35%-	32% -

Fig. 2

Total Hate Crimes – 1993 to 2003

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
2001			5			59	35	90	118	7	24	338
2002						56	22	64	63	3	11	219
2003			1	1		26	19	50	38		14	149
TOTAL		4	54	13	2	331	203	1094	552	20	225	2498

Fig. 3

PATTERNS OF HATE MOTIVATED OFFENCES

In 2003 the most frequent hate / bias occurrences were Mischief (49), followed by Wilful Promotion of Hatred (31), Threats (30), and Assaults (23). (See Fig. 1 Pg. 6) The majority of reported hate occurrences occurred in apartment buildings, private dwellings, in educational facilities and at businesses. (See Fig. 11 Pg. 15) As in previous years, most hate offences were committed by suspects unknown to the victim. (See Fig. 6 Pg. 12)

Mischief offences consisted mainly of graffiti. The hate/bias categories most affected by mischief occurrences were Religion-RE (18), Race-RA (12) and Nationality-NA (9). (See Fig.1 Pg. 6) Commonly targeted locations included apartment buildings, educational facilities and parked automobiles. (See Fig. 11 Pg. 15)

Threats and Assaults were usually unprovoked. Threat occurrences mainly focused on the categories of Race-RA (12) and Religion-RE (11). In relation to assault occurrences, Race-RA (7), Nationality-NA (6) and Sexual Orientation-SO (5) were the categories most targeted. They tended to occur in the victim's environment: their house, neighbourhood, school, and place of employment.

Analysis has shown individual hate mongers were responsible for the majority of Wilful Promotion of Hatred offences (hate propaganda). Race-(RA) (14) and Multi-Bias (13) categories were the most targeted in this offence category. (See Fig. 1 Pg. 6)

As noted in last year's report, there has been a steady increase in the use of the Internet - web sites and e-mail - as a tool for communicating hate propaganda and threats and for committing criminal harassment. An application for information under the Mutual Legal Assistance Treaty (MLAT) has been submitted to U.S. authorities as part of an ongoing investigation into one Internet threat.

PATTERNS OF VICTIM GROUPS

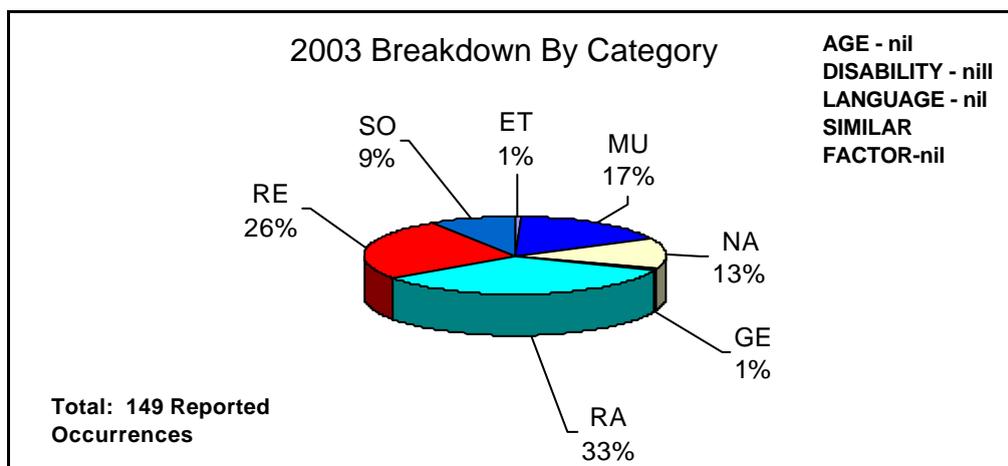


Fig. 4

The victim category most affected by hate in 2003 was Race-RA (33%=50), followed by Religion-RE (26%=38) and Multi-Bias-MU (17%=26).

The victim group most targeted in 2003 was the Black community (41). Following that in 2003 is the Jewish community (29), the Multi-Bias category (26), the Gay community (14), and the Pakistani community (11) (See Fig. 5 Pg. 11). In the majority of incidents reported, the suspects remained anonymous and likely committed the acts by themselves. In addition, no precipitating events led to attacks in most cases.

In the Race category, members of the Black community were the main target group, comprising 41 occurrences of 50 recorded. (See Fig. 10 Pg. 14)

The Multi-Bias-MU category had 26 occurrences, down significantly from 56 in 2002. This category is used when a suspect targets more than one victim group. Frequently affected groups are Jews, immigrants, visible minorities and the gay community. The majority of occurrences were wilful promotion of hatred (hate propaganda) and mischief. (See Fig. 10 Pg. 14)

The Religion-RE category also differs from previous annual reports. In 2003 the Religion category accounted for 26% (38) of total hate crimes as compared to 29% (63) in 2002 and 36% (118) of the total in 2001. The affected victim groups in this category in 2003 are the Jewish community (29), the Muslim community (6), Christians (2) and Buddhists (1). (See Fig. 10 Pg. 14)

In the Nationality-NA category, offences against the Pakistani (11) and Iraqi (4) communities comprised the majority of the 19 occurrences recorded. (See Fig. 10 Pg. 14)

Offences against gay males (7) were the highest in the Sexual Orientation-SO category and consisted of Mischief and Assault. (See Fig. 10 Pg. 14) The total number of 14 hate crimes against gays, lesbians and transsexuals in 2003 is an increase from last year (11) although it is the third lowest number recorded in the past eleven years.

The police divisions with the highest numbers of hate / bias occurrences were 32 Division (20), 42 Division (16), 52 Division (12), and 31 Division and 55 Division (11). (See Fig. 12 Pg. 16)

VICTIMIZED GROUPS IN 2003



Fig. 5

Victim groups with more than 5 occurrences are represented in the above graph.

All Victim Groups

Aboriginal Canadian	1	Gay Male	11	Muslim	6
Asians	2	Iraqi	4	Oriental	1
Blacks	41	Italian	1	Other	1
Buddhist	1	Jewish	29	Pakistani	11
Chinese	3	Lesbian	2	Slovenian	1
Christians	2	Middle Eastern	1	Transsexuals	1
Females	1	Multi-Bias	26	White	3
				Total	149

Fig. 5a

ACCUSED/SUSPECT IDENTIFICATION

Age Range 9-17			Age Range 18-25			Age Range 26-40			Over 40		
M	F	Group	M	F	Group	M	F	Group	M	F	Group
23	2	7	26	0	9	14	3	2	18	1	1

Unk Male or Female	Male - Unk/Age	Female - Unk/Age	Group Attacks -Unk/Age
80	18	2	0

Fig. 6

According to occurrence reports, males are responsible for the majority of hate crimes committed. Males in the 18-25 range were the largest known age group committing hate crimes. Males in the 9-17 age group were the second largest group. There were 14 suspects identified as males in the 26-40 age group responsible for hate crimes. There were 100 unknown males or females involved in hate related incidents in 2003 and likely more as it is impossible to know how many people participate in an incident where there are no witnesses. Suspect information is typically provided by victims and/or witnesses. In the majority of cases suspects are not known.

HATE BIAS CRIME OCCURRENCES BY DAY/MONTH

DAYS OF THE WEEK							
SUN	MON	TUE	WED	THU	FRI	SAT	UNK
19	20	21	21	23	23	20	02

Fig. 7

There is little discernible trend or pattern to an occurrence breakdown by days of the week in 2003. In 2001, the weekend had lower hate activity than the weekdays. In 2002 once again there appeared to be less activity on the weekends. In 2003 there is a very slim decrease in activity overall on the weekends. This is possibly explainable by the fact that many businesses and other organisations are closed on the weekend, and therefore only discover incidents such as mischief or receive hate related mail upon returning to work on Monday.

MONTHS OF THE YEAR												
JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	UNK
11	09	13	11	14	20	10	24	07	07	12	06	05

Fig. 8

In Fig. 8 above, the months with the highest activity were August (24), followed by June (20). As in the past, some of the highest activity occurs during the summer months. In reviewing these statistics it must be kept in mind that it is believed that only a fraction of all hate crimes that occur each year are reported.

ARREST/SENTENCING

In 2003, there were 16 reported hate motivated incidents which were concluded with charges. (See Fig. 9 below.) Of these, the majority had multiple charges and two had more than one accused. For the purpose of data collection for this report, only charges directly relating to the hate incident are included. There were 6 concluded cases and 10 remain before the courts. Of the concluded cases 4 ended with guilty pleas, 1 resulted in a peace bond and 1 was stayed. Sentencing in the concluded cases included time served, custodial time, conditional discharges, probation, peace bonds, and weapons prohibitions.

CHARGES		COURT CASES		
OFFENCE	QTY	DISPOSITIONS	Y.O.	ADULTS
Assault/Assault Bodily Harm/Assault With a Weapon/Weapons Dangerous	15	Currently before the Courts	2	8
Threat/Criminal Harassment	9	Guilty		5
Mischief	4	Withdrawn (Peace Bond)		1
Robbery	2	Withdrawn/Stayed	2	

Wilful Promotion of Hatred	15			
Other	2			
TOTAL	47	TOTAL ARRESTS	4	14

Fig. 9

Wilful Promotion of Hatred represents the single largest category of charges in 2003. All of these charges involve one accused investigated and charged by the Unit who is still before the courts. Following this are offences of violence, including various assaults, weapons, and robbery offences. While many offences of Mischief and Threatening typically occur each year, the perpetrators are usually unknown and difficult to identify.

In 2003 York Regional Police and the Ontario Provincial Police charged a chronic writer of hate material who frequently targeted public figures, as well as many other citizens, with numerous counts of Wilful Promotion of Hatred and Mail Obscene Material. Residents and individuals living in and/or working in Toronto have been frequent victims of these mailings in the past. Letters typically promoted hatred against a wide variety of groups. The individual received a sentence of eighteen months imprisonment as well as three years of probation upon release.

BREAKDOWN BY VICTIM GROUP AND OFFENCE

BIAS	VICTIM	NUMBER & TYPE OF OFFENCES	BIAS	VICTIM	NUMBER & TYPE OF OFFENCES
ET=1	Mid Eastern=1	1 Threat	GE=1	Females=1	1 Wilful Promotion Hatred
RE=38	Buddhist=1 Christians=2 Jewish=29 Muslims=6	1 Mischief 1 Mischief 1 Threat 2 Assaults 1 Bomb Threat 1 Criminal Harassment 15 Mischief 8 Threats 2 Wilful Promotion Hatred 1 Advocate Genocide 1 Assaults 1 Mischief 2 Threats 1 Wilful Promotion Hatred	RA=50	Aboriginal=1 Canadian Asians=2 Black=41 Chinese=1 Oriental =1 Other=1 White=3	1 Threat 2 Wilful Promotion of Hatred 2 Advocate Genocide 5 Assaults 1 Break and Enter 1 Criminal Harassment 11 Mischief 9 Threats 12 Wilful Promotion of Hatred 1 Threat 1 Mischief 1 Assault 1 Assault 1 Robbery 1 Threat
NA=19	Chinese=2 Iraqi=4 Italian=1 Pakistani=11 Slovenian=1	1 Assault 1 Mischief 1 Assault 3 Mischief 1 Mischief 1 Advocate Genocide 4 Assault 4 Mischief 2 Threats 1 Threats	SO=14	Gay Males =7 Homosexual=4 Lesbian =2 Transsexual=1	3 Assault 4 Mischief 1 Assault 1 Criminal Harassment 2 Threats 2 Mischief 1 Assault
MU=26	Multi-Bias=26	3 Advocate Genocide 2 Assault 1 Intimidation 1 Criminal Harassment 4 Mischief 1 Robbery 1 Threat 13 Wilful Promotion Hate	AG DI LN SF	Nil Nil Nil Nil	

Fig. 10

LOCATION OF OFFENCES

Type of Location	QTY	Types of Crimes – In Sequence of Most Often Committed
Apartment Bldg ▪ Elevators ▪ Lobby ▪ Underground Parking	37	Mischief ,Advocate Genocide, Assaults, B&E, Mischief, Threat, Wilful Promotion Hatred,
Automobile	7	Mischief,
Business Office ▪ Various types	15	Mischief, Threats, Wilful Promotion Hatred, Robbery. Assault, Threaten Death,
Community Centre / Cultural Organizations	7	Threat ,W/Promotion Hatred, Mischief
Education ▪ Primary ▪ Junior & High ▪ College & University	17	Advocate Genocide, Mischief, Threat, Wilful Promotion of Hate, Assault, Intimidation
Government ▪ City Hall ▪ Social Services	5	Wilful Promotion of Hate, Advocate Genocide,
House / Dwelling ▪ Private Houses	25	Assault, Threat, Mischief, W/Promotion of hate, Criminal Harassment,
Internet site	2	Wilful Promotion of Hate, Threat
Jail/ Corrections Centre	1	Assault
Library	1	Assault
Media ▪ News Station ▪ Radio Station ▪ Television Station	4	Bomb Threat, Threat
Medical Offices ▪ Hospital	2	Wilful Promotion of Hate, Threat
Parking Lots	1	Mischief,
Toronto Police/ Police Station	1	Wilful Promotion of Hate
Public Park	1	Assault
Retail	1	Retail
Street / Sidewalk	8	Assault, Threat,
Toronto Transit Commission ▪ Subway Stations & Trains	5	Advocate Genocide, Mischief, Assault, Threat
Worship ▪ Church ▪ Mosque ▪ Synagogue	9	Mischief, Bomb Threat, Advocate Genocide, Wilful Promotion Hatred

Fig. 11

2003 HATE BIAS OCCURRENCES BY DIVISION

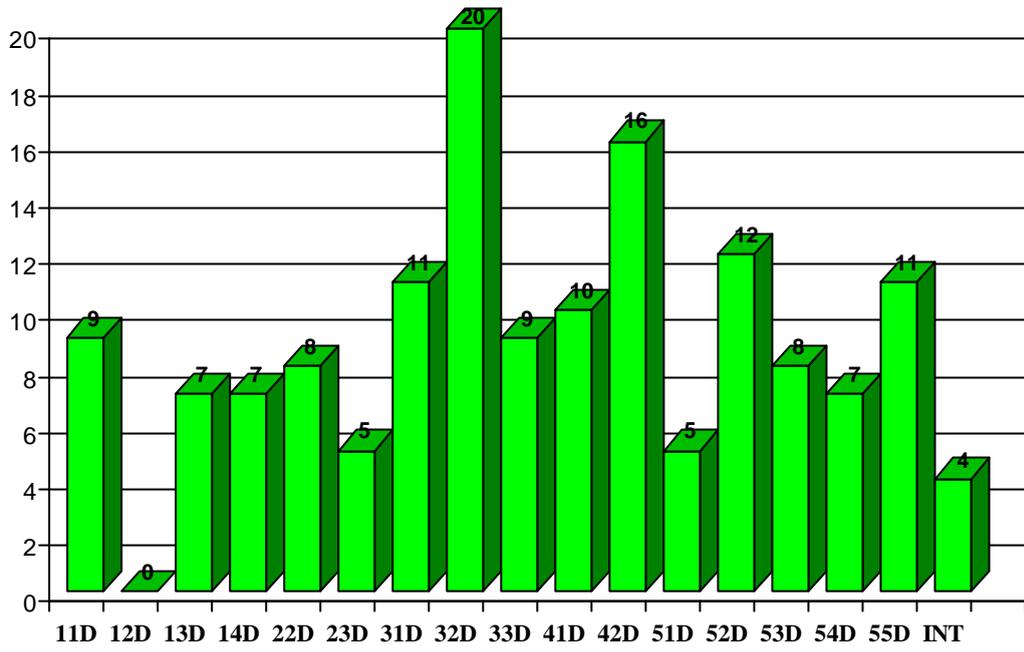


Fig. 12

Intelligence Support - 4 Occurrences	
Bias Type	Offence
Multi	Advocate Genocide
Multi	Wilful Promotion Hate x3

11 Division -9 Occurrences	
Bias Type	Offence
Black	Assault
Black	B&E
Black	Threat x2
Chinese	Assault
Jewish	Mischief
Multi	Assault
Muslims	Threat
Oriental	Mischief

13 Division – 7 Occurrences	
Bias Type	Offence
Black	Assault
Black	Wilful Promotion Hatred
Jewish	Mischief x3
Jewish	Threat
Muslims	Assault

14 Division-7 Occurrences	
Bias Type	Offence
Black	Threat x2
Black	Assault
Females	Wilful Promotion Hatred
Gay Male	Assault
Jewish	Assault
Jewish	Bomb Threat

22 Division – 8 Occurrences	
Bias Type	Offence
Black	Threat
Black	Wilful Promotion Hatred
Gay	Mischief
Homosexuals	Threaten Death
Iraqi	Assault
Jewish	Wilful Promotion Hatred
Middle Eastern	Threat
Muslims	Wilful Promotion Hatred

12 Division – No Occurrences

23 Division –5 Occurrences	
Bias Type	Offence
Black	Harassment
Black	Mischief x2
Pakistani	Assault
Pakistani	Mischief

31 Division –11 Occurrences	
Bias Type	Offence
Black	Wilful Promotion Hate
Jewish	Mischief x2
Jewish	Threat
Multi	Assault
Multi	Intimidation
Multi	Mischief
Multi	Wilful Promotion Hate x3
Multi	Advocate Genocide

32 Division- 20 Occurrences	
Bias Type	Offence
Black	Mischief
Black	Advocate Genocide
Black	Wilful Promotion Hate
Chinese	Threat
Jewish	Mischief x5
Jewish	Threat x5
Jewish	Wilful Promotion Hate
Multi	Criminal Harassment
Multi	Wilful Promotion Hate x2
Slovenian	Threat
White	Robbery

33 DIVISION - 9 OCCURRENCES	
Bias Type	Offence
Black	Mischief x3
Black	Wilful Promotion Hate
Italian	Mischief
Jewish	Mischief
Multi	Advocate Genocide
Multi	Mischief x2

41 Division – 10 Occurrences	
Bias Type	Occurrences
Black	Threaten Death
Black	Advocate Genocide
Black	Mischief x2
Black	Wilful Promotion Hate
Gay Male	Assault
Jewish	Mischief
Lesbian	Mischief
Multi	Wilful Promotion Hate
Muslim	Mischief

42 Division – 16 Occurrences	
Bias Type	Occurrences
Black	Assault
Black	Mischief x2
Black	Threat
Black	Wilful Promotion Hate
Iraqi	Mischief x3
Jewish	Assault
Multi	Mischief
Muslims	Advocate Genocide
Pakistani	Mischief x2
Pakistani	Threat
White	Assault
White	Threat

51 DIVISION – 5 OCCURRENCES	
Bias Type	Offence
Aboriginal Canadian	Threat
Gay Male	Mischief
Multi	Wilful Promotion Hate
Pakistani	Mischief
Transsexual	Assault

52 DIVISION – 12 OCCURRENCES	
Bias Type	Offence
Asians	Wilful Promotion Hate x2
Black	Assault
Black	Threat
Black	Wilful Promotion Hate
Christians	Threat
Gay Male	Assault
Homosexual	Threaten Death
Multi	Threat
Multi	Wilful Promotion Hate x2
Other	Assault

53 DIVISION – 8 OCCURRENCES	
Bias Type	Offence
Black	Mischief
Jewish	Criminal Harassment
Jewish	Mischief x2
Jewish	Threat
Lesbian	Mischief
Pakistani	Assault x2

54 Division – 7 Occurrences	
Bias Type	Offence
Black	Wilful Promotion Hate x3
Buddhist	Mischief
Multi	Wilful Promotion Hate
Pakistani	Threat
Pakistani	Advocate Genocide

55 DIVISION – 11 OCCURRENCES	
Bias Type	Offence
Black	Threat
Black	Wilful Promotion Hate
Chinese	Mischief
Christian	Mischief
Gay Male	Mischief x2
Homosexual	Assault
Homosexual	Criminal Harassment
Multi	Robbery
Muslims	Threat
Pakistani	Assault

The State of Hate in Toronto

2003 is the eleventh year the Toronto Police Service has collected statistics on hate/bias motivated offences. Some observations drawn from this period include the following:

- The average number of offences recorded annually is 227.
- The lowest recorded number of offences is 149, recorded this year.
- The highest recorded number of offences was 338, recorded in 2001.

- The most affected victim category has been Race-RA, with 1094 occurrences recorded over the past eleven years. Religion-RE (552) and Multi-Bias MU (331) rank second and third.

- The most affected victim groups, both in absolute terms and in their respective categories, have been Blacks (Race), Jews (Religion) and Gay Males (Sexual Orientation). Blacks and Jews are also frequently targeted in Multi-Bias occurrences.

HATE CRIME UNIT EDUCATION AND COMMUNITY OUTREACH INITIATIVES

In 2003 the Hate Crime Unit continued to focus its efforts on the prevention and criminal investigation of hate motivated crimes and on the pro-active education of police officers and community members in order to sensitize and equip them to combat hate.

Investigative Support Role and Intelligence Gathering

- The Hate Crime Unit continued to exchange information through its networks with Toronto Police Service divisions, 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 events regarding possible hate activity as well as demonstrations with political overtones where the involved groups were strongly opposed to one another.

- The Unit conducted a number of investigations involving hate propaganda including several stemming from material posted on web sites.

Hate-Bias Training for Police Officers: Advanced Patrol Training – APT 2003

- A major initiative of the Unit in 2003 was the development of an enhanced hate/bias training programme, in conjunction with Training and Education staff, to be delivered to every front-line officer in 2003 through the Advanced Patrol Training course. This training was delivered by members of the Unit to approximately twenty-five hundred officers and will substantially enhance the ability of Service members to recognize and respond to hate/bias activity well into the future. A quick reference card was also designed and distributed to officers as a convenient investigative guide.

Youth Outreach

- The Hate Crime Unit, in conjunction with the Community Policing Support Unit, developed anti-hate curriculum materials for the ‘Youth Violence and Gangs’ presentation delivered in the 2002-2003 school year by school liaison officers. Since the program commenced approximately eighty percent of grade eight students, in both public and separate schools throughout Toronto, have received the presentation. This program will be continuing in 2004.

Community Outreach

- The Hate Crime Unit continues to meet and consult with community organizations including, in 2003, the League for Human Rights-B’nai Brith Canada, the Native Canadian Centre, the Canadian Arab Federation, the Canadian Jewish Congress and the “United Muslims” conference.
- The Hate Crime Unit continues to dialogue with community representatives for ways to improve the effectiveness of the Service’s initiatives to reduce hate / bias crimes.
- The Unit participated in ‘The National Legal Seminar on Hate Crimes’ in Montreal, Quebec, and shared its experiences with Quebec community and government groups as well as police agencies seeking ways to combat hate activity. The Unit also attended a five-day ‘International Hate Crime and Extremism’ conference organized by the Ontario Provincial Police.
- The Hate Crime Unit conducted Hate Crime presentations for a variety of high schools, community colleges, and universities, including Humber and Seneca colleges, York University and the University of Toronto.

- The Unit was involved throughout the year with the planning and organization of a two-day hate/bias crimes conference for community members and police to be hosted by Centennial College early in 2004.

Media Outreach

- Hate Crime Unit members provided interviews to local and national media on hate / bias crime issues and appeared on a local cable television call-in show.

The Hate Crime Unit is committed to the Prevention and Investigation of Hate Motivated Crimes and to the Education of our police and community partners. Open consultation with the community in a mutually supportive manner is recognized as the most effective way of achieving this goal.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 26, 2004**

**#P57. ANNUAL REPORT: 2003 PARKING ENFORCEMENT UNIT TAG
ISSUANCE AND ABSENTEEISM**

The Board was in receipt of the following report JANUARY 19, 2004 from Julian Fantino, Chief of Police:

Subject: 2003 ANNUAL REPORT: PARKING ENFORCEMENT UNIT, INCLUDING
TAG ISSUANCE & 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 information.

Background:

This report provides information on the Parking Enforcement Unit for the year 2003 (Appendix A refers). The statistics regarding the annual parking tag issuance and unit absenteeism are included in the attached report.

Annual Parking Tag Issuance:

In the year 2003, the Parking Enforcement Unit not only met the annual performance standard of 2.8 million tags, but also exceeded the set goal by 33,498 tags for a total issuance of 2,833,498 tags. This is equal to approximately \$0.8 million in additional net revenue. The issuance patterns are identified by comparing 2003 issuance with 2002 levels (Appendix A, page 13 refers) and Performance Target levels are set based on 3 to 5 year comparisons (Appendix A, page 17 refers).

Annual Attendance/Absenteeism:

The Parking Enforcement Unit absenteeism report for the year 2003 is provided, as well as the actual figures and average number of sick days per officer, (Appendix A, page 12 refers) as requested by the Board (Board Minute P334/2001). In order to highlight absenteeism patterns, the reporting is grouped into four categories: Injured On Duty (IOD), Long Term Sick, Short Term Sick, and Dependent Sick. IOD represents staff members who were injured while performing their duties, Long Term Sick represents staff who remained sick for two or more months, Dependent Sick represents time taken off caring for eligible sick family members, and Short Term Sick represents all other sickness.

The year 2003 overall absenteeism rate is 4.3%, down 1.3 percentage points from last year (Appendix A, page 10, refers). Although the Parking Enforcement Unit had set a ceiling of 4% for short term absenteeism, the year end totals report 2.3%, which is 1.7 percentage points below the set ceiling.

A comparison of the absenteeism rate of the Toronto Police Service vs. the Parking Enforcement Unit is provided below. The statistics are for sick time taken by the members. The calculations are based on an eight (8) hour work day, for a total of 261 working days in a year.

**Absenteeism Comparison Year 2003
Toronto Police Service Vs Parking Enforcement Unit**

	Toronto Police Service Uniform and Civilian (8,000 members)	Parking Enforcement Unit All Personnel (395 members)
Average Days Sick per member (Short term, long term, and dependent)	5.8	8.5
Average Days IOD per member	1.1	3.0
Total Days Sick and IOD per member	6.9	11.5
Average members off per Day	190.3	17.5
% of members off per Day*	2.7%	4.3%

Source: DIMS/DECS, TRMS, PINS System.

*Includes: Long Term Sick, Short Term Sick, Injured on Duty (IOD), and Dependent Sick.

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

Acting Deputy Chief David Dicks, Policing Support Command, will be present at the Board meeting to address any questions.

The Board received the foregoing and agreed to forward a copy to the City of Toronto – Policy and Finance Committee for information. A copy of the complete report is on file in the Board office.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 26, 2004**

#P58. ANNUAL REPORT: 2003 REPORT ON UNIFORM PROMOTIONS

The Board was in receipt of the following report JANUARY 23, 2004 from Julian Fantino, Chief of Police:

Subject: ANNUAL REPORTING ON UNIFORM PROMOTIONS - 2003

Recommendation:

It is recommended that: the Board receive this summary report on the promotions made to the ranks of Sergeant and Staff/Detective Sergeant during 2003 for information purposes.

Background:

At its meeting on May 29, 2003, the Board approved giving standing authority to the Chairman and Vice Chair, or their designates, to sign, authorize and approve all uniform promotions to the ranks of Sergeant and Staff/Detective Sergeant. The Board further approved the receiving of a summary report at its February meeting each year on the promotions made to these ranks in the previous year (Minute No. 136/03 refers).

In the year 2003, forty-one (41) police constables were promoted to the rank of Sergeant and twenty-one (21) sergeants were promoted to the rank of Staff/Detective Sergeant. An employment equity analysis of officers promoted to the rank of Sergeant and Staff/Detective Sergeant is attached (see Appendix 'A'). Attached is a numeric breakdown of these promotions by rank, as well as information pertaining to the number of officers remaining in the eligibility pools for these ranks (see Appendix 'B').

The names and badge numbers of officers promoted to these ranks are highlighted in the appended list (see Appendix 'C'). It must be noted that all of these officers have been promoted in accordance with Service Procedure No. 14-10 entitled "Uniform Promotional Process – up to and including the rank of Inspector" which was approved by the Board (Minute No. P49/01 refers). In addition, the officers have been the subject of an extensive vetting process, i.e. background checks have been conducted through the constituent units of Professional Standards, the Human Rights Co-ordinator, Occupational Health and Safety and Labour Relations.

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

The Board received the foregoing.

APPENDIX 'A'

EMPLOYMENT EQUITY STATISTICS

SERGEANT

	RACIAL MINORITY	*NON-RESPONDENT	TOTAL
Male	5	28	33
Female	1	7	8
Total	6	35	41

STAFF/DETECTIVE SERGEANT

	VISIBLE MINORITY	NON-RESPONDENT	TOTAL
Male	0	20	20
Female	0	1	1
Total	0	21	21

* Member did not complete a voluntary 'Applicant Survey'

APPENDIX 'B'

SUMMARY OF 2003 UNIFORM PROMOTIONS

RANK	TOTAL MEMBERS PROMOTED IN RANK IN 2003	POSITIONS REMAINING IN ELIGIBILITY POOL AS OF DEC. 31, 2003
Staff Sergeant	11	5
Detective Sergeant	10	0
Sergeant	41	45

APPENDIX 'C'

DETAILED HISTORY OF 2003 UNIFORM PROMOTIONS

The following are the names and badge numbers of the members promoted in each rank in 2003 namely:

NAME	BADGE	PROMOTED TO RANK	EFFECTIVE DATE OF PROMOTION
AALEN, Ronald	2915	Detective Sergeant	2003.03.31.
BOSWARD, William	6190	Detective Sergeant	2003.02.24.
BUCK, Christopher	7354	Detective Sergeant	2003.02.03.
CASHMAN, Gerald	2562	Detective Sergeant	2003.02.03.
FROSCHE, Jay	2176	Detective Sergeant	2003.02.24.
IRWIN, Stephen	4413	Detective Sergeant	2003.09.08.
MCCORMACK, David	4463	Detective Sergeant	2003.03.31.
METCALFE, Mary	2080	Detective Sergeant	2003.02.24.
SKUBIC, Frank	3981	Detective Sergeant	2003.02.03.
TAYLOR, Kenneth	3610	Detective Sergeant	2003.02.03.
COOK, Edward	6969	Staff Sergeant	2003.09.08.
ELLIS, Stanley	4317	Staff Sergeant	2003.09.08.
GOTTSCHALK, Brian	6020	Staff Sergeant	2003.03.31.
HUFFMAN, Richard	6314	Staff Sergeant	2003.02.03.
LOUGHLIN, Edward	6708	Staff Sergeant	2003.09.08.
MALCOLM, David	5943	Staff Sergeant	2003.09.08.
MILLER, Paul	2646	Staff Sergeant	2003.10.13.
MORRISON, Bruce	4261	Staff Sergeant	2003.10.13.
STAFFORD, Gary	6031	Staff Sergeant	2003.02.24.
TAPLEY, Ronald	2469	Staff Sergeant	2003.02.03.
TILLEY, Mark	2664	Staff Sergeant	2003.12.22.
ALEXANDER, David	4464	Sergeant	2003.04.28.
ARMSTRONG, Richard	6542	Sergeant	2003.12.22.
BARATTO, Antonio	6615	Sergeant	2003.06.02.
BARNES, Murray	7572	Sergeant	2003.12.22.
BOWMAN, Brian	6357	Sergeant	2003.12.22.
BURGESS, Brian	7279	Sergeant	2003.03.31.
CHAN, Gregory	4060	Sergeant	2003.03.31.
CHARLES, Anthony	50	Sergeant	2003.12.22.
DIPOCE, Emilio	6958	Sergeant	2003.03.31.

APPENDIX 'C'
(continued)

DETAILED HISTORY OF 2003 UNIFORM PROMOTIONS

NAME	BADGE	PROMOTED TO RANK	EFFECTIVE DATE OF PROMOTION
DUNKLEY, Leslie	4233	Sergeant	2003.02.03.
FLETCHER, David	486	Sergeant	2003.03.31.
GALES, Wendy	3950	Sergeant	2003.12.22.
GREENAWAY, Fiona	7163	Sergeant	2003.12.22.
GREGORY, Sandra	1972	Sergeant	2003.12.22.
HARPER, Deborah	3265	Sergeant	2003.12.22.
JOTAUTAS, Robert	6262	Sergeant	2003.03.31.
LAWR, Gregory	1104	Sergeant	2003.12.22.
LAWSON, Anthony	4882	Sergeant	2003.12.22.
LINDSAY, Howard	3065	Sergeant	2003.03.31.
MACKRELL, Paul	3985	Sergeant	2003.03.31.
MACLEAN, Roderick	472	Sergeant	2003.12.22.
MADILL, Allan	956	Sergeant	2003.12.22.
MCBRATNEY, Gary	5886	Sergeant	2003.12.22.
MCKAY, Edward	7442	Sergeant	2003.12.22.
MOREIRA, Peter	470	Sergeant	2003.12.22.
NORTHMORE, Colleen	206	Sergeant	2003.03.31.
PHAIR, Mark	1215	Sergeant	2003.12.22.
QUEEN, Graham	4457	Sergeant	2003.12.22.
RICHARDSON, Andrew	6441	Sergeant	2003.12.22.
ROGERS, Richard	4687	Sergeant	2003.12.22.
SANSON, Cheryl-Anne	5580	Sergeant	2003.12.22.
SMIT, Brian	3367	Sergeant	2003.03.31.
SURPHLIS, Doug	4738	Sergeant	2003.12.22.
TAPP, Dean	2436	Sergeant	2003.06.02.
TRIMBLE, Peter	1614	Sergeant	2003.12.22.
VALLES, Shehara	4696	Sergeant	2003.12.22.
WALTERS, Michael	7254	Sergeant	2003.03.31.
WALTERS, Gregory	6842	Sergeant	2003.04.28.
WARD, Vanessa	2285	Sergeant	2003.04.28.
YEANDLE, Mark	7250	Sergeant	2003.12.22.
ZEBESKI, David	7674	Sergeant	2003.12.22.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 26, 2004**

#P59. ANNUAL REPORT: 2003 REPORT ON SECONDMENTS

The Board was in receipt of the following report JANUARY 26, 2004 from Julian Fantino, Chief of Police:

Subject: 2003 ANNUAL REPORTING OF SECONDMENTS

Recommendation:

It is recommended that: the Board receive this report.

Background:

At its meeting of January 25, 2001, the Board directed that the Chief of Police report annually on secondments of Service members (Minute No. P5/01 refers). The attached appendix is a detailed account of Service members on secondment.

In the year 2003, thirty-four (34) uniform members and three (3) civilian members were seconded to various agencies. The Service received full cost recovery in 2003 for these secondments.

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

The Board received the foregoing.

2003 SECONDMENTS

APPENDIX

Details			Term		
No. of Members	Rank	Location	From	To	
1	Sgt	City of Toronto - Emergency Measures	2002	to	2004
1	D/C	Ministry of Public Safety and Security Provincial Anti-terrorism	2003.09.29	to	2006.09.29
*1	D/Sgt	Ministry of the Attorney General - CISO	2002.01.14	to	2004.01.14
1	A/Insp	Ministry of the Attorney General - Victims of Crime	2001.03.01	to	2006.02.29
1	Det	Ministry of the Solicitor General - New York City Police Department	2003.03.01	to	2004.03.01
1	A/D/Sgt	Ministry of the Solicitor General- (VICLASS)	2000.03.01	to	2004.03.31
1	D/C	Ministry of the Solicitor General- (VICLASS)	2001.12.01	to	2004.11.30
2	D/C	Ministry of the Solicitor General- (VICLASS)	2000.02.01	to	2004.01.31
1	A/S/Insp	Ministry of the Solicitor General- Police Quality Assurance Unit	2001.02.28	to	2004.03.26
1	A/D/Sgt	Ontario Police College (OPC) - Basic Constable Training	2001.09.04	to	2004.08.04
1	A/Sgt	Ontario Police College (OPC) - Basic Constable Training	2003.04.28	to	2005.04.28
1	A/Sgt	Ontario Police College (OPC) - Basic Constable Training	2002.10.07	to	2 year term
*2	D/C	OPP - Illegal Gaming	2000.06.29	to	2003.07.27
*1	Det	OPP - Illegal Gaming	2002.07.01	to	2003.07.27
4	Det	OPP - Weapons Enforcement Unit	2002.11.01	to	2004.11.01
1	Insp	Provincial - Repeat Offenders Parole Enforcement (R.O.P.E.)	2001.09.01	to	3 Year term
2	Civilian	Provincial R.O.P.E.	2001.09.01	to	4 year term
2	D/C	Provincial R.O.P.E.	2003.06.01	to	3 year term
1	D/C	Provincial R.O.P.E.	2002.04.15	to	3 year term
4	D/C	Provincial R.O.P.E.	2002.09.01	to	3 year term
*1	D/Sgt	Provincial R.O.P.E.	2002.11.19	to	3 year term
2	Det	Provincial R.O.P.E.	2001.09.01	to	3 year term
1	Sgt	RCMP - International Peacekeeping - East Timor	2003.08.17	to	2004.05.17
1	PC	RCMP - International Peacekeeping - Kosovo	2003.09.16	to	2004.06.15
*1	D/C	RCMP - Toronto Integrated Proceeds of Crime (TIPOC)	1997.04.01	to	2003.01.01
1	Civilian	United States Postal Service	2003.02.01	to	2004.01.31

* Request for Extensions have been received

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 26, 2004**

#P60. ANNUAL REPORT: 2003 REPORT ON SECONDARY ACTIVITIES

The Board was in receipt of the following report JANUARY 19, 2004 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, how many were approved or denied on a year-to-date basis, as well as the total number of members engaged in secondary employment at the time of the report (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. 450/00 refers). At its meeting on February 22, 2001, the Board requested that future annual reports regarding secondary activities include a preamble that describes the Service's policy governing secondary activities (Board Minute P55/01 refers).

The Board approved a secondary activity policy for the Service at its meeting on May 1, 2000 (Board Minute C99/00 refers). Under this policy, members are required to obtain approval from the Chief of Police before participating in a "paid" secondary activity. Approval is also required for an "unpaid" activity where there may be a contravention of the Police Services Act.

Service Procedure 14-25 requires members to submit an Application for Secondary Activity on Form TPS 778 for approval by the Chief of Police. Approval is granted provided the secondary activity does not contravene the restrictions set out in Section 49(1) of the Police Services Act (P.S.A.).

Section 49(1) states:

49(1) A member of a police force shall not engage in any activity,

- (a) that interferes with or influences adversely the performance of his or her duties as a member of the police service, or is likely to do so;
- (b) that places the member in a position of conflict of interest, or is likely to do so;
- (c) that would otherwise constitute full-time employment for another person;
or
- (d) in which he or she has an advantage derived from employment as a member of a Police Service.

Applications may also be denied for the following reasons:

- (1) Where the applicant has demonstrated a history of poor attendance or poor performance. Reference: P.S.A. s49(1)(a).
- (2) Where the secondary activity might bring discredit upon the member's reputation as an employee or upon the reputation of the Toronto Police Service. Reference: P.S.A. s74(1).
- (3) Where it involves the use of programs, lesson plans, technology, materials, equipment, services or procedures which are the property of the Service. Reference: P.S.A. s49(1)(d).

The Chief exercises his discretion, on a case-by-case basis, to determine whether an application is likely to violate Section 49(1) of the Police Services Act. Members whose applications are approved are required to sign an agreement which outlines the terms and conditions of the approval.

On February 27, 2001 the Toronto Police Association filed a grievance with respect to the Service issuing a written reprimand to a member who failed to follow the policy and obtain permission from the Chief of Police to engage in secondary activity. The member was cited as being in breach of Service Rule 6.1.0. The grievance proceeded to arbitration and on March 20, 2003 Arbitrator McLaren found in favour of the Toronto Police Association's position that members only need to apply for the Chief's approval if the member feels he/she may be in conflict with section 49(1) of the Police Services Act. The Arbitrator concluded that Rule 6.1.0 goes beyond the powers that the Act confers on police service boards in controlling secondary activities and moreover, Rule 6.1.0 is inconsistent with the Act.

The Board has filed an application for Judicial Review in this matter which is scheduled to be heard on February 19, 2004.

Since the Arbitrator's ruling, the processing of new applications for secondary activity has been suspended. Members are only required to submit an Application for Secondary Activity (TPS 778) if they believe the activity may place them in a conflict with Section 49(1) of the Act. There have been none of these types of submissions for 2003.

If the Board is successful in the Judicial Review, Rule 6.1.0 and Procedure 14-25 will be immediately reinstated. However, if the Board is unsuccessful after Judicial Review, the Rule and Procedure will be amended to reflect the ruling of the Arbitrator.

Prior to the Arbitrator's ruling, from January 1, 2003 to March 20, 2003, there were 45 new applications for secondary activity received from members requesting approval to engage in secondary activities. Of the 45 new applications received, 18 were processed (15 were approved and 3 were denied) prior to the Arbitrator's ruling. The remaining 27 applications were still being processed at the time of the Arbitrator's ruling and therefore were placed on hold pending the outcome of the Judicial Review.

The attached 2003 Annual Report on New Applications for Secondary Activity details the type of activities, the number of applications received from uniform and civilian members and the status of the applications. As of December 31, 2003 there were a total of 1155 members of the Service engaged in secondary activities.

Mr. William Gibson, Director, Human Resources, and Ms. Maria Ciani, Manager, Labour Relations, will be in attendance to respond to any questions the Board may have in regard to this matter.

The Board received the foregoing.

**2003 ANNUAL REPORT ON NEW APPLICATIONS
FOR SECONDARY ACTIVITY**

TYPE OF ACTIVITY	# of UNIFORM Applications	# of CIVILIAN Applications
Sales/Service	6	
Teacher/Lecturer/Instructor	8	2
Clerical/Office		
Driver	5	
Restaurant/Food Services	2	
Business Services	2	
Arts/Media	3	1
Labourer	1	1
Cashier	1	
Volunteer Firefighter	1	1
Security	1	
Writer	3	3
Marketing		
Army/Military		
Counselor	1	
Paramedic/Medical Services	1	
Auxiliary P.C.		
Other	2	
TOTAL	37	8

Of the 45 applications received, 15 were approved, 3 were denied, 27 were placed on hold pending the outcome of the Judicial Review.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 26, 2004**

#P61. ANNUAL REPORT: 2003 REPORT ON GRIEVANCES

The Board was in receipt of the following report JANUARY 23, 2004 from William Gibson, Director of Human Resources:

Subject: 2003 SUMMARY OF GRIEVANCES

Recommendations:

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

Background:

At its confidential meeting on February 20, 2003, the Board requested that an annual summary report on grievances be provided for the public meeting in February each year (Board Minute No. C30/03 refers). The Board further requested that the public report include the cost of each grievance, the total costs for the year and the number of grievances where the Board, Association or both were successful.

During the year 2003 there were 44 new grievances filed. Of this number, 12 grievances were resolved by the parties, 11 were withdrawn by the Association and 21 remain ongoing. There were no legal costs expended for any of the 44 grievances filed in 2003.

In addition to the above, 22 grievances that were outstanding from previous years were resolved in 2003. Nine of these outstanding grievances were resolved through the arbitration process (six by Minutes of Settlement and three by arbitration awards). The remaining 13 were resolved between the parties outside of the arbitration process. Of the three arbitration awards received in 2003, one was in favour of the Board, one was in favour of the Association and one was to the benefit of both parties.

The Board has been provided with a full copy of the above decisions.

The overall legal costs expended for the above 22 grievances amounted to approximately \$270,710.83, of which approximately \$151,219.85 was expended during 2003. The following is a breakdown of costs by type of grievance:

Number & Type Of Grievance	Costs Incurred in 2003	Overall Costs During the Life of the Grievance
4 Transfer Grievances	\$ 43,855.50	\$ 51,600.29
2 Termination Grievances	27,749.58	33,491.32
5 Policy Grievances	9,540.00	13,960.34
2 Vacation Entitlement Gr.	0.00	0.00
2 Demotion Grievances	25,074.30	82,389.34
4 Overtime/Callback Gr.	29,151.23	36,893.33
3 Other	15,849.24	52,376.21
Total	\$151,219.85	\$270,710.83

The costs included fees for legal counsel, arbitrator fees and disbursements related to the arbitration hearings. The final invoice for legal fees for 2003 has not yet been received.

Ms. Maria Ciani, Manager, Labour Relations, will be in attendance to respond to any questions the Board may have in regard to this matter.

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 26, 2004**

#P62. ANNUAL REPORT: 2003 REPORT ON CONSULTING EXPENDITURES

The Board was in receipt of the following report JANUARY 30, 2004 from Julian Fantino, Chief of Police:

Subject: CONSULTING EXPENDITURES FOR YEAR 2003

Recommendation:

It is recommended that:

1. the Board receive this report; and
2. the Board forward a copy of this report to the City Chief Financial Officer & Treasurer for information.

Background:

The Board, at its meeting of February 20, 2003 (BM #P45/03 refers), approved a motion to receive information on consulting expenditures on an annual basis consistent with the City of Toronto request. The attached reflects the 2003 consulting expenditures for both the operating and capital budgets. The expenditures are categorised according to the City's requirements, were approved in either the operating or capital budgets, and processed in accordance with the Board's Financial Control By-law #147.

Therefore, it is recommended that the Board receive this report, and forward a copy to the City Chief Financial Officer & Treasurer for information.

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

The Board received the foregoing.

**2003 Consulting Expenses – Operating
February 26, 2004**

Page 1

	Contract				Original	2003	2002
Expense Category	Date	Contract #	Consultant	Description of Work	Contract	Expenditure	Expenditure
	(mm-dd-yr)				Value	(Note 2)	(Note 2)
					\$	\$	\$
Technical	12/31/2003	3160031	Adapsys LP	Replace Server	\$1,200	1,200	
	01/07/2003	6009233	Fujitsu Consulting Canada	Technical Support	\$364,953	\$356,886	
	02/11/2003	6009535	Interactive Computer Software	Technical Support	\$242,974	\$229,050	
	04/11/2003	6010006	RCM Technologies Canada	Occurrence Reengineering Technical	\$263,200	\$263,200	
	04/11/2003	6010008	Allstream IT Services	Occurrence Reengineering Technical	\$284,766	\$284,766	
	04/14/2003	6010018	Pinstripe Technical Services	CIPS Server	\$174,757	\$174,757	
	04/14/2003	6010017	Pentleton Consulting Technical Support Inc.	Technical Support	\$216,187	\$153,000	
	05/16/2003	6010302	IBM Canada Ltd.	Technical Support	\$420,000	\$420,000	
TOTAL					\$1,968,037	\$1,882,859	\$226,437
Information Technology	05/16/2003	6006979	IBM Canada Ltd.	Technical Support	\$219,630	\$161,200	
	05/16/2003	6006983	Pinstripe Personnel	CIPS	\$139,696	\$130,520	
	11/21/2003	6012198	Novadigm	Migration	\$22,000	\$22,000	
	02/11/2003	47006890	RCM Technologies Canada	Occurrence Reengineering	\$71,750	\$71,750	
TOTAL					\$453,076	\$385,470	\$1,130,014

**2003 Consulting Expenses – Operating
February 26, 2004**

Page 2

Management/ R&D	04/04/2003	6006623	Mercer Human Resource Cons.	Compensation/ Benefits	\$35,000	\$25,000	
	03/07/2003	6009720	Fujitsu Consulting Canada	Info. Security review	\$7,400	\$6,400	
	03/18/2003	6009811	Hay Management Consultants	Review Role of Chair	\$5,600	\$5,600	
	04/09/2003	6009996	RCM Technologies Canada	Peoplesoft	\$157,087	\$153,540	
	06/11/2003	6010515	AON Consulting	EFAP review	\$33,000	\$33,000	
	07/09/2003	6010754	Pivotal Technologies	Leases and Contracts	\$7,000	\$7,000	
	09/15/2004	6011312	Pivotal Technologies	Leases and Contracts	\$6,650	\$6,650	
	11/03/2003	6012198	Pivotal Technologies	Leases and Contracts	\$8,400	\$8,400	
	12/04/2003	6012361	Pivotal Technologies	Leases and Contracts	\$8,400	\$8,400	
TOTAL					\$268,537	\$253,990	\$176,641
External Lawyers & Planners	04/08/2003	6006631	Ferguson, George	Investigation	\$26,090	\$26,090	
	01/28/2003	6009414	Martin Peters & Assoc Barrist	Professional Services	\$7,254	\$7,254	
	08/22/2003	6011124	Gold & Associate	Professional Services	\$4,125	\$4,125	
	10/27/2003	6011813	Torys	Legal Advice/ Police Services Board	\$18,464	\$18,464	
	01/01/2003	47007892	Hicks Morley Hamilton Stewart	Employment and Labour Law	\$300,000	\$252,064	
TOTAL					\$355,933	\$307,997	\$360,623
Creative Communications							
TOTAL					\$3,045,583	\$2,830,316	\$1,893,715

Note 2 - Total for each expense category, with all amounts rounded to nearest dollar and net of GST rebate.

2003 Consulting Expenses – Capital **Page 1**
February 26, 2004

	Contract				Original	2003	2002
Expense Category	Date	Contract #	Consultant's Name	Description of the Work	Contract	Expenditure	Expenditure
	(mm-dd-yr)				Value	(Note 2)	(Note 2)
					\$	\$	\$
Technical	10/30/2003	3151414	Atkins Architects	Exterior compound redesign	\$1,604	\$1,604	
	05/04/2003	6010038	Fujitsu Consulting Canada	Wireless system integration	\$18,150	\$17,536	
	07/24/2003	6010901	Power Line Systems Engineering	Electrical Engineering Serv. Design Spec	\$3,940	\$3,940	
	11/28/2003	6012285	WorkBrain Inc.	Technical Support	\$130,485	\$120,000	
	10/30/2003	6011899	Valcoustics Ltd	Acoustic and Vibration Analysis	\$3,300	\$3,300	
	04/14/2003	6010017	Pentleton Consulting Technical Support Inc.	Technical Support	\$216,187	\$153,000	
	04/24/2003	47007506	Fujitsu Consulting Canada	Mainframe Decommissioning	\$293,333	\$271,297	
TOTAL					\$666,999	\$570,677	\$474,060
Information Technology	03/30/2003	6006955	WorkBrain Inc	Technical implementation	\$1,706,636	\$1,667,789	
	01/20/2003	6009334	Sierra Sys. Grp.	Technical implementation	\$230,000	\$230,000	
TOTAL					\$1,936,636	\$1,897,789	\$2,915,679

2003 Consulting Expenses – Capital Page 2
February 26, 2004

Management/ R&D							
	02/12/2003	6009570	Business Transformation Associates	Study to review Inventory /Asset systems	\$58,000	\$58,000	
	07/11/2003	6010789	Business Transformation Associates	Assess IT strategy for Outsourcing	\$6,533	\$6,533	
	10/31/2003	6011932	Sierra Systems Group	Project Management Support	\$44,660	\$44,660	
	05/14/2003	6010287	Totten Sims Hubicki Associates	Consulting/Engineering - Re Generators	40,000	27,495	
	03/28/2003	6009910	Fujitsu Consulting Canada	Project Mgmt. services	383,500	383,500	
	03/28/2003	6009912	Fujitsu Consulting Canada	Project Mgmt. services	136,500	136,500	
	10/31/2003	6011931	Fujitsu Consulting Canada	TRMS Implementation	141,748	58,945	
TOTAL					\$810,941	\$715,633	\$307,718
External Lawyers & Planners							
TOTAL							
Creative Communications							
TOTAL					\$3,414,576	\$3,184,099	\$3,697,457

Note 2 - Total for each expense category, with all amounts rounded to nearest dollar and net of GST rebate.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 26, 2004**

**#P63. ANNUAL REPORT: 2003 REPORT ON RECOGNITION PROGRAM
EXPENDITURES**

The Board was in receipt of the following report JANUARY 26, 2004 from A. Milliken Heisey, Q.C., Chair:

Subject: RECOGNITION PROGRAMS - 2003 EXPENDITURES

Recommendation:

It is recommended that the Board receive the following report.

Background:

At its meeting on August 6, 1992, the Board granted standing authority to the Chairman, Police Services Board, to approve expenditures from the Special Fund for costs associated with the Board's awards and recognition program (Min. No. P408/92 refers).

The total amount paid in 2003 was \$22,660.49. A list of the individual expenditures is attached for information.

The Board received the foregoing.

TORONTO POLICE SERVICES BOARD
PAYMENTS FROM SPECIAL FUND FOR RECOGNITION PROGRAM
2003

Re: Minute No. 408/92

<u>Cheque Date</u>	<u>Service</u>	<u>Total</u>
May. 09/2003 Cheque #1651	COMPASS GROUP CANADA Refreshments provided at Community Members Awards Invoice #344439	1,714.75
May 09/2003 Cheque #1649	SHAND CALLIGRAPHY SERVICES Medal of Honour Certificate P.C. William Hancox	25.00
May 09/2003 Cheque #1650	FRAMEWORTH CUSTOM FRAMING 52 Framed Community Awards Certificates 1 Framed Photograph Invoice #044730	1,535.25
May 16/2003 Cheque #1653	VANESSA LEPAGE Cake provided at Community Members Award Ceremony	160.00
Jun. 16/2003 Cheque #1657	COMPASS GROUP CANADA Refreshments provided at Service Awards Ceremony Invoice #344448	2,494.50
Jun 16/2003 Cheque #1656	FRAMEWORTH CUSTOM FRAMING 75 Teamwork Commendations, 26 Commendations 4 Merit Marks 8 Framed Partnership Citations Invoice #045402	4,456.25
Jun. 16/2003 Cheque #1658	VANESSA LE PAGE. Cake provided at Service Awards Ceremony	160.00
Jul. 09/2003 Cheque #1661	FRAMEWORTH CUSTOM FRAMING 102 Framed Commendations and 85 Framed Teamwork Certificates	4,105.50

<u>Cheque Date</u>	<u>Service</u>	<u>Total</u>
Jul. 09/2003 Cheque #1659	COMPASS GROUP CANADA Refreshments provided at Service Awards Invoice #361204	2,337.50
Jul. 22/2003 Cheque #1665	FRAMEWORTH CUSTOM FRAMING 1 Framed Teamwork Certificates Invoice #046352	40.25
Jul. 24/2003 Cheque #1670	FRAMEWORTH CUSTOM FRAMING 1 Framed Medal of Honour Certificate P.C. William Hancox Invoice #046582	168.24
Aug. 21/2003 Cheque #1673	VANESSA LEPAGE Cake provided at Service Awards Ceremony	160.00
Sept. 26/2003 Cheque #1676	VANESSA LEPAGE Cake provided at Service Awards Ceremony	160.00
Sept. 30/2003 Cheque #1679	FRAMEWORTH CUSTOM FRAMING Framed Teamwork, Commendations and Merit Certificates Invoice #047920	2,535.75
Oct. 27/2003 Cheque #1681	COMPASS GROUP CANADA Refreshments provided at Service Awards Invoice #361214	2,287.50
Nov. 25/2003 Cheque #1685	VANESSA LEPAGE Cake provided at Community Members Awards	160.00
Dec. 19/2003 Cheque #1689	VANESSA LEPAGE Cake provided at Service Awards Ceremony	160.00
	TOTAL	22,660.49

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 26, 2004**

**#P64. REQUEST FOR EXTENSION OF TIME TO SUBMIT REPORT:
PROPOSED AMENDMENTS TO THE *POLICE SERVICES ACT***

The Board was in receipt of the following report FEBRUARY 04, 2004 from A. Milliken Heisey, Q.C., Chair:

Subject: REQUEST FOR EXTENSION OF TIME TO SUBMIT REPORT: PROPOSED
AMENDMENTS TO THE *POLICE SERVICES ACT*

Recommendation:

It is recommended that: the Board approve the request for a three-month extension to submit a report on proposed amendments to the *Police Services Act*.

Background:

At its meeting on August 14, 2003, the Board approved a motion in response to discussions regarding the results of disciplinary hearings and recommended that Board staff and Chief Fantino review the *Police Services Act* and develop a list of proposed amendments (Board Minute C168/03 refers).

A "PSA Working Group" was established with representation from the Board, Labour Relations and the Service. At its meeting on November 13, 2003, the Board granted a request for an extension of time to submit the report and approved the recommendation that it be submitted at the February Board meeting (Board Minute P327/03 refers). Due to ongoing scheduling conflicts, however, the working group has been unable to complete the review. In addition, new issues in a number of areas have recently arisen that need to be included in the review. Therefore, I am recommending that a further extension of three months be granted and that the report be submitted to the April 2004 Board meeting.

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 26, 2004**

#P65. REQUEST FOR EXTENSION OF TIME TO SUBMIT REPORT: SEMI-ANNUAL REPORT ON WRITE-OFF AMOUNTS

The Board was in receipt of the following report JANUARY 27, 2004 from Julian Fantino, Chief of Police:

Subject: REQUEST FOR ONE-MONTH EXTENSION TO SUBMIT SEMI-ANNUAL REPORT ON WRITE-OFF AMOUNTS

Recommendation:

It is recommended that:

- (1) the Board approve the request for a one-month extension to submit the Semi-Annual Report on Write-off Amounts, and;
- (2) the Board approve a change in the dates it is to receive the Semi-Annual Report from February and August to March and September of each year.

Background:

At its May 29, 2003 meeting (Board Minute #132/03 refers), the Board approved the new Financial Control By-law 147. Part IX, Section 29 of this By-law - Authority for Write-Offs includes the requirement for a semi-annual report on amounts written off in the previous six months. The semi-annual reports were to be provided to the Board in February and August.

The first report was due for the February 26, 2004 Board meeting. However, it is not possible to meet the agenda deadline as the Service is still in the process of finalizing its year end results.

Therefore, it is recommended that the Board approve the request for a one-month extension to submit the Semi-Annual Report on Write-off Amounts and that the Board alter the dates it is to receive these reports to March and September of each year.

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

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 26, 2004**

#P66. CORRESPONDENCE

The Board was in receipt of a summary of the public correspondence received in the Board office between January 12, 2004 and February 05, 2004. A copy of the summary is on file in the Board office.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 26, 2004**

**#P67. REPORT BY THE HONOURABLE GEORGE FERGUSON: *REVIEW
AND RECOMMENDATIONS CONCERNING VARIOUS ASPECTS OF
POLICE MISCONDUCT***

The Board was in receipt of the following report FEBRUARY 24, 2004 from Julian Fantino, Chief of Police:

Subject: REPORT OF THE HONOURABLE MR. JUSTICE GEORGE FERGUSON

Recommendation:

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

Background:

I am pleased to provide the members of the Board with copies of the Honourable Mr. Justice George Ferguson's report on Parts I, II and III of his terms of reference. Justice Ferguson will be making a presentation to the Board regarding his report at the Board meeting on February 26, 2004.

As you will observe, Justice Ferguson's recommendations are practical and, I would suggest, progressive in the context of Canadian policing. Upon receiving Justice Ferguson's report I immediately struck an Implementation Committee to review the recommendations and report back to me on the feasibility of implementing the recommendations.

I am pleased to report that Justice Ferguson has delivered recommendations that are both practical and achievable. Many aspects of these recommendations have already been implemented and others are in the process of being implemented. Some of those that have already been implemented include the organization of the Drug Squad, ethics training and accountability protocols and issues involving disclosure of police misconduct.

Work continues on these recommendations and I will report back to the Board at its March 25, 2004 meeting on the progress of the Implementation Committee.

It is my intention to release this report to the public, following its receipt by the Board.

The Honourable George Ferguson, Q.C. was in attendance and discussed his report with the Board. Copies of Justice Ferguson's report and his speaking notes are on file in the Board office.

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The Board commended Justice Ferguson for the extent to which he researched how misconduct is handled by other police agencies in Canada, the United States and England and how he used that research to develop the 32 recommendations. The Board also commended Chief Fantino for identifying the need for change and improvements in how the Toronto Police Service deals with misconduct and for requesting Justice Ferguson to conduct that review.

The Board also noted that this was the first time the foregoing report had been released publicly. The Board was originally provided with copies of Justice Ferguson's report at its May 29, 2003 meeting (Min. No. C87/03 refers).

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 26, 2004**

**#P68. TORONTO POLICE SERVICE – OPERATING BUDGET PROCESS:
REVIEW AND AUTHORITY TO APPROVE**

The Board was in receipt of the following report FEBRUARY 24, 2004 from Julian Fantino, Chief of Police:

Subject: CLARIFICATION OF OPERATING BUDGET PROCESS

Recommendation:

It is recommended that: the Board receive this report.

Background:

The Toronto Police Service budget process has been the subject of considerable criticism of late. The size of the police operating budget, year over year growth of the budget since the mid 1990s, accountability, non-existent or insufficient public scrutiny, inability of community members to influence budget priorities and restricted access to budget information are all issues which have been raised in the press in recent days. These criticisms against the Toronto Police Service are unfair. Clearly, it is necessary to explain the processes through which the Toronto Police Operating Budget is developed and, ultimately, approved.

Planning & Service Priorities

The development of the Toronto Police Service Operating Budget is only one element in a management control cycle - planning, budgeting, control and evaluation. For the purpose of this discussion I will begin with planning, although in practice, the cycle is continuous. Each year, the Corporate Planning Unit prepares a comprehensive document, *Environmental Scan*, detailing the external environment in which the Service will operate and the resources available to provide policing services in the coming year. The document is based on a series of external and internal consultations, extensive research, and demographic and crime statistics. The consultation process is comprehensive and of particular importance in identifying issues which may have significant impact on policing in the future. Internal and special interest group consultations are well attended and provide the Service with invaluable information and ideas. These consultations give all community members the opportunity to make a real contribution to Service priorities and objectives as the *Environmental Scan* forms the cornerstone for their development and, in turn, the *Business Plan*. Further, in conjunction with corporate priorities, Divisions encourage community members to contribute to the development of policing strategies specific to their neighbourhoods through the Community Police Liaison Committee and other community meetings in which police regularly participate.

Budget Development

The Service's operating budget is based on the strategies and developed Service priorities in the planning stage - a budget allocates the resources necessary to achieve the organisational objectives. Mindful of Service priorities and limited resources, personnel are deployed to these strategies. The final budget submission is a reflection of the number of personnel and their salary and benefit costs, and the costs associated with supporting these personnel (uniforms, vehicles, computers, facilities, etc). Simply put, the number of personnel determine the budget, and changes in the overall police budget over the past ten years are almost wholly attributable to changes in the number and/or cost (salary and benefits) of personnel.

The non-staffing budget is rigorously scrutinised on a line by line basis by senior police managers at both the unit and corporate level. The budget submitted is a realistic account of the cost to maintain current police service levels with a constant staffing level. In September 2003, the Toronto Police Service Command approved the 2004 Operating Budget Submission.

Budget Review and Approval

The budget submission was passed to the Toronto Police Services Board in October for review and approval. Board members and Board staff were provided with a binder of detailed budget information including a line by line account of the 2004 budget, details of how budget amounts are developed, business cases for new requests and extensive analysis on budget increases, decreases and future year implications. Traditionally, Board members, assisted by Budgeting & Control staff, have performed a detailed and extensive line by line review of the budget submission prior to the formal presentation of the budget to the Board. For the 2004 process, however, Board members were unable to commit to this process due to scheduling conflicts. On October 30th, the Board held a special evening meeting to formally receive the 2004 budget submission and hear any public deputations on the submission. Although the special meeting was well advertised, both to City Councillors and the public, no one came forward to make a deputation. This response was not totally unexpected – the same public invitation to address the 2003 budget submission had only one deputation. The Board received the submission (Board Minute P305 refers).

At its November meeting, the Board approved the 2004 budget submission after hearing a deputation on the matter from Mr. John Sewell (Board Minute P329 refers). City budget staff was immediately provided with the approved detailed budget submission documentation supplied to the Police Services Board, including the approved line by line accounting of the 2004 budget. Over and above this, we provided City Finance with a "Bluebook" budget document. The "Bluebook" is a City document that contains a prescribed format (i.e. standard budget forms and information) for all City Departments and ABC's to submit their budgets.

The above budget detail information was also provided to the Chair of the BAC and the members of the BAC assigned to review the police budget.

In January 2004, the BAC initiated its review of 2004 budget submissions from across the City. On January 23, 2004, the Toronto Police Service appeared at the BAC meeting to present a high level overview of police issues. On February 4th, Toronto Police staff met for two hours with City budget staff and those members of the BAC assigned to review the police budget. At this meeting, the BAC requested that police submit a \$14.234M reduction strategy to the City's Chief Financial Officer prior to the next scheduled appearance at the BAC. As is traditional, the City indicated an overall reduction target, rather than a reduction to a specific account or accounts. It has been widely reported of late, that the City does not receive a line-by-line budget document; this is not correct. It is provided to Board members and BAC members. The *Police Services Act* does place a restriction on any direction Council may give on specific line item reductions. The *Act* recognises the ability of a chief of police to best identify budget reductions with the least impact on service levels. See attached letter, dated April 16, 1999, from the City Solicitor to the City CAO. In turn, the *Act* holds the chief of police accountable for the adequacy of those services. It is important to note that the *Police Services Act* does not preclude a municipality from asking detailed questions, suggesting a potential reduction of a specific line item, nor opening the budgeting review process to public.

Control & Evaluation

Control and evaluation are the final two elements of the management cycle. Briefly stated, police managers at all levels are held accountable for both fiscal and operational objectives. On a monthly basis, police managers are required to answer to projected financial variances on a line by line basis for their area of responsibility. Corporate level budget variance and analysis reports are provided to the Board on a monthly basis. Operational program objectives are measured and reported on a regular basis. The *Service Performance Year End Report* is compiled against the corporate priorities and objectives contained in the *Business Plan* and published each spring. The *Service Performance Year End Report* also includes the findings of the annual independent public opinion telephone survey conducted each December. All of the documents mentioned above, including Board letters, are public documents and are available upon request.

In summary, I feel that the criticisms levied against the Toronto Police Service and the 2004 Operating Budget are unfair. The foregoing will help to clarify the processes and public access to these processes.

It is recommended that this report be received. Mr. Frank Chen, Chief Administrative Officer, Corporate Support Command will be in attendance to answer any questions.

The Board received the foregoing.



Doyle, LL.B., LL.M.

Solicitor

Services

HWQ

City

Legal

55 John Street
Str. 1260, 26th Fl., Metro Hall
Toronto ON M5V 3C6
Tel: (416) 392-8047
Fax: (416) 397 5624

In Reply To: H.W.O. Doyle File No.
(416) 392-8040

MEMORANDUM

Date: April 16, 1999

To: Michael Garrett
-Chief Administrative Officer

From: H. W.O. Doyle
City Solicitor

Re: Council Role Regarding Police Budgets

Section 39 of the *Police Services Act* (the *Act*) sets out the respective statutory authority of the Board and City Council with respect to police budget matters. For convenience, the section is reproduced as Appendix A to this memorandum.

A review of the section indicates that the Board must submit both operating and capital estimates to City Council showing separately the amounts required for the operation of the Service and the operation of the Board. City Council is required to review the estimates and establish overall operating and capital budgets for the Board. City Council is not obliged to adopt the estimates as submitted by the Board. However, in establishing the overall police budget, City Council cannot approve or disapprove specific items contained in the estimates.

Ultimately, if the Board is dissatisfied with the budget established by City Council for the reasons identified in subsection 39(5), it may request the Ontario Civilian Commission on Police Services to determine the adequacy of the budget. If requested to determine the matter, the Commission is required to do so, but only subsequent to conducting a hearing into the matter.

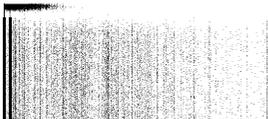
It should be emphasized that subsection 39(4) explicitly provides that a municipal council does not have the authority to approve or disapprove specific items in the estimates. Due to this prohibition, the Board is solely responsible for the approval or disapproval of specific items in the budget. Any delegation of this authority to City Council might constitute an improper delegation of the Board's authority under the Act.



Appendix AA≡

Police Services Act
Section 39

- (1) The board shall submit operating and capital estimates to the municipal council that will show, separately, the amounts that will be required,
 - (a) to maintain the police force and provide it with equipment and facilities; and
 - (b) to pay the expenses of the board=s operation other than the remuneration of board members.
- (2) The format of the estimates, the period that they cover and the timetable for their submission shall be as determined by the council.
- (3) Upon reviewing the estimates, the council shall establish an overall budget for the board for the purposes described in clauses (1)(a) and (b) and, in doing so, the council is not bound to adopt the estimates submitted by the board.
- (4) In establishing an overall budget for the board, the council does not have the authority to approve or disapprove specific items in the estimates.
- (5) 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 or other employees of the police force or to provide the police force with adequate equipment or facilities, the board may request that the Commission determine the question and the Commission, shall, after a hearing, do so.



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 26, 2004**

#P69. GUNS, GANGS, DRUGS AND STREET VIOLENCE IN TORONTO

The Board was in receipt of the following report FEBRUARY 17, 2004 from Michael Thompson, Councillor, City of Toronto:

Re: Attached Brief with respect to Guns, Gangs, Drugs, and Street Violence in Toronto

I am asking if you would please place the attached brief on the agenda of the upcoming (February 26) meeting of the Toronto Police Services Board, so that we might have some discussion of those items in the brief which fall under the jurisdiction of the Toronto Police Service.

It's important that we get some law enforcement perspective, information, and background on the issues, and what we can do to deal with this problem, so that we might also forward this to Council, once you have discussed it.

The briefings that Councillors have had on this issue show us that there are indeed some measures that should be reviewed by our policing professionals, as well as issues that our Police Board, with the assistance of City Council, could advocate for – with the senior levels of government – in support of the work of the Toronto Police Service.

I appreciate your consideration of the above.

Councillor Michael Thompson was in attendance and discussed his report with the Board. A copy of Councillor Thompson's brief on guns, gangs, drugs and street violence is on file in the Board office.

The Board referred the foregoing to Chief Fantino and requested that he provide a report containing responses to the three recommendations in Councillor Thompson's brief and that the Board consider Chief Fantino's report with the intention of forwarding it to Ontario Chief Justice Roy McMurtry who is chair of the City of Toronto advisory panel that will recommend solutions on how to reduce gun crime in Toronto.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 26, 2004**

**#P70. DISPOSITION REPORT – REVIEW OF COMPLAINT CONCERNING
VICE-CHAIR PAM McCONNELL**

The Board was in receipt of the following report FEBRUARY 26, 2004 from A. Milliken Heisey, Q.C., Chair:

Subject: DISPOSITION REPORT - REVIEW OF COMPLAINT CONCERNING VICE
 CHAIR PAM MCONNELL

Recommendation:

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

Background:

The Board, at its in camera meeting held earlier today, reviewed a complaint pertaining to remarks attributed to Vice Chair Pam McConnell in a January 29, 2004 article published in NOW.

Vice Chair McConnell has responded to the Board with respect to the complaint. The Board has accepted Vice Chair McConnell's response, received the complaint and will take no further action with respect to this matter.

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

The Board received the foregoing noting that a review of the complaint took place during the in-camera meeting (Min. No. C43/04 refers).

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 26, 2004**

#P71. eCOPS PROGRAM

The Board also approved the following Motions:

THAT Chief Fantino provide a report on the Service's strategy for the complete implementation of eCOPS and the Service's plans to address budget issues associated with eCOPS; and

THAT the Board request Chief Fantino to submit this report for its April 29, 2004 meeting.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 26, 2004**

#P72. ADJOURNMENT

A. Milliken Heisey, Q.C.
Chair