

**MINUTES OF THE PUBLIC MEETING** of the Toronto Police Services Board held on **JULY 20, 2001** at 1:30 PM in the Auditorium, 40 College Street, Toronto, Ontario.

**PRESENT:**

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

**ALSO PRESENT:**

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

**#P184.** The Minutes of the Meeting held on **JUNE 21, 2001** were approved.

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

**#P185. OUTSTANDING REPORTS - PUBLIC**

The Board was in receipt of the following report JULY 03, 2001 from Norman Gardner, Chairman:

Subject: OUTSTANDING REPORTS - PUBLIC

Recommendations:

It is recommended that:

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

Background:

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

**Chairman Gardner advised that all the outstanding reports were submitted following the preparation of the foregoing report and were considered as supplementary or walk-on reports at this meeting.**

**The Board received the foregoing.**



**Reports that were expected for the July 2001 meeting**

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
#551/00 #P135/01 #P158/01	<p><b>Compliance – Professional Standards Rpts.</b></p> <ul style="list-style-type: none"> <li>• <u>Issue:</u> the Chief is requested to provide the Board with a date in which the Service will be in full compliance with the Board's reporting requirements.</li> </ul>	<p>Report Due: May 24/01            Extension Reqs'd:            Extension Granted:            Revised Due Date:  <b>Status:.....Outstanding</b></p>	Chief of Police
#P110/01	<p><b>Drug Enforcement -Nuisance Addresses</b></p> <ul style="list-style-type: none"> <li>• <u>Issue:</u> to report whether there are any resources at the municipal level that can be deployed in a joint effort to target nuisance addresses</li> <li>• also review the successful efforts of the former North York</li> </ul>	<p>Report Due: July 26/01            Extension Reqs'd:            Extension Granted:            Revised Due Date:  <b>Status:.....Outstanding</b></p>	Chief of Police
#P152	<p><b>Occupational Health &amp; Safety Act</b></p> <ul style="list-style-type: none"> <li>• <u>Issue:</u> to provide a report that responds to a number of issues related to the Board's obligations under <i>the Occupational Health &amp; Safety Act</i> and action that will be taken by the Service.</li> </ul>	<p>Report Due: July 26/01            Extension Reqs'd:            Extension Granted:            Revised Due Date:  <b>Status:.....Outstanding</b></p>	Chief of Police

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
#366/99 #P99/01	<p><b>Special Fund</b></p> <ul style="list-style-type: none"> <li>• <u>Issue:</u> quarterly statements, budget forecasts of potential revenues and expenses</li> <li>• also include outstanding encumbrances that would impact the balance of the Special Fund</li> </ul>	<p>Report Due: July 26/01            Extension Reqs'd:            Extension Granted:            Revised Due Date:  <b>Status:.....Outstanding</b></p>	Chief of Police
#P5/01	<p><b>Tracking Implementation of Board Directions</b></p> <ul style="list-style-type: none"> <li>• <u>Issue:</u> pertains to recommends #16, 17, and 18 in Chief's response to OCCPS</li> <li>• <u>Reference:</u> OCCPS Review</li> </ul>	<p>Report Due: July 26/01            Extension Reqs'd:            Extension Granted:            Revised Due Date:  <b>Status:.....Outstanding</b></p>	Chief of Police
#66/99	<p><b>“Rules” Changes</b></p> <ul style="list-style-type: none"> <li>• <u>Issue:</u> changes to existing rules to be submitted annually</li> <li>• policy amended (Min. No. 264/99) so that changes can be submitted on an as-needed basis if necessary</li> </ul>	<p>Next Report Due: May 24/01            Extension Reqs'd: Apr. 19/01            Extension Granted: Yes, Min. #P129/01            Revised Due Date July 26/01  <b>Status:.....Outstanding</b></p>	Chief of Police
#156/00	<p><b>Audit Recommendations</b></p> <ul style="list-style-type: none"> <li>• <u>Issue:</u> tracking implementation status of external and internal audit recommendations</li> </ul>	<p>Next Report Due: July 26/01            Extension Reqs'd:            Extension Granted:            Revised Due Date  <b>Status:.....Outstanding</b></p>	Chief of Police

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
Memo – Mar. 19/01	<p><b>OMERS Autonomy</b></p> <ul style="list-style-type: none"> <li>• <u>Issue:</u> OMERS has requested a response to a discussion paper with respect to autonomy</li> <li>• Chairman Gardner requested the Director, Human Resources, to co-ordinate the development of proposed response for the Board's approval</li> </ul>	<p>1st Report Due: July 26/01            Extension Reqs'd:            Extension Granted:            Revised Due Date:  <b>Status:.....Outstanding</b></p>	<p>Director, Human Resources</p>

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

**#P186. CONSOLIDATION OF POLICE FACILITIES – AMALGAMATION OF  
21 DIVISION WITH 22 DIVISION**

The Board was in receipt of the following report JUNE 11, 2001 from Julian Fantino, Chief of Police:

Subject: CONSOLIDATION OF POLICE FACILITIES – AMALGAMATION OF 21  
DIVISION WITH 22 DIVISION

Recommendation:

It is recommended that:

- (1) the Board approve the amalgamation of 21 Division with 22 Division and the establishment of a sub-station operation at the 21 Division facility.

Background:

As part of an approved motion from the Board meeting on March 22, 2001 (Board Minute No. P74/01), the Chief was to report back to the Board regarding opportunities to obtain efficiencies through facility consolidation. On various occasions the community has expressed its lack of support regarding the closing of 21 Division. The status of 21 Division, and the potential amalgamation of 21 and 22 Division, has been reviewed on various occasions in the past five years. This report addresses the amalgamation of 21 and 22 Division and provides a history of the reports, recommendations and community involvement from 1996 until present to help provide the context in which this recommendation has risen.

1996 – Nelson Wong Architect Study:

In 1996, the Service commissioned Nelson Wong Architect Inc. to conduct an Occupational Health and Safety study, as well as an Employment Equity and Spatial Analysis of the 21 Division facility. This report, dated July 2, 1996, details a series of forty-two items requiring corrective action either immediately or over a period of ten years. The items requiring corrective action include firearms safety, building structure, doors, air quality, heating and cooling systems, plumbing systems and security systems. These items were then reviewed to determine the priority rating for completion of work. Based on the priority rating, the 1996 total project cost to renovate the 21 Division facility up to recommended standards was \$1.7 million.

The report also advised, in the long-term, that consideration be given to constructing a new 21 Division facility as the building is close to the end of its serviceable life. The renovations suggested were to maintain the facility at an acceptable level of Health and Safety standards until

a new facility was constructed. The 21 Division facility site is not large enough to accommodate the construction of a new facility and therefore a new site would be required. Some of the recommendations regarding required renovations have been implemented to date (e.g. firearms storage).

#### 1996 – Long Range Facility Redevelopment Plan:

In 1996, using the Nelson Wong study as a starting point, Leslie Rebanks and Associates developed the Model Division Study, which defines the standard building requirements for all police facilities. The study created the Toronto Police Service Model Division Design, which addressed facility requirements by area defining such items as area size, space flexibility, storage requirements, washroom accessibility and security requirements. The study also identified the need for community involvement in all divisional facilities to ensure the building meets architectural compatible with the local community.

From this Model Division Design, the Service reviewed all facilities to develop its Long Range Facility Redevelopment Plan. Our initial plan which was presented to the Toronto Police Services Board in October 1996 (Board Minute No. 339/96), recommended the plan to be implemented on a facility-by-facility basis. The Plan also requested that a cost comparison of renovation/expansion versus building a new facility be done before final recommendations were completed. This comparison would include the feasibility of using the current site for the new facility. Using the Model Division Design, the 1997 – 2001 Capital Program was adjusted to meet the new design requirements. All future capital programs use this design as the basis for facility requirements. To replace 21 Division facility using the Model Division Design, the total cost in 2001 dollars would be \$10.5 million, plus the cost of the land.

#### 1998 –Divisional Boundary Proposal Study:

In 1991, the Chief and Command commissioned a restructuring initiative to enable the Service to better deliver community policing. The result of this initiative was the publication of the 1998 Divisional Boundary Proposal written by the Divisional Boundaries Committee.

The report was intended to develop new divisional boundaries to more evenly distribute the demands for service throughout the City of Toronto. The Divisional Boundaries Committee was to identify a model division structure within a standard boundary, and to ensure police service demands were more evenly distributed throughout the City.

When reviewing the facilities, and using the Model Division Design and the Long Range Facilities Plan, the report recommended redefining the existing No. 21 Division as a partial service or community response station. The recommendation was to close the 21 Division facility and the building to be used for other police operations. The report noted the renovation of 21 Division was number thirteen on the priority renovation listing. However, the 22 Division facility could be renovated/expanded to accommodate the operational requirements of an amalgamated 21/22 Division. These suggestions were still subject to further review.



The proposal was distributed to the community for their input. Once public consultation was completed, the Committee would recommend a detailed project plan to implement the changes to the Board for approval in December 1999.

#### 1999 –Boundary Report Recommendations:

Upon review of the Divisional Boundary Proposal, the community members within the 21 Division area did not want any changes to the current divisional boundary. The community voiced concern that a previous amalgamation of police stations had resulted in problems such as an increase in response time. The community further cited a concern that the development of lands in this area would increase policing needs within the current 21 Division boundary. As a result of public consultation, the Divisional Boundaries Committee altered its findings in the Divisional Boundary Proposal to not include any boundary changes to 21 Division. This decision was to be reviewed later, in conjunction with a facility review.

The implementation plan noted that in Phase 2 of the boundary implementation, the community was promised the Division would remain. The facility was in need of some renovation due to some serious problems. However, any changes to 21 Division were planned to happen in conjunction with the work planned at 22 Division. It was noted the present 22 Division facility could be renovated/expanded to accommodate the two operational sections within the one facility.

#### 2000 Chief's 90-Day Review of Operations:

In March of 2000, I commissioned a 90-day review of all Service operations. The Chief's Organization Review Task Force (CORTF) was established and started investigating on March 13, 2000. All ranks from Police Constable to Deputy Chief, with the exception of Staff Inspector, were represented on the Task Force. The mandate included the identification of any problems affecting the delivery of efficient and effective front-line service delivery, and to make recommendations for improvement. The Task Force interviewed 1,000 front-line officers. This information was collected and enabled a series of recommendations covering staffing and work hours, compliance and accountability, efficiencies, effectiveness, training and development and court scheduling. The Task Force provided the Service with a series of recommendation reports. The first report provided details regarding the amalgamation of 21 and 22 Divisions.

#### 2000 Chief's Organisational Review Task Force (CORTF) Report No. 1:

Report 1 from the CORTF recommended the amalgamation of 21 and 22 Divisions' Youth Bureau, Warrant and Fraud operations, to ensure the delivery of equitable policing services. This recommendation included the maintenance of a 21 Division operational sub-station for a Primary Response Unit (PRU), an Alternate Response Unit (ARU) and Station Duty constables. The CORTF recommendations addressed concern from 21 and 22 Division officers for 24-hour availability of divisional detectives and more staff available for front-line and support roles. The CORTF report pointed out that benchmarking service provided to the public has been hindered due to the inequitable size of 21 Division. The CORTF report estimated that the amalgamation would result in a reduction or redeployment of 25 officers.

Presentation to Budget Advisory Committee on February 28, 2001:

On February 28, 2001, I made a presentation to the City of Toronto Budget Advisory Committee regarding the submitted 2001 Operating Budget. During this presentation, I advised the Committee that by closing 21 Division, the estimated savings were \$2 million annually. This recommendation was based on the Boundary Studies and the 90-Day Review reports which saw the closure as both a cost savings and efficiency measure for the Service.

2001 Operating Budget Action Plan Confidential Board Report:

Also during the 2001 Operating Budget process, I presented an action plan to the Board on March 22 as a confidential report. The plan of action included the Service's ability to achieve the Board approved budget of \$573.8 million. Within this plan was the recommendation to close 21 Division. When 21 Division was compared to the TPS divisional efficiency standards, it was found to be below standard. In previous efficiency reports, the recommendation has been to close 21 Division. However, we have not previously acted on this recommendation because of concerns raised from the community (as discussed previously in this report).

The closure was recommended as a cost saving measure and on the basis that the current level of service to 21 Division would not be impacted. Savings would be achieved by reducing management, administrative and operational support functions, combined with the elimination of operating and maintenance costs as a result of closing part of the facility.

Response to the Budget Advisory Committee request for information:

As part of the public agenda of the Board meeting on March 22, 2001, I submitted a report as a response to the Budget Advisory Committee request for information (Board Minute No. P74/01). The report also advised that as early as 1996 the long-term facility plan included the replacement of various police stations due to overcrowding, age of buildings and health and safety issues. One of the facilities slated for replacement was 21 Division. We have not started the replacement of any of these facilities, but the conditions within these buildings have worsened. Many of our present facilities face closure as they pose a health and safety risk to our members.

David Haslam and Joyce Champagne, Chairs of the No. 21 Division Community Police Liaison Committee attended this meeting and made a deputation regarding the status of 21 Division. They provided a petition containing 10,000 signatures and several letters from community groups who oppose the possible closure of No. 21 Division.

One of the motions from the Board was to report back on the opportunities to obtain efficiencies through facility consolidation as presented in the 2001 Operating Budget Action Plan.

### City of Toronto Council Recommendations passed on April 24, 2001:

During deliberations of the 2001 Operating Budget on April 24, 2001, the City of Toronto Council passed a motion, which stated:

“The Police Services Board and the Chief of Police be requested to consult with the local community within 21 Division about any changes in service or service levels that may occur as a result of the budget approval by Toronto City Council”.

The recommendation to amalgamate 21 and 22 Divisions will not affect the level of service provided to either 21 or 22 Division communities. It does, however, provide a long awaited solution for the 21 Division facility and addresses the concerns of the officers within 21/22 Divisions.

### Current Review of 21 and 22 Facilities:

#### 21 Facility Considerations:

In summary, the 21 Division facility has been assessed as close to the end of its useful life, and the site is too small to construct a new facility that would meet the Model Division design. One option is to establish a sub-station in the current 21 Division to address the communities' concern for a continued police presence within the community, and to operate the remainder of the facility available for other policing units.

The current 21 Division facility is presently on the 2001 state-of-good repair listing for renovations totalling \$30,000. This is the amount that can be allocated to 21 Division given other facility priorities and funding. The 1996 Nelson Wong study (discussed earlier) recommended a full facility renovation at a cost of \$1.7 million, which translates into \$2.5 million in 2001.

#### 22 Division Facility Considerations:

The 22 Division facility is large enough to accommodate the amalgamation of 21 and 22 Divisions. However, the facility will require renovations to allow for this expansion. These renovations will require four months to complete at an estimated cost of \$300,000. The necessary modifications to 22 Division facility include such items as plumbing, heating and air conditioning upgrade, construction of expanded storage and change room facilities. The estimated cost includes the moving and set up costs for the staff, furniture and equipment moved from 21 Division. 22 Division can remain open during the renovations and there will be no change to the level of service to the community.

#### Facility Amalgamation of 21 Division and 22 Division:

As with any change, all affected parties need to be advised of the change, the reasons why change is necessary and the time frame for the change to take place. We need to reassure both staff members and the public of the positive impact of this change. We need to communicate to

the public that boundary lines will remain the same, and the same level of service will be maintained. The only change will be for officer activity such as shift changes, lunch and filing of reports which will now move to the 22 Division facility. The community will maintain access to the police with the establishment of a sub-station in the 21 facility, which will provide a front desk operation and respond to in-person and telephone requests for police assistance.

#### Establishing a Sub-station at 21 Division facility:

Since 1983, the establishment of a mini-station, mobile station or sub-station has been based on addressing a community request for additional police presence within the neighbourhood. The creation of a sub-station is detailed in Directive 19-09 'Off Site Police Facilities'. The directive outlines a series of criteria, which must be considered before proceeding with a Needs Assessment Report. According to Directive 19-09, sub-stations are defined as:

“permanent ‘branch offices’ to home divisions. They provide a range of divisional policing functions in various forms depending on circumstance. They are administered by and report directly to the home division. The mandate is to administer police services and address longer-term community concerns within the surrounding neighbourhood(s).”

This sub-station would not be established in the traditional manner of meeting additional community needs. It is a redistribution of resources to maintain a current level of service. However, it will meet the criteria outlined above.

On numerous occasions, the 21 Division community has voiced its concern regarding the closing of the 21 Division facility. By proposing the establishment of a sub-station operation at 21 Division, this will address the concerns from the community for a police presence at this location. A sub-station operation includes officers providing 24 hour 7 days per week front desk operation to respond to in-person and telephone requests for police assistance. It provides the community with a continued walk-in location to receive immediate service. This recommendation would allow the continuation of a strong police presence within 21 Division. The available space left in 21 Division would be used for other Service requirements.

Renovation costs required for 21 Division to be established as a sub-station are minimal. The \$30,000 expenditure planned for some state-of-good repair renovations of the 21 Division can be deferred, but only until other TPS functions move into this facility.

#### Preparation for the amalgamation:

Once Board approval has been obtained for the amalgamation, plans for the renovation can start immediately and the renovation itself could be completed in approximately four months. During this time frame, the Service would prepare the organisation for the changeover. The amalgamation will create a new 22 Divisional area, which is the old 21 Division, and 22 Division combined. The new division will cover the area from Lake Ontario to the south, Eglinton Avenue West to the north, Etobicoke River to the west and the Humber River to the east.

The impact of the change on staff morale is an important consideration. The success of the amalgamation will depend on the staff's and community's ability to accept the decision and work toward completion. The staff's positive attitude toward the amalgamation will directly affect the public's perception of the amalgamation. In order to gain the staff support for amalgamation, communication between all parties should be established. This line of communication should be maintained by frequent updates during the amalgamation process.

The next steps in the amalgamation process are:

1. To gain the approval of the Toronto Police Services Board to proceed with the amalgamation plan;
2. To commence the information session(s) with the community and staff;
3. To finalise architectural plans;
4. To secure construction services through a tendering process involving the Service's pre-qualified general contractors;
5. To commence the 22 Division renovations once Toronto Police Services Board approval is obtained and contractors have been selected. (These renovations will take 12 weeks to complete);
6. To commence renovations in July, 2001 with an implementation date of November, 2001, assuming Board approval in June 2001.

#### Staffing Considerations:

The amalgamation of 21 and 22 Divisions reduces the total number of required staff while still being able to maintain the current service levels. The CORTF report identified 25 duplicate staffing positions from the amalgamation of the two divisions. A re-evaluation of these staffing estimates indicates that 19 officers and 4 civilian positions can be reduced upon amalgamation. If a 22 Division sub-station was not established at the 21 Division facility, an additional 5 police constables can be reduced from the Service's overall target.

Position	Current		Total 21 and 22 Div.	Total for New 22 Division	Staffing Difference
	21 Div.	22 Div.			
<b>Superintendent</b>	0	0	0	1	1
<b>S/Inspector</b>	1	1	2	0	-2
<b>Inspector</b>	0	0	0	1	1
<b>S/Sergeant</b>	6	6	12	6	-6
<b>D/Sergeant</b>	1	1	2	1	-1
<b>Sergeant</b>	11	14	25	18	-7
<b>Detective</b>	9	11	20	13	-7
<b>Constable</b>	65	89	154	153	-1
<b>D/Constable</b>	11	16	27	30	3
<b>Total Officers</b>	<b>104</b>	<b>138</b>	<b>242</b>	<b>223</b>	<b>-19</b>
<b>Admin. (Civilian)</b>	5	11	16	12	-4
<b>Grand Total</b>	<b>109</b>	<b>149</b>	<b>258</b>	<b>235</b>	<b>-23</b>

The amalgamation will result in 22 Division having a complement of 223 officers and 12 civilians. This represents a net total reduction of nineteen officers and four civilians for a total of twenty-three positions. The majority of these reductions are for officers with the rank of detective or higher. The new composition of 22 Division will result in a more effective deployment of officers, as well as more effective levels of supervision, while reducing the overall complement required. For example, the supervisory standard if applied to both divisions would result in 15 Sergeants in each Primary Response area. Since the new 22 Division will have one Primary Response Unit, only one group of 15 Sergeants is required rather than increasing the total complement number of Sergeants from the current number of 21 to the standard of 30 (an increase of 9 Sergeants).

	<b>Current 21 Division</b>	<b>Current 22 Division</b>	<b>Total Complement</b>	<b>New 22</b>	<b>Difference (new 22 standards) 15 – 21 =</b>
<b>Current Supervisors</b>	10	11	<b>21</b>	-	(6)
<b>Supervisory Standard</b>	15	15	<b>30</b>	15	

By reducing establishment strength, the Service will realise an annualised saving starting in 2002. The table below outlines the estimated savings by rank. The Salary savings in 2001 will be used to cover the estimated renovation costs for the 22 Division facility. These savings are based on the assumption that the 2001 August recruit class is reduced by 1, and that the 2001 December recruit class is reduced by 4.

<b>Position</b>	<b>Staffing Adjustment</b>	<b>2002 Annualized Cost (Savings)</b>
Superintendent	1	\$127,800
S/Inspector	-2	-\$227,800
Inspector	1	\$107,100
S/Sergeant	-6	-\$550,300
D/Sergeant	-1	-\$91,700
Sergeant	-7	-\$581,200
Detective	-7	-\$581,200
Constable	-1	-\$69,600
D/Constable	3	\$208,800
Admin. (civilians) *	-4	-\$168,000
<b>Grand Total</b>	<b>-23</b>	<b>-\$1,826,100</b>
<b>Recruitment Class Reduction Savings</b>		<b>2001 Savings</b>
Reduction in August class	-15	-\$266,000
Reduction in December class	-4	-\$4,000

<b>Total Recruitment Class Reduction</b>	<b>-19</b>	<b>-\$270,000</b>
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\* Civilian positions would be redeployed into existing budgeted vacancies or would be declared surplus, and the surplus process approved by the Board would be followed.

If this consolidation is approved, the Human Resource Strategy will be modified to reflect the new target, and be presented at a future Board meeting.

Summary:

The solution to amalgamate 21 and 22 Divisions while retaining a sub-station operation at the 21 Division facility is intended to address the Service's operational concerns for efficiencies while maintaining service delivery for residents in the community.

The financial impact is summarized below.

	<b>2001 Costs (Savings)</b>	<b>2002 and beyond</b>
Staffing adjustments	(\$270,000)	(\$1,826,100)
Facility renovations	\$270,000	\$0
<b>Net Savings (cost)</b>	<b>\$0</b>	<b>(\$1,826,100)</b>

There is also a cost avoidance of \$10.5 million, by not recommending the replacement of the 21 Division facility.

I must reiterate that this report does not support the full closure of 21 Division. A sub-station operation would be established at 21 Division, thus ensuring a continued police presence in 21 Division. With the current organisational structure in 21 and 22 Divisions, officers from both Divisions have expressed concerns regarding the less-than-24 hour accessibility of Divisional detectives to handle unit investigations, and the less-than-optimal coverage for front-line and support staff. The amalgamation of the two divisions would address the officers' concerns for timely access to staff as well as increased staff support.

This solution will be presented to the community in meetings to address their concerns and respond to questions they may have. These community meetings are part of the amalgamation process already outlined. It must be stressed that there will be no change to police service provided throughout 21 Division.

Deputy Chief Steve Reesor, Policing Operations Command, and Mr. Frank Chen, Chief Administrative Officer, Corporate Support Command, will be in attendance to answer any questions.

**The Board was also in receipt of the following report JULY 20, 2001 from Councillor Gloria Lindsay Luby, Vice Chair:**

**Subject: POLICING PRIORITIES IN 21 AND 22 DIVISIONS, RESPECTING THE PROPOSED AMALGAMATION**

**Date: July 20, 2001**

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**Purpose:**

To report on the Board mandated public meeting regarding the proposed amalgamation of 21 and 22 Divisions for the purpose of identifying policing priorities in the community.

**Recommendation:**

1. That the Chief review and report on the effectiveness of the amalgamation within 21 and 22 Divisions to the Toronto Police Services Board by June 2002. Part of this evaluation is to include input from the affected community.
2. That the Chief be requested to explore the opportunities of establishing a storefront office on Lakeshore Blvd. and report back to the Board by November 2001.

**Background:**

As mandated by the Board at its June meeting, community members representing the geographic areas within 21 and 22 Divisions met at the Lakeshore Assembly Hall on July 18, 2001 to discuss policing priorities in the community.

Approximately 40 people attended the meeting. Local CPLCs, local Councillors, and community leaders helped select representatives for this meeting.

The large group was divided into five smaller groups consisting of both 21 and 22 Division representatives. Each of the groups was asked to determine priorities in policing in the community when considering the proposed amalgamation of 21 and 22 Divisions.

Many issues were raised, however, commonalties were found by examining the top three issues of each group.

These were:

- Primary response time
- Continuity in Policing
- Community based policing
- Traffic enforcement
- Drug enforcement



- Maintenance of patrols and grids
- Increase or maintenance in the number of front-line officers
- Keep Primary Response Units and Community Response Units intact
- Police visibility

The Chief responded to each of these in turn, and clarified many of these matters.

In conjunction with policing priorities, other issues were raised with the Chief regarding the proposed amalgamation.

The projected savings of the amalgamation were questioned, including how the savings would be re-allocated. There were concerns that the projected savings would be spent elsewhere in the City, to the detriment of the 21 and 22 Division community.

Several of the groups also identified the need to amalgamate the CPLCs to reflect the proposed newly enlarged division. It was felt that a new CPLC would be strengthened by its potential to draw on a larger base of the community.

### **Comments/Discussion:**

It is clear that the primary concern of the residents is the continued safety of their community, and would accept changes if it meant that their level of service was maintained.

It is important that the Board take the concerns raised by the community into consideration before voting on the proposed amalgamation. They have made it clear that they are willing to accept administrative changes in policing, as long as it does not affect the quality of police service.

The community would also welcome a continued presence in the Lakeshore area, and a storefront location would go a long way to address their concern for police visibility.

I am therefore proposing that if the amalgamation is endorsed, the Chief, after consultation with the community, report to the Board on the progress of the amalgamation by June 2002. The purpose of this report is to describe the status of service after one year of amalgamation. This will give the Chief an opportunity not only to reassure residents that their level of service has not declined, but also to make service improvements as required.

### **Conclusion:**

Assuming the Board endorses the proposed amalgamation, a status report from the Chief on the effectiveness of this amalgamation is a fair and reasonable request from the community and the Board. Furthermore, possibilities should be examined for a storefront location to be located at Lakeshore Blvd. to further establish police presence and visibility.

My objective is to ensure that the level of policing in Etobicoke is in no way diminished and that, wherever feasible, the Toronto Police Service works toward an enhanced level of service.

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

- **Shelley Porritt, Porritt Real Estate \***
- **Christine Tebbutt \***

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

**The Board was also in receipt of a letter, dated July 19, 2001, from Councillor Irene Jones, Etobicoke – Lakeshore, City of Toronto, and a petition submitted by members of No. 21 Division who oppose the amalgamation of No. 21 Division with No. 22 Division. Copies are on file in the Board office.**

**Chief Fantino discussed this report and responded to questions by the Board.**

**The Board approved the following Motions:**

- 1. THAT the deputations and written submissions be received;**
- 2. THAT the correspondence from Councillor Jones and the petition be received;**
- 3. THAT the Board approve the reports from Chief Fantino and Councillor Lindsay Luby.**

**Councillor Lindsay Luby requested that she be noted in the negative with regard to the report from the Chief of Police.**

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

**#P187. FINAL REPORT – BOARD’S RESPONSE TO OCCPS FACT-FINDING  
REPORT**

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

Subject: FINAL REPORT - BOARD'S RESPONSE TO OCCPS FACT FINDING  
REPORT

Recommendation:

It is recommended that:

1. The Board approve the following report,
2. The Board approve the amended course of action for Board Priorities 6(b): secondments and 6 (d): leaves of absence , as outlined in this report,
3. The Chief report on the Board on the status of Board Priority 11(c): intranet access for Board members, and,
4. The Board forward the report to the Ontario Civilian Commission on Police Services (OCCPS) and that this be considered the Board’s final update.

Background:

In 1998 the Toronto Police Association laid a complaint with the Ontario Civilian Commission on Police Services (OCCPS). The crux of the Association's complaint was that there was a disparity of treatment regarding disciplinary practices. OCCPS conducted a "fact finding review" and issued a report in July 1999. OCCPS issued thirteen recommendations pertaining to internal discipline and Board governance issues. OCCPS also required a detailed response to each of its recommendations within six months. (OCCPS recommendations and summary Board response attached as Appendix B).

In May 2000 the Board submitted a report which contained 40 recommendations which implemented the OCCPS recommendations (BM 156/00 refers). The recommendations were directed to both the Board itself and the Chief of Police. Upon receiving the Board's report, OCCPS noted that many of the Board's recommendations were in the process of being implemented and as a result requested that the Board provide "periodic updates on results achieved" (BM 290/00 refers).

In January 2001 the Board approved an update report to OCCPS and directed that a further update be provide in July 2001 (Board Minute P4/01 refers).

Update - Board's Response

The purpose of this report is to provide the Board with a status report on the implementation of these recommendations. Appended, in chart form is a listing of all of the recommendations adopted by the Board. Those recommendations directed to the Board have been shaded for ease of reference. (Appendix A)

There are 2 recommendations that have been reviewed and an amended course of action is recommended. These recommendations are:

<b>Recommendation</b>	<b>Background</b>	<b>Recommended Action</b>
<p>6b. That the Board establish a policy governing secondments of Service members, delegating the authority to approve secondments to the Chief of Police and requiring the annual reporting of secondments to the Board.</p>	<ul style="list-style-type: none"> <li>• City Legal has advised that the Board cannot delegate the authority to the Chief because it already falls within the Chief's authority. Board approval of secondments is not required.</li> <li>• The Board received this recommendation and took no further action</li> <li>• The Board has approved a policy governing secondments (Min. P5/01)</li> </ul>	<ul style="list-style-type: none"> <li>• That the Board authorize the Chief of Police to sign all secondment agreements approved in accordance with the policy.</li> </ul>
<p>6d. That the Board establish a policy governing leaves of absence and delegate the authority to approve leaves of absence to the Chief of Police, so long as they can be accommodated with the approved operating budget.</p>	<ul style="list-style-type: none"> <li>• City Legal has advised that the Board cannot delegate the authority to the Chief because it already falls within the Chief's authority. Board approval of leaves is not required.</li> <li>• The Board received this recommendation and took no further action.</li> <li>• The Board approved a leaves of absence policy (Min.P171 /01 refers)</li> </ul>	<ul style="list-style-type: none"> <li>• That the Board authorize the Chief of Police to sign all leave agreements approved in accordance with the policy.</li> </ul>

## Conclusion

The Service has responded to the recommendations directed to it in a separate report.

I recommend that the Board forward these reports to OCCPS as the Board's final response to the OCCPS Fact Finding Report.

# APPENDIX A

## BOARD'S YEAR 2000 WORKPLAN

Board Recommendation	STATUS	Background Information	Follow Up Required
1. That the Board identify information technology as a priority and commit to fully addressing this issue as part of the Board's business plan.	✓	<ul style="list-style-type: none"> <li>• Information Technology has been integrated into the Board's business plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Yes. Chief to report on the interim results of business plan in July 2001.</li> </ul>
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.		<ul style="list-style-type: none"> <li>• Refer to the Chief's report</li> </ul>	
3. That the Chief of Police implement this recommendation and provide a report confirming implementation to the Board at its December 14, 2000 meeting.		<ul style="list-style-type: none"> <li>• Refer to the Chief's report</li> </ul>	
4. That the Chief include, in the senior officers' performance appraisal system, confirmation that Unit Commanders are forwarding all relevant documents (e.g., TPS545) to Professional Standards.		<ul style="list-style-type: none"> <li>• Refer to the Chief's report</li> </ul>	

Board Recommendation	STATUS	Background Information	Follow Up Required
<p>5. That the Board review the collective agreement provisions with respect to retention of negative disciplinary records.</p>	✓	<ul style="list-style-type: none"> <li>• Labour Relations has reviewed this recommendation and advised that the current two year retention period is consistent with the <u>Police Services Act</u> provisions and the time frame adopted by other police services and organizations.</li> <li>• The Board received this recommendation and took no further action (Min.526 /01 refers)</li> </ul>	
<p>6. That the enhanced HRMS system and/or PSIS system be audited once in the year 2001 and once in the year 2002.</p>		<ul style="list-style-type: none"> <li>• Refer to Chief's report</li> </ul>	
<p>7. That this audit request be incorporated in the Year 2001 and Year 2002 Audit workplan.</p>		<ul style="list-style-type: none"> <li>• Refer to Chief's report</li> </ul>	
<p>8. That the Chief of Police be directed to provide the Board, by year end, with a report outlining a new organizational structure that:</p> <ol style="list-style-type: none"> <li>a. integrates the key findings of the Management Task Force;</li> <li>b. rationalizes the ratio of senior officers and Command staff to middle managers, and</li> <li>c. addresses OCCPS's concern that spans of control in some areas may be too broad to permit appropriate supervision.</li> </ol>	✓	<ul style="list-style-type: none"> <li>• The Board initiated a management review that reviewed these issues and ultimately adopted a new management structure that integrated the findings of the OCCPS review (BM 475/00 refers)</li> <li>• The Chief also initiated his 90 day review and is in the process of implementing operational recommendations that deal with these issues.</li> </ul>	
<p>9. That the Chief of Police develop guidelines for Unit Commanders to use when</p>		<ul style="list-style-type: none"> <li>• Refer to Chief's report</li> </ul>	

<b>Board Recommendation</b>	<b>STATUS</b>	<b>Background Information</b>	<b>Follow Up Required</b>
they impose discipline.			
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.		<ul style="list-style-type: none"> <li>Refer to Chief's report</li> </ul>	
11. That the Chief of Police provide the Board with a policy on Unsatisfactory Work Performance for the Board's July 27, 2000 meeting.	✓	Implemented. Board has approved policy (Min. 528/00)	
12. That the Chief of Police be directed to establish annual goals and performance indicators for the Professional Standards Unit.	✓	<ul style="list-style-type: none"> <li>A goal and indicators were included in the 2001 Business Plan (Min. 534/00)</li> </ul>	
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.		<ul style="list-style-type: none"> <li>Refer to the Chief's report</li> </ul>	
14. That the Board adopt the upholding of the Service's professional standards as a priority.	✓	<ul style="list-style-type: none"> <li>Professional Standards has been integrated into the Board's 2001 business plan.(Min. 534/00)</li> </ul>	<ul style="list-style-type: none"> <li>Yes. Chief to report on the interim results of business plan in July 2001.</li> </ul>
15. That the Board direct the Chief to hold middle managers accountable for regular verification that staff has read the materials.		<ul style="list-style-type: none"> <li>Refer to the Chief's report</li> </ul>	
16. That the Chief of Police provide the Board with an annual report that tracks the implementation status of internal and external audit		<ul style="list-style-type: none"> <li>Refer to the Chief's report</li> </ul>	



Board Recommendation	STATUS	Background Information	Follow Up Required
recommendations.			
17. That the Board develop a tracking system to monitor the status of the Board directions to the Chief.	✓	<ul style="list-style-type: none"> <li>• Board staff has developed an internal tracking process.</li> <li>• An office procedure is being developed to document how issues should be tracked.</li> </ul>	
18. That the Chief of Police update the Board, semi-annually, on the implementation status of the Board's directions.		<ul style="list-style-type: none"> <li>• The first semi-annual report is due for submission to the July 2001 Board meeting</li> </ul>	
19. That the Board's tracking system as referenced in recommendations #17, be used as part of the Chief's performance review.	✓	<ul style="list-style-type: none"> <li>• Implemented</li> </ul>	
20. That the Board's current policy (direction #22, Board Minute 260/99) be amended to read "60 days" rather than "120 days".	✓	<ul style="list-style-type: none"> <li>• The Board's policy has been amended.</li> <li>• The Chief has amended the procedure entitled "Complaint Management 13-03 and Police Services Act Hearing 13-05 to reflect this direction</li> </ul>	<ul style="list-style-type: none"> <li>• City Audit is auditing the complaints process in 2001 and will review implementation of this direction.</li> </ul>
21. That the Board retain the law firm of Hicks Morley for the purposes of conducting a review of the relationship between Disciplinary and Criminal charges as outlined in the OCCPS and Genest Murray reports, and that this report be provided to the Board at its July 27, 2000 meeting.	✓	<ul style="list-style-type: none"> <li>• The Board received the report from Hicks Morley and provided it to the Chief for comment.</li> <li>• The Board received the Chief's response (Min. 143 /01 refers)</li> <li>• See also the Chief's report</li> </ul>	
22. That the Chief of Police report to the Board as to whether the new case management process is fully operational in the	✓	<ul style="list-style-type: none"> <li>• Implemented. The Chief reported to the Board that the revised management process is fully operational</li> </ul>	

<b>Board Recommendation</b>	<b>STATUS</b>	<b>Background Information</b>	<b>Follow Up Required</b>
Professional Standards Unit.		(Min. 289/00 and P5/01)	
23. That the Board approve the addition of one new civilian staff position as per the Board's Year 2000 Operating Budget request.	✓	• Implemented (BM C243/00 refers)	
24. That the Board direct the Director of Human Resources to provide a job description and salary range to the Board for approval at its June 1, 2000 Board meeting.	✓	• Implemented (BM C243/00 refers)	
25. That the Board direct the Director of Human Resources to provide up-to-date job descriptions for Board staff to the Board for information.	✓	• Implemented.	.
26. That the Board staff be authorized to engage the use of an external consultant to assist in the development of the Board's Governance and Business plans.	✓	• Implemented. • Business and Governance Plans submitted to Dec. Board mtg. and were approved (Min. 534/00)	
27. That the Board recommend to the Solicitor General, under Section 31(5), that a directive be issued requiring every Board member to undergo training prior to being sworn in as a Board member.	✓	• Implemented. • SG responded that the Ministry was working with the OAPSB on training issues (BM 468/00 refers).	
28. That Board staff be directed to meet with the Ministry of the Solicitor General staff and the Ontario Association of Police Services Board to review the feasibility of a provincial handbook for Board members.	✓	• OAPSB handbook was revised by Board staff to include "Toronto specific" issues. • Issue of provincial handbook raised with "Big 12" Police Services Boards.	• Yes. Board staff will continue to work with the OAPSB regarding a provincial handbook for board members.

## BOARD PRIORITIES

Board Recommendation	STATUS	Background Information	Follow Up Required
<p>1. The Board work toward a positive and effective working relationship with the new chief and this be implemented by the following actions:</p> <p>a. in consultation with the Chief, the development of performance objectives (Board Minute C61/00 refers) and</p> <p>b. the Board and the Chief meet periodically, in an informal setting, to discuss issues of concern, see also recommendation 5(a)</p>	✓	<ul style="list-style-type: none"> <li>• Performance process developed and implemented.</li> <li>• Informal meetings to be scheduled in 2001.</li> </ul>	<ul style="list-style-type: none"> <li>• Board staff and Chief's Liaison Officer to schedule meetings.</li> </ul>
<p>2. the Board adopt succession planning as a priority and that this be implemented by including succession planning as a performance objective for the Chief of Police.</p>	✓	<ul style="list-style-type: none"> <li>• This was included as a year 2000 performance objective and is included in the 2001 Business Plan (Min. 534/00).</li> </ul>	
<p>3. the Board re-affirm that effective management remains a priority of the Board.</p>	✓	<ul style="list-style-type: none"> <li>• Integrated into the business and governance plan (Min. 534/00)</li> </ul>	<ul style="list-style-type: none"> <li>• Yes. Chief to report on the interim results of business plan in July 2001.</li> </ul>
<p>4. the Board re-affirm the commitment to race relations and equity as a priority and this be implemented by the following actions:</p> <p>a. continuance of the Board's race relations sub-committee</p> <p>b. greater integration of equity and recruitment principles into all aspects of policing, including succession planning</p>	✓	<ul style="list-style-type: none"> <li>• The Board has approved a governance structure that does not include sub-committees because agenda streamlining has created time for the full Board to deal with issues at its regular meetings</li> <li>• This was included in the year 2000 and 2001 performance objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• Yes. Follow up regarding governance plan implementation continues.</li> </ul>

Board Recommendation	STATUS	Background Information	Follow Up Required
c. the inclusion of valuing diversity in the proposed performance objective for the Chief of Police			
<p>5. A focused consultation strategy with key stakeholders consisting of the following actions:</p> <p>a. The Board meet with the Chief every other month and request that the Chief invite a Deputy Chief on a regular basis.</p> <p>b. The Board meet with the Toronto Police Association executive on a semi-annual basis;</p> <p>c. The Board meet with the Senior Officers Organization executive on a semi-annual basis;</p> <p>d. That Board staff be directed to identify issues for discussion at these meetings;</p> <p>e. The Board include excluded staff in this consultation process.</p> <p>f. The Board members participate in the semi-annual Community Advisory Committee meetings;</p> <p>g. The Board members participate in the CPLC Annual Conference;</p> <p>h. The Board members continue to participate in the Youth, Sexual Assault, Domestic Violence, Race Relations and Mental Illness committees;</p> <p>i. All Board members be invited to the annual conference and working meetings of the Ontario Association of Police Services Boards;</p>	<p>Partial</p> <p>✓</p>	<ul style="list-style-type: none"> <li>The consultation strategy has been integrated into the governance plan.</li> </ul>	<ul style="list-style-type: none"> <li>Staff have been unable to schedule meetings with the Chief and the Police Association. A first meeting has been held with the Senior Officers' Organization.</li> <li>Staff will continue to try to schedule meetings with the Chief and the Toronto Police Association Board of Directors and will schedule a meeting with the excluded staff</li> </ul>

Board Recommendation	STATUS	Background Information	Follow Up Required
6. that the Board streamline its agenda by adopting the following recommendations:			
a. That the Board review and revise current policies governing the promotion and reclassification of uniformed and civilian members. The revised policies will acknowledge that the Chief of Police will approve promotions in accordance with Board policy and within the operating budget allocations and will report all promotions to the Board.	✓	<ul style="list-style-type: none"> <li>• City Legal has advised that the Board is required, by legislation, to approve promotions as part of the Board's mandate to "appoint". The Board can delegate the approval of promotions to two or more of its members.</li> </ul> <p>At its January meeting the Board received this recommendation and took no further action (Min.P4 /01 refers)</p>	
b. That the Board establish a policy governing secondments of Service members, delegating the authority to approve secondments to the Chief of Police and requiring the annual reporting of secondments to the Board.	✓	<ul style="list-style-type: none"> <li>• City Legal has advised that the Board cannot delegate the authority to the Chief because it already falls within the Chief's authority.</li> <li>• The Board approved a policy governing secondments and the board received this recommendation and took no further action (Min. P5/01 refers).</li> </ul>	<ul style="list-style-type: none"> <li>• The Board authorize the Chief of Police to sign secondment agreements approved in accordance with the policy.</li> </ul>
c. That the Board no longer require semi-annual job description status reports.	✓	<ul style="list-style-type: none"> <li>• Implemented (BM 156/00 refers)</li> </ul>	
d. That the Board establish a policy governing leaves of absence and delegate the authority to approve leaves of absence to the Chief of Police, so long as they can be accommodated with the approved operating budget.	✓	<ul style="list-style-type: none"> <li>• City Legal has advised that the Board cannot delegate the authority to the Chief because it already falls within the Chief's authority.</li> <li>• The board approved a policy governing leaves and received, recommendation and took no further action</li> </ul>	<ul style="list-style-type: none"> <li>• The Board authorize the Chief of Police to sign leave agreements approved in accordance with the policy.</li> </ul>

Board Recommendation	STATUS	Background Information	Follow Up Required
		(Min.P171/01 refers)	
e. That the Board delegate the authority to approve payments of accounts for labour relations counsel to the Director of Human Resources so long as such payments fall within the approved operating budget allocation.	✓	Implemented (Min. 156/00)	
f. That the Board establish policy governing the establishment and the removal of school guard locations and that the Chief be delegated the responsibility of approving school crossing locations in accordance with Board policy.	✓	Implemented (Min. 156/00)	A rule to implement this change will be forwarded to the Board for approval in July 2001
g. That the Board consider establishing a policy delegating to the Chief of Police the authority to approve legal indemnification for service members so long as such payments fall within the approved operating budget allocation. All recommendations for denial of legal indemnification must be provided to the Board for approval.	✓	Implemented (Min. 156/00)	
h. That the Board establish a policy governing the reporting of grievance settlements to the Board (Minute C24/00 refers).	✓	<ul style="list-style-type: none"> <li>Implemented (BM 159/00 refers).</li> </ul>	
i. That the Chief of Police be delegated the authority to issue a reward, establish the amount offered and determine the expiry date.	✓	<ul style="list-style-type: none"> <li>Implemented (BM 156/00)</li> </ul>	A rule to implement this change will be forwarded to the Board for approval in July 2001

Board Recommendation	STATUS	Background Information	Follow Up Required
j. That the Chief of Police report semi-annually on uniformed separations (Min. 117, 460,C328/99 refer).	✓		
k. That the Victim Services Program report annually to the Board (Min. 343/93 refers).	✓		
l. That the Chief of Police provide organizational charts to the Board on an annual basis (Min. 335/95).	✓		
m. That the Chief of Police report annually on Hate Crime statistics (Min 22/96).	✓		
n. That the Chief of Police report annually on Crime and Traffic statistics (Min. 255/98) as part of the Environmental Scan.	✓		
o. That the Chief of Police report annually on the status of the implementation of the Internal Use of Force recommendations.	✓		
p. That the Board review, on an annual basis and at its first meeting in January, the annual, semi-annual and quarterly reports its requires.	✓	Implemented. Chairman brought forward this report in January 2001 ( Min. 27 /01 refers)	
q. That the Chief of Police be advised that semi-annual statistical reports on Collision Reporting Centres as requested in Min. 26/98 are no longer required.	✓		

Board Recommendation	STATUS	Background Information	Follow Up Required
r. That the Chief of Police be advised that annual reports on payments of claims for damages approved by the Chief, as requested in Min. 337/95, are no longer required.	✓		
s. That the report regarding the Prostitution Task Force, which was to be prepared by former Board Member Judy Sgro, be struck from the Board's pending list (Min. 529/98).	✓		
7. Policy on Training  a. Each new member of the Board shall participate in a mandatory two day training session. b. This training must be completed within two months of the member being appointed to the Board.	✓	<ul style="list-style-type: none"> <li>• Implemented. Councillors Balkissoon and Lindsay Luby and Mr. Alan Heisey participated in this new board member training.</li> </ul>	<ul style="list-style-type: none"> <li>• Orientation to be scheduled each time a new member is appointed</li> </ul>
8. Policy on Appointments  a. that the Board recommend that the Province and the City adopt the appended information package to assist them in selecting new Board members. b. that the City of Toronto be requested to review the honorarium paid to the community members and the salary paid to the Chair of the Toronto Police Services Board.	✓	<ul style="list-style-type: none"> <li>• The appointments policy was sent to the Premier's Office.</li> <li>• Report recommending appointments process and honorarium review was sent to the Nominating Committee and City Council in May, 2000</li> </ul>	
9. Policy on Board Member Conduct	✓	<ul style="list-style-type: none"> <li>• Implemented (BM156/00)</li> </ul>	
10. A Policy on Board Budget and Special Fund:	✓	<ul style="list-style-type: none"> <li>• Implemented (BM156/00)</li> </ul>	



Board Recommendation	STATUS	Background Information	Follow Up Required
<p>a. adopt the appended policy governing the Board's operating budget</p> <p>b. include a budget for the costs associated with seeking independent legal advice</p> <p>c. adopt the appended policy governing the approval process for Special Fund expenditures</p>			
<p>11. Policy on Board Technology</p> <p>a. That the Chief, in consultation with Computing and Technology, Corporate Communications and the Board office, identify a means by which the Board minutes, agendas and the Board's policy manual can be placed on the Service's intranet.</p> <p>b. That the Chief, in consultation with Computing and Technology, Corporate Communications and the Board office, identify a means by which the Board minutes, agendas and the Board's policy manual can be placed on the Board's website with the ability to keyword search etc.</p> <p>c. That the Chief, in consultation with the Board office, identify how Board members can have personal access to the Service's intranet.</p>	<p>Partial</p> <p>✓</p>	<p>a. The Board maintains its own intranet page including minutes, current agenda index and will include the Board policy manual in October 2001.06.28</p> <p>b. The Board developed and maintains its own web site which includes minutes, current agenda index, a search engine and will include the Board policy manual in October 2001</p>	<p>Yes. The Chief to report on the status of recommendations 11 [c].</p>
<p>12. That the Board forward this report to OCCPS for its information.</p>	<p>✓</p>	<ul style="list-style-type: none"> <li>• Board submitted report in May (BM 156/00)</li> <li>• Upon review of the Board's response, OCCPS requested "periodic update" (BM290/00)</li> <li>• Board directed that the next periodic update would</li> </ul>	<ul style="list-style-type: none"> <li>• That this be considered the Board's final update to OCCPS.</li> </ul>

<b>Board Recommendation</b>	<b>STATUS</b>	<b>Background Information</b>	<b>Follow Up Required</b>
		be in December 2000 (BM 290/00) <ul style="list-style-type: none"><li data-bbox="753 300 1092 388">• The Board directed that the next update be in July 2001</li></ul>	

## APPENDIX B

OCCPS RECOMMENDATION	Status	Board's Response	"Over and Above"
<p>1. The Service should implement processes which facilitate the collection and retention of personal data (including electronic data retention, software and human resource management information systems).</p>	<p>Implementation Stage  Targeted completion - end of year</p>	<p>- <i>The Board supported this recommendation.</i>            - The Board has directed the Chief to develop a single system that captures all employment/ personal data.            - The Chief has advised the Board that a tendering process was undertaken to identify a consulting firm to develop the necessary software to meet the recommendations. CGI Information Systems and Management Consultants Inc. was the successful firm and, since early September 2000, have been actively engaged in collecting and reviewing the necessary information. They are preparing a solution recommendation and implementation plan for the enhanced HRMS or integrated HRMS/ PSIS system. The target date for implementation is the fourth quarter of 2001. (BM 5/01 refers)</p>	
<p>2. One comprehensive employment / personal data record should be maintained in a central location to ensure continuity and completeness of recorded information.</p>	<p>Implementation Stage  Targeted completion - end of year</p>	<p>- <i>The Board supported this recommendation.</i>            - See response above.</p>	<p>As a result of the Fact Finding report, the Board has identified additional issues:            - The Board identified the issue documentation not being forwarded to Professional Standards Unit, thus information database would not receiving all the information it needed directed the Chief to address this issue performance appraisal process (156/00). The Chief has since advised Board that a review of this recommendation has raised issues as to whether it would be consistent, practical, or timely to include audit function of forms such as the TPS in the appraisal process. In the alternative it may be feasible for the contents of</p>

OCCPS RECOMMENDATION	Status	Board's Response	"Over and Above"
			<p>form to be conveyed electronically Professional Standards at the time of entry by the unit. The Personal Documentation form contains routine instructions which require that a copy be forwarded to Professional Standards. On June 8<sup>th</sup> 2000, a Routine Order was published directing Unit Commanders to forward information about consumer complaints to Professional Standards and included a reminder that the TPS 545 forms are also to be forwarded to that unit. Similar reminders will be published on a regular basis pending resolution of this item. It is the responsibility of Unit Commanders to forward all material to Professional Standards that is incorporated into the complaint procedure and first approved by the Board at its meeting in December 1999 (Board Minutes 534/1999 refers). This obligation is further enforced when the six (6) procedures dealing with the complaint process were published in July 2000. In particular, the instructions are listed under the duties of a senior officer in Procedure 13 (Complaint Disposition without a Hearing). As a result, the Chief has requested that the transfer of this information be included in the PSIS study, and that the Board's recommendation be deferred pending the study's result. (BM 05/01 refers).</p> <p>- The Board also identified an issue regarding the retention of disciplinary records and recommended that the collective agree</p>

OCCPS RECOMMENDATION	Status	Board's Response	"Over and Above"
			be reviewed. The Board has since reviewed this recommendation and has decided the current 2 year retention is consistent with the PSA. No further action will be taken.
3. Human resource management systems should be regularly reviewed, kept up to date and periodically audited.	Implementation Stage  Targeted completion - end of year	<ul style="list-style-type: none"> <li>- <i>The Board supported this recommendation.</i></li> <li>- The Board asked City Audit to include this in the 2001 and 2002 workplan. City Audit has agreed to this request and it will be audited in 2001 and 2002 (BM 4/01). An specific audit date has not been identified.</li> </ul>	
4. The Board and the Service must examine performance management and accountability systems to ensure that the appropriate mechanisms are in place, particularly for middle managers, police officers in specialist functions and senior managers.	Implemented	<ul style="list-style-type: none"> <li>- <i>The Board supported this recommendation.</i></li> <li>- The Board initiated a management review that reviewed these issues and ultimately adopted a new management structure that integrated the findings of the OCCPS review (i.e., rationalized the ratio of senior officers and Command staff to middle managers and addressed the issue of span of control. BM 475/00 refers)</li> <li>- The Chief also initiated his 90 day review and is in the process of implementing operational recommendations that deal with these issues.</li> </ul>	
5. The Service should conduct a review of the application of discipline particularly for minor misconduct and develop policies and procedures for dealing effectively with infractions and behaviours that are unsatisfactory work performance.	Partially implemented  Actual review - 2002	<ul style="list-style-type: none"> <li>- <i>The Board supported this recommendation.</i></li> <li>- With regard to the "conduct a review" aspect of the recommendation: it cannot be operationalized until PSIS is in place; thus the Board addressed ancillary concerns regarding this issue.</li> <li>- With regard to "policies and procedures" the Board directed the Chief to develop guidelines for Unit Commanders to use when they impose discipline (BM 156/00). The Chief has advised the Board that in order for concrete guidelines to be established, two additional items are necessary. First, the background information pertaining to internal discipline needs to</li> </ul>	<p>The Board expanded this recommendation include:</p> <ul style="list-style-type: none"> <li>- The Board directed the Chief of Police to establish annual goals and performance indicators for the Professional Standards Unit. This has been done (BM 5/01 refers)</li> <li>- The Board directed the Chief to revise Professional Standards Report to include report on the issues raised by OCCPS and provide comparative statistics on internal discipline in other police organizations. This is outstanding due to the development</li> </ul>

OCCPS RECOMMENDATION	Status	Board's Response	"Over and Above"
		<p>be enhanced. Capture of this material has only been in existence since July 2000, and at present does not provide a sufficient source on which to gauge the guidelines. Secondly, the information is being stored in a rudimentary spread-sheet program which is not capable of providing the analysis required. Full development of these guidelines will not be practicable until the PSIS system is operational. (BM 05/01 refers)</p> <ul style="list-style-type: none"> <li>- The Board directed the Chief to provide the Board with a policy on unsatisfactory work performance and the Chief has provided this policy (BM 528/00 refers)</li> </ul>	<p>of the PSIS system.</p> <ul style="list-style-type: none"> <li>- The Board has also adopted professional standards as a priority for the Board and is reflected in the business plan.</li> <li>- The Board has adopted an audit framework for an audit of complaints/disciplinary process for 2001</li> </ul>
<p>6. The Service should implement a co-ordinated approach to:</p> <ul style="list-style-type: none"> <li>a) codify all documentation pertaining to discipline;</li> <li>b) adopt plain language principles;</li> <li>c) ensure central, easy access to current policies, procedures, service rules and regulations; and</li> <li>d) hold middle manager accountable for regular verification that staff have read the material</li> </ul>	<p>Implemented</p>	<ul style="list-style-type: none"> <li>- <i>The Board supported this recommendation.</i></li> <li>- With regard to recommendations a, b, and c: The Board has approved new Service directives regarding discipline that addresses the OCCPS recommendations (BM 534/99 refers) . The Complaints procedures have been published on routine orders and available on the Service's intranet site.</li> <li>- With regard to recommendation (d): the Board directed the Chief to hold middle managers accountable for regular verification that staff have read the materials. The Chief has advised the Board that Members are responsible for regularly reading the Rules and Procedures as they are amended and published on Routine Orders, on the Intranet. In addition, it is anticipated that there will be a designated 'training sergeant' in each unit in 2001. These sergeants will be responsible for communicating all relevant new information to each officer and for confirming that the information is understood. The confirmation that officers have read</li> </ul>	

OCCPS RECOMMENDATION	Status	Board's Response	"Over and Above"
		and understood the information will be accomplished through interactive lectures and testing. Training sergeants will keep records of each member's attendance at training sessions and will report any training deficiencies to the unit commander. (BM 05/01 refers)	
7. The Board must fulfil its governance role and assert control over the systems and policies for which it is accountable by periodically requiring audits of the Service's implementation of its lawful directions and policies.	Implemented	<ul style="list-style-type: none"> <li>- <i>The Board supported this recommendation.</i></li> <li>- The Board has retained the City Auditor to perform audits.</li> <li>- In 2001, the City Auditor will audit the implementation of the Board's complaints policy.</li> <li>- The Board directed the Chief of Police to provide the Board with an annual report that tracks the implementation status of internal and external audit recommendations. The actual task has been assigned to the Service's Quality Assurance Unit and they are meeting with City Audit to develop a report format and a timetable for delivering future reports to the Board. (BM 05/01)</li> <li>- The Board reviewed the agenda process and streamlined the agenda to ensure that the Board had the time to deal with the "big picture" items and that the "micro" items were no longer coming to the Board.</li> </ul>	

<b>OCCPS RECOMMENDATION</b>	<b>Status</b>	<b>Board's Response</b>	<b>"Over and Above"</b>
8. The process the Board has adopted to monitor the status of its lawful directions to the chief should be reviewed regularly and refined as appropriate, to ensure that it continues to produce the intended results.	Implemented	<ul style="list-style-type: none"> <li>- <i>The Board supported this recommendation.</i></li> <li>- The Board recommended the development of a tracking system to monitor the status of the Board directions that would require the Chief to update the Board semi-annually on the implementation status. The Chief has advised the Board that this will be done (BM 05/01 refers)</li> <li>- The Board office had developed an internal tracking system to monitor the status of Board directions to the Chief. An inter-office procedure is also being developed.</li> <li>- The Board also reviews, on a monthly basis, outstanding reports</li> </ul>	
9. A report on Service compliance/non-compliance with board direction should include confirmation that the appropriate managers are being held accountable as required. This report should be a component of the Chief's annual performance review.	Implemented (amended)	<ul style="list-style-type: none"> <li>- <i>The Board supported this recommendation in part.</i></li> <li>- The Board can only hold the Chief accountable for lack of compliance; thus holding appropriate managers accountable is not feasible.</li> <li>- This recommendation was integrated as part of the Chief's annual performance review (BM 156/00 refers).</li> </ul>	
10. The Board should develop policies for the Service which embody the following principles: a. hearing should be held within 60 days of the completion of an investigation, except in exceptional circumstances; b. those responsible for the	Implemented	<ul style="list-style-type: none"> <li>- <i>The Board supported this recommendation.</i></li> <li>- That the Board's policy was amended to read "60 days" rather than "120 days".</li> <li>- The Chief has advised the Board that the Board's policy has been included in the Complaints Procedures in two areas. In the procedure entitled "Complaint Management" (13-03), in the 5<sup>th</sup> paragraph of instructions and also in the procedure entitled "Police Services Act Hearing" (13-05), under Items 5 and 9. Both sets of instructions compel</li> </ul>	<ul style="list-style-type: none"> <li>- One issue, mentioned by OCCPS in report - but not as a recommendation, the relationship between criminal disciplinary matters. The Board pro-actively addressed this issue by retaining H Morley for the purposes of conducting review of the relationship between Disciplinary and Criminal charges outlined in the OCCPS and Genest Mu reports. The Hicks legal opinion has t</li> </ul>



<b>OCCPS RECOMMENDATION</b>	<b>Status</b>	<b>Board's Response</b>	<b>"Over and Above"</b>
<p>discipline process should be held accountable for compliance;</p> <p>c. The Chief must advise the Board within a reasonable time frame when target cannot be met. He should report the reasons for the delay and provide an estimated time for completing the hearing.</p>		<p>members to complete the complaints investigation and adjudication within 90 days. A time lapse of an additional 30 days is included to allow a public complainant the opportunity to exercise their right of review. At the conclusion of the 120<sup>th</sup> day, unit commanders must forward the completed file to either Complaints Review (unit level punishment), or to Prosecution Services. Thus, where a matter will proceed to a hearing, the necessary charges and hearing provisions may be commenced 60 days before the expiry period prescribed under statute. (BM 05/01 refers)</p>	<p>reviewed by the Board and the Chief the Board is satisfied that no further action need be taken (BM 26/01 and BM P143/)</p>
<p>11. The Service should complete a review of internal procedures and resources dedicated to the discipline process, with a view to enhancing efficiency and effectiveness. The study should include:</p> <p>a) identification and analysis of disciplinary charge patterns;</p> <p>b) identification of the operational, organisational and process barriers contributing to delayed cases; and</p> <p>c) a plan for any remedial action, structural and procedural changes which would facilitate achieving the legislated time frames.</p>	<p>Implemented</p>	<ul style="list-style-type: none"> <li>- <i>The Board supported this recommendation.</i></li> <li>- The Service has completed this review (BM 527/99 and 156/00) and the Chief has reported to the Board that the new case management process is fully operational in the Professional Standards Unit.</li> <li>- There is a new emphasis on integrity issues as a result of Chief Fantino's 90 day review.</li> <li>- PSIS will also assist in any future reviews.</li> </ul>	

OCCPS RECOMMENDATION	Status	Board's Response	"Over and Above"
12. The Board must examine its governance role with a view to improving its focus on policy matters. The examination should include an organizational review of its performance, resources and skill requirements.	Implemented	<ul style="list-style-type: none"> <li>- <i>The Board supported this recommendation.</i></li> <li>-</li> <li>- The Board undertook an organizational review of its performance, resources and skill requirement. The result was an appointments policy that recommended competencies for Board members. The Board also adopted a governance plan that contains three strategic directions containing leadership; partnership and board operations<sup>1</sup>.</li> </ul>	

<sup>1</sup> Summary of key components of governance plan

**Strategic Direction #1: Leadership**

- (i) Develop clear policy
  - 1. Develop overall direction for the Toronto Police Service.
  
- (ii) Communicate direction
  - 1. Communicate direction to the Chief of Police.
  - 2. Communicate direction to the City Council and the community
  
- (iii) Monitoring
  - 1. Monitor the performance of the Chief of Police.
  - 2. Monitor the performance of the Police Services Board.

**Strategic Direction #2: Partnerships**

- (i) Internal Partnerships
  - 1. Achieve and maintain an effective working relationship with the Chief and Command.
  - 2. Achieve and maintain an effective working relationship with the Toronto Police Association.
  - 3. Achieve and maintain an effective working relationship with the Senior Officers' Association.

OCCPS RECOMMENDATION	Status	Board's Response	"Over and Above"
		<ul style="list-style-type: none"> <li>- The Board hired one new civilian staff position.</li> <li>- The Board engaged the use of an external consultant to assist in the development of the Board's Governance and Business plans.</li> </ul>	
13. All Board members must participate in training and other professional development activities relating to their governance role.	Ongoing	<ul style="list-style-type: none"> <li>- <i>The Board supported this recommendation.</i></li> <li>- That the Board recommend to the Solicitor General, under Section 31(5), a directive be issued requiring all Board members to undergo training prior to be sworn in as a Board member. The SG responded they were working with OAPSB. (BM 468/00)</li> </ul>	

(ii) External Partnerships

1. Achieve and maintain an effective working relationship with the community.

**Strategic Direction #3 - Board Operations**

(i) Organizational Development

1. Ensure appropriate organizational structure of the Toronto Police Services Board.
2. Maintain independent planning and research capacity of the Board.
3. Foster a stronger sense of common purpose, collegiality and cohesion among Board members.

(ii) Human Resources

1. Strengthen core competencies of Board members to exercise their oversight accountabilities.

(iii) Resources

1. Ensure financial resources are sufficient to fulfil mandated responsibilities.

<b>OCCPS RECOMMENDATION</b>	<b>Status</b>	<b>Board's Response</b>	<b>"Over and Above"</b>
		<ul style="list-style-type: none"> <li>- The Board office also establishing a "new Board member orientation" workshop. This is a mandatory sessions that all new board members, within two months of being appointed must participate in.</li> <li>- That Board staff have meet with the Ministry of the Solicitor General and the Ontario Association of Police Services Board to review the feasibility of a provincial handbook for Board members.</li> </ul>	

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

Subject: RESPONSE TO OCCPS FACT FINDING REPORT SEMI-ANNUAL REPORT

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, which 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 Quality Assurance unit was tasked with tracking the 28 recommendations for the Service.

In a Board letter dated November 29, 2000 the Board agreed to provide an update to OCCPS in July 2001 (Board Minute P526/00 refers). At the January 25, 2001 Board meeting, a report was submitted providing an update on the 28 recommendations (Board Minute P4/01 refers). At that time, 12 recommendations were still ongoing. The purpose of this report is to provide the Board with a status update on the implementation of the remaining 12 recommendations.

### **Implemented Recommendations**

#### **Recommendation 7**

**That this audit be incorporated in the year 2001 and year 2002 audit workplans.**

*Response: Mr. Tony Veneziano, Director, Audit Services reports that this audit has been incorporated into the 2001 workplan. The City Auditor's workplan, which contained the audit of the enhanced HRMS or PSIS system, was submitted to and approved by the Board at the May 24, 2001 Board meeting (Board Minute P139/01 refers). Recommendation 7 has therefore been implemented.*

#### **Recommendation 21**

**That the Board retain the law firm of Hicks Morley for the purposes of conducting a review of the relationship between Disciplinary and Criminal charges as outlined in the OCCPS and Genest Murray reports, and that this report be provided to the Board at its July 27, 2000 meeting.**

*Response: The law firm of Hicks Morley was retained for the purpose of conducting a review of the relationship between Disciplinary and Criminal charges, as outlined in the OCCPS and Genest Murray reports. The Board received a report from Hicks Morley Hamilton Stewart and based upon recommendations contained in that report, passed several motions and requested a response from the Service for its April meeting. A report was submitted to the Board on March 21, 2001 (Board Minute P26/01 refers). The Board received the report at the April meeting and deferred it to the May 24th meeting. At the May 24, 2001 Board meeting, the report was received and approved by the Board (Board Minute P143/01 refers). This recommendation has therefore been implemented.*

### **Ongoing 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: A requirement study has been completed and the consultant report has determined that a stand-alone Professional Standards system linked to HRMS is most appropriate. The Service has accepted this recommendation and is currently studying software packages that are compatible with mainframe systems. The target date remains the fourth quarter of 2001.*

#### **Recommendation 3**

**That the Chief of Police implement this recommendation and provide a report confirming implementation to the Board at its December 14, 2000 meeting.**

*Response: This recommendation is directly linked to Recommendation 2 above. Once the system is fully operational, a report will be forwarded to the Board.*

#### **Recommendation 4**

**That the Chief include, in the senior officers' performance appraisal system, confirmation that Unit Commanders are forwarding relevant documents (e.g. TPS 545) to Professional Standards.**

*Response: The data required to complete this task is planned to be incorporated into PSIS. The compliance part of the process will be monitored by Human Resources through the review and appraisal system. The ability to report on compliance by Human Resources is directly linked to Recommendations 2 and 3 and can only be implemented once PSIS is operational.*

### **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: Recommendation 6 cannot be implemented until PSIS has been developed and is operational.*

### **Recommendation 9**

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

*Response: The Service is actively pursuing a standard discipline guide; however, implementation is hampered by differences between uniform and civilian standards. The completion date for this recommendation has not been determined.*

### **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: Recommendation 2 deals with PSIS and an update has been provided in this report. As contained in the January 25, 2001 update to the Board, PSIS cannot be fully implemented without an analyst position. The budget for this position has now been identified and it is expected to be filled in the last quarter of 2001.*

### **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: Part (a) of this recommendation has been addressed and the related reports have been combined. The Board was advised and approved the concept in January 2001. The first amalgamated report was submitted to the Board at the May 24, 2001 Board meeting (Board Minute P146/01 refers). Part (b) has not yet been addressed pending implementation of PSIS and an analysis of required data necessary for comparative statistical analysis.*

### **Recommendation 15**

**That the Board direct the Chief to hold middle managers accountable for regular verification that staff have read the materials.**

*Response: Charles Lawrence, Training Development reports that the College is awaiting permission to proceed with the training sergeant position. There are insufficient sergeants in field units and the existing constable to sergeant list is exhausted. There can be no promotions until July 2001. Once the position of training sergeant is created, this recommendation can be implemented. It is likely that this recommendation will be implemented by September 1, 2001.*

### **Recommendation 16**

**That the Chief of Police provide the Board with an annual report that tracks the implementation status of internal and external audit recommendations.**

*Response: Quality Assurance has commenced tracking recommendations. A report on the status of recommendations from the Ontario Civilian Commission on Police Services report will be presented at the July 26 Board meeting. Quality Assurance will also present an annual report, commencing July 2001, which will report on recommendations resulting from Chief's Administrative Investigations, Coroner's Jury reports and City Auditor's recommendations.*

### **Recommendation 18**

**That the Chief of Police update the Board semi-annually on the implementation status of the Board's directions.**

*Response: A semi-annual report will be provided at the July 26, 2001 Board meeting responding to any directions that were given to the Chief between the periods of January 1 to May 31, 2001.*



Of the 28 original recommendations, 18 recommendations have been fully implemented. Ten recommendations are ongoing and will continue to be tracked quarterly by the Quality Assurance Unit.

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

**The Board approved the report from the Chairman and received the report from the Chief of Police.**

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

**#P188. SEMI-ANNUAL REPORT: IMPLEMENTATION STATUS OF THE  
BOARD'S DIRECTIONS**

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

Subject: SEMI-ANNUAL REPORT ON THE IMPLEMENTATION STATUS OF THE  
BOARD'S DIRECTIONS

Recommendation:

It is recommended that: the Board receive the following 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, which required a detailed response to each of its recommendations. At its meeting of January 25, 2001, the Board was in receipt of a report, which provided a status update on the 28 recommendations (Board Minute P4/01 refers).

To comply with Recommendation #18, from the OCCPS report, a semi-annual report is a requirement from the Chief of Police to update the Board, on the implementation status of the Board's directions. (Board Minute #156/00 refers).

A review of the Board's public and confidential minutes for the period of January 1, 2001 to May 31, 2001, has identified a total of two (2) items in which the Board has identified a specific interest.

Item #1

At its meeting of February 22, 2001, the Board was in receipt of a report entitled "Police Reference Checks For All Municipal Applicants And Applicants For Municipally-Funded Agencies" (Board Minute P46/01 refers).

This report was in response to a request from Toronto City Council at its meeting in July 1999, whereby the City requested that the Police Services Board remove fees for criminal reference checks for all applicants for all municipally-funded agencies. In response to the City's request, the Service prepared a report for the Board, which provided the background, the impact of Council's motion, and the basis for our recommendations, which are as follows:

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

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

Response:

Mr. Peter Howes, Manager of Corporate Information Services – Information Access, attended two meetings which were held on May 23, 2001 and June 5, 2001, with representatives of City staff. Mr. Chris Brillinger, Manager of the Community Resources Unit – Social Development and Administration Division, co-ordinated these meetings, and as a result, it was clearly identified that a number of issues needed to be addressed. An Memorandum of Understanding (MOU) with the City will be signed-off at a meeting scheduled to take place on July 25, 2001, which will finalize the provision of no-charge Police Reference Checks for all Municipal applicants, including Family Services Staff.

However, two issues still remain with respect to the provision of "no-fee" Police Reference Checks to agencies funded through Community Services grants programs. One relates to identifying individuals associated with those programs to whom the "no-fee" service would apply. The second requires obtaining legal advice regarding the administering of the MOU with these agencies. Community and Neighbourhood Services staff are examining these issues now and will address them at a meeting, which will take place in the near future. It is anticipated that all issues will be fully resolved by September 1, 2001.

## Item #2

At its meeting of April 19, 2001, the Board was in receipt of a report entitled “Interim Update: Response to the Review of the Investigation of Sexual Assaults – Toronto Police Service”. (Board Minute P121/01 refers). The Board received the foregoing report and approved the following recommendation.

### **Recommendation #3**

**That the Chief of Police send letters to representatives of community groups who were contacted by the Service and declined to participate in the community consultative process, and request that they provide any recommendations they may have regarding sexual assault investigations.**

Response:

A separate report responding to this issue will be provided by Policing Support Command, which will be included on Board’s public agenda for the July 20, 2001, meeting.

**The Board received the foregoing.**

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

**#P189.           RESPONSE TO THE CORONER'S JURY RECOMMENDATIONS FROM  
THE INQUEST INTO THE DEATH OF MYLES NEUTS**

The Board was in receipt of the following report MAY 24, 2001 from Julian Fantino, Chief of Police:

Subject:        RESPONSE TO THE CORONER'S JURY RECOMMENDATIONS FROM  
                  THE INQUEST INTO THE DEATH OF MYLES NEUTS

Recommendation:

It is recommended that:

- (1)            the Board receive the following report; and that
- (2)            the Board Administrator forward a copy of this report to the Chief Coroner for Ontario.

Background:

On April 12<sup>th</sup>, 2000, after a 22 day long inquest into the death of Myles Neuts, the Coroner's jury returned with 24 recommendations. Of those recommendations, four pertained to police investigations involving children. Although this incident did not occur within the jurisdictional boundaries of the Toronto Police Service, the recommendations were directed at police investigations in general. The Toronto Police Service subsequently reviewed its policies in light of the Jury recommendations, and responded by implementing three of the four recommendations, as indicated in a letter to the Board, dated November 1, 2000 (BM P532 refers). The fourth recommendation pertained to Recommendation 17.

**Recommendation # 17**

*The interview/interrogation video tapes of the principle child witnesses in the investigation of the death of Myles Neuts to be made available, with the necessary privacy protections, as training tools that display the mistakes that can be made as a result of inappropriate interviewing techniques affecting the reliability of the information obtained.*

At the time of the initial report, the response was as follows:

“As of October 11<sup>th</sup>, 2000, the Toronto Police Service, Training and Education Unit (TEU) was not in possession of these videotapes. TEU staff is in the process of determining if the tapes will be made available to police services, and will review their content for feasibility as a training aid if and when they become available. The Toronto Police Service has no control over the availability of these videotapes, and is unable to comply with this recommendation until such time as the videotapes are made available.”

Since the time of the initial response, Sergeant Matt Crone, Section Head of Criminal Investigative Training, CO Bick College, has had the opportunity to view these tapes and concurs with the opinion of Mr. Robert Gooding, the Head of Criminal Investigative Training at the Ontario Police College, that although training should point out pitfalls and problems inherent in conducting child interviews, students would be better trained by emphasising best practices utilizing positive reinforcement techniques.

The Service's current child interview training in this area is delivered in a two-day segment of the Sexual Assault and Child Abuse Course by Geraldine Crissy, a recognized expert in the field of child interviewing. Ms. Crissy delivers the lesson in a well planned and efficient way that combines lectures with actual role-playing exercises with children. Therefore, the Toronto Police Service believes that the training provided to our officers does not require any adjustment or change at this time.

As a result, the Toronto Police Service will not implement Recommendation 17.

Staff Superintendent David Dicks of Professional Standards will be in attendance to answer 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 JULY 20, 2001**

**#P190. RECLASSIFICATION OF POLICE CONSTABLES**

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

Subject: RECLASSIFICATION OF POLICE CONSTABLES

Recommendation:

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

Background:

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

Second Class Constable

BALAGANTHAN, Ganesh	5241	52 Division	2001.07.07
BARNETT, Russell	5289	42 Division	2001.07.07
BINNS, Michael	99454	41 Division	2001.07.07
BIRING, Sachbinder	5252	Public Safety Unit	2001.07.07
BUBNIC, Sandi	5256	32 Division	2001.07.07
CARSON, Laurie	5253	14 Division	2001.07.07
COTTON, Isabelle	5281	52 Division	2001.07.07
DUBARRY, Steven	5284	52 Division	2001.07.07
EARL-MCINTYRE, Lisa	5243	55 Division	2001.07.07
FORDE, Andrew	5247	14 Division	2001.07.07
GRIFFIN, Shain	5277	55 Division	2001.07.07
HALL, Alvin	99237	41 Division	2001.07.07
JOHNSON, Daniel	5262	42 Division	2001.07.07
KARAGAN, Panayiotis	5260	12 Division	2001.07.07
KAY, William	5246	42 Division	2001.07.07
KEHLER, Jason	5272	55 Division	2001.07.07
KOCANOVIC, Aleksandar	5279	14 Division	2001.07.07
LAU, Alex	5288	52 Division	2001.07.07
LEWIS, Michael	5285	55 Division	2001.07.07
LOPES, Jude	5280	13 Division	2001.07.07
MCINNIS, Jessica	5276	41 Division	2001.07.07
OUELLETTE, David	5258	41 Division	2001.07.07

PALERMO, Michael	5249	Public Safety Unit	2001.07.07
ROBERTSON, Lee-Anne	89566	14 Division	2001.07.07
SIDHU, Sukhvinder	5271	51 Division	2001.07.07
TAMSE, Edward	5269	21 Division	2001.07.07
THORNE, Timothy	5254	14 Division	2001.07.07
TOUT, Jeffrey	5255	55 Division	2001.07.07
ZINATI, Jacques	5248	41 Division	2001.07.07

Third Class Constable

PLUNKETT, Patrick	7831	31 Division	2001.05.07
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As requested by the Board, the Service's files have been reviewed for the required period of service to ascertain whether the members recommended for reclassification have a history of misconduct, or any outstanding allegations of misconduct/*Police Services Act* charges. The review has revealed that these officers do not have any history of misconduct, nor any outstanding allegations of misconduct on file.

PLUNKETT, Patrick (7831)

With regard to Police Constable Plunkett's reclassification, he is eligible for reclassification on August 07, 2001; however, as he recently received a merit mark carrying three months toward reclassification, his reclassification date is being advanced to May 07, 2001.

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

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

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

**The Board approved the foregoing.**



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

**#P191. DRUG ABUSE RESISTANCE EDUCATION (D.A.R.E.) PROGRAM:  
EXPLORING ALTERNATE PROGRAMS AND PARTNERSHIPS**

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

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

Recommendation:

It is recommended that: the Board receive this interim report.

Background:

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

Stakeholders including the Toronto District School Board, the Toronto Catholic District School Board and Toronto Public Health were invited to an initial meeting on June 19, 2001. This meeting was intended to facilitate discussion regarding a drug education strategy as an alternative to the D.A.R.E. Program.

On Tuesday June 19, 2001, Deputy Chief Michael Boyd chaired a meeting with the following stakeholders:

Superintendent John Reynolds	Toronto District School Board
Superintendent Mary Eileen Donovan	Toronto Catholic District School Board
Mr. Dan Koenig	Toronto Catholic District School Board
Ms. Darlene Berry	Toronto Public Health
Mr. Ari Blatt	Centre for Addiction and Mental Health
Mr. Loren Grebanier	Community Development Officer - City of Toronto
Mr. Kehinde Bah	Vice-Chair, Toronto Youth Cabinet
Superintendent Keith Forde	Unit Commander - Community Policing Support Unit
Detective Sergeant Dave Saunders	Service Youth Crime Co-ordinator
Staff Sergeant Gord Barratt	Community Programs Section - CPSU
Sergeant Rob Radbourn	Youth Services – Community Policing Support Unit

Each participant provided a brief overview of the drug and substance abuse education programs currently in place within their respective organizations. This proved to be a valuable information sharing process in that it was revealed that many drug education programs are in place throughout the entire elementary and secondary school curriculum.

All representatives in attendance acknowledged the importance of substance abuse education and unanimously expressed a commitment to work together to ensure that any existing gaps in the delivery of service are identified and addressed. A smaller working group comprised of representatives from the organizations in attendance at the meeting has been established for this purpose.

As a result of this meeting, members of the Community Policing Support Unit – Youth Services Section are in the process of arranging meetings with representatives from each agency to formally review the drug and substance abuse programs currently being delivered to elementary and secondary school students. An inventory of these programs will be prepared identifying the programs at each individual grade level, who is responsible for the program delivery and if any duplication among the agencies exists. The working group that was established at the June 19 meeting will be responsible to meet, review this information, identify gaps in service and report back to the original stakeholders.

All of the partners acknowledged the importance of curriculum review in order to avoid unnecessary duplication of service. From a Service perspective, we are trying to identify the role that best conforms to the expertise of our members. Clearly, the medical and social implications of substance abuse do not accurately reflect the expertise of the majority of our members and should be addressed by other partners possessing this knowledge in these fields. The consequences associated with substance abuse is an area generally regarded as falling within the level of expertise of most police officers, particularly as it relates to future education and employment possibilities for young people. If this particular component is part of the existing programming, this may in fact be the appropriate role for the Community School Liaison Officers to assume.

A report entitled the “Best Practices Compendium” has been developed by Health Canada, the Canadian Centre on Substance Abuse, the Canadian Association of School Health and the Centre for Addiction and Mental Health. The “Best Practices Compendium” will outline principles and programs for those who are developing programs to prevent substance abuse problems among youth.

Included in the Compendium will be:

- Evidence based, best practice principles for the creation of prevention programs for youth (including a convenient evaluation checklist)
- Descriptions and analysis of 33 programs with high quality, evidence-based results

- Descriptions and analysis of 39 Canadian programs that have demonstrated some of the key best practice principles.

Each program entry features a description collected from researchers and program sponsors, including intended outcomes, key prevention principles and when possible, cost information. Complete contact information is included for each program. This Compendium is intended as an invaluable resource tool for prevention programmers in schools and for community health, youth, family, addiction and police agencies.

This Compendium is scheduled for release during the summer of 2001 and members of the Community Policing Support Unit – Youth Services Section will be scheduling a presentation on the contents of this report to the representatives of the working group (identified at the June 19<sup>th</sup> meeting) as soon after release as possible. A meeting with the representative of the Centre for Addiction and Mental Health has been set for July 3<sup>rd</sup>, 2001. In addition to discussing their current programs and initiatives, information will also be provided on the contents of the Compendium.

In January 2001, the United States Surgeon General released a report entitled, *Youth Violence: A Report of the Surgeon General*. This report examines the factors that lead young people to gravitate toward violence, reviews the factors that protect youth from perpetrating violence and identifies effective research-based preventive strategies. Members of the Community Policing Support Unit - Youth Services Section has been attempting to obtain a copy of the report for reference purposes as well as identifying best practices. Unfortunately, the document has not yet been released in a hardcopy version.

Members of the Community Policing Support Unit - Youth Services Section will be comparing the similarities in programming between the Best Practices Compendium and the United States Surgeon General's Report. This research will be used to identify future program direction and required components.

A report entitled, "Drug Use in Toronto – 2000" is the eleventh in a series of reports that summarizes information on illicit drug use in Toronto. The report is an attempt to co-ordinate the existing data and provide a more complete picture of illicit drug use in Toronto. As well as organizing existing data, this report presents a summary of special studies, unavailable in other sources. While this report does not deal specifically with prevention strategies or programs, it is a valuable resource tool for those individuals and agencies that have the responsibility for developing programs and strategies to combat substance abuse among young people.

In addition, the Community Policing Support Unit - Youth Services, is currently collecting enrolment data from the Toronto District and the Toronto Catholic District School Boards. This information will be broken down to determine the number of classes in each Board of Education at all grades levels and the classes per police division. In addition, the Community Policing Support Unit will also be conducting an immediate review of the Community School Liaison Officer (CSLO) Program to determine:

- Which school programs are the most effective;
- Which school programs will be compulsory for CSLO's to deliver and which school programs are optional, but approved for delivery as time permits;
- At which grade level are these programs the most effective; and
- How many programs can our twenty CSLO's be expected to deliver.

This research is necessary to ensure that adequate School Liaison Officers are available in each Division to deliver a standardised curriculum based upon programming recommendations from the Youth Crime Task Force.

Once all of the program information from the participating partners has been inventoried, a meeting will be held with the original stakeholders to discuss program modification, clarify the role each partner will assume and most importantly identify a role for the police in a drug education strategy. It is anticipated that this meeting will be held in late August or early September.

An approved curriculum will not be available for September due to the limited availability and scheduling conflicts of key stakeholders throughout the summer months. In addition, an extensive amount of work remains to be done compiling an inventory of current programs and evaluating their effectiveness prior to the formalization of a curriculum.

The Toronto Police Service welcomes the opportunity to work in partnership with other community stakeholders to develop a comprehensive drug education strategy. This strategy should be designed to maximize the expertise of each participating partner, while at the same time working within the available resources.

It is recommended that the Board receive this interim report. A more comprehensive report will be provided to the Board at its September meeting.

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

**The Board received the foregoing.**

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

**#P192. "REVIEW OF THE INVESTIGATION OF SEXUAL ASSAULTS –  
TORONTO POLICE SERVICE" - CONSULTATION**

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

Subject: RESPONSE TO THE "REVIEW OF THE INVESTIGATION OF SEXUAL  
ASSAULTS - TORONTO POLICE SERVICE

Recommendation:

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

Background:

At its meeting on April 19, 2001, the Board received a report from the Chief of Police entitled, "Toronto Police Service Response to the City Auditor's Report on Sexual Assault Investigations" (BM #P121/01 refers). This report was generated in response to the 57 recommendations made by the City Auditor pertaining to the Service's sexual assault investigation practices.

Several of the recommendations (specifically #24, #31, #34, #40, #56 and #57) referred to the involvement of community representatives to assist in enhancing the Service's overall response to victims of sexual assault and other associated issues. The report detailed the numerous community outreach efforts made by our Service in response to these recommendations.

At the same meeting, Ms. Jane Doe, who was also representing a number of community agencies, made a deputation and written submission to the Board detailing concerns regarding the Service's response to the City Auditor's recommendations. Detective Wendy Leaver, Sexual Assault Squad, provided the Board with additional information describing how the Service contacted representatives of community groups and invited them to participate in community consultative meetings.

The Board received Ms. Jane Doe's deputation and written submission and approved a Motion that the Chief of Police send letters to representatives of community groups. These groups were contacted by our Service, however, they declined to participate in the community consultative process. The community groups were asked to provide any recommendations that they may have regarding sexual assault investigations (BM #P121/01 refers).

The letters to the community agencies were sent under my signature on May 17, 2001 (see Appendix "A"). To date, there have been three responses from the community groups: one from Women's College Hospital reconfirming their commitment to continue their work with the Service; one from the YWCA of Greater Toronto declining to participate in any consultative process unless they are paid for their work; and, one from Maggie's Resource Centre of North Hastings, Safe Homes Program, submitting a copy of Ms. Jane Doe's written submission as their suggestions to the Service.

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

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

- **Anna Willats, YWCA of Greater Toronto**
- **Jane Doe**

**Chairman Gardner requested that Ms. Doe not be filmed, taped, photographed or identified by name pursuant to court order.**

**Ms. Willats also provided a written submission which is on file in the Board office.**

**Chief Fantino updated the Board on the Service's continuous efforts to consult with community groups and the requests that have been made for representatives of these community groups to participate in consultation meetings with the Service.**

**The Board approved the following Motions:**

- 1. THAT the deputations and Ms. Willats' written submission be received;**
- 2. THAT the Board receive the report from Chief Fantino; and**
- 3. THAT the Board send a letter to the YWCA of Greater Toronto with a request that the YWCA provide, directly to the Board, any specific comments it may have regarding the Auditor's 57 recommendations.**

**APPENDIX "A"**

**Example Letter**

May 17, 2001

RE: **Community – Sexual Assault Advisory Group**

Dear

Since September 2000, the Toronto Police Service's Sexual Assault Squad has worked in partnership with the various community members overseeing the implementation of the recommendations contained within the Sexual Assault Audit Report.

The Group is presently reviewing these recommendations and will put forth a final report in September 2001.

As you were one of the original members of the Audit Reference Group that initially developed the recommendations for the Police Service, we are once again seeking your input into this process.

The response from the community is an integral part of the implementation process of the Audit Report.

The Group would appreciate your comments, views and any implementation suggestions.

Please forward all correspondence or comments directly to:

Detective Wendy Leaver (5525)  
Sexual Assault Squad Co-ordinator,  
Sexual Assault Squad  
40 College Street,  
Toronto, Ontario  
M5H 2M4

Telephone No: (416) 808-7446

Yours truly,

Julian Fantino  
Chief of Police

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

**#P193. INTERIM REPORT ON THE 2001 BUSINESS PLAN**

The Board was in receipt of the following report MAY 30, 2001 from Julian Fantino, Chief of Police:

Subject: INTERIM REPORT ON THE 2001 BUSINESS PLAN

Recommendation:

It is recommended that: the Board receive this interim report on the 2001 Business Plan.

Background:

The Board requested that the Chief provide an interim report on the results of the 2001 Business Plan in June 2001 to assist with the development of the 2002-2005 Business Plan (Board Minute 524/00 refers).

Attached are the results that were available at the time of writing for Performance Objectives/ Indicators listed under the Service's 2001 Priorities. It should be emphasized that the statistics provided typically cover only the first three months of 2001; they are compared with the same period of 2000. It should also be noted that statistics for the first three months of 2001 are likely to be undercounts, since some of the occurrence reports from the first quarter may still be under preparation and thus will not be in the Service's database until later this year.

The Board has also received, in a separate report, an outline of some of the strategies being used by Service units to address the 2001 Service Priorities and Goals. As the Board is aware, the performance information provided here (and which will be provided for all the performance indicators listed, following the year-end) does not measure any one of these strategies, but rather measures the overall result of all of the strategies addressing each Service Goal. As a whole, the strategies will contribute to our achievement of the performance objectives we have set within our Service Priorities.

It should again be emphasized that it would be premature to draw any conclusions regarding the Service's ability to achieve its goals on the basis of this early information.

It is recommended that the Board receive this interim report on the 2001 Business Plan. A final report on the results of the 2001 Business Plan/Service Priorities will be provided to the Board, as requested, in June 2002 (Board Minute 524/00 refers).

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



**Vance Latchford, Latchford Associates, was in attendance and made a deputation to the Board. Mr. Latchford also provided a written submission which is on file in the Board office.**

**Carrol Whynot, Acting Director, Corporate Planning, was in attendance and responded to questions by the Board about this report.**

**The Board was advised that the strategies to address the 2001 Service priorities were submitted in a separate report, dated May 30, 2001, by the Chief of Police for consideration at this meeting (Min. No. P194/01 refers).**

**The Board received the deputation and written submission by Mr. Latchford and requested that the foregoing report be merged with the strategies outlined in the report in Min. No. P194/01 and re-submitted for consideration at the August 30, 2001 meeting.**

## **TORONTO POLICE SERVICE 2001 PRIORITIES -- INTERIM REPORT**

### **PRIORITY: YOUTH VIOLENCE AND VICTIMISATION OF YOUTH**

*Responsible for co-ordinating Service response: Deputy Chief, Policing Operations Command*

#### **Focus on enforcing, deterring, and preventing robbery and weapons offences occurring on school premises.**

*Performance Objectives/Indicators:*

- ◆ decrease in number of robberies on school premises  
Jan-Mar 2000: 54                      Jan-Mar 2001: 41                      -24.1% change
- ◆ decrease in number of weapons offences on school premises  
Jan-Mar 2000: 69                      Jan-Mar 2001: 60                      -13.0% change
- ◆ increased perception of safety in schools, relative to robbery and weapons offences  
\*2001 survey has not yet been conducted

#### **Increase enforcement initiatives relating to the sexual exploitation of children and child abuse.**

*Performance Objectives/Indicator:*

- ◆ increase in number of persons charged with child exploitation offences  
Jan-Mar 2000: 41                      Jan-Mar 2001: 25                      -39.0% change

#### **Increase enforcement activities and prevention initiatives that focus on decreasing the victimisation of youth by robberies and sexual assaults.**

*Performance Objectives/Indicators:*

- ◆ decrease in number of youth victimised youth by robbery, including those involving swarming  
Jan-Mar 2000: 234                      Jan-Mar 2001: 281                      20.1% change
- ◆ decrease in number of youth victimised by sexual assault  
Jan-Mar 2000: 142                      Jan-Mar 2001: 125                      -12.0% change

**In partnership with the Toronto District and Toronto Catholic District School Boards, focus on ensuring a safe school environment as outlined in the Police/School Protocol.**

*Performance Objectives/Indicators:*

- ◆ increased perception of safety in schools  
\*2001 survey has not yet been conducted
- ◆ increased perception of partnership between police and school administrators  
\*2001 survey has not yet been conducted
- ◆ increase number of schools with Student Crime Stoppers programs  
\*information not available at present
- ◆ consistent delivery of prevention and drug education programs across divisions  
\*information not available at present

**Focus on preventing youth involvement in violent crime, especially those at younger ages.**

*Performance Objectives/Indicator:*

- ◆ decrease in rate (per 1,000 population) of youth arrested/charged for violent crimes  
Jan-Mar 2000: 30.6                      Jan-Mar 2001: 31.1                      1.9% change

**Focus on disbanding and disrupting the activities of street gangs.**

*Performance Objectives/Indicators:*

- ◆ estimated number of street gangs  
\*information not available at present
- ◆ number of victimisations where suspect believed to be affiliated with a gang  
\*information not available at present

## **PRIORITY: ORGANISED CRIME**

*Responsible for co-ordinating Service response: Superintendent, Detective Services*

**Educate members of the Service, the community, political representatives, and legislators on the actual impact of organised crime and the consequences if appropriate action is not taken immediately.**

*Performance Objectives/Indicators:*

- ◆ number of communications made to each of Service members, political representatives, legislators, and community members  
\*information not available at present
- ◆ increased understanding of impacts and consequences of organised crime by groups receiving communication  
\*information not available at present

**Use Intelligence-driven enforcement strategies intended to disrupt organised crime networks.**

*Performance Objectives/Indicators:*

- ◆ increase the number of enforcement strategies implemented that target organised crime  
\*information not available at present
- ◆ increase in number and value of seizures of assets/properties from organised crime groups  
\*information not available at present

**Improve the Service's response to organised crime.**

*Performance Objectives/Indicators:*

- ◆ increase in the Service's capability to investigate and gather information on crimes committed using advanced technology through acquisition of technology and the creation of a unit to focus on issues related to cyber-crime  
\*information not available at present
- ◆ develop a broader base of expertise in relation to organised crime by increasing the number of officers trained and the types of training received  
\*information not available at present

**Form partnerships with other law enforcement agencies (international, national, and regional) to work co-operatively to disrupt and dismantle organised crime groups.**

*Performance Objectives/Indicators:*

- ◆ increase in the number of joint (enforcement) projects targeting organised crime  
\*information not available at present
- ◆ increase in number and value of seizures of assets/properties from organised crime groups  
\*information not available at present

**PRIORITY: TRAFFIC SAFETY**

*Responsible for co-ordinating Service response: Superintendent, Traffic Services*

**Increase enforcement of traffic offences.**

*Performance Objectives/Indicators:*

- ◆ increase number of POTs issued  
\*information not available at present
- ◆ increase number of relevant/HTA charges (e.g. follow too close, unsafe lane change, fail to signal lane change, careless driving)  
Jan-Mar 2000: 80,223      Jan-Mar 2001: 71,364      -11.0% change
- ◆ decrease in number of traffic-related fatalities  
Jan-Mar 2000: 20      Jan-Mar 2001: 10      -50.0% change
- ◆ decrease in number of traffic collisions  
\*information not available at present
- ◆ increase enforcement in support of the City's Red Light Camera project  
\*information not available at present

**Increase focus on pedestrian safety, especially seniors.**

*Performance Objectives/Indicators:*

- ◆ decrease in number of pedestrian traffic-related injuries  
\*information not available at present
- ◆ decrease in number of senior pedestrian injuries  
\*information not available at present
- ◆ decrease in number of pedestrian traffic-related fatalities  
\*information not available at present

- ◆ decrease in number of senior pedestrian fatalities  
\*information not available at present

## **PRIORITY: DRUG ENFORCEMENT**

*Responsible for co-ordinating Service response: Deputy Chief, Policing Support Command*

### **Create an integrated Service-wide drug enforcement strategy.**

*Performance Objectives/Indicators:*

- ◆ implement and communicate a consistent, focused Service-wide enforcement strategy  
\*information not available at present

### **Increase enforcement of street-level drug activities to improve quality of life in neighbourhoods.**

*Performance Objectives/Indicators:*

- ◆ increase in training for officers involved in drug enforcement  
\*information not available at present
- ◆ increase in number of drug-related arrests at the street level  
Jan-Mar 2000: 2,774      Jan-Mar 2001: 2,087      -24.8% change
- ◆ increase in public perception of safety in neighbourhood  
\*2001 survey has not yet been conducted
- ◆ decrease in number of crimes associated with drugs which affect quality of life in neighbourhoods – break & enters, theft from auto, robberies  
\*information not available at present

## **PRIORITY: INFRASTRUCTURE**

*Responsible for co-ordinating Service response: Chief Administrative Officer, Corporate Support Command*

### **Implement organisational change to improve effectiveness and acquire efficiencies to allow the re-deployment of officers to front-line services.**

*Performance Objectives/Indicators:*

- ◆ implementation of recommendations from Chief's 90-day organisational review  
\*information not available at present
- ◆ officers redeployed to front-line units  
\*information not available at present

- ◆ increase in officer availability for operational duties  
\*information not available at present
- ◆ staff deployment and time/ attendance systems implemented  
\*information not available at present
- ◆ increased public perception of officer visibility  
\*2001 survey has not yet been conducted
- ◆ increased officer perception of safety  
\*2001 survey has not yet been conducted
- ◆ increased public perception of safety  
\*2001 survey has not yet been conducted
- ◆ increased problem-solving at the community level  
\*information not available at present
- ◆ decrease in response time for priority 1 calls  
Mar 2000: 85% of calls answered within 15 minutes  
Mar 2001: 85% of calls answered within 16 minutes 6.7% change

**Standardise and improve information systems and production of information within the Service.**

*Performance Objectives/Indicators:*

- ◆ standard definitions and parameters produced and used Service-wide for the production of crime and related statistics and analysis  
\*information not available at present
- ◆ integrated, adaptable statistical database established  
\*information not available at present
- ◆ implement records management and financial control/reporting systems  
\*information not available at present
- ◆ implement the Professional Standards information system  
\*information not available at present

**Ensure adequate and effective delivery of police services.**

*Performance Objectives/Indicator:*

- ◆ creation of a Quality Assurance unit to confirm implementation (or plan created for the implementation) of all applicable legislative requirements of Ontario Regulation 3/99 under the *Police Services Act* (Adequacy and Effectiveness of Police Services)  
\*unit created

**Enhance the Service's ability to manage and plan for special events, including the World Youth Conference and Olympics.**

*Performance Objectives/Indicator:*

- ◆ creation of a special events planning infrastructure  
\*information not available at present

**Strengthen the confidence of the public and Service members in the impartiality and the integrity of the Service's administration of Part V of the *Police Services Act* - the complaints system.**

*Performance Objectives/Indicators:*

- ◆ increased perception of public confidence in the impartiality of the system  
\*2001 survey has not yet been conducted
- ◆ increase in satisfaction with the complaints process for members of the public who had experience with the complaints system  
\*2001 survey has not yet been conducted
- ◆ officer perception of confidence in the complaints system  
\*personnel survey has not yet been conducted

**Ensure, through succession planning strategies, that divisional police-community initiatives are not disrupted due to officer transfer or retirement.**

*Performance Objectives/Indicators:*

- ◆ all officers moving into divisional Community Response functions to receive training prior to transfer  
\*information not available at present
- ◆ perception of CPLC members of problem-free transition when CR staff sergeants are changed  
\*survey has not yet been conducted



**Continue efforts to have the membership of the Toronto Police Service reflect the community we serve.**

*Performance Objectives/Indicator:*

- ◆ increased number of women, racial minorities, and people with more than one language hired  
\*information not available at present

**ADDITIONAL PRIORITIES UNDER ADEQUACY STANDARDS (sec. 30(2)(b)):**

**PRIORITY: COMMUNITY-BASED CRIME PREVENTION**

*Responsible for co-ordinating Service response: Deputy Chief, Policing Operations Command*

**Increase community participation in solving and preventing crimes.**

*Performance Objectives/Indicators:*

- ◆ increase in number of tips received by Crime Stoppers that result in arrests/charges

arrests:	Jan-Mar 2000: 74	Jan-Mar 2001: 41	-44.6% change
charges:	Jan-Mar 2000: 164	Jan-Mar 2001: 101	-38.4% change
- ◆ increase in number of schools with Student Crime Stoppers  
\*information not available at present
- ◆ increase in number of homes participating in Neighbourhood/Vertical Watch programs  
\*information not available at present

**PRIORITY: COMMUNITY PATROL**

*Responsible for co-ordinating Service response: Deputy Chief, Policing Operations Command*

**Increase the visibility of officers in neighbourhoods.**

*Performance Objectives/Indicators:*

- ◆ increase in the proportion of time spent by divisional front-line officers on foot patrol  
\*information not available at present
- ◆ increase in perceived visibility by the community  
\*2001 survey has not yet been conducted

## **PRIORITY: CRIMINAL INVESTIGATION**

*Responsible for co-ordinating Service response: Deputy Chief, Policing Support Command*

### **Implement recommendations relating to ViCLAS, from the City Auditor's report on the Review of the Investigation of Sexual Assaults.**

*Performance Objectives/Indicators:*

- ◆ 95% of ViCLAS reports completed / submitted to the Sexual Assault Squad co-ordinator within the prescribed time limit  
\*information not available at present
- ◆ 95% of ViCLAS reports completed / submitted to the OPP ViCLAS Centre by the Sexual Assault Squad within the prescribed time limit  
\*information not available at present

### **Review training provided with regard to sexual assault, in accordance with recommendations from the City Auditor's report on the Review of the Investigation of Sexual Assaults, the requirements of the Adequacy Standards legislation, the Kaufman Inquiry, and the recommendations of the May-Iles Inquest.**

*Performance Objectives/Indicator:*

- ◆ make changes to courses offered or training processes at CO Bick  
\*information not available at present

## **PRIORITY: COMMUNITY SATISFACTION**

*Responsible for co-ordinating Service response: Deputy Chief, Policing Operations Command*

### **Focus on improving satisfaction with police services.**

*Performance Objectives/Indicators:*

- ◆ increase in satisfaction of those who had contact with police during the past year  
\*2001 survey has not yet been conducted
- ◆ increase in general satisfaction with the delivery of police services to neighbourhoods  
\*2001 survey has not yet been conducted
- ◆ increase satisfaction with police services for victims of specific crimes  
\*2001 survey has not yet been conducted

## **PRIORITY: EMERGENCY CALLS**

*Responsible for co-ordinating Service response: Deputy Chief, Policing Support Command*

### **Improve information available to allow accurate, reliable measurement of response times.**

*Performance Objectives/Indicators:*

- ◆ increase in MDT 'at-scene' compliance rate for priority 1 calls  
Mar 2000: 45.7%                      Mar 2001: 51.6%                      12.9% change
- ◆ development or acquisition of an Automatic Vehicle Location/Global Positioning System to track cars dispatched to calls  
\*funding approved

### **Ensure the 9-1-1 emergency line is used only for emergency situations.**

*Performance Objectives/Indicators:*

- ◆ decrease inappropriate use of the '9-1-1' emergency number/increase the proportion of calls received through the 808-2222 non-emergency line  
\*information not available at present
- ◆ explore the possibility of a multi-service '3-1-1' number for non-emergency calls  
\*information not available at present

## **PRIORITY: VIOLENT CRIME AND CLEARANCE RATES FOR VIOLENT CRIME**

*Responsible for co-ordinating Service response: Deputy Chief, Policing Operations Command*

### **Increase feeling of safety and security within the community.**

*Performance Objectives/Indicators:*

- ◆ decrease in number of violent crimes  
Jan-Mar 2000: 7,953                      Jan-Mar 2001: 7,949                      -0.1% change
- ◆ decrease in rate (per 1,000 population) of violent crimes  
Jan-Mar 2000: 3.10                      Jan-Mar 2001: 3.06                      1.3% change
- ◆ increase in overall clearance (by charges laid) rate for violent crimes  
Jan-Mar 2000: 58.9%                      Jan-Mar 2001: 56.4%                      -4.2% change
- ◆ increase in general perception of safety in neighbourhoods  
\*2001 survey has not yet been conducted

## **PRIORITY: PROPERTY CRIME AND CLEARANCE RATES FOR PROPERTY CRIME**

*Responsible for co-ordinating Service response: Deputy Chief, Policing Operations Command*

### **Provide an effective police response to property crimes.**

*Performance Objectives/Indicators:*

- ◆ decrease in number of property crimes  
Jan-Mar 2000: 22,313      Jan-Mar 2001: 20,326      -8.9% change
- ◆ decrease in rate (per 1000 population) of property crimes  
Jan-Mar 2000: 8.70      Jan-Mar 2001: 7.84      -9.9% change
- ◆ increase in overall clearance (by charges laid) rate for property crimes  
Jan-Mar 2000: 22.8%      Jan-Mar 2001: 20.4%      -10.8% change

## **PRIORITY: ASSISTANCE TO VICTIMS**

*Responsible for co-ordinating Service response: A/Superintendent, Community Policing Support*

### **Improve police response to victims of domestic violence.**

*Performance Objectives/Indicators:*

- ◆ decrease in number of domestic violence occurrences  
Jan-Mar 2000: 851      Jan-Mar 2001: 965      13.4% change
- ◆ victim satisfaction with police response to domestic violence  
\*survey has not yet been conducted
- ◆ increase number of risk assessment efforts in relation to domestic violence  
\*information not available at present

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

**#P194. STRATEGIES TO ADDRESS 2001 SERVICE PRIORITIES**

The Board was in receipt of the following report MAY 30, 2001 from Julian Fantino, Chief of Police:

Subject: STRATEGIES TO ADDRESS 2001 SERVICE PRIORITIES

Recommendation:

It is recommended that: the Board receive the attached report outlining strategies being used to address the 2001 Service Priorities.

Background:

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

Planning for the achievement of the goals set within each Priority began with the distribution of the final version of the 2001 Priorities to the Command Officers and unit commanders. As noted in the Business Plan, a specific Command or Senior Officer was designated to co-ordinate the Service's response to each of the Priorities.

Strategies to address the Service Priorities have been reviewed by these co-ordinators and are outlined in the attached document. As a whole, these strategies will contribute to our achievement of the goals we have set within our Service Priorities. We will measure our 2001 accomplishments using the Performance Objectives/Indicators noted in the Business Plan.

It is recommended that the Board receive the attached report outlining strategies being used to address the 2001 Service Priorities.

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

**The Board requested that the foregoing report be merged with the interim report on the 2001 business plan (Min. No. P193/01 refers) and re-submitted for consideration at the August 30, 2001 meeting.**

**TORONTO POLICE SERVICE  
STRATEGIES ADDRESSING 2001 PRIORITIES & GOALS**

Toronto is Canada's largest and one of its most dynamic municipalities, with an enviable international reputation. Each year, in our efforts to maintain and improve the quality of life and level of safety in the City, the Toronto Police Service determines where our resources and activities will be focused. This is done within the context of responsibilities mandated by the *Police Services Act* and its accompanying regulations, and within the framework provided by the Service's own Mission Statement and Values. Our Priorities represent those areas within our mandated responsibilities to which we will give special emphasis.

Within each general area of priority, there are specific goals we wish to achieve. As in the past, the Toronto Police Service will strive to find creative and innovative means of achieving these goals. Strategies that are being or will be used to help us achieve the goals listed under each of the Priorities have been submitted by units across the Service; a number of these strategies are presented below. It should be noted that strategies may be specific to the submitting unit/division and are not necessarily being carried out by other units/divisions.

**PRIORITY: YOUTH VIOLENCE AND VICTIMISATION OF YOUTH**

*Responsible for co-ordinating Service response: Deputy Chief, Policing Operations Command*

Concerns about youth, crime, and 'disrespectful' attitudes have been common throughout history. Nevertheless, this should not minimise the concern and effects of violence and crime by youth in our society nor should it be allowed to act as an easy response and explanation for not taking action. In particular, violence committed by and upon youth continues to be an issue of great concern to the Toronto Police Service. It is also vital that we work to address the safety and security needs of those most vulnerable to victimisation, including children and youth. Particular issues of concern relating to the commission of crimes by and the victimisation of young people were identified in the 2000 Environmental Scan and consultations. These issues are reflected in the goals outlined below. Also outlined are some of the strategies submitted by Service units to address these goals.

<b>GOAL</b>	<b>STRATEGIES</b>
Focus on enforcing, deterring, and preventing robbery and weapons offences occurring on school premises.	<ul style="list-style-type: none"> <li>• Zero tolerance enforcement in and around schools with regards to violence.</li> <li>• Focus divisional uniform directed patrol activities on those schools/ areas that are experiencing student violent crime problems/issues. Emphasis will be placed upon a zero tolerance of breaches of all federal, provincial, and municipal by-laws.</li> <li>• Deter offenders from committing crimes by using high visibility uniform patrols in schools both at random times and during times when an occurrence is likely to take place.</li> <li>• Ensure the safety of victims and other students by holding an</li> </ul>

GOAL	STRATEGIES
	<p>accused for a show cause hearing, or release with conditions not to return to the school where an occurrence took place.</p> <ul style="list-style-type: none"> <li>• Identify known habitual juvenile offenders and conduct projects aimed at arrest or revocation of bail or probation.</li> <li>• Reduce victimisation through the use of crime prevention programs within the schools and by making presentations on crime prevention techniques.</li> <li>• Provide anti-gang and anti-violence lectures in high schools.</li> <li>• Continue training of frontline officers with regards to the Police/School Protocol, the Safe School Protocol, and referral programs for high-risk children.</li> <li>• Maintain the trust of teachers and students by continuing to work closely with school staff in administering an informal resolution process for minor offences.</li> <li>• Encourage students to report all robbery and weapons occurrences to police.</li> <li>• Ensure that an active Crime Stoppers program is in place at all secondary schools.</li> <li>• Street Crime officers will continue the ‘Students with a Target’ (SWAT) program, which includes encouraging students to report crime, partnership with police, and student empowerment to secure safe schools grounds.</li> </ul>
<p>Increase enforcement initiatives relating to the sexual exploitation of children and child abuse.</p>	<ul style="list-style-type: none"> <li>• Prevention techniques and lectures by the School Liaison Officers with regard to victimisation and the importance of reporting incidents of inappropriate touching and assaults.</li> <li>• Educate teachers, administrators, and parents of the consequences of child sexual exploitation and abuse and how to recognise the symptoms of abuse.</li> <li>• Focus on victim through support and follow-up to prevent victimisation from continuing. Ensure conditional releases are reported to the victim and the victim’s family.</li> <li>• Ensure that up-to-date information regarding sex offenders in neighbourhoods is available; monitor activities of known pedophiles.</li> <li>• The School Liaison Officer will attend elementary and secondary schools to present a variety of lectures. In the ‘10 steps to street proofing’ lecture, there are sections that advise the children about good and bad touching, and safety issues to prevent child abuse.</li> <li>• Maintain enforcement of body rub parlours and street prostitution to identify child prostitutes.</li> <li>• Raise youth awareness of ways to minimise or reduce risks of sexual exploitation via the Internet.</li> <li>• Private sector partnership development and support for implementing solutions that improve safety for children on their</li> </ul>

GOAL	STRATEGIES
	<p>property (e.g. video cameras placed in major bookstores, signs placed in the childrens' sections advising parents not to leave their children unattended).</p> <ul style="list-style-type: none"> <li>• Conduct proactive and reactive stakeouts and surveillance of properties that attract indecent exposure and potential exploitation offenders (e.g. playgrounds, public swimming pools).</li> <li>• Liaise with the Children's Aid Society of Toronto, the Catholic Children's Aid Society, the Toronto District School Board, the Toronto Catholic District School Board, the Ontario Ministry of the Attorney General, and the Hospital for Sick Children, to improve child abuse investigations and promote education in the detection and prevention of child abuse and sexual exploitation.</li> <li>• Youth Bureau officers will present youth criminality/child abuse material to divisional uniform/non-uniform members to improve service delivery related to the prevention, detection, and prosecution of youth crime, child abuse, and sexual exploitation.</li> <li>• Liaise with those at risk of child abuse and sexual exploitation to encourage reporting, investigation, and prosecution of offenders.</li> <li>• The Merry Go Round Foundation, a computer buddies program for children aged 12-13 years, will be used to promote public awareness of these issues.</li> <li>• Lectures will be provided to parents and children regarding prevention and reporting of child abuse and sexual exploitation.</li> </ul>
<p>Increase enforcement activities and prevention initiatives that focus on decreasing the victimisation of youth by robberies and sexual assaults.</p>	<ul style="list-style-type: none"> <li>• Establish relationships with students by using 'known' officers to allow victims and potential victims comfortable access to police.</li> <li>• School Liaison officers will ensure that lectures on how not to be a victim, anti-bullying lectures, anti-gang lectures, and courtesy and respect lectures are delivered to students.</li> <li>• Work in partnership with the hospitals, schools, and referral agencies to help encourage the reporting of these types of crimes by victims.</li> <li>• Continue proactive policing initiatives that bring the police and community youth together, such as the Junior Blues and a local baseball league.</li> <li>• Information regarding specific offenders, activities, and/or trends will be distributed to officers during weekly training sessions and through a weekly Crime Analyst report.</li> <li>• Increase the presence of uniformed officers in and around areas when and where youth hang out (schools, malls, parks, community centres, and storefronts).</li> <li>• Continue, and expand as resources allow, 'School Watch' lectures on 'Never Be a Victim', date rape, taking fewer chances, etc., to reduce victimisation.</li> <li>• One section within the division will be assigned all robbery</li> </ul>



GOAL	STRATEGIES
	<p>occurrences involving youth. Another will be assigned all sexual assault occurrences involving youth. This will ensure that all common suspects and occurrence patterns are identified.</p> <ul style="list-style-type: none"> <li>• Maintain close liaison with youth shelters and hostels to provide a balance of enforcement and educational programs.</li> <li>• Increase time spent in positive contact with children and youth. Conduct patrols and park-and-walks at school sites and school access routes at peak times of activity (e.g. lunch and school closing periods) to increase direct contact and access to uniform officers.</li> <li>• Increase the opportunity for victims of swarming-type robberies to make positive identifications of suspects soon after the offence by returning to the scene with the victim.</li> <li>• Partnership development and information sharing with TTC security to enhance proactive patrol deployments at subway stations.</li> <li>• Institute the Serious Teen Offender Program (STOP) to strategically target 'high risk' youth. This program will identify high offenders using a criteria system and then target these individuals for enforcement and compliance of probation and bail conditions.</li> <li>• Ensure that an active Crime Stoppers program is in place at all secondary schools.</li> <li>• Deliver education programs to elementary school students, high school students, and youth groups at schools and youth centres. The programs will focus on awareness, prevention, and the importance of reporting crime.</li> <li>• Street Crime officers will continue the 'Students with a Target' (SWAT) program, which includes encouraging students to report crime, partnership with police, and student empowerment to secure safe schools grounds.</li> <li>• Students within divisional schools will carry out the 'Frightening Experiences are Real, Let's End Student Silence' (FEARLESS) campaign to encourage the reporting of incidents.</li> </ul>
<p>In partnership with the Toronto District and Toronto Catholic District School Boards, focus on ensuring a safe school environment as outlined in the Police/School Protocol.</p>	<ul style="list-style-type: none"> <li>• Maintain liaison with school staff to allow early intervention in any trouble areas.</li> <li>• Educate officers as to their role in the Police/School Protocol.</li> <li>• Update and educate teachers, principals, and administrators to the importance of complying with their roles in the Protocol.</li> <li>• Educate community and parent groups on school policies and their roles in the Protocols.</li> <li>• Enforcement and high visibility patrols in and around schools during peak hours such as lunch and after school.</li> <li>• Increase communications between the police and school staff to ensure the safety of the students, staff, and police.</li> <li>• <b><i>Continue with zero tolerance of violence in the school.</i></b></li> <li>• <b><i>Continue to take part in the CAPSS program (Community</i></b></li> </ul>

GOAL	STRATEGIES
	<p><i>Alternative Program to Suspended Students) run by the school board.</i></p> <ul style="list-style-type: none"> <li>• Encourage officers to spend more of their time in and around schools to increase visibility and contacts, and deter crime.</li> <li>• Share information with school partners. Specifically, disclose conditions of release to schools and consult with schools regarding conditions of release.</li> <li>• Encourage the reporting of serious crime by juveniles.</li> <li>• Ensure that an active Crime Stoppers program is in place at all secondary schools.</li> <li>• The divisional Street Crime will again host a conference with District School Boards, students, staff, and police officers from various units invited to participate. The purpose is to provide an avenue for communication and to raise issues of concern.</li> <li>• Assist students to create videos associated with the elimination of racial discrimination, with the ultimate goal of promoting racial tolerance, and devise methods to reduce the incidence of hate crime and criminal offences with racial overtones.</li> <li>• Develop initiatives that will involve school administrators, teachers, and students in crime prevention activities. Officers will promote crime prevention initiatives within the schools in the division.</li> <li>• Deliver educational and prevention programs to schools in the division that promote a safe school environment. School Liaison officers will develop appropriate programs relating to violence, peer pressure, gang activity, drugs, and alcohol.</li> </ul>
<p>Focus on preventing youth involvement in violent crime, especially those at younger ages.</p>	<ul style="list-style-type: none"> <li>• The School Liaison officers will continue to offer anti-bullying, anti-violence, and anti-gang lectures to students in Grade 3. The officers will also deliver programs on how not to be a victim and the importance of respect and courtesy.</li> <li>• Proactive policing in the community to reinforce police-community relations. Community events such as hockey, baseball, and breakfast clubs promote better relations between young persons and police.</li> <li>• Focus on the younger ages with education (programs such as street proofing, ‘Never Be a Victim’, peer pressure, drug awareness, bullying, etc.), and continue delivery through high school to maintain the importance of reporting all crimes and keep the lines of communication open, so the youth feel that they can come to the police when necessary.</li> <li>• Division officers will continue to participate in the leadership camps at Blue Water camp (for youth aged 7-15 years) as councillors. Corrections officers, teachers, paramedics, former professional athletes, youth leaders, recreation supervisors, and Olympic athletes are also involved. Youth must agree to attend follow-up programs after the completion of summer camp.</li> </ul>

GOAL	STRATEGIES
	<ul style="list-style-type: none"> <li>• School administration and students will be involved in formulating an anti-bullying program in the elementary grades.</li> <li>• Ensure follow-up investigations are conducted all family fight cases, involving a parent-child conflict or unsafe conditions.</li> <li>• Use uniform directed patrol within schools/areas experiencing escalated violent youth crime.</li> <li>• Maintain/increase crime analysis pertaining to student violent crime activities/occurrences.</li> <li>• Maintain/increase the number of divisional youth outreach crime prevention initiatives (dependent upon funding and personnel resources), such as Back To School, Math Adventure, VIP, anti-bullying,</li> <li>• Maintain/increase liaison/information sharing activities with students, school staff/authorities, social agencies, Service/divisional personnel, and outside police services to identify prevention initiatives that will reduce youth involvement in violent crime.</li> <li>• The Crime Prevention officer and the Youth Bureau will develop a crime prevention presentation relating to youth crime for school and community groups.</li> <li>• Maintain relationships with principals, staff, and students to provide advice and alternatives for youths facing problems.</li> <li>• Develop and deliver educational and prevention programs to youth that raise awareness to being at risk of being involved in violent crime. Schools and other established groups will be targeted for the programs offered.</li> <li>• Maintain and develop new partnerships with schools, agencies, and groups that deal with youth to broaden lines of communication and seek ways of providing alternative activities for youth to be involved in when they have free time. Officers will promote established programs that youth can participate in as alternatives to loitering and intimidating others in the community.</li> </ul>
<p>Focus on disbanding and disrupting the activities of street gangs.</p>	<ul style="list-style-type: none"> <li>• High visibility patrol and heavy enforcement of all applicable statutes in any area gangs congregate.</li> <li>• Identify youth gang members, associates, hangouts, and graffiti, and promote/implement programs that target these problems.</li> <li>• Proper communication between officers and Intelligence with regard to gang information.</li> <li>• Continue with a zero tolerance approach to street gang enforcement.</li> <li>• Disseminate intelligence information to divisional personnel via training sessions and analysts publications. Provide information to uniform patrols on ongoing activities of suspected gang members for enforcement purposes.</li> <li>• Ensure that graffiti is erased within 24 hours of being created.</li> </ul>

GOAL	STRATEGIES
	<ul style="list-style-type: none"> <li>• Intelligence gathering by divisional squads and uniform officers: collect and organise all information relating to gangs, members and their activities.</li> <li>• Continue with education related to ‘bullying’.</li> <li>• Accused will be held for a show cause hearing or released only with strict conditions, when arrested for an offence in which gang activity is a factor.</li> <li>• Liaise with Crown Attorneys to obtain stiffer sentences for those involved in gang-related offences.</li> <li>• Target areas where youth congregate, to identify street gang members for prevention, enforcement, and intelligence purposes.</li> <li>• Maintain an ‘early warning’ intelligence network to identify the movement of gang members into the division.</li> <li>• Ensure that an active Crime Stoppers program is in place at all secondary schools.</li> <li>• Use uniform directed patrol within gang-affected communities to dissuade street gang operations.</li> <li>• Seek court release conditions that prevent arrested gang members from returning to affected communities.</li> <li>• The Serious Teen Offender Program (STOP) initiative will identify high offenders using a criteria system and then target these individuals for enforcement and compliance of probation and bail conditions. Membership in gangs is a critical issue in the STOP program.</li> <li>• Early removal of logos that are a strong indicator of gangs and territories associated to gangs. Photo logs are kept as a resource to all officers to assist in identifying gangs and membership.</li> <li>• Crime Analyst will track all gang-related information, along with members, and make this information available to all unit members. Officers will lay charges when appropriate and ensure strict release conditions or detention orders are sought. Officers will also strictly enforce the <i>Trespass to Property Act</i>.</li> <li>• Monitor and enforce imposed bail conditions of gang members and associates. Officers will track cases before the courts and follow-up with complainants, victims, and witnesses to ensure compliance with bail conditions.</li> <li>• Deliver educational and information programs to youth at risk of being recruited and/or victimised by gang activities.</li> </ul>

**PRIORITY: ORGANISED CRIME**

*Responsible for co-ordinating Service response: Superintendent, Detective Services*

Organised crime today can assume different forms, from lower-level street gangs to highly sophisticated transnational criminal organisations. Their activities are just as wide-ranging, from lower-level drug trafficking, prostitution, and gambling to quasi-corporate operations of large-scale insurance fraud, environmental crime, and migrant smuggling. The social, economic, and political impacts of organised crime on society are far-reaching, yet unknown to most people. Recognising the threats posed by organised criminal groups to our social, political, and economic institutions, outlined below are some of the strategies Service units are or will be using to address the critical issue of organised crime.

<b>GOAL</b>	<b>STRATEGIES</b>
Educate members of the Service, the community, political representatives, and legislators on the actual impact of organised crime and the consequences if appropriate action is not taken immediately.	<ul style="list-style-type: none"> <li>• Conduct educational sessions for members of the Service, Members of Federal Parliament, the community, and the automotive industry.</li> <li>• Provide lectures to internal and external policing agencies to enhance officer safety, strategic intelligence gathering, and effective law enforcement.</li> <li>• Work in co-operation with the Ontario Police College to provide subject matter expertise to recruit classes.</li> <li>• Participate in divisional training sessions.</li> <li>• Enhance and increase the information disseminated internally and to other policing agencies by establishing an ‘Information Officer’.</li> </ul>
Use Intelligence-driven enforcement strategies intended to disrupt organised crime networks.	<ul style="list-style-type: none"> <li>• Increase the contribution of the Toronto Police Service to the Provincial Special Squad to enhance enforcement action against Organised Motorcycle Gangs in Toronto.</li> <li>• Identify, target, and apprehend violent offenders involved in gang activity as identified by the TPS, Intelligence Support, or other available resources including internal or external partners</li> <li>• Provide press releases on successful, high profile arrests of identified gangs and their members.</li> <li>• Continue to identify and target organised crime groups who engage in drug profiteering.</li> </ul>
Improve the Service’s response to organised crime.	<ul style="list-style-type: none"> <li>• Continue to provide training to Service members on firearms enforcement, firearms tracing, and characteristics of an armed person.</li> <li>• Continue to provide subject matter expertise for the General Investigator’s course and recruit classes at the CO Bick College.</li> <li>• Participate in training sessions at the divisional level.</li> <li>• Develop a Technological Crime sub-section within Detective</li> </ul>

GOAL	STRATEGIES
	<p>Services – Intelligence Support to enhance the capability for forensic data recovery.</p> <ul style="list-style-type: none"> <li>• Continue to train and upgrade drug investigators on Major Case Management, Part VI of CC, officer safety, and clandestine labs. Also, provide and enhance training to drug investigators through job shadowing and mentoring programs, and work in co-operation with the CO Bick College to provide specialised training.</li> </ul>
<p>Form partnerships with other law enforcement agencies (international, national, and regional) to work co-operatively to disrupt and dismantle organised crime groups.</p>	<ul style="list-style-type: none"> <li>• Target organised crime groups by enhancing existing or establishing new partnerships with external agencies, such as the Chief Firearms Officer of Ontario, Provincial Weapons Enforcement Unit, Canadian Firearms Centre, various external policing/law enforcement agencies, and the United States Bureau of Alcohol, Tobacco, and Firearms.</li> </ul>

**PRIORITY: TRAFFIC SAFETY**

*Responsible for co-ordinating Service response: Superintendent, Traffic Services*

The traffic on Toronto’s roadways affects almost everyone within our City and is a consistent theme at public meetings. It is evident that the people of Toronto see traffic safety and congestion as priority issues. The safe and efficient flow of traffic, and the safety of our drivers, passengers, cyclists, and pedestrians, is, therefore, of significant concern to the Toronto Police Service. By focusing our efforts on increased enforcement of traffic offences and safety education for those most at risk, we will seek to improve conditions on our roadways for everyone. Outlined below are some of the strategies Service units are or will be using to address the traffic safety issues in 2001.

GOAL	STRATEGIES
<p>Increase enforcement of traffic offences.</p>	<ul style="list-style-type: none"> <li>• <b><i>Train and certify all new recruits in radar operation.</i></b></li> <li>• Increase the number of front-line police officers certified in the use of stationary radar, mobile radar, and laser speed measuring.</li> <li>• Develop a Drinking and Driving Countermeasures Team to patrol all streets within Toronto, enforcing Criminal Code drinking and driving offences, and conducting directed traffic enforcement.</li> <li>• <b><i>Operation GRIDLOCK will be a series of one-week blitzes that will target motorists who restrict the free flow of traffic, by illegally stopping or parking their vehicles, commit prohibited turns, enter</i></b></li> </ul>

GOAL	STRATEGIES
	<p><i>intersections that they cannot clear or enter intersections as the signal changes.</i></p> <ul style="list-style-type: none"> <li>• Neighbourhood Traffic Watch will be a series of two-week enforcement campaigns that will address the numerous complaints from citizens living on residential streets about motorists speeding, disobeying stop signs, or driving carelessly, and heavy trucks using prohibited roadways. All front-line police officers will be directed to focus on enforcing traffic laws on these non-arterial roadways during the campaign, to reduce citizen driving complaints, reduce collisions, and reduce incidents of poor driving behaviour.</li> <li>• <b><i>CYCLE RIGHT Campaign will be a series of two-week blitzes that will target cyclists who disregard Highway Traffic Act laws and municipal by-laws. Offences that will be targeted will include disobeying one-way signs, stop signs, automatic traffic signals, and riding within crosswalks or on the sidewalk.</i></b></li> <li>• A Community Traffic Liaison Committee (CTLIC) will be created to give Traffic Services personnel the ability to communicate en-masse with community groups and citizens concerned with traffic safety issues. The committee will focus on awareness and education, and will discuss issues relevant to traffic safety, invite input from the community regarding traffic safety initiatives, have a forum for disseminating important traffic safety messages to the community, and form partnerships within the public and corporate communities to advance traffic safety.</li> <li>• Police officers assigned to recruit training will receive five weeks of traffic orientation during Part 'C' of their recruit field training program. The orientation will cover traffic enforcement, collision investigation, RIDE spotchecks, and station duty. Members of each recruit class will be assigned to divisional traffic duties or to Traffic Services Highway Patrol. Traffic orientation will give recruits an introduction in identifying and enforcing both provincial and criminal traffic offences.</li> </ul>
<p>Increase focus on pedestrian safety, especially seniors.</p>	<ul style="list-style-type: none"> <li>• Operation PED SAFE will be a two-week campaign that will focus on pedestrian safety and make pedestrians and motorists aware of their shared obligations under the <i>Highway Traffic Act</i> and municipal by-laws. Through this education, awareness, and enforcement campaign, motorists who endanger the safety of pedestrians by encroaching on pedestrian crossovers and crosswalks will be targeted, as will pedestrians who fail to obey pedestrian-related laws for using the highway. Emphasis will be placed on senior pedestrian safety and officers will be directed to focus on crossovers and crosswalks located near homes for the elderly and in areas with a high density of seniors.</li> <li>• DAREDEVIL, a senior citizen pedestrian safety awareness program</li> </ul>

GOAL	STRATEGIES
	<p>carried out in partnership with Sunnybrook and Women's Health Sciences Centre, will be emphasized during 2001. Senior citizen pedestrians and motorists will receive important traffic safety information on the correct use of crosswalks and crossings. The program is comprised of two pedestrian safety videos, pamphlets with printed messages, and several audio messages released to media radio outlets. Live presentations to reinforce pedestrian safety for seniors will be delivered at community centres, senior citizen residences, and other community venues.</p>

**PRIORITY: DRUG ENFORCEMENT**

*Responsible for co-ordinating Service response: Deputy Chief, Policing Support Command*

There is an undeniable need to address ongoing problems related to drugs within Toronto. Not only do these problems affect the quality of life and safety in some of our neighbourhoods, but the associated social, health, and economic impacts of drug use have implications for the City as a whole. We must make efforts to reduce both the supply of drugs and the demand. Our investigative and enforcement activities must continue and improve, along with efforts to educate high-risk populations about the dangers of drug use. Outlined below are **some** of the strategies Service units are or will be using to address drug enforcement issues in 2001.

GOAL	STRATEGIES
<p>Create an integrated Service-wide drug enforcement strategy.</p>	<ul style="list-style-type: none"> <li>• Develop a Service Procedure on Drug Enforcement to strengthen business practices and ensure uniformity.</li> <li>• Implement the drug strategy in a manner consistent with Canada's National Drug Strategy, the findings of the Drug Strategy Working Group, the 90-Day Investigative Review, and the Drug Enforcement Review. 'The Toronto Police Service Drug Enforcement Strategy', will outline organisational structure, staffing, training, policy development, and accountability related to drug enforcement, drug awareness, and drug education; as well as communicating the Drug Strategy both internally and externally.</li> </ul>
<p>Increase enforcement of street-level drug activities to improve quality of life in neighbourhoods.</p>	<ul style="list-style-type: none"> <li>• Establish Toronto Drug Squad (TDS) Drug Enforcement teams dedicated to targeting street level drug enforcement.</li> <li>• Increase the deployment flexibility of dedicated street level enforcement teams through organisational structure changes.</li> <li>• TDS will clearly define areas of responsibility and commitments to field units with regard to street-level drug enforcement. In particular, Drug Squad Liaison Officers will be assigned to field units; the CDIU will assist divisions by providing drug intelligence and identifying problem areas; and, the TDS will participate in</li> </ul>



GOAL	STRATEGIES
	<p>divisional training sessions and crime management meetings.</p> <ul style="list-style-type: none"> <li>• Identify current crime trends associated with the sale and distribution of illicit drugs and co-ordinate investigations in collaboration with divisional personnel. TDS investigators will participate in divisional training sessions to ensure officers consider drugs as a motivating factor in relation to a criminal occurrence and ensure that information is captured.</li> <li>• Create a standard Drug Street Enforcement Strategy Form to assist divisional unit commanders in preparing an operational plan to engage the support of the TDS. The form will outline the divisional drug problem or activity, other criminal activity occurring in targeted area, and the divisional intelligence gathering and maintenance program.</li> <li>• Support the CO Bick College in delivering a comprehensive drug investigators training course. This will involve participating in the development of course curriculum, identifying TDS officers to be Behaviour Risk Assessment a Strategic System (BRASS) instructors, BRASS instructors providing training to TDS investigators, providing TDS officers with High Risk and Dynamic Entry training, and providing general subject matter expertise.</li> <li>• Inform the community, through the media, on the outcomes of drug enforcement initiatives. In addition, disseminate information/outcomes at CPLC meetings.</li> <li>• TDS will create a website on the Toronto Police Service Intranet and will assign a dedicated officer to monitor the website.</li> </ul>

**PRIORITY: INFRASTRUCTURE**

*Responsible for co-ordinating Service response: Chief Administrative Officer, Corporate Support Command*

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 human resources, planning, training, equipment, and facilities. Through the implementation of infrastructure change and investment, we will maintain excellence in the delivery of our core policing activities. Outlined below are some of the specific strategies the Service is or will be using to address infrastructure issues.

GOAL	STRATEGIES
Implement organisational change to improve effectiveness and acquire efficiencies to allow the re-deployment of officers to front-line services.	<ul style="list-style-type: none"> <li>• Human Resources will conduct an audit of divisional staffing levels every six months to ensure compliance with the 60/40 divisional model. Any significant variances identified during this process will be discussed with the unit commander involved in order that appropriate action may be taken.</li> <li>• Human Resources will conduct a review of the civilian functions and positions in the Service to ensure that they provide support in an efficient, effective, and economical manner. Although focused on the civilian staff, it is expected that this review may also indicate some opportunities for re-deploying uniform personnel to front-line duties.</li> </ul>
Standardise and improve information systems and production of information within the Service.	<ul style="list-style-type: none"> <li>• In late 2001, police vehicles will be equipped with laptop computers for direct entry of occurrences, with fully automated CPIC and UCR2 interfaces (Occurrence Re-engineering and MDT Replacement). The new information system will greatly enhance the capability for crime analysis.</li> <li>• The Service will complete the installation of the Re-engineered Radio Communication system in partnership with the Fire Service. This will free up 9 radio channels to provide the needed capacity for occurrence reengineering. As a result of the partnership with Fire, the Police Service will also benefit from a ‘hot’ 9-1-1 back-up site.</li> <li>• Antiquated Enterprise Resource Planning System (Financial Ledgers, Budgeting, Procurement) will be replaced with a new, integrated system now in use by the City. In conjunction with new Time &amp; Attendance and Staff Deployment systems, the foundation will be in place for much improved management information on Service operations (e.g. improved court scheduling and overtime optimisation), for activity-based costing, and for scoreboarding.</li> <li>• The processes for capturing information on staff activities will be completely revamped. This will entail implementing a comprehensive staff deployment/scheduling information system, and a new Time &amp; Attendance system.</li> <li>• The requirements for the reporting and analysis of complaints and</li> </ul>

GOAL	STRATEGIES
	<p>employee discipline will be addressed through a Professional Standards Information System. Currently, discipline information is kept in a variety of files, many of them manual; none of them inter-related.</p> <ul style="list-style-type: none"> <li>• The Service will begin to extend the police business integration commenced in the Occurrence Re-engineering project (OR) to other core police systems, applications, and processes, including dispatch (CAD), mugshot (RICI), fingerprint (AFIS), intelligence, and property (PEMS).</li> <li>• Electronically recorded fingerprints will replace the present practice of manually taking fingerprint impressions from arrested persons, thereby reducing the lead time from several days to immediate. The Livescan Fingerprint system will be integrated with mugshots, the DNA database, and the occurrence information system.</li> <li>• The application of Mobile Personal Communication systems to policing activities will be evaluated, particularly with regard to front-line mobile access to central information systems.</li> <li>• An assessment will be done on the auto location technology for electronically signalling auto thefts. The objectives are to provide the general public with an effective stolen vehicle recovery capacity; to reduce the incidence of motor vehicle theft and increase recovery rates; and to impact upon organised vehicle theft rings and general motor vehicle theft through detection and arrest.</li> <li>• Implement a robotics library and a digitised environment capability for storage and processing of videotape statements and interviews.</li> <li>• The Service will continue its support of and participation in criminal information sharing plans with other regional Police Services, and with electronic exchanges of crown briefs and dispositions with Integrated Justice. Subject to Provincial funding, the Service will implement Major Case Management software and its associated investigative processes for complex major cases, readily enabling multiple police services to collaborate on cases.</li> </ul>
<p>Ensure adequate and effective delivery of police services.</p>	<ul style="list-style-type: none"> <li>• A Quality Assurance unit has been created under the direction of Professional Standards to confirm implementation of the Adequacy Regulation. Staffing is currently being sought for this unit.</li> </ul>
<p>Enhance the Service's ability to manage and plan for special events, including the World Youth Conference and Olympics.</p>	<ul style="list-style-type: none"> <li>• A work group will be established to review a number of models used by other police services and develop a TPS events planning infrastructure that will improve inter-Command co-ordination of major events planning.</li> </ul>

GOAL	STRATEGIES
<p>Strengthen the confidence of the public and Service members in the impartiality and the integrity of the Service's administration of Part V of the <i>Police Services Act</i> - the complaints system.</p>	<ul style="list-style-type: none"> <li>• To assist Service members, certain and clear standards for award time, and disciplinary penalties will be established. An analysis of the awards or penalties historically applied will be conducted, and a target range for the various topics will be established. When available, these will be published on the TPS Web, under the Professional Standards site.</li> <li>• Professional Standards currently produces a semi-annual report on a variety of matters, including the complaints process. The format of this report will be changed to a more 'pictorial or graphic' manner and away from the straight text historically used. In addition, personal identifiers are being removed so that the report can be distributed to the public to demonstrate the manner in which the complaints system is applied.</li> </ul>
<p>Ensure, through succession planning strategies, that divisional police-community initiatives are not disrupted due to officer transfer or retirement.</p>	<ul style="list-style-type: none"> <li>• Human Resources will monitor separations by rank and implement recruitment and promotional processes to ensure that the overall strength of the Service and the supervisory ranks are maintained.</li> <li>• Human Resources will ensure that recruit placements, transfers, and promotions address divisional staffing needs. New recruits will be initially assigned to the training divisions. The priority for subsequent deployment will be to the field divisions, with the intent of staffing these units as closely as possible to the levels defined in the new divisional model. Officers on the eligibility lists for promotion will receive supervisory training as part of succession planning to prepare them for their new assignments upon being promoted.</li> </ul>
<p>Continue efforts to have the membership of the Toronto Police Service reflect the community we serve.</p>	<ul style="list-style-type: none"> <li>• Human Resources will identify and recruit qualified individuals who are aboriginal, female, racial minority, or residents of the City of Toronto (first) or the Greater Toronto Area (second), in order to meet the Service's organisational needs. Partnerships will be developed with community leaders and groups, as well as with Service members, for this purpose.</li> <li>• Mentoring and information sessions will be held to explain the entire hiring process to applicants. Candidates from the target groups will be contacted by a personal call and every attempt will be made to alleviate any perceived or real concerns that may be unique to their cultural background. They will be encouraged to participate in the physical testing practice sessions and will be offered personal mentoring.</li> <li>• Training will be delivered both internally and externally to educate others on the Service's organisational needs and the skills and knowledge required to become a police officer. This training will be given to such groups as high school and college guidance personnel,</li> </ul>

GOAL	STRATEGIES
	<p>TPS community response officers, TPS field personnel through focus group discussions, the Community Policing Support Unit, and university and community college student cultural associations.</p> <ul style="list-style-type: none"> <li>• Recruitment presentations will be held at job fairs, community events, universities, and colleges. Student cultural associations will be encouraged to promote these presentations within their membership.</li> <li>• Advertising will be conducted in a variety of media to attract a diverse applicant pool. A recruiting newsletter will also be published on a quarterly basis and distributed to community leaders, public officials, and Service members.</li> <li>• The organisational needs assessment program will be implemented to ensure that qualified candidates from the target groups receive an interview. The recruitment staff sergeant will also track targeted files through the process and maintain a database to identify where target individuals have not been successful. This information will then be used to develop and revise recruiting strategies to improve the success rate for these groups.</li> </ul>

***ADDITIONAL PRIORITIES UNDER ADEQUACY STANDARDS (sec. 30(2)(b)):***

**PRIORITY: COMMUNITY-BASED CRIME PREVENTION**

*Responsible for co-ordinating Service response: Deputy Chief, Policing Operations Command*

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. Increased community involvement can help to make all of our neighbourhoods safer places to live, work, and play. Outlined below are some of the strategies Service units are or will be using to increase community participation in preventing crimes.

GOAL	STRATEGIES
<p>Increase community participation in solving and preventing crimes.</p>	<ul style="list-style-type: none"> <li>• The CPLC will continue to bring together representatives from all divisional neighbourhoods, including students, to allow discussion of divisional priorities, concerns, and on-going monitoring of successful tactics.</li> <li>• Educate community groups and local business improvement associations on Crime Prevention Through Environmental Design (CPTED).</li> <li>• Use patrols by community groups to assist in identifying problem areas and persons involved in crime.</li> <li>• Partner with business and residential communities for programs</li> </ul>

GOAL	STRATEGIES
	<p>such as neighbourhood clean-ups and graffiti eradication.</p> <ul style="list-style-type: none"> <li>• Increase participation in the Neighbourhood Watch, Business Watch, Vertical Watch, Block Parents, etc. programs in the division.</li> <li>• Continue partnership between the ‘Big 5’ community stakeholders (government agencies/politicians, community/social agencies, residents, businesses, and police) to address crime and discuss ongoing issues and problems.</li> <li>• Ensure a multi-dimensional approach to crime prevention addressing general and specific crime issues -- crime prevention workshops, seminars and lectures, auto-dialler messages to the public, high school lunch and learn safety workshops, information articles to the media, radio station public service announcements, senior scams, fraud scams, street-proofing, drug awareness, hate crime, sexual assault prevention, home safety, CPTED, and a graffiti eradication program.</li> <li>• Start a new ‘Caring Community’ neighbour-watch in a high-rise rental building through uniting neighbours to deter and prevent crime.</li> <li>• Institute a ‘Landlord Training Program’ that standardises a crime maintenance program in areas dominated by high-rise apartment buildings.</li> <li>• Establish a close collaboration with the community and tailor place-specific crime prevention approaches by taking into consideration the geographic, cultural, economic, social characteristics of the target community to maximise effectiveness.</li> <li>• Increase the number of high schools participating in the School Crime Stoppers program, through increased consultation with school staff, students, and parent groups.</li> <li>• Representatives from the CPLC have been asked to be part of the divisional Crime Management Committee. Various representatives from external agencies and groups who are recognised as partners in the community and who have a vested interest in a particular initiative are also invited and encouraged to participate in the Crime Management process.</li> <li>• Provide a monthly article on crime prevention to the local newspapers for publication.</li> <li>• Fully investigate all Crime Stoppers tips in a timely manner. Officers will review all tips immediately and plan appropriate action using all resources available.</li> <li>• Auxiliaries will distribute crime prevention literature to targeted areas with specific problems (e.g. vehicle thefts in underground parking).</li> </ul>

## **PRIORITY: COMMUNITY PATROL**

*Responsible for co-ordinating Service response: Deputy Chief, Policing Operations Command*

As part of the community, it is important that police be seen. 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. Increased partnerships between the police and the community can also strengthen the ability of the community to create a social and physical environment that has fewer opportunities for criminal or anti-social activities to occur. Outlined below are some of the strategies Service units are or will be using to increase officer visibility.

<b>GOAL</b>	<b>STRATEGIES</b>
Increase the visibility of officers in neighbourhoods.	<ul style="list-style-type: none"><li>• Encourage members to park their scout cars and walk within the community during non-peak hours.</li><li>• Encourage members to visit local businesses in the community.</li><li>• Direct the Community Response officers to include foot patrols and bike patrols within the community.</li><li>• Use the Crime Management process and weekly meetings to prioritise 'beats' and to place officers where they are most urgently needed, including directed patrols and foot patrols in problem areas, schools, and parks.</li><li>• Maintain high visibility uniform patrol in areas of frequent criminal occurrence.</li><li>• Attend community meetings.</li><li>• When possible, uniform officers will make arrests for plainclothes officers during drug and prostitution sweeps.</li><li>• Ensure that calls for service are handled effectively and efficiently so that adequate time is available for crime management strategies and directed patrol initiatives.</li><li>• Conduct patrols and park and walks at school sites and school access routes at peak times of activity (e.g. lunch and school closing periods) to increase direct contact and access to uniform officers.</li><li>• When PR personnel have completed all outstanding emergency calls for service, directed patrol activities, enforcement activities, court obligations, training activities, etc., they will be directed to commence 'Community Patrol' activities/duties within their respective neighbourhoods.</li><li>• During the summer months, the Beaches and Parks initiative will address the large groups of youths that frequent the waterfront areas, parks, schools, and ravines acting in a disorderly fashion by drinking and using illegal drugs.</li><li>• In September 2001, the division will continue the Back to School project that addresses concerns of youth in the high schools. The initiative was started in 1999 to address the increasing concerns for student safety both in the schools and the immediate areas</li></ul>

GOAL	STRATEGIES
	<p>surrounding the schools. The main thrust of the initiative is high visibility policing.</p> <ul style="list-style-type: none"> <li>• Enhance traffic enforcement throughout the division, and in particular, in complaint areas.</li> <li>• CR Foot Patrol officers will conduct operations that are highly visible and on foot, marked vehicle, or bicycle. Their modes of patrol will be tracked to ensure that no more than 10% of their operational time is spent out of uniform. Efforts will be made to attain a benchmark of 25% of patrol time spent on highly visible foot or bicycle patrol.</li> </ul>

**PRIORITY: CRIMINAL INVESTIGATION**

*Responsible for co-ordinating Service response: Deputy Chief, Policing Support Command*

The investigation of crime is carried out at two levels within the Service. The front-line detectives are responsible for criminal investigations occurring within the division, while the centralised detective squads are responsible for investigating major or complex crimes throughout the City. Recent reviews of the Service's investigations of sexual assaults resulted in a number of issues that must be addressed. **Some** of the strategies the Service is or will be using to address these issues are outlined below.

GOAL	STRATEGIES
<p>Implement recommendations relating to ViCLAS, from the City Auditor's report on the Review of the Investigation of Sexual Assaults.</p>	<ul style="list-style-type: none"> <li>• Increase frequency of mailing of ViCLAS books to OPP ViCLAS Centre.</li> <li>• ViCLAS Co-ordinator will review ViCLAS books for completeness and deficiencies, and will notify the originator and his/her detective sergeant of those deficiencies for correction and re-submission</li> <li>• Increase frequency of reporting delinquent ViCLAS books to deputy chiefs, staff superintendents, and unit commanders.</li> <li>• Develop and distribute ViCLAS Newsletter Updates for the deputy chiefs, staff superintendents, unit commanders, and detective sergeants.</li> <li>• Provide training opportunities for detective sergeants and divisional ViCLAS liaison officers, in addition to presentations on the SACA and MIRRT courses.</li> </ul>
<p>Review training provided with regard to sexual assault, in accordance with recommendations</p>	<ul style="list-style-type: none"> <li>• Form a working committee within the Sexual Assault Squad (SAS) to review and make recommendations to Training and Education with regard to content of all courses with a sexual assault component.</li> <li>• Make subject matter experts from SAS available to the CO Bick College staff to develop courses that are in compliance with the City</li> </ul>



GOAL	STRATEGIES
<p>from the City Auditor's report on the Review of the Investigation of Sexual Assaults, the requirements of the Adequacy Standards legislation, the Kaufman Inquiry, and the recommendations of the May-Iles Inquest.</p>	<p>Auditor's recommendations.</p>

**PRIORITY: COMMUNITY SATISFACTION**

*Responsible for co-ordinating Service response: Deputy Chief, Policing Operations Command*

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. An important aim of community policing is also to provide a high quality service to the community. Community satisfaction and perceptions of service are, therefore, essential measures of Police Service performance. Some of the strategies Service units are or will be using to address these issues are outlined below.

GOAL	STRATEGIES
<p>Focus on improving satisfaction with police services.</p>	<ul style="list-style-type: none"> <li>• Continue liaison with Business Improvement Associations (BIAs) and other area neighbourhood groups.</li> <li>• Increase visibility by officers in the community on general patrol, foot patrol, and at community events.</li> <li>• Internal training of divisional personnel to reinforce professional conduct.</li> <li>• Orientation packages for new officers, which include the code of ethics.</li> <li>• Ensure timely and proper response to external complaints.</li> <li>• Ensure officers attend community meetings to allow opportunity for members of the community to communicate problems and concerns.</li> <li>• Schedule Town Hall meetings and/or walk-about.</li> <li>• Call-backs on all occurrences: detectives will inform citizens of what is happening with their cases.</li> <li>• Liaise with local politicians in order to provide and receive relevant</li> </ul>

GOAL	STRATEGIES
	<p>information.</p> <ul style="list-style-type: none"> <li>• Decrease the number of drug dealers openly plying their trade on our streets to address the community's greatest concern.</li> <li>• Improve the quality of the initial recording and investigation of crime.</li> <li>• Keep citizens aware and informed of steps taken to address community problems and the results achieved (e.g. through auto-dialler messages, articles in local papers, CPLC meetings, 'Biz Fax' messages, etc.).</li> <li>• Visit second hand dealers and pawnshops regularly in an attempt to promptly locate stolen property for victims.</li> <li>• Help and seek court-imposed protection for victims of domestic violence to prevent a re-victimisation.</li> <li>• When possible, divisional personnel will be re-deployed to meet changing community needs/requirements.</li> <li>• A community survey developed by the Community Response Staff Sergeant will again be distributed. The survey consists of questions regarding crime and safety concerns, customer satisfaction, and provides an opportunity for suggestions to improve policing within the division.</li> <li>• Timely logging, investigation, and follow-up of continuous complaints managed by CR officers, and an aggressive directed patrol initiative managed by platoon supervisors.</li> <li>• Continue to support Service-wide traffic initiatives, the division's Maximum 50 program, and the No Brake-No Break, Cycle Right, and Graffiti Eradication programs. Officers will be assigned to coordinate and implement each of these initiatives and satisfaction will be monitored through the CPLC.</li> <li>• Respond to calls for service in a timely, effective manner. Supervisors will monitor response times and sub-unit personnel levels to ensure calls for service to the community are handled efficiently.</li> </ul>

**PRIORITY: EMERGENCY CALLS**

*Responsible for co-ordinating Service response: Deputy Chief, Policing Support Command*

Responding quickly and effectively to emergency situations is one of the Police Service's prime functions. Feelings of satisfaction with police service are often tied to the perceived speed of response to calls for assistance. It is important, therefore, that the Service be able to track and report on response times for the public. Currently, while the Service's information systems are capable of providing response times, there are operational issues that must be addressed to ensure that the data are reliable and valid. It is also recognised that there are a number of calls that come in through the 9-1-1 line that are either not related to an emergency situation or do not

involve issues which are most effectively dealt with by the Police Service. Responding to these less-than-urgent situations can leave little time for officers to become involved in crime prevention or problem solving within the community. Outlined below are some of the strategies the Service is or will be using to address specific issues related to emergency calls for service.

<b>GOAL</b>	<b>STRATEGIES</b>
<p>Improve information available to allow accurate, reliable measurement of response times.</p>	<ul style="list-style-type: none"> <li>• A Routine Order will again be issued directing officers to use the 'at-scene' button on the MDT when appropriate.</li> <li>• An MDT message will be sent on a quarterly basis to all units regarding use of the 'at-scene' MDT button.</li> <li>• Unit commanders will be provided with unit 'at scene' button compliance rates and their co-operation will be sought in achieving higher compliance rates.</li> <li>• Recruit classes will be given training on the use of the 'at-scene' button during communications training.</li> </ul>
<p>Ensure the 9-1-1 emergency line is used only for emergency situations.</p>	<ul style="list-style-type: none"> <li>• Materials to promote the use of *MTP and 416-808-2222 will be distributed to mainstream and ethnic community media.</li> <li>• Information on 9-1-1 criteria will be distributed to mainstream and ethnic community media.</li> <li>• Information promoting the correct use of 9-1-1 will be published on the TPS internet site.</li> <li>• Chronic 9-1-1 calls will be identified and the appropriate CIB office will be notified.</li> <li>• The CRTC will be consulted on the feasibility of instituting local 'x11' numbers and provide a report to Command.</li> </ul>

**PRIORITY: VIOLENT CRIME AND CLEARANCE RATES FOR VIOLENT CRIME**

*Responsible for co-ordinating Service response: Deputy Chief, Policing Operations Command*

The violent crime rate, taking into account population changes, decreased in Toronto during the 1990s; the actual number of violent crimes, however, increased. And, although violent crimes constitute a relatively small proportion of the total number of crimes, they typically attract a disproportionate amount of public attention. They are often widely publicised and have a negative impact on the community's perception of safety and quality of life. Effective police response and the community's input and co-operation are vital to the prevention of such crimes. Shown below are some of the strategies Service units are or will be using to increase feelings of safety within the community.

GOAL	STRATEGIES
<p>Increase feeling of safety and security within the community.</p>	<ul style="list-style-type: none"> <li>• Ensure prompt attendance by officers to calls for service.</li> <li>• Ensure high visibility of uniformed officers in communities.</li> <li>• Zero tolerance for violent crimes and the timely and thorough investigation of crimes.</li> <li>• Keep victims of violent crime apprised of the case and involve them in the conditions of any release.</li> <li>• Report general crime rates to the community through PC-COPS and the Business Fax program.</li> <li>• Continue liaison with politicians and with municipal services regarding CPTED or problems areas.</li> <li>• <i>To reduce and clear robbery occurrences, the OIC shall review all occurrences for accuracy and completeness prior to submission; a high visibility police presence will be maintained in areas of frequent occurrence; the MCU shall investigate all reported occurrences so that they may identify common suspects or patterns; accused shall be held for a show cause hearing whenever possible; and, information on all occurrences including location, time, and suspects shall be distributed to all station personnel through MCU visits to training sessions and through publication in the weekly bulletin.</i></li> <li>• Focus patrol resources on times and places with the highest risks of serious crime (e.g. hot spots and hot times of criminal activity).</li> <li>• Target potential victims for crime prevention seminars (e.g. retirement homes, taxi drivers, youth).</li> <li>• Crime Management project(s) will be conducted by the divisional Major Crime unit within communities experiencing violent crime. Use of intelligence (derived from Service, divisional, and community sources) and surveillance will enable Major Crime officers, with the assistance of Detective Services (if required), to arrest and charge violent offenders. Court release conditions will be sought to prevent arrested gang members from returning to the affected communities.</li> <li>• One officer will be tasked with completing call-backs on all violent</li> </ul>

GOAL	STRATEGIES
	<p>crime occurrences to ensure all additional leads pertaining to violent crimes are identified and investigated.</p> <ul style="list-style-type: none"> <li>• Divisional community complaints and concerns will be recorded, placed on computer, and directed to the appropriate platoon depending on the time and location. Officers will also be expected, while assigned to specific tasks, to park the police vehicle and walk in designated areas. The emphasis will be on high visibility policing and direct contact with the public.</li> <li>• During the summer months, the Beaches and Parks initiative will address the large groups of youths that frequent the waterfront areas, parks, schools, and ravines acting in a disorderly fashion by drinking and using illegal drugs.</li> <li>• The Serious Teen Offender Program (STOP) will identify high offenders using a criteria system and then targets these individuals for enforcement and compliance of probation and bail conditions.</li> <li>• Keep media and community updated on police investigations/arrests to reassure public and increase sense of security.</li> <li>• Provide the community with local crime statistics, trends, and positive results of community/police problem-solving initiatives. This information will be provided through local news media, Service communications networks, and community meetings.</li> </ul>

**PRIORITY: PROPERTY CRIME AND CLEARANCE RATES FOR PROPERTY CRIME**

*Responsible for co-ordinating Service response: Deputy Chief, Policing Operations Command*

Property crimes can have a significant impact on the quality of life in the community. For example, the theft of an automobile, in addition to being a loss of property, may also be the loss of means of commuting, limiting mobility and causing other inconvenience to victims and their families. And, while a break-and-enter is an invasion of a private home or business that results in the theft or destruction of property, it is also an invasion of personal space, possibly leaving victims fearful of recurrence or personal harm and anxious about security. Some of the strategies Service units are using or will be using to address property crimes are shown below.

GOAL	STRATEGIES
Provide an effective police response to property crimes.	<ul style="list-style-type: none"> <li>• Provide prompt response to victims of property crimes.</li> <li>• Proper recording of property, modus operandi, and crime trends to help identify suspects.</li> <li>• Educate the public in crime prevention initiatives, through the auto-dialler, local newspapers, etc.</li> <li>• Yellow ‘tickets’ will be issued by the Watch on Wheels to vehicles considered to be high risk for a property crime.</li> <li>• Call-backs will inform victims on the status of their case.</li> </ul>

GOAL	STRATEGIES
	<ul style="list-style-type: none"> <li>• The Crime Analyst will provide appropriate information to all officers in order to concentrate in specific areas of concerns at specific times.</li> <li>• To address Break &amp; Enters (B&amp;Es), the division will maintain a high visibility police presence in areas of frequent occurrence; will ensure a high quality initial investigation; the MCU will be tasked with assigning two officers to investigate all B&amp;E occurrences; and, station personnel will be kept informed by disseminating all information relating to occurrence times, locations, and trends to officers.</li> <li>• Full use of Major Crime unit (Pawn Squad) to identify shady pawn and second-hand dealers involved in the purchase of stolen property.</li> <li>• Full use of SOCO officers to provide on-scene examinations at property crime scenes.</li> <li>• Visit second hand dealers and pawnshops regularly, in an attempt to promptly locate stolen property for victims.</li> <li>• Conduct routine fingerprint examination of recovered stolen vehicles within the division.</li> <li>• Start a new 'Caring Community' neighbour-watch model in a high-rise rental building, through uniting neighbours to deter and prevent crime.</li> <li>• All suspects identified as possibly involved in multiple B&amp;Es will be interviewed by a member of the Major Crime unit with the aim of solving similar type entries.</li> <li>• Target prolific offenders through attention to the kinds of acts they are distinctively likely to carry out.</li> <li>• Use the 'Biz Fax' system to increase the awareness of crime trends and patterns that are having an impact on area businesses, so that appropriate interventions are put into place.</li> <li>• Divisional uniform directed patrol activities will focus upon those communities experiencing escalated property crime problems/issues.</li> <li>• Maintain/increase crime analysis pertaining to property crimes.</li> <li>• One officer will be tasked with completing call-backs on all property crime occurrences to ensure all additional leads pertaining to property crimes are identified and investigated.</li> </ul>

**PRIORITY: ASSISTANCE TO VICTIMS**

*Responsible for co-ordinating Service response: A/Superintendent, Community Policing Support*

A continuing priority for the Toronto Police Service is not only to prevent victimisation of those individuals and groups more vulnerable to it, but also to address the concerns and fears of those most at risk and the public in general. In particular, the Service views domestic violence as a crime that without intervention increases in severity and frequency. In addition, research has also shown that children who witness violence in the home are more likely to become involved in behaviours requiring police intervention and in violent relationships themselves, thus perpetuating the cycle. The Service is committed to addressing the needs of victims of domestic violence. Some of the strategies to be used are outlined below.

GOAL	STRATEGIES
<p>Improve police response to victims of domestic violence.</p>	<ul style="list-style-type: none"> <li>• In addition to taking legal action, procedures will be enhanced to address the police officer’s responsibility to: secure medical treatment for victims; ensure the safety of the children; remain on the scene until satisfied there is no threat to the victim; stand by to keep the peace and ensure safety if the victim is removing personal property; advise the victim of the Victim Services Program; advise the victim of the Multilingual Interpreters Services (MCIS); advise the victim of the services of the Domestic Violence Care Centre located at Women’s College Hospital; provide the victim with information on domestic violence (Domestic Violence Victim Card, Domestic Violence Information Handbook) and available community resources such as Victim Witness Assistance Program; and, arrange or provide transportation to a shelter or safe place when necessary (e.g. through the use of the Victim Services Program).</li> <li>• Divisional detective personnel and members of the Forensic Identification Centre will participate in training to establish more provincially-approved Domestic Violence Care Centres.</li> <li>• Proper training can have dramatic results for police services in that it can reduce the time spent on domestic violence calls and promote greater safety for attending officers, victims and offenders. A major focus will be spent on sensitizing police to the needs of victims as well as making the officers aware of the necessary revisions to the Domestic Violence Procedure (05-04) and Manual to reflect the current needs.</li> <li>• A Toronto Police Service video has been developed with the Video Training Unit and members of the Domestic Violence Section, CPSU. A provincially-mandated domestic violence investigator’s course is being developed based on the Ministry-approved guidelines. Four 3-day domestic violence investigators courses will be held between March and the end of May.</li> <li>• Front-line officers will receive a domestic violence component in the Advanced Patrol Training Course. This includes the viewing of the Toronto Police Service video.</li> </ul>

GOAL	STRATEGIES
	<ul style="list-style-type: none"> <li>• The Policing and Diversity course will continue to include a victim of domestic violence to sensitize police to the needs of victims in these cases.</li> <li>• Police officers will be reminded on an ongoing basis of the services offered by the Victims Services Program, through visits by the staff. Visits will continue to be made at the beginning of the shifts and scheduled training sessions.</li> <li>• Staff of Victim Services will continue to participate in training at the CO Bick College for recruits, the Sexual Assault and Child Abuse course, the Domestic Violence Investigators course, and the Major Crime Management course.</li> <li>• The training needs for personnel from Victim Services will be identified and personnel will be sent to the CO Bick College to enhance their presentation skills by taking courses such as the Effective Presentation course.</li> <li>• Victims often lack information about alternatives, police assistance, and other community services. The Victim Services Program brochure was designed as an information resource for victims and the general public. The brochure will be revised and updated to include the new initiatives and services offered by the Program and to explain how a person can become a Victim Services volunteer.</li> <li>• Staff from the Victim Services Program will liaise with Volunteer Resources for the purpose of sharing training and sharing volunteers. This will create a greater pool of highly trained and educated volunteers.</li> </ul>



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

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

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

Subject: AMENDMENTS TO SERVICE RULES

Recommendation:

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

Background:

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

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

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

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

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

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

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

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

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

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

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

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

**The Board approved the foregoing.**

# **TORONTO POLICE SERVICES BOARD**

## **BY-LAW NO. 140**

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

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

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

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

#### **1.1.4 CIVILIAN MEMBER**

means any employee who is not a police officer.

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

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

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

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

#### **3.7.3 VIEWING CELL AREA**

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

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

#### **3.16.3 SCHOOL CROSSING LOCATION**

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

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

**3.17.11 MEMORANDUM BOOKS**

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

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

**4.17.1 PERSONS REQUIRING MEDICAL ATTENTION**

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

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

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

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

**6.9.3 SECONDMENTS**

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

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

**6.10.2 SECONDMENTS**

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

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

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

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

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

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Norman Gardner  
Chairman

<b>CURRENT RULE</b>	<b>PROPOSED RULE</b>
	<b>1.1.0 <u>DEFINITION</u></b>
	<b>1.1.4 CIVILIAN MEMBER</b>
	<b>means any employee who is not a police officer.</b>
<b>Rationale: The term “civilian member” is found in numerous Service Rules and Procedures. Since the term itself has not been formally defined, it is logical to define the term.</b>	
<b>CURRENT RULE</b>	<b>Proposed Rule</b>
<b>3.5.0 <u>UNIT COMMANDERS</u></b>	<b>3.5.0 <u>UNIT COMMANDERS</u></b>
<b>3.5.1 GENERAL RESPONSIBILITIES</b>	<b>3.5.1 GENERAL RESPONSIBILITIES</b>
<p>Unit commanders shall be responsible for the efficient, effective and economical operation of the unit, compliance with the unit’s mandate and the discipline of the members under their command.</p> <p>Unit commanders shall ensure that day-to-day management decisions are consistent with the Service’s mission statement, goals, objectives, strategies and core values.</p> <p>Unit commanders shall regularly inform their command officer of significant issues that may compromise the integrity of the Service or that may affect the operations of the Service, including matters of personnel.</p> <p>On an annual basis, unit commanders shall set divisional strategies based on the Service’s goals and objectives along with measurements to evaluate the success of those strategies.</p>	<p>Unit commanders shall be responsible for the efficient, effective and economical operation of the unit, compliance with the unit’s mandate and the discipline of the members under their command.</p> <p>Unit commanders shall ensure that day-to-day management decisions are consistent with the Service’s mission statement, <b>priorities</b> and core values.</p> <p>Unit commanders shall regularly inform their command officer of significant issues that may compromise the integrity of the Service or that may affect the operations of the Service, including matters of personnel.</p> <p>On an annual basis, unit commanders shall set divisional strategies based on the Service’s <b>priorities</b> along with measurements to evaluate the success of these strategies.</p>

<p>Divisional unit commanders shall:</p> <ul style="list-style-type: none"> <li>•ensure there are local community police partnerships established to assist in identifying local problems and in establishing priorities;</li> <li>•establish and maintain community police liaison committees and cooperate with other unit commanders on inter-divisional matters; and</li> <li>•evaluate on a regular basis, and at a minimum once per year, the development of personnel to ensure adequate and effective delivery of service.</li> </ul>	<p>Divisional unit commanders shall:</p> <ul style="list-style-type: none"> <li>• <b>ensure there are local community police partnerships established to assist in identifying local problems and in establishing priorities;</b></li> <li>• establish and maintain community police liaison committees and cooperate with other unit commanders on inter-divisional matters; and</li> <li>• evaluate on a regular basis, and at a minimum once per year, the development of personnel to ensure adequate and effective delivery of service.</li> <li>• <b>ensure that police officers are deployed 24 hours per day for response to emergency calls for service and ensure that a minimum of one supervisory officer is available at all times.</b></li> </ul>
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**Rationale:** As a supplement to Ontario Regulation 03/99 entitled ‘Adequacy and Effectiveness of Police Services’ made pursuant to the Police Services Act (Regulation 03/99), the Ministry of the Solicitor General forwarded to all police agencies recommendations regarding a variety of items. One of these recommendations addresses supervision. The Ministry is recommending that supervision be available 24 hours a day. This Service supports this recommendation and it has been included in the day to day responsibilities of unit commanders.

<b>CURRENT RULE</b>	<b>Proposed Rule</b>
<b>3.7.0 STAFF SERGEANTS</b>	<b>3.7.0 STAFF SERGEANTS</b>
<b>3.7.3 VIEWING CELL AREA</b>	<b>3.7.3 VIEWING CELL AREA</b>
<p>During their tour of duty, staff sergeants shall ensure that the cell area in their unit is checked regularly and persons in custody are viewed.</p>	<p>During their tour of duty, staff sergeants shall ensure that the cell area in their unit is checked regularly, persons in custody are viewed <b>and that the results of the checks are recorded in accordance with the established practice.</b></p>

<p><b>Rationale:</b> The Procedure entitled “Persons Detained in Custody” (03-01) outlines the steps to be followed when lodging a prisoner in a police cell. Staff Sergeants must ensure that prisoners are viewed regularly and this information is to be recorded on the Unit Commander’s Morning Report. The Rule has been revised to incorporate the mandatory completion of the form and to comply with the Procedure.</p>	
<b>CURRENT RULE</b>	<b>Proposed Rule</b>
<b>3.9.0 <u>SERGEANTS AND DETECTIVES</u> (General)</b>	<b>3.9.0 <u>SERGEANTS AND DETECTIVES</u> (General)</b>
<b>3.9.4 MEMORANDUM BOOKS</b>	<b>3.9.4 MEMORANDUM BOOKS</b>
While on duty, sergeants and detectives shall carry an issued memorandum book which shall be made out in accordance with the instructions contained within the book.	<b>Delete Rule.</b>
<p><b>Rationale:</b> Guidelines under Regulation 03/99 stipulate that a procedure on notetaking should be developed. The Procedure entitled “Memorandum books” (13-17) was completed based on the guidelines issued by the Ministry of the Solicitor General and based on current Service Rules. The Procedure was published on Routine Orders in July of last year. The Procedure outlines in detail members’ responsibilities to complete their notes in their memorandum books. The Procedure also outlines which members are responsible to complete a memorandum book. This Rule has now become redundant as this information is now contained in the Procedure.</p>	



<b>CURRENT RULE</b>	<b>PROPOSED RULE</b>
<b>3.10.0 <u>SERGEANTS</u></b>	<b>3.10.0 <u>SERGEANTS</u></b>
<b>3.10.3 ENTRIES IN MEMORANDUM BOOKS</b>	<b>3.10.3 ENTRIES IN MEMORANDUM BOOKS</b>
<p>Sergeants shall record in their memorandum book:</p> <ul style="list-style-type: none"> <li>• the time and place of visiting each member;</li> <li>• a summary of each special occurrence including fires, parades, functions or investigations;</li> <li>• irregularities on the part of members in the performance of their duties;</li> <li>• breaches of discipline, including a full report on the appropriate form; and</li> <li>• such other information as may be necessary for future reference.</li> </ul>	<b>Delete Rule.</b>
<b>Rationale: As outlined above, the information contained in this Rule is now included in Procedure 13-17.</b>	
<b>CURRENT RULE</b>	<b>PROPOSED RULE</b>
<b>3.12.0 <u>CONSTABLES</u></b>	<b>3.12.0 <u>CONSTABLES</u></b>
<b>3.12.5 MEMORANDUM BOOKS</b>	<b>3.12.5 MEMORANDUM BOOKS</b>
<p>Constables, while on duty, shall carry their memorandum book which shall be made out in accordance with the instructions contained within the book.</p>	<b>Delete Rule.</b>

<b>Rationale: As outlined above, the information contained in this Rule is now included in Procedure 13-17.</b>	
<b>CURRENT RULE</b>	<b>PROPOSED RULE</b>
<b>3.16.0 <u>SCHOOL CROSSING GUARDS</u></b>	<b>3.16.0 <u>SCHOOL CROSSING GUARDS</u></b>
<b>3.16.3 NEW SCHOOL CROSSING LOCATION</b>	<b>3.16.3 SCHOOL CROSSING LOCATION</b>
A request for a new school crossing location shall be made in writing to the chief of police for submission to the board for approval.	<b>A request for a new school crossing location or the deletion of a school crossing location shall be assessed in accordance with the board's policy and submitted, in writing, to the chief of police for approval.</b>
<b>Rationale: in accordance with the board's request, this responsibility has been reassigned to the chief of police. The chief of police shall either approve or deny these requests based on the assessment received.</b>	

CURRENT RULE	PROPOSED RULE
<b>3.17.0 <u>AUXILIARY POLICE</u></b>	<b>3.17.0 <u>AUXILIARY POLICE</u></b>
<b>3.17.11 MEMORANDUM BOOKS</b>	<b>3.17.11 MEMORANDUM BOOKS</b>
<p>Members of the Auxiliary Police Service shall, while on duty, carry an issued memorandum book which shall be completed in the prescribed manner in accordance with the instructions contained within the book.</p>	<p>Members of the Auxiliary Police Service shall, while on duty, carry an issued memorandum book which shall be completed in <b>accordance with the established practice.</b></p>
<p><b>Rationale: Auxiliary members of the police service are required to maintain a memorandum book. Procedure 13-17 includes reference to auxiliary members. Therefore, the rule will remain with the additional wording requiring auxiliary members to complete their memorandum books in accordance with the established practice. The established practice is the Procedure.</b></p>	
CURRENT RULE	PROPOSED RULE
<b>4.15.0 <u>MEMORANDUM BOOKS</u></b>	<b>4.15.0 <u>MEMORANDUM BOOKS</u></b>
<b>4.15.1 MEMORANDUM BOOKS OFFICIAL DOCUMENTS</b>	<b>4.15.1 MEMORANDUM BOOKS OFFICIAL DOCUMENTS</b>
<p>Memorandum books are the property of the Board and as such are official documents.</p> <p>Members shall not use any book other than their issued memorandum book to record their police duties and shall adhere to the instructions contained within the book.</p>	<b>Delete Rule</b>
<p><b>Rationale: This Rule has been deleted because the wording of the current Rule has been incorporated into the procedure titled ‘Memorandum Books’ (13-17).</b></p>	

<b>CURRENT RULE</b>	<b>PROPOSED RULE</b>
<b>4.15.2 DATA TO BE RECORDED</b>	<b>4.15.2 DATA TO BE RECORDED</b>
Members whose duties require them to keep a memorandum book shall record such data as required and details of any matter deemed necessary in the performance of their duties, unless otherwise directed by the chief of police.	<b>Delete Rule</b>
<b>Rationale: The information included in the current rule has now been detailed in Service Procedure 13-17. Therefore, the rule is now redundant.</b>	
<b>CURRENT RULE</b>	<b>PROPOSED RULE</b>
<b>4.15.3 BOOKS TO BE TURNED IN</b>	<b>4.15.3 BOOKS TO BE TURNED IN</b>
<b>CURRENT RULE</b>	<b>PROPOSED RULE</b>
Members shall, on completion of each tour of duty, surrender their memorandum book to their officer in charge, unless otherwise directed by a supervisory officer. Such books shall remain on file at the member's unit and shall not be removed for any purpose other than police business.  <b>Members shall turn in their memorandum book, upon its completion, to the officer in charge of their unit for storage. Unit commanders shall ensure that such books are properly kept and readily available in the event they are required for court or other police business.</b>  Completed memorandum books removed from storage for police business shall be returned to the storage location by members concerned when their use is no longer required.	<b>Delete Rule</b>
<b>Rationale: The requirements outlined in the current rule are now included in the new procedure regarding the completion and storage of memorandum books.</b>	

<b>CURRENT RULE</b>	<b>PROPOSED RULE</b>
<b>RETENTION OF MEMORANDUM BOOKS</b>	<b>4.15.4 RETENTION OF MEMORANDUM BOOKS</b>
Memorandum books shall be retained in accordance with the provisions of the Service's Record Retention Schedule.	<b>Delete Rule.</b>
<b>Rationale: This Rule has now become redundant as this information is now contained in Procedure 13-17.</b>	
<b>CURRENT RULE</b>	<b>Proposed Rule</b>
<b><u>4.17.0 PERSONS REQUIRING MEDICAL ATTENTION</u></b>	<b><u>4.17.0 PERSONS REQUIRING MEDICAL ATTENTION</u></b>
<b>4.17.1 AMBULANCE TO BE CALLED</b>	<b>4.17.1 PERSONS REQUIRING MEDICAL ATTENTION</b>
When members come upon an unconscious, semi-conscious, injured or apparently ill person who appears to require medical attention, such members shall call an ambulance to the scene. Members qualified in standard first aid treatment shall, if deemed necessary, perform first aid until the arrival of the Toronto Ambulance or Toronto Fire Services personnel.  Investigations at hospitals shall be dealt with in accordance with the established practice.	When members come upon an unconscious, injured or apparently ill person who appears to require medical attention, such members shall <ul style="list-style-type: none"> <li>▪ if necessary, and if qualified in standard first aid treatment, perform first aid on the person</li> <li>▪ transport the person to the nearest hospital if safe to do so, or ensure an ambulance is called in emergency situations.</li> </ul>
<b>Rationale: Amendments to this Rule stem from a recommendation contained in various SIU Administrative Investigations and from a recommendation contained in the Coroner's Inquest into the death of Anthony William Howard.</b>	
<b>Currently, Rule 4.17.1 does not allow a member to use discretion as to whether or not an ambulance should be called in a situation where a person requires medical attention. The Rule directs the member to call an ambulance in all cases involving a person requiring medical attention.</b>	
<b>Service Procedures 'Transportation of Persons in Custody' (01-03), 'Persons Brought into Custody' (01-04) and 'Persons Detained in Custody' (03-01) directs members with respect to persons in custody requiring medical attention. Although both the Procedures and the Rule direct members to transport the individual to</b>	

**hospital, the Procedures do not specify how the individual is transported. Rather, discretion is given to the officer depending on the nature of the medical condition. This type of discretion is operationally sound. Therefore, to ensure consistency between the Rule and the Procedures, it is recommended that Rule 4.17.1 be revised to give the same discretion to members.**

**In addition, the word ‘semi-conscious’ has been deleted from this Rule as recommended in the Coroner’s Inquest into the death of Anthony William Howard. Since officers are not trained to distinguish between a ‘semi-conscious’ and ‘unconscious’ condition, it is recommended that ‘semi-conscious’ be deleted from the Rule.**

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CURRENT RULE	PROPOSED RULE
<b><u>6.9.0 TRANSFERS AND SECONDMENTS – POLICE OFFICERS</u></b>	<b><u>6.9.0 TRANSFERS AND SECONDMENTS – POLICE OFFICERS</u></b>
<b>6.9.3 SECONDMENTS</b>	<b>6.9.3 SECONDMENTS</b>
<p>Secondments shall only be made with the approval of the Board. The unit commander, Personnel Services, shall be responsible for the co-ordination and administration of secondments.</p> <p>Requests to and from outside agencies to second police officers shall be made in writing to the chief of police. Such requests shall contain all particulars including the reason for the secondment, the term and, if requested, the name of the police officer. The term of a secondment shall not exceed a three year period.</p>	<p><b>Secondments shall only be made with the approval of the chief of police in accordance with the established practice. The chief of police shall report to the Board annually, at the beginning of each year, on secondments that have taken place during the previous year.</b></p>
<p><b>Rationale: At its meeting on January 25, 2001, the Board approved the reassignment of responsibility regarding secondments to the Chief of Police (Minute No. P4 and 5/01 refers). A procedure was also introduced to Board members at that meeting and subsequently approved.</b></p> <p><b>The Procedure outlines the process both police officers and civilian members must follow when applying for a secondment. Therefore, the information contained in the current rule is now redundant. However, the Board has requested that the Chief of Police report to them annually regarding secondments. The revised Rule advises members that there is now an “established practice” (Procedure) they must follow and that the Chief must report to the Board.</b></p>	

<b>CURRENT RULE</b>	<b>PROPOSED RULE</b>
<b><u>6.10.0 TRANSFERS AND SECONDMENTS – CIVILIANS</u></b>	<b><u>6.10.0 TRANSFERS AND SECONDMENTS – CIVILIANS</u></b>
<b>6.10.2 SECONDMENTS</b>	<b>6.10.2 SECONDMENTS</b>
<p>Secondments shall only be made with the approval of the Board. The unit commander, Personnel Services, shall be responsible for the co-ordination and administration of secondments.</p> <p>Requests to and from outside agencies to second civilian members shall be made in writing to the chief of police. Such requests shall contain all particulars including the reason for the secondment, the term and, if requested, the name of the member. The term of a secondment shall not exceed a three year period.</p>	<p><b>Secondments shall only be made with the approval of the chief of police in accordance with the established practice. The chief of police shall report to the Board annually, at the beginning of each year, on secondments that have taken place during the previous year.</b></p>
<p><b>Rationale: At its meeting on January 25, 2001, the Board approved the reassignment of responsibility regarding secondments to the Chief of Police (Minute No. P4 and 5/01 refers). A procedure was also introduced to Board members at that meeting and subsequently approved.</b></p> <p><b>The Procedure outlines the process both police officers and civilian members must follow when applying for a secondment. Therefore, the information contained in the current rule is now redundant. However, the Board has requested that the Chief of Police report to them annually regarding secondments. The revised Rule advises members that there is now an “established practice” (Procedure) they must follow and that the Chief must report to the Board.</b></p>	
<b>CURRENT RULE</b>	<b>PROPOSED RULE</b>
<b><u>6.14.0 PUBLIC RELATIONS</u></b>	<b><u>6.14.0 PUBLIC RELATIONS</u></b>
<b>6.14.2 REWARDS</b>	<b>6.14.2 REWARDS</b>
<p>The Board has the sole responsibility to issue rewards. Requests for the issuance of the rewards shall be in accordance with the established practice.</p>	<p><b>Delete Rule.</b></p>



**Rationale: Contained in the Board's priorities report adopted by the Board at its May meeting, was the goal to streamline the Board Agenda (Board Minute 156/00). One of the ways in achieving this goal was to identify those items that were operational in nature and delegate the authority to the Chief of Police. One of those items identified was the issuing of a reward.**

**Service Procedure entitled "Rewards" (04-17) is currently being revised to reflect this change in responsibility.**

**It is therefore recommended that this Rule be deleted, as it is no longer valid.**

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

**#P196. POLICY GOVERNING THE ESTABLISHMENT AND REMOVAL OF  
SCHOOL CROSSING GUARD LOCATIONS**

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

Subject: POLICY GOVERNING THE ESTABLISHMENT AND REMOVAL OF  
SCHOOL CROSSING GUARD LOCATIONS

Recommendation:

It is recommended that: the Board receive this report.

Background:

As its meeting on May 1, 2000, the Board approved a list of recommendations to capture the Board's previous positions and responses to the concerns raised by the Ontario Civilian Commission on Policing Services (OCCPS). The Board generated 28 general recommendations and additional 11 recommendations, which were identified as Board Priorities (Board Minute 156/00) refers).

This report is in response to Board Priority 6(f), as follows:

**That the Board establish policy governing the establishment and removal of school guard locations and that the Chief be delegated the responsibility of approving school crossing locations in accordance with Board policy.**

In addition, the attached revised policy also includes the criteria for community consultation in the decision making process as it relates to the approval of crossing locations established in Board Minutes 76/94 and 126/94.

Attached to this report is the revised policy that incorporates the recommendations relating to the OCCPS Report and to the Board Minutes indicated above.

IN keeping with this revised policy regarding school crossing locations, the Service Rule entitled "New School Crossing Location" (3.16.3) has been amended and is submitted under separate cover to the Board for approval.

It is recommended that the Board receive this report.

Deputy Michael Boyd, Policing Support Command, will be in attendance to answer any questions regarding this report.

**The Board approved the following Motion:**

**THAT the Board approve the criteria as embodied in the statement governing the establishment and removal of school crossing guard locations.**



COMMUNITY POLICING SUPPORT UNIT  
SCHOOL CROSSING GUARD SITE EVALUATION PROGRAM  
POLICY, CRITERIA AND PROCEDURE

## **MISSION STATEMENT**

To enhance the safety of elementary school children by providing school crossing supervision at suitable locations and to make recommendations to the appropriate groups and agencies concerning pedestrian, traffic and road conditions at school crossing sites.

### ***Request for a site evaluation:***

Requests for the evaluation of a site shall be submitted in writing to the Chief of Police, attention to the Unit Commander, Community Policing Support Unit. Site evaluations will be conducted in the order received, unless an over-riding safety concern has been demonstrated.

Unless new and relevant circumstances such as a substantial increase in student enrolment can be shown to exist since the time an evaluation was conducted, a re-evaluation would not ordinarily be conducted within two years of the date of an original evaluation.

### ***Evaluation Methodology:***

The criteria contained in this document will be used for establishing the necessity of placement of a School Crossing Guard.

An evaluation of a site will include an analysis of accident data for the previous 24 months.

An evaluation will ordinarily include a single inspection of the site during each of the normal school crossing times. Inspections will be conducted, so far as possible, on days with reasonable weather conditions and typical school activities with consideration given to area construction and other temporary roadway or sidewalk obstructions.

Staff of the local school(s) will be contacted to obtain school start and finish times and input on the necessity for crossing supervision.

Radar and photographs will be utilized, as necessary, in the evaluation of a site.

In addition to the data required to establish scores for the weighting factors listed in this document, the following general information shall be gathered at a site survey:

- Number of children crossing prior to normal school crossing times
- Times first and last child crossed
- Times guard/patroller arrived and departed (when appropriate)
- Distance from school to crossing site
- Number of adults or guardians walking children to school
- Number of adults or guardians driving children to school (when known)
- Type of intersection (when appropriate)
- Road measurements

***Criteria and Definitions:***

The purpose of the criteria is to ensure the safety of school children by providing a consistent and appropriate process for the evaluation of a need for a guard.

***Safety, not convenience, must be a primary motivator.***

The safe crossing of a street by young children is a matter of great concern to all members of the community. While it could be argued that no effort would be too great, nor could resources be better spent, the Service is governed by the reality of competing demands and the ability to pay for services. The intent of the program then, is to provide a reasonable level of safety by placing adult school crossing supervision at crossings that are unsafe for children and when no reasonable alternative is apparent.

This criteria shall be read and used in conjunction with the warrant established by the Ontario Traffic Conference (OTC) in April of 1992, when Visibility and Safe Gaps are in issue, the mathematical calculations contained in the OTC warrant shall be used.

A school crossing guard may only be placed at a site for the purpose of escorting elementary school children across a street. Elementary school children include those students from Kindergarten up to and include Grade Six. School Crossing Guards will not be provided on private roadways.

When it is found that children avoid a crossing and cross nearby or at another site, consideration shall be given to the possibility that a safer or more convenient alternate site exist, or that the hazards on the roadway are not too great for crossing without assistance.

The warrant check list is intended for use as a “guideline” only in determining the need for placement of a school crossing guard. Unique or over-riding factors (e.g. an excessively high number of accidents) may indicate a guard is warranted. In such situations, the Unit Commander, Community Policing Support Unit will determine the recommendations to be made. Otherwise, a majority of positive responses to the criteria would suggest that a guard is warranted.

In some situations a school crossing guard may appear to be warranted, however, such a recommendation may be unnecessary if improvements in road design or signage, re-location of crossing, traffic law enforcement, or parent/student education is undertaken to correct the observed conditions.

Any person wishing to appear before the Police Services Board to appeal or present information directly related to the survey may do so by making application to the Toronto Police Services Board.

***The placement of a guard is not an action of first resort.***

A guard **may be warranted** when one of the following situations apply:

- There are insufficient safe crossing gaps (In Toronto the presence of adequate traffic control devices would normally provide for safe gaps)
- Child or motorist visibility is impaired (determined by formula calculations)
- There are 4 or more lanes of traffic and the speed limit is greater than 50 km/h.

***Removal of a guard.***

At the request of a school, police officer or other person, a site can be surveyed to determine if an existing crossing guard is necessary. The same factors and criteria are considered for the placement of a guard. The findings of the survey team are presented to the Police Services Board for their final decision.

Other factors listed below are assessed in order to answer whether the warranted criterion exists and to illustrate that alternative are not available.

1	Insufficient Safe Gaps	<p>A safe gap is a break in traffic that permits sufficient time for a child to cross in safety.</p> <p>Insufficient safe gaps occur <b><u>frequently</u></b> during crossing times, specifically, there are 3 or less gaps in a 5-minute period.</p> <p>Safe gaps are not ordinarily calculated when traffic controls are present.</p>
	Inadequate Traffic Control Devices	<p>Signs, signals, markings or devices placed or erected for the purpose of regulating, warning or guiding traffic are inadequate or non-existent.</p> <p>Gaps will be calculated in these situations.</p>

2	Inadequate Visibility	When it is apparent that pedestrian or motorist visibility is restricted, calculations will be performed to determine “Child’s Visibility Distance” and/or “Driver Stopping Distance”.
	Obstructions or Inadequate Road Design	Poor visibility for pedestrians or motorists due to turns, hills, trees, shrubs, billboards, bus shelters or buildings.
	High Volume of Traffic entering or leaving roadway	Turns made onto a roadway from private drives or other roads so that the ability to view pedestrians crossing is severely restricted.
	Traffic Interference	Presence of road or building construction, stopping, parking or unloading of vehicles creates a hazard for safe crossing due to restricted visibility.
	No Boulevards or Sidewalks	The ability of a motorist to be aware of a pedestrian’s intention to cross the road is limited, or pedestrians are forced to walk on or immediately beside a roadway, due to the lack of a boulevard or sidewalk.
3	Number of Lanes of Traffic and High Speed Limit	There are 4 or more lanes of traffic. Speed is greater than 50 km/h. (Posted or 85 <sup>th</sup> percentile in excess of 50 km/h)
	Traffic Violations	Impede the safe crossing of children (radar and observation used to establish criteria).
4	Other Factors	
	High Volume of Turning Traffic at Crossing	There is a high volume of traffic turning at an intersection so as to create a hazard. Ordinarily determined by frequency in which turning traffic is observed to interfere with crossing pedestrians.
	High Accident Location	During the previous 24 months there has been a child pedestrian accident or more than 4 other types of accidents at the crossing site during crossing times.
	High Volume of Children Crossing	Average number of children crossing, per crossing time, is higher than 35.
	Alternate Transportation not Available	School busing is not provided. The majority of children are not driven to school.

No Alternate Crossing Site	There is no safe alternate site at which children might cross.
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***School Patroller Program:***

Administration of the School Safety Patrol program is also responsibility of the Community Policing Support Unit of the Toronto Police Service.

Upon completion of a site evaluation, the School Guard Survey Officers will advise the person or persons requesting the survey and the local school and the Co-ordinator of the School Patroller Safety Program of the results of the survey.

A site may only be approved for the School Patroller Program with the consent of the Principal of the involved school, the local community, and the Unit Commander of Community Policing Support Unit.

***School Patroller Program Criteria:***

- The location does not meet the criteria for a school crossing guard and specifically, the speed limit must be no greater than 50 km/h and the road width must not exceed 3 lanes of traffic
- The location must be within visual sight or close proximity of the school
- The location is not controlled by automated traffic signals (traffic lights)
- To maintain the interest of a school patroller and to justify the existence of the program, the location should have a minimum of 30 - 40 elementary school students crossing and 40 - 50 vehicles, per half hour, using the roadway
- A teacher from the school must be assigned to co-ordinate the program and to supervise the school patrollers
- Written parental consent is required to each school patroller
- Patroller must receive training from the Toronto Police Services at the beginning of each school year
- Patrollers must always wear the supplied equipment (florescent, orange vest or cape) while performing their duties. At some locations, patrollers may be issued with orange arm sleeves



- Patrollers are not permitted to stop traffic
- Patrollers must perform their duties on the side sidewalk or in order to view traffic around a parked vehicle and may proceed onto the roadway only to the extent that their vision is not obstructed
- The School Safety Patrol program is subject to cancellation should the criteria not be adhered

### **PROCEDURE FOR SURVEY REQUESTS**

- Traffic surveys are required for the installation of an Adult Crossing Guard, School Safety Patroller Program, removal of an Adult Crossing Guard or the change from Adult Crossing Guard to Safety Patroller program at the same location.
- A traffic survey is not required for a Driveway Patroller Program.
- All correspondence requesting traffic surveys, adult crossing guard appointment or installation of a School Safety Patroller Program **MUST** be directed to the Chief of Police. Survey requests by a member of the Toronto Police Service should be directed to the Unit Commander of Community Policing Support.
- Once received by the Traffic Survey Team, an acknowledgement letter is sent out to the person(s) making the requests. The letter indicates that surveys are assigned according to date received and could take several months to complete.
- The survey team picks up new requests once per week. A survey will then be conducted at the earliest possible opportunity by the team.
- At the completion of the survey the requesting person(s) are contacted by the team and advised of the results.
- Surveys are not normally repeated within a 2-year period unless there has been a significant increase in school enrolment or other extenuating circumstances such as construction.
- A traffic survey is completed for any School Safety Patrol request to ensure that an adult Crossing Guard is not warranted.
- All survey locations must be approved by the Toronto Police Services Board prior to an Adult Crossing Guard being assigned. Present insurance restrictions prohibit moving an adult Crossing Guard, even temporary without the permission of the Police Services Board.
- Any questions regarding surveys can be directed to the Traffic Survey Liaison at 808-7035.

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

**#P197.           RESPONSE TO REQUEST FOR INCREASED LEVELS OF STREET-  
LEVEL DRUG ENFORCEMENT**

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

Subject:        RESPONSE TO INCREASED LEVELS OF STREET-LEVEL DRUG  
                  ENFORCEMENT REQUIRED

Recommendation:

It is recommended that:

- (1) the Board receive this report for information and;
- (2) the Board continue with Drug Enforcement as a Service Priority in the years 2002 to 2004.

Background:

On April 19, 2001, City of Toronto Councillor Kyle Rae made a deputation to the Services Board outlining his concern regarding street level drug activity within the downtown core, specifically in 51 and 52 Division.

At its meeting of April 19, 2001, (Board Minute # P110/01 refers), the Board requested in motion # 3 that: **“the Chief of Police provide the Board with a report on whether there are any resources at the municipal level that can be deployed in a joint effort to target nuisance addresses.”**

The Board further requested in motion # 4 that: **“the Chief of Police investigate the successful efforts in the former North York dealing with problem addresses and include the results of the investigation in the report noted in the previous motion.”**

By their very nature, nuisance addresses are inevitably linked to drugs. This report will provide the Board with a history of illicit drug use and current trends, impacts, and responses.

Response:

In response to Board Minute #P110, Motion # 3 the Service has and continues to work co-operatively with numerous municipal agencies in relation to nuisance addresses. One notable, co-operative effort dealt with the emerging issues of raves and the establishment of an Entertainment Gathering Protocol.

The Entertainment Gathering Protocol defined co-operative roles for the Service, Toronto Fire Department (TFD), and Toronto Emergency Medical Services (EMS). The TFD is required to conduct fire code inspections and issue notices of violation as deemed necessary. EMS was required to ensure health, safety, and emergency medical care at any City approved entertainment gathering. The City of Toronto Municipal Licensing and Standards Division is also a municipal resource that is utilized for entertainment gatherings, primarily dealing with building codes, traffic, parking, noise, building permits, and zoning issues. The aforementioned agencies, where appropriate and within their mandate, are able to support a co-operative initiative that focuses on nuisance addresses within the City of Toronto.

The Service worked co-operatively with the agencies mentioned previously, as well as other municipal agencies, to target nuisance addresses. The Metropolitan Toronto Housing Corporation (MTHC) is one organization that has maintained a long-term supportive role in numerous investigations and projects. The Service has also established a liaison officer within each division and support unit to share information and develop supporting roles in divisional and community initiatives.

Toronto Social Services works with the Service primarily in relation to welfare frauds and related investigations.

Toronto Hydro Commission and the Service work co-operatively on a regular basis regarding theft of hydro investigations at nuisance addresses. This is of particular assistance during hydroponic and clandestine lab investigations where hydro is being diverted for illegal means.

The Toronto Works Department (TWD) provides support by modifying environmental conditions such as removing overgrown shrubbery, pruning trees, and removing graffiti, as a partner in the Crime Prevention Through Environmental Design (CPTED) program. This assists police in making the necessary observations with respect to nuisance addresses. This also improves the quality of life for the residents by providing a safer living space.

The Toronto Drug Squad (TDS) currently has representation on the York-Humber Crime Committee chaired by Councillor Frances Nunziata in the City of Toronto, York-Humber Ward. This Committee discusses problem addresses primarily in the York-Humber area and creates strategies to alleviate problems where continuous complaints are generated. Agents of the TFD, Municipal Licensing and Standards, and Ontario Alcohol and Gaming Commission are also represented on this Committee.

In March 1999, Toronto Council approved the final report of the Task Force on Community Safety. This task force was Co-chaired by City Councillor Brad Duguid and Councillor Rob Davis. The final report highlights the development of Community Resource Teams led by the Municipal Licensing and Standards of Urban Development Services. These teams involved the co-operation of the Service and other municipal agencies to focus on problem properties.

On June 21, 2001, City Councillor Brad Duguid and Ms. Beverly Ward of the City of Toronto Urban Development Services made a presentation to the Toronto Police Services Board outlining the Toronto Police commitment to this structured multi-disciplinary approach to problem properties.

Response:

In response to Motion # 4, a review of initiatives in the former City of North York revealed several positive approaches to nuisance addresses, many initiated by then Mayor of North York, Mel Lastman. A significant number of these initiatives were developed to address drug use and associated crimes in specific, targeted areas. A brief history is outlined below.

Over the years, the City of Toronto has seen dramatic changes relating to illicit drug distribution and organized crime networks. Like all big cities, Toronto's drug scene has evolved into an intricate network controlled by several established criminal organizations including violent street gangs.

The Service began to focus on drug enforcement as drug use became increasingly popular in the early to mid 1960's. In the early 1970's, Yorkville and Rochdale College brought Toronto a great deal of unwanted attention when these locations were deemed to be the headquarters of illicit drug use in Canada. In the late 1970's and early 1980's, the growing popularity of cocaine, LSD, heroin, and marijuana became evident. At that time, the City determined that illicit drugs were widely accessible and that usage within the student population was increasing at an alarming rate.

The City of Toronto's illicit drug problem reached a new plateau of concern in 1988. The drug dealers were no longer individual operators, but were now members of sophisticated criminal organizations. The City of Toronto was observing an increase in crack cocaine, crack houses, and drug use by both youth and adults. This dilemma was accentuated with the unfortunate drug related death of teenager Benjamin Hayward. A subsequent Coroner's Inquest resulted in a series of jury recommendations; one of the recommendations detailed a need for an increase in drug enforcement officers in the Service.

The Metropolitan Board of Commissioners of Police and Command Officers responded on October 6, 1988, by approving the hiring of 97 additional officers. This allowed for 97 experienced personnel to be transferred into the Morality Bureau Drug Squad. In the early 1990's, approximately 170 officers were dedicated to drug enforcement in the City of Toronto. These officers were instrumental in obtaining substantial trafficking convictions, longer criminal sentences, increased drug seizures, and the seizures of proceeds of crime. The Service was then able to address large-scale organized drug distribution networks that dealt with the illegal importation and exportation of illicit drugs.

In the late 1980's and early 1990's, the Mayor of North York, The Honourable Mel Lastman, chaired the North York Substance Abuse Committee. The North York Substance Abuse Committee was comprised of members of the North York Board of Education, North York Catholic School Board, North York Parks and Recreation, Parents Against Drugs, Metropolitan Toronto Housing Authority, the Donwood Institute, Metropolitan Toronto Police, North-East Neighbourhood Services, Addiction Research Foundation, North York Public Health, Church Project, and Ontario Students Against Impaired Driving.

The North York Substance Abuse Committee met regularly to address all aspects of substance abuse with a defined team focus. Problem addresses had security assessments completed, educational campaigns were initiated, and multi-language drug education pamphlets were distributed. Strategies were developed to have municipal and provincial agencies focus on identified concerns, including problem addresses. All meetings were reflected by minutes, which served as task reminders and updates on projects and initiatives. In 1998, with the City of Toronto amalgamation, this committee and others like it dissolved.

In 1987, the Metropolitan Toronto Police Service initiated Project Melo to combat street level drug activity in the former City of North York. The project was named after Mayor Mel Lastman as a result of the Mayor raising continuous concerns regarding the drug problems plaguing North York neighbourhoods. The Service, in partnership with the Royal Canadian Mounted Police and Ontario Provincial Police, made 550 undercover drug purchases from 250 dealers. Additionally, robbery, break and enter, assault, and weapon charges were laid during Project Melo. The Service conducted two follow-up projects with excellent results.

The early 1990's also brought the inception of the Community Oriented Response Unit (C.O.R.U.). This unit worked co-operatively with uniform, plainclothes, and drug enforcement officers to target offenders in areas designated high risk or the focus of community concern. A committed maintenance program designed by the police division housing these areas supported this unit's approach.

In 1990, the Service also re-established the Prescription Drug Unit, which investigated the diversion of legal pharmaceutical drugs. This unit focused on what seemed to be a silent crime, yet the entrepreneurs of this illegal activity netted large profits and served to accentuate the availability of drugs to the addicted consumer. Through attrition and re-structuring, this unit ceased to be a dedicated function in the mid-1990's.

In the mid-1990's, the Service began to experience increased retirements and resignations. In 1993 and 1995/96, the Service lost in excess of 550 police personnel through a retirement incentive program. This was also accompanied by hiring freezes that lasted much of the decade. The Service's budget was also reduced by 65 million dollars from the year 1992 to 1996.<sup>1</sup>

<u>Budget and Staffing</u>	<u>1992</u>	<u>1996</u>	<u>Reduction</u>
Budget (Millions)	561.5	496.5	65 Million
Staffing (Civilian & Uniform)	7,379	6,703	676

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This required the Service to strategically place personnel in areas selected to meet the needs of the community. The City of Toronto was unable to increase the police budget to accommodate the need for increased drug enforcement, prevention, and education programs.

In May 1995, the Metropolitan Toronto Police Service, under Chief David Boothby, moved from a traditional policing model to a Community Based Policing model. The Community Policing model provided for a greater emphasis on community dialogue and interaction. Community Policing Liaison Committees were established within each division of the Service. This type of interaction led to a greater understanding of community concerns such as problem addresses and led to a unified effort in problem solving.

In 1996, the Service developed a working committee to review problems associated with *booze cans* that were operating within the Metropolitan Toronto area. In 1997, this committee produced a final report and recommendations that outlined deficiencies within the Liquor Licence Act, as well as the need to continue co-ordinated, multi-agency approaches to problem addresses such as *booze cans*.

In January 1998, Central Field Command introduced an intelligence led policing program called Crime Management. This process assists in identifying problems in communities and includes nuisance addresses. The establishment of collaborative partnerships with community members, politicians, government agencies, and the Service is an essential component. The process focuses on developing strategies to address three elements of the crime prevention model - suppression, apprehension, and deterrence. The Crime Management process recognizes that the police alone can not control crime and disorder, in fact, no single agency can.

This formalized structure of Crime Management was fully adopted by 8 out of 17 Divisions by the end of 1998, and was fully integrated into all police divisions by the year 2000. Each division within the City of Toronto now has a Crime Management Team and a Crime Manager who ensures that communication exists internally and externally regarding divisional crime management initiatives. The Crime Management Team in each division includes community stakeholders and focuses on strategies to address concerns within each area. This may include obtaining the support of various municipal agencies to co-ordinate a response to a problem. To enhance communication, a Field Deputy Crime Conference is held quarterly. This conference is a forum for Unit Commanders to discuss crime, disorder, and public safety issues and promotes communication and accountability. This also allows for an opportunity to review crime trends, crime prevention methods, apprehension, and deterrence strategies.

The Service now has a Crime and Disorder Management Strategy in place to ensure Service-wide communication and a standard approach to prevent, solve, and deter crime.

The Service is continually fine tuning its response to problem solving, and has most recently developed a partnership with other municipal agencies to address problem addresses.

## Today's Environment

The drug problem continues to affect our society, especially our youth. Drugs are prominent in our schools and continue to destroy family structures. Studies have proven the need to be concerned with drug related deaths due to suicide and drug overdose. In the year 2000, nine (9) ecstasy related deaths were reported in the Greater Toronto Area. One of these unfortunate incidents was the death of Mr. Allan Ho who died as a result of the ingestion of ecstasy. The death of Mr. Ho seemed to generate the same reactive community concern that was evident following the death of Mr. Hayward in 1988. Thirteen years had passed and the same problem persists.

Members of our society are still at risk and continue to use illicit drugs. The immediate concern of drug use by our youth is increasing. The results of a study outlining the proportion of Ontario students who reported using non-medicinal drugs show a disturbing increase in drug use amongst youth within the Province of Ontario (see appendix A).

According to the Canadian Centre on Substance Abuse, the health, social, and economic costs of illicit drugs is estimated to have reached 1.37 billion dollars in Canada.

## Designer Drugs

The City of Toronto and surrounding area is experiencing a deluge of designer drugs. Substances such as ecstasy (M.D.M.A) and gamma hydroxybutrate (G.H.B.) are being used liberally amongst a wide variety of the population, but most disturbingly by young persons.

A study by the Toronto Research Group on Drug Use shows that G.H.B is responsible for the majority of emergency room episodes relating to drug use in downtown area hospitals. The death of Mr. Ho, and the subsequent Coroner's Jury recommendations re-established the serious concerns the public has regarding illicit drug use in the City.

The emergence of designer drugs also changes the dynamics of policing in this area. These substances may be imported or manufactured domestically. The fact that underground chemists produce these substances leads to a wide fluctuation in their potency and toxicity. Pills, which are sold as one substance, may contain multiple contaminants or substitute ingredients. Additionally, the revenue generated in manufacturing and/or trafficking in M.D.M.A. and G.B.H. is extremely lucrative and has attracted many established drug traders into this field.

## Precursor Substances

When the Controlled Drugs and Substances Act (C.D.S.A.) was passed as law in May of 1997, the Act included sections pertaining to the importation and exportation of listed precursor substances that are used in the production of controlled substances such as methamphetamine and ecstasy that are scheduled in the C.D.S.A. Somewhere in the process of passing this legislation into law, the portions of the Act dealing with precursor substances were never enabled.

Precursor ingredients manufactured legally in other parts of the world and used to manufacture illicit designer drugs are legally imported into Canada and then diverted to the United States for use in clandestine labs. At present, there are no regulations or laws within the C.D.S.A to regulate amounts imported or the sale of these precursor substances in Canada.

The Service has encountered numerous obstacles in the investigation of clandestine laboratories. Police officers can establish that a criminal enterprise has accumulated all the necessary chemicals and hardware to manufacture controlled substances, but may be unable to act until the scheduled substance is actually produced in its final form.

### Marihuana

The Service is uncovering marihuana production facilities on a weekly basis. Marihuana's potency has steadily been enhanced by those cultivating the product to the point where the tetrahydrocannabinol (T.H.C. - active ingredient) percentage in marihuana has risen from 4 or 5 percent in the 1970's to a steady 10 or 12 percent range currently. Purity percentages in this clandestine industry have reached as high as 28 percent. Organized crime groups are seen to make enormous profits with little risk and the profits are re-invested into heroin, cocaine, and ecstasy distribution networks.

### Heroin

Heroin purity has remained constant and the substance continues to be readily available. User population is estimated between 13,000 and 20,000 persons. Opium is increasing in popularity as it is mistakenly viewed as less harmful than heroin and can be smoked more readily.

### Cocaine and Crack

The long-standing illicit drug of preference is crack cocaine. This drug continues to surpass all other illicit substances in its popularity and destruction of those who use it. The highly addictive nature of crack cocaine motivates the addict to use whatever means necessary to finance this habit. This drug has no social or economic boundaries and with certainty will destroy each user physically, mentally, and socially.

### Violence

Today's illicit drug trade has changed in that dealers are using firearms and violence to establish and secure a drug-dealing territory. This has resulted in a number of police officers being murdered, assaulted, or injured in the execution of their duties. Police officers who have been killed or injured in the past few years have been victims of suspects who have some association with drug use or drug trafficking (William Hancox 1998, Russ Lillie 1998, Todd Baylis 1994). Additionally, violent crimes such as murder have become commonplace within organized crime groups and street gangs. A portion of today's drug related violence may be attributed to crime groups and street gangs exercising control over what they believe to be their exclusive territory.



## Technology

With the development of technology, the police and the society they serve must also deal with issues created by advancements in travel and computerized communication. Organized criminal elements orchestrate and benefit from illegal enterprise anywhere in the world. The criminal problem on local street corners may have been sparked by criminal activities elsewhere in Canada or elsewhere around the world.

Criminal elements are acquiring and utilizing recent improvements in telecommunications, which makes policing more dynamic and costly in terms of investigating organized criminal groups.

## Justice System

With the introduction of the C.D.S.A. in May of 1997, judges were encouraged to seek alternate forms of sentencing in relation to illicit drug matters. Typically, sentencing does not reflect the gravity of the offence. Those convicted of street level trafficking generally receive sentences of three to six months imprisonment and are often released a few weeks after sentencing. Similarly, those convicted of major distribution and importing offences, although receiving more severe sentences, are often placed in minimum security facilities or half-way houses within a very short period of time.

## Toronto Drug Treatment Court

The City of Toronto is the first city in Canada to introduce a Drug Treatment Court which opened in December 1998. This was a collaborative venture established between the Centre for Addiction and Mental Health, the Criminal Justice System, the Service, the City of Toronto Public Health Department, the City Health Office and various community-based agencies. The goals of the program were to increase public safety by reducing drug abuse, and to demonstrate cost-effectiveness of judicially supervised treatment as an alternative to incarceration.

The Toronto Drug Treatment Court was designed to meet the needs of non-violent, drug dependent offenders charged with cocaine or heroin related offences. This court has adapted a highly integrated and client focused intervention model. The court currently sits twice per week. A team meeting (including the judge, the crown, duty counsel, court liaison staff, treatment case manager, and probation officer) occurs prior to each sitting. In addition to judicially supervised treatment and program monitoring, participants are referred to various community-based social services depending on participant circumstances and performance.

The estimated cost per offender in the Toronto Drug Treatment Court program is \$4,500 compared to almost \$47,000 per offender, per year, for incarceration.

The Drug Treatment Court is consistent with the C.D.S.A. in that it offers an alternative to incarceration by placing approved individuals into a court supervised rehabilitation program.

## Policing Support Command

The Service is continually providing specialized training to develop expertise in the investigation of emerging criminal trends. The technical advancements of criminal organizations have made this a difficult and costly undertaking. Regardless, the Service has established a new focus on organized crime. Adequately staffed, the combination of resources such as Intelligence Services, Special Investigative Services, and the Toronto Drug Squad will develop the skills and expertise of assigned officers to be able to meet any new challenges.

## Toronto Drug Squad

As a result of the Chief's 90-Day review, the Drug Squads (District & the Major Drug Squad), were amalgamated to form a single Drug Squad headed by Staff Inspector Neale Tweedy. The Service has restructured its Drug Enforcement Program to more efficiently address street level drug activity and organized crime's influence and control. The Toronto Drug Squad represents a unified and focused approach to local drug problems, complex drug investigations, and multi-jurisdictional drug investigations that expand beyond the boundaries of the City.

Street level drug enforcement is effective in terms of short-term enforcement initiatives. The street level drug dealer does not adhere to boundaries and is not concerned with the threat of conviction. The street level drug trafficker/user is responsible for a significant portion of collateral criminal offences occurring in Toronto (murder, assault, break and enter, theft, robbery). These offences are committed to obtain the money for drugs and to maintain control of distribution areas.

The transient nature of a dealer requires a strategic police effort to effectively analyze, categorize, and suppress activities of targeted individuals. Historically, successful drug enforcement and disruption requires a combined effort of several sub-units within the Service. A problem address often defines the specific police needs of the community. The Service resources include but are not limited to: the recently re-established Community Oriented Response Team, Emergency Task Force, Mounted and Police Dog Services, Detective Services, Community Policing Support Unit, Divisional Officers assigned to Community Response, Community Relations, Crime Prevention, Planning, and front-line uniform patrol.

Research indicates that many of the problem addresses identified within Toronto have been the focus of several police drug enforcement related initiatives. Many previous drug initiatives have only been able to temporarily displace the drug activity within specific areas. Although these initiatives are deemed successful at the time and for some period afterwards, long-term research indicates that the problem remains consistent throughout the years.

## Conclusion

The Services Board and I as Chief of the Service have identified Drug Enforcement as a 2001 Service Priority. This priority was established through extensive internal and external consultation that recognized links between specific crimes and the illicit drug trade. A recommendation supported by Report 10 contained in the Chief's 90-Day Review resulted in the

implementation and major restructuring of Drug Squad Units within the City of Toronto. The new Toronto Drug Squad is committed to an integrated drug enforcement strategy, which incorporates drug education, and the continuation and/or establishment of partnerships with stakeholders in the community.

The Services' Crime Management Model continues to evolve to best meet the needs of local communities by promoting problem solving in a timely and structured approach. The Service continues to reach far beyond its own resources to develop strategies and partnerships to make neighbourhoods safer.

Unfortunately, today's criminals, street gangs, and organized crime groups are not governed by budget restraints and continue to expand with the promise of wealth from very lucrative illegal markets. Conversely, the police and other municipal agencies are faced with budget demands and a trend of declining resources.

In 1999, the Service processed 7,187 drug charges and seized over 7,850 drug exhibits while operating with only 65 percent of the dedicated drug enforcement staff established in early 1990. Presently, there are 90 officers solely dedicated to drug enforcement, which includes all supervisory staff. This represents about 53 percent of the 170 officers previously dedicated to drug enforcement following Benjamin Hayward's death.

The Service endeavours to make every effort to maximize the use of available resources. The police will continue to develop partnerships with health, education, and enforcement officials in an attempt to make communities safer. The drug sub-culture continues to infest our schools, businesses, homes, prisons, and communities. Unfortunately, drug trafficking has been enhanced by the ease of product movement due to international trade agreements. Organized crime networks have increased and have become sophisticated in their communications and technology and are able to assimilate into any environment. Despite the Service's best efforts, the drug market and supply has not diminished in Toronto.

The Service will continue to focus on these problems. Ultimately, street level drug activity, problem addresses, and their links to organized crime cannot be addressed and resolved by police enforcement alone. Success requires appropriately funded, strategic, municipal, regional, and national inter-agency effort to make our communities safer.

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

**Councillor Kyle Rae, Toronto Centre-Rosedale, City of Toronto, was in attendance and made a deputation to the Board in response to the foregoing report. He emphasized the need for dedicated local drug enforcement squads in No. 51 and No. 52 Divisions.**

**cont...d**

**Councillor Rae also provided the Board with copies of Minutes from several meetings of the Law Enforcement Committee that took place during the period March 1996 to April 1998 and recommended that this Committee, which was coordinated at that time by the Mayor, be re-established. Chief Fantino agreed to establish a new committee similar to the Law Enforcement Committee.**

**The Board received Councillor Rae's deputation and the foregoing report from Chief Fantino.**

## Appendix A

### Proportion of Ontario Students in Grades 7,9,11,13 who Reported Using Non-Medicinal Drugs in the Year Before Being Surveyed, 1991-1999

Year; % of students (and 95% confidence interval)

Drug	1991	1993	1995	1997	1999
Tobacco	21.7	23.8	27.9	27.6	<b>28.3</b>
Alcohol	58.7	56.5	58.8	59.6	<b>65.7</b>
Cannabis	11.7	12.7	22.7	24.9	<b>29.2</b>
Glue	1.1	1.6	2.4	1.5	<b>3.8</b>
Other Solvents	1.6	2.3	2.9	2.6	<b>7.3</b>
Barbiturates	2.2	3.0	2.7	2.5	<b>4.4</b>
Heroin	1.0	1.2	2.0	1.8	<b>1.7</b>
Methamphetamine	1.8	2.0	4.6	3.6	<b>5.1</b>
Stimulants	4.0	5.4	6.3	6.6	<b>7.6</b>
Tranquillizers	1.6	1.1	1.6	1.7	<b>2.4</b>
LSD	5.2	6.9	9.2	7.6	<b>6.5</b>
Other hallucinogens	3.3	3.1	7.6	10.1	<b>13.6</b>
Cocaine	1.6	1.5	2.4	2.7	<b>4.1</b>
Crack Cocaine	1.0	1.0	1.7	2.2	<b>2.3</b>
PCP	0.5	0.6	1.7	2.0	<b>3.2</b>
Crystal methamphetamine	0.8	1.2	1.1	N/A	<b>1.5</b>
MDMA	N/A	0.6	1.8	3.1	<b>4.8</b>

Source: Nonmedical drug use among adolescent students: highlights from the 1999 Ontario Student Drug Survey Canadian Medical Association Journal –June 13, 2000;162(12)

Conversely, the percentage using no drugs dropped (from 36.3% to 26.8%).

<sup>1</sup> Toronto Police Service Board Report Minute # P39-2001

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

**#P198. ADEQUACY STANDARDS REGULATION – POLICE SERVICES  
BOARD POLICIES**

The Board was in receipt of the following report JUNE 12, 2001 from Norman Gardner, Chairman:

Subject: ADEQUACY STANDARDS REGULATION - POLICE SERVICES BOARD  
POLICIES

Recommendation:

It is recommended that:

(1) The Board approve the following Adequacy Standards Regulation Policies: LE-022 Officer Note Taking, AI-003 Equal Opportunity, Discrimination and Workplace Harassment, AI-004 Communicable Diseases, AI-005 Use of Auxiliaries, AI-006 Use of Volunteers, AI-007 Management of Police Records, AI-008 Marked General Patrol Vehicles, AI-009 Safe Storage of Police Firearms, AI-010 Police Uniforms

(2) The Chief of Police provide the Board with the Service Procedures which implement the aforementioned policies.

Background:

In late 2000 the Ministry of the Solicitor General provided the Board with a second release of the Policing Standards Manual. This second release contained updated information on policies that police services boards are required to develop. Each policy will require that the Chief of Police develop one or more procedures to implement the policies.

I am recommending that the Board approve the following 9 policies. (appended)

I am also recommending that, to demonstrate compliance with Board policies, the Chief of Police provide the Services operational procedures that implement these policies on the confidential agenda for the Board information.

**The Board approved the foregoing.**

# ADEQUACY STANDARDS REGULATION

## LAW ENFORCEMENT

### TPSB LE-022    Officer Note Taking

<input checked="" type="checkbox"/>	New
<input type="checkbox"/>	Amended
<input type="checkbox"/>	Reviewed – No Amendments

Board Authority:

Board Authority:

### BOARD POLICY

It is the policy of the Toronto Police Services Board that the Chief of Police shall establish procedures relating to officer note taking, including the secure storage and retention of police officer notes

**REPORTING:**                      Not required

### LEGISLATIVE REFERENCE

Act	Regulation	Section
Police Services Act R.S.O. 1990 as amended	Ontario Regulation 3/99, Adequacy and Effectiveness of Police Services	29, 31(1)(c), 41(1)(a)

### SERVICE PROCEDURES

Refer to Service Procedure Index

# ADEQUACY STANDARDS REGULATION

## ADMINISTRATION AND INFRASTRUCTURE

### TPSB AI-004    Communicable Disease

<input checked="" type="checkbox"/>	New
<input type="checkbox"/>	Amended
<input type="checkbox"/>	Reviewed – No Amendments

Board Authority:

Board Authority:

#### BOARD POLICY

It is the policy of the Toronto Police Services Board with respect communicable diseases that the Chief of Police shall:

- 1) Develop and maintain procedures that are consistent with the most recent Ministry of Health and Long Term Care's Preventing and Assessing Occupational Exposures to Selected Communicable Diseases – An Information Manual for Designated Officers;
- 2) Designate and train one or more members as a Communicable Disease Coordinator(s)
- 3) Ensure that each Communicable Disease Coordinator is provided with the most recent copy of the Ministry of Health and Long Term Care's Preventing and Assessing Occupational Exposures to Selected Communicable Diseases – An Information Manual for Designated Officers; and
- 4) Work, where possible, with the local medical officer of health, to develop a post exposure plan that addresses roles and responsibilities, reporting protocols, medical evaluation, intervention, confidentiality, access to treatments and follow-up support for workers who have suffered a high risk occupational exposure to a communicable disease

#### REPORTING:

#### LEGISLATIVE REFERENCE

Act	Regulation	Section
Police Services Act R.S.O. 1990 as amended	Ontario Regulation 3/99, Adequacy & Effectiveness of Police Services	

#### SERVICE PROCEDURES

Refer to Service Procedure Index



# ADEQUACY STANDARDS REGULATION

## ADMINISTRATION AND INFRASTRUCTURE

### TPSB AI-004    Use Of Auxiliaries

<input checked="" type="checkbox"/>	New
<input type="checkbox"/>	Amended
<input type="checkbox"/>	Reviewed – No Amendments

Board Authority:

Board Authority:

### BOARD POLICY

It is the policy of the Toronto Police Services Board with respect to the use of auxiliaries that the Chief of Police shall

- 1) Develop and maintain procedures that address the use of auxiliaries by the Service in accordance with the Police Services Act and the Adequacy Standards regulation; and
- 2) Ensure that records are maintained on the use of auxiliaries

### REPORTING:

### LEGISLATIVE REFERENCE

Act	Regulation	Section
Police Services Act R.S.O. 1990 as amended	Ontario Regulation 3/99, Adequacy & Effectiveness of Police Services	

### SERVICE PROCEDURES

Refer to Service Procedure Index

# ADEQUACY STANDARDS REGULATION

## ADMINISTRATION AND INFRASTRUCTURE

### TPSB AI-006    Use Of Volunteers

<input checked="" type="checkbox"/>	New
<input type="checkbox"/>	Amended
<input type="checkbox"/>	Reviewed – No Amendments

Board Authority:

Board Authority:

#### BOARD POLICY

It is the policy of the Toronto Police Services Board with respect to the use of volunteers that the Chief of Police shall

- 1) Develop and maintain procedures that address the use of volunteers by the Service in accordance with the Adequacy Standards Regulation, including recruitment, screening, training and supervision and
  
- 2) Ensure that records are maintained relating to the use of volunteers

#### REPORTING:

#### LEGISLATIVE REFERENCE

Act	Regulation	Section
Police Services Act R.S.O. 1990 as amended	Ontario Regulation 3/99, Adequacy & Effectiveness of Police Services	

#### SERVICE PROCEDURES

Refer to Service Procedure Index

# ADEQUACY STANDARDS REGULATION

## ADMINISTRATION AND INFRASTRUCTURE

### TPSB AI-007      Management of Police Records

<input checked="" type="checkbox"/>	New	Board Authority:
<input type="checkbox"/>	Amended	Board Authority:
<input type="checkbox"/>	Reviewed – No Amendments	

#### BOARD POLICY

It is the policy of the Toronto Police Services Board with respect to the management of police records that the Chief of Police shall

- 1) Establish procedures on records management, including the collection, security, retention, use , disclosure and destruction of records in accordance with the requirements of the appropriate legislation;
- 2) Comply with the procedures set out in the Ministry’s designated Ontario Major Case Management Manual and;
- 3) Establish procedures on CPIC that are consistent with the CPIC Reference Manual and the Ministry’s policy relating to CPIC Records

#### REPORTING:

#### LEGISLATIVE REFERENCE

Act	Regulation	Section
Police Services Act R.S.O. 1990 as amended	Ontario Regulation 3/99, Adequacy & Effectiveness of Police Services	

#### SERVICE PROCEDURES

Refer to Service Procedure Index

# ADEQUACY STANDARDS REGULATION

## ADMINISTRATION AND INFRASTRUCTURE

### TPSB AI-008     Marked General Patrol Vehicles

<input checked="" type="checkbox"/>	New
<input type="checkbox"/>	Amended
<input type="checkbox"/>	Reviewed – No Amendments

Board Authority:

Board Authority:

#### BOARD POLICY

It is the policy of the Toronto Police Services Board with respect to marked general patrol vehicles that the Chief of Police shall

- 1) Establish procedures that set out the function of marked patrol vehicles;
- 2) Ensure that the police services marked general patrol vehicles meet required specifications;
- 3) Ensure the regular maintenance, inspection and replacement of police services marked general patrol vehicles; and
- 4) Consult with designated employee representatives regarding the acquisition of patrol vehicles and related equipment

#### REPORTING:

#### LEGISLATIVE REFERENCE

Act	Regulation	Section
Police Services Act R.S.O. 1990 as amended	Ontario Regulation 3/99, Adequacy & Effectiveness of Police Services	

#### SERVICE PROCEDURES

Refer to Service Procedure Index

# ADEQUACY STANDARDS REGULATION

## ADMINISTRATION AND INFRASTRUCTURE

### TPSB AI-009     Safe Storage of Police Service Firearms

<input checked="" type="checkbox"/>	New
<input type="checkbox"/>	Amended
<input type="checkbox"/>	Reviewed – No Amendments

Board Authority:

Board Authority:

#### BOARD POLICY

It is the policy of the Toronto Police Services Board with respect to the safe storage of police service firearms that that the Chief of Police shall establish procedures that are consistent with the requirements of the Firearms Act and the Public Agents Firearms Regulations

#### REPORTING:

#### LEGISLATIVE REFERENCE

Act	Regulation	Section
Police Services Act R.S.O. 1990 as amended	Ontario Regulation 3/99, Adequacy & Effectiveness of Police Services	
Firearms Act		
Public Agents Firearms Regulation		

#### SERVICE PROCEDURES

Refer to Service Procedure Index

# ADEQUACY STANDARDS REGULATION

## ADMINISTRATION AND INFRASTRUCTURE

### TPSB AI-010    Police Uniforms

<input checked="" type="checkbox"/>	New
<input type="checkbox"/>	Amended
<input type="checkbox"/>	Reviewed – No Amendments

Board Authority:

Board Authority:

### BOARD POLICY

It is the policy of the Toronto Police Services Board with respect to police uniforms that the Chief of Police shall develop procedures on the provision and use of a standardized uniform by the police services uniformed police officers

### REPORTING:

### LEGISLATIVE REFERENCE

Act	Regulation	Section
Police Services Act R.S.O. 1990 as amended	Ontario Regulation 3/99, Adequacy & Effectiveness of Police Services	

### SERVICE PROCEDURES

Refer to Service Procedure Index

# ADEQUACY STANDARDS REGULATION

## ADMINISTRATION AND INFRASTRUCTURE

### TPSB AI-003      Equal Opportunity, Discrimination and Workplace Harassment

<input checked="" type="checkbox"/>	New
<input type="checkbox"/>	Amended
<input type="checkbox"/>	Reviewed – No Amendments

Board Authority:

Board Authority:

#### BOARD POLICY

It is the policy of the Toronto Police Services Board with respect to equal opportunity and workplace harassment that the Chief of Police shall:

- 1) Establish procedures on equal opportunity that are consistent with the principles of the Police Services Act and the Ontario Human Rights Code, including recruitment, selection, career development and promotion;
- 2) Establish procedures on responding to and preventing discrimination and harassment in the workplace, including stereotyping;
- 3) Ensure that no sexist, racist or other derogatory material is displayed in the workplace;
- 4) Establish procedures on employment accommodation in accordance with the Ontario Human Rights Code and Section 47 of the Police Services Act
- 5) Implement an employee appraisal system and
- 6) Ensure that all officers receive training on race relations, diversity and human rights

#### REPORTING:

#### LEGISLATIVE REFERENCE

Act	Regulation	Section
Police Services Act R.S.O. 1990 as amended	Ontario Regulation 3/99, Adequacy & Effectiveness of Police Services	
Ontario Human Rights Code		

#### SERVICE PROCEDURES

Refer to Service Procedure Index

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

**#P199. COMPUTER SERVER LIFECYCLE PLAN**

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

Subject: COMPUTER SERVER LIFECYCLE PLAN

Recommendation:

It is recommended that: the Board approve a six year lease with IBM Global Financing, commencing August 1, 2001, for the provision of replacement computer servers, server software and installation services at an annual cost of \$1,266,900.

Background:

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

The Service's computing infrastructure is comprised of two computer centres and local servers at all major remote sites (divisions and units). The 2<sup>nd</sup> computer centre provides backup facilities for the Service's Disaster Recovery requirements. This infrastructure supports the majority of the Services existing computer applications, namely, Criminal Information Processing System (CIPS), Crime Analysis Server (CAS), Mugshots, Mobile Terminals, Human Resources, Payroll, etc. These servers also provide the local computer functions required in every division (Jetforms, printing, file sharing, backup and recovery, etc).

Operational Impact of Deferral

At every Police Division, the arrest process for prisoner booking, crown brief & volumes of other documents required by courts has become totally dependent on information technology. The technology tools and systems have streamlined criminal information processing, eliminated the duplication of entering the same information across numerous forms, and introduced inherent quality assurance into what was a laborious, error prone, and complex manual process. Manual processing required specialized knowledge of the criminal code, crown brief requirements, etc. Unit divisional commanders now say it is virtually impossible to revert back to manual systems.



When any component of the system fails (e.g. network, server, software), the whole process virtually stops. Officers who should be doing investigative work are left waiting with prisoners. As an outage continues, the backlog of prisoners builds, frustration for all sets in, and overtime to catch up is the norm.

Currently the Service experiences an average of 4 failures per month on networks & servers, many of which can be up to ½ day or longer. The Service is becoming more and more at risk of prolonged outages, as spare parts are no longer manufactured, vendor service is on a best efforts basis, and cannibalization of existing equipment is a common occurrence. In October 2000, 2 consecutive weeks of intermittent losses of IT systems illustrated 1<sup>st</sup> hand the impact of prolonged outages on the field. Service-wide, Unit Commanders were communicating directly to the Chief on the crisis that was emerging. Note that system failures also impair the work processes of many others (support staff, special squads, HQ staff, Traffic Services, and many others).

This server upgrade is absolutely required to correct current operational problems, support newer versions of the existing systems and provide a reliable and high performance foundation for the Enterprise Case and Occurrence Processing System (eCOPS) application, which is planned to be implemented commencing in the 4<sup>th</sup> quarter of this year.

There are 112 IBM RS6000 servers located throughout the Service, the majority of which are no longer manufactured. The Information Technology Services Unit has developed a three-year plan to replace these servers. This proposal covers the first year of the plan which focuses on replacement of production servers which will correct problems currently being experienced by field users and replacement of application servers required to stabilize the infrastructure. Subsequent phases of this plan will address the remaining servers and the upgrade of the Service's Disaster Recovery centre.

#### Purchase Option

The funding limitations of the operating budget does not permit the overall upgrade required of the Service's computer systems. This replacement has been proposed in previous years capital and operating budgets only to be deferred due to budget limitations. This approach has proven to be unreliable and has caused the Service's technology to fall into a state of disrepair and obsolescence putting the reliability of its computer services at risk. Purchasing does not facilitate the requirement of refreshing the technology on an ongoing basis. For these reasons, the purchase option is not recommended.

#### Lease Option

Typically, the computer industry addresses the replacement of computer and network hardware through a lifecycle replacement plan. This strategy provides funding for the ongoing replacement of computer hardware as the equipment reaches its life expectancy. The Service already has a lifecycle replacement plan for the majority of its desktops computers.

During the past several months, discussions have taken place with IBM Canada Inc. and NexInnovations to obtain a leasing proposal to deal with the first year replacement of the Service's most critical computer servers. This addresses both the current production equipment failures and positions of the Service to adequately and reliably support its upcoming technology implementations. This proposal provides the replacement of approximately 60 servers, related software and installation services at a capital cost of \$6.7 million.

To that end, the Service has negotiated an added reduction of \$309,000 with IBM Global Financing for the trade-in of the obsolete servers back to IBM. This offer is only available directly through IBM Global Financing. The net effect of this reduction would require any other lease vendor to provide an annual lease rate of 5.1% for the required costs, which is not financially viable at the current market conditions. The Service has reviewed the City of Toronto's leasing vendor and has determined that it is not competitive, given the trade-in reduction proposed by IBM. NexInnovations Inc. (formerly EDS Innovations Inc.) is the current approved vendor of record for the supply of IBM server, server components and server software (Minute # 334 July 27, 2000 refers). NexInnovations has confirmed, in writing, that they could not compete with this lease, given the IBM discount. For these reasons, it is cost effective to sole source this lease with IBM Global Financing.

The lease proposal put forth by IBM Global Financing is a six-year lease with annual payments of \$1,266,900. The 2001 payment for this lease is \$527,900.

### Summary

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

The Service's long term strategy is to continue its lifecycle approach for the ongoing upgrades and replacement of its computing infrastructure. This will ensure the Service's computing platform is reliable, highly available and able to adequately support the technology plans of the Service. It will also ensure the technology infrastructure will not fall into a state of disrepair where computing services are at risk due to dwindling availability of parts for obsolete equipment. This is the initial year of a three-year plan to achieve the longer term strategy for server replacement.

The Service intends to use a similar lease lifecycle strategy to replace its Network infrastructure as well as the remaining desk top computers and printers. These plans will be submitted to the Board at a future date.

Funding is available in the 2001 operating budget for these purposes and these costs will be included in the Service's base operating budget for the future years.

This server replacement strategy is one key element of the Service priorities which will provide opportunities for cost efficiencies and cost reductions for future budgets. As directed by the City Budget Committee, the Service will continue to work with City staff to find solutions for this funding. ITS is reviewing all opportunities to minimize the annualization costs of this lease in its future budgets.

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

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

**The Board approved the foregoing.**

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

**#P200. TORONTO POLICE FOUNDATION**

The Board was in receipt of the following report JUNE 28, 2001 from Julian Fantino, Chief of Police:

Subject: TORONTO POLICE FOUNDATION

Recommendation:

It is recommended that: the Board approve the creation of the Toronto Police Foundation

Background:

In recent months, the Service has received queries about the possibility of individuals bequeathing or donating sums of monies to a charitable foundation, whose aims and objectives would benefit the Service, its members and the community. While some of these offers have no specific designation, others might relate to certain activities or Units, e.g. Mounted Unit, Police Dog Services, Domestic Response Unit, Sexual Assault Unit, etc.

At the present time, ProAction, is the only registered charitable organization, associated with the Toronto Police Service. It provides funding for community programs run by the Toronto Police Service on behalf of kids at risk. Since May 1992, ProAction has been "Helping Cops Help Kids" through almost 300 funded projects.

The Toronto Police Foundation envisaged in this report, is intended to supplement not replace ProAction. Its mandate would involve the distribution of funds received from the private and corporate sectors to enhance or support police initiatives that were not associated with youths at risk.

It would operate at arms-length from the Toronto Police Service or the Toronto Police Services Board. No member of the Service or the Board would be entitled to be a voting member of the Foundation's Board of Directors.

There are presently three (3) such police foundations in existence in Canada; the R.C.M.P. Police Foundation, the Vancouver Police Foundation and the Edmonton Police Foundation.

A number of American police departments have had police foundations supporting their efforts for many years. The New York City and New Orleans Police Foundations are two of the most well-known police foundations and they have assets in the millions of dollars.

There are a number of issues associated with the development of the Toronto Police Foundation, but I am advised that they are not insurmountable. The issues include: legal considerations; budgetary considerations; conflict of interest guidelines; the use of the Toronto Police Service logo and the ability of such a foundation to obtain charitable status.

Deputy Chief Steven Reesor and Mr. Rusty Beauchesne, Police Legal Advisor, have had preliminary discussions with an expert in this field. Based on information received, they report that creation of a police foundation is feasible.

As previously mentioned, a key factor to the success of other similar police foundations is that they operate at arms length from their respective Police Service. The foundation must be solely responsible for the evaluation of requests for funding and the distribution of funds.

It is respectfully submitted that other than the Service and the Board having input in the development of the mission and purpose of the foundation, the Service should have no further involvement in the creation or future management of the foundation. I have taken the liberty of appending a suggested draft Mission Statement and Purpose, to this report.

Preliminary discussions have taken place with prominent leaders of the community who have expressed a keen interest in developing this initiative and who are prepared to devote their time, energy and resources to see it reach fruition.

As such, with the approval of the Board, it would be my intention to provide these individuals with the attached draft Mission Statement and Purpose and allow them to move forward with the creation of the Toronto Police Foundation.

I firmly believe that the experiences in other jurisdictions have proven that this is in fact, a very worthwhile adjunct to the police/community partnership.

It is expected that the development, approvals and registration requirements could take some time before the Toronto Police Foundation is in place. I request that the Board approve this timely and worthy initiative.

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

**The Board was advised that charitable tax receipts would be issued to Police Foundation donors.**

**The Board approved the foregoing.**

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# THE TORONTO POLICE FOUNDATION

## MISSION STATEMENT

The Toronto Police Foundation is a charitable organization operating at arms length from the Toronto Police Service, which is committed to promoting and supporting crime prevention, community policing and education initiatives required, to meet the discretionary and emerging needs of the Toronto Police Service.

## PURPOSE

1. To receive, hold, invest contributions from donors and distribute those funds to the Toronto Police Service for the benefit of its members and the people who reside, work or visit the City of Toronto.
2. To enhance the Toronto Police Service's ability to respond more effectively to changing public needs.
3. To assist in the development of crime prevention programs.
4. To promote research and educational opportunities relating to law enforcement and community-based policing.
5. To improve the levels of co-operation, co-ordination and communication between the Toronto Police Service and other public service agencies.
6. To provide a mechanism for the public to bequest monies for the advancement and support of future policing needs, be they specific or to the pleasure of the trustees of the Foundation.
7. To support programs aimed at assisting the Toronto Police Service meet and improve its effectiveness in meeting the needs of its members and the public.
8. To operate without pecuniary profit or financial gain in fulfilling these purposes.

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

**#P201. 2001 ENVIRONMENTAL SCAN UPDATE – RESPONSE TO REQUEST  
FOR ADDITIONAL INFORMATION**

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

Subject: 2001 ENVIRONMENTAL SCAN UPDATE - ADDITIONAL INFORMATION  
REQUESTED

Recommendation:

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

Background:

The Police Services Board requested further information regarding the type of drug offences for persons arrested/charged in 2000, as reported in the SCAN presentation to the Board during its June 21<sup>st</sup>, 2001 meeting (Minute P168/01 refers).

The following is a breakdown of the types of drug offences involved:

Persons Arrested/Charged for Drug Offences in 2000 – Breakdown by Drug Offences

	Number	Percentage
Cocaine related offences	1,513	36.7
Hashish related offences	71	1.7
Marihuana/Cannabis related offences	2,173	52.7
Offences related to controlled substances	94	2.3
Other drug offences	269	6.5
TOTAL	4,120	100.0

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

**The Board received the foregoing.**

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

**#P202. PROFESSIONAL STANDARDS SEMI-ANNUAL REPORT – FULL COMPLAINT REPORTING REQUIREMENTS**

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

Subject: PROFESSIONAL STANDARDS SEMI-ANNUAL REPORT

Recommendation:

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

Background:

At its meeting of December 2000, the Board passed the following motion:

"THAT the Chief of Police provide the Board with a date in which the Service will be in full compliance with the Board's reporting requirements." (Board Minute P551/00 refers)

In June 1999, the Board staff amalgamated all previous directions given regarding the complaints process into one comprehensive document. The merged document contained 33 directions, but one in particular, direction 31 under Part 5 - Reporting, remains incomplete. (Board Minute 260/99 refers)

Subsequent to this action, the Board incorporated these directions into their policy (TPSB AA-001) on 2001.03.27. Direction 31 stipulates the time frame for when Professional Standards is to report on the complaints process and gives a multitude of items to be included in this report.

Many of the categories or factors to be listed in the semi-annual report were predicated on the implementation of the Professional Standards Information System (PSIS). Presently, the Service is able to capture a portion of the information necessary to meet the Board's direction, but this information is contained in a variety of stand-alone databases, which does not allow for the analytical requirements established by the Board.

PSIS is still under development but is expected to be fully operational by the late 4<sup>th</sup> quarter of 2001. Thus with regard to the date that the Service will be in full compliance with the Board's reporting requirements, Professional Standards will produce a limited report for the May 2002 Board meeting, and will provide a complete report in November 2002.

Staff Superintendent David Dicks of Professional Standards will be in attendance to answer any questions that Board members may have.

**The Board received the foregoing.**



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

**#P203. TORONTO POLICE SERVICE BOARD'S SPECIAL FUND:  
QUARTERLY REPORT: JANUARY – MARCH 2001**

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

Subject: TORONTO POLICE SERVICES BOARD'S SPECIAL FUND STATEMENT  
FOR THE PERIOD 2001 JANUARY 01 TO 2001 MARCH 31

Recommendation:

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

Background:

Enclosed is the statement of receipts and disbursements with respect to the Toronto Police Services Board's Special Fund for the period 2001 JANUARY 01 to 2001 MARCH 31. The statement also includes projections to year-end 2001.

As at 2001 March 31, balance in the Special Fund was \$77,191. During this quarter, the Special Fund recorded receipts of \$29,985 and disbursements of \$24,266. Opening balances may differ as the result of the year 2000 financial report.

In compliance with the motion approved by the Board in its meeting of March 22, 2001 (BM#P99 refers), this first quarterly report includes any outstanding commitments or obligations that would impact the balance of the Special Fund. (Please refer to the first and second columns "Initial Proj" and "Adjusted Proj." of the attached financial statement). Based on projected revenues and disbursements to year-end, the projected status for the Fund is \$221.2 thousand.

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

**The Board received the foregoing.**

<b>THE TORONTO POLICE SERVICES BOARD SPECIAL FUND</b>									
<b>2001 FIRST QUARTER RESULTS WITH ADJUSTED PROJECTIONS</b>									
	<b>2001</b>						<b>2000</b>		
	<b>INITIAL</b>	<b>ADJUSTED</b>	<b>JAN 01 TO</b>	<b>APR 01 TO</b>	<b>JUL 01 TO</b>	<b>OCT 01 TO</b>	<b>JAN 01 TO DEC 31/01</b>		
<b>PARTICULARS</b>	<b>PROJ.</b>	<b>PROJ.</b>	<b>MAR 31/01</b>	<b>JUN 30/01</b>	<b>SEPT 30/01</b>	<b>DEC 31/01</b>	<b>TOTALS</b>	<b>ACTUAL</b>	<b>COMMENTS</b>
<b>BALANCE FORWARD</b>	79,411	427,383	71,472	77,191	77,191	77,191	427,383	427,383	
<b>REVENUE</b>									
<b>PROCEEDS FROM AUCTIONS (NOTE 1)</b>	316,900	153,333	29,487	0	0	0	29,487	166,768	Auctions are arranged through the Property and Evidence
LESS OVERHEAD COST	(72,887)	(35,267)	(6,782)	0	0	0	(6,782)	(38,345)	Management Unit. Auctions are dependent on property available.
LESS RETURNED AUCTION PURCHASE	(900)	(900)	0	0	0		0	0	The occurrence of auctions can not be predicted with reasonable certainty.
<b>UNCLAIMED MONEY</b>	97,800	97,800	4,727	0	0	0	4,727	35,293	
LESS RETURN OF UNCLAIMED MONEY	(2,000)	(2,000)	(44)	0	0	0	(44)	(3,476)	
<b>EVIDENCE AND HELD MONEY (NOTE 2)</b>	0	1,600	170	0	0	0	170	1,591	
<b>INTEREST</b>	13,500	11,500	2,318	0	0	0	2,318	11,506	
LESS ACTIVITY FEE	(200)	(100)	(4)	0	0	0	(4)	(98)	
LESS CHEQUE ORDER	(100)	(100)	0	0	0	0	0	0	
<b>SEIZED LIQUOR CONTAINERS</b>	800	1,535	111	0	0	0	111	1,479	
<b>IAWP CONFERENCE (NOTE 3)</b>	0	25,000	0	0	0	0	0	25,000	
<b>OTHER</b>	200	0	0	0	0	0	0	0	
<b>TOTAL REVENUE</b>	353,110	252,401	29,985	0	0	0	29,985	199,718	

	3									
<b>BALANCE FORWARD BEFORE EXPENSES</b>	432,524	679,784	101,457	77,191	77,191	77,191	457,368	627,101		
<b>DISBURSEMENTS</b>										
<b>SPONSORSHIP</b>										
<b>SERVICE</b>										
VARIOUS SPORTS	13,400	7,100	7,057	0	0	0	7,057	25,700		
CPLC & COMMUNITY OUTREACH ASSISTANCE (NOTE 4)	24,800	24,800	0	0	0	0	0	13,708		
UNITED WAY	6,500	0	0	0	0	0	0	7,500		
RACE RELATIONS	20,000	0	0	0	0	0	0	0		
CHIEF CEREMONIAL UNIT	5,400	0	0	0	0	0	0	7,400		
<b>2001 IACP CONFERENCE (NOTE 5)</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50,000</b>		
COPS FOR CANCER	3,000	0	0	0	0	0	0	4,034		
OTHER	27,900	4,000	0	0	0	0	0	71,977		
<b>COMMUNITY</b>										
CARIBANA	9,400	0	0	0	0	0	0	8,000		
YOUTH ADVISORY GROUP	3,300	0	0	0	0	0	0	3,267		
JUNIOR BLUES HOCKEY (NOTE 6)	25,000	5,000	373	0	0	0	373	29,136		
YOUTH BASKETBALL LEAGUE (NOTE 10)	13,000	3,000	3,000	0	0	0	3,000	8,000		
BLACK HISTORY MONTH (NOTE 7)	0	0	4,000	0	0	0	4,000	2,350		
VARIOUS ORGANIZATIONS	24,800	4,000	0	0	0	0	0	37,050		
<b>RECOGNITION OF SERVICE MEMBERS</b>										
<b>AWARDS</b>	<b>100,000</b>	<b>100,000</b>	<b>3,140</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,140</b>	<b>78,020</b>		In order to honor long time employees, the Board is committed
<b>CATERING</b>	<b>22,000</b>	<b>37,333</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,000</b>	<b>31,226</b>		to several award functions during the year. For 2000, a 25 year
										watch ceremony is planned. Initial planning indicates over 400
										members eligible for the award. Other award functions may be required.
<b>RECOGNITION OF CIVILIANS</b>										
<b>AWARDS</b>	<b>5,000</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,967</b>		
<b>CATERING</b>	<b>1,000</b>	<b>1,000</b>	<b>164</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>164</b>	<b>2,492</b>		

<b>RECOGNITION OF BOARD MEMBERS</b>									
<b>AWARDS</b>	3,000	100	0	0	0	0	0	212	
<b>CATERING</b>	0	600	0	0	0	0	0	2,746	
<b>CONFERENCES</b>									
<b>BOARD</b>									
COMMUNITY POLICE LIAISONS COMMITTEE (NOTE 8)	8,000	8,000	0	0	0	0	0	2,846	
INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE	0	4,000	0	0	0	0	0	0	
ONTARIO ASSOCIATION OF POLICE SERVICE BOARDS	0	0	0	0	0	0	0	0	
ONTARIO ASSOCIATION OF CHIEFS OF POLICE	0	0	0	0	0	0	0	0	
CANADIAN ASSOCIATION OF POLICE SERVICE BOARDS	0	0	0	0	0	0	0	0	
CANADIAN ASSOCIATION OF CIVILIAN OVERSIGHT OF									
LAW ENFORCEMENT	0	0	0	0	0	0	0	0	
INT'L ASSOCIATION OF CIVILIAN OVERSIGHT OF									
LAW ENFORCEMENT	0	0	0	0	0	0	0	0	
CANADIAN ASSOCIATION OF CHIEFS OF POLICE	0	0	0	0	0	0	0	0	
OTHER	0	0	0	0	0	0	0	0	
<b>SERVICE</b>									
<b>ONTARIO WOMEN IN LAW ENFORCEMENT- 38TH ANNUAL</b>									
<b>IAWP CONFERENCE (NOTE 3)</b>	0	75,000	0	0	0	0	0	75,000	
OTHER	0	5,484	0	0	0	0	0	5,484	
<b>PROFESSIONAL SERVICES</b>									
TRUE BLUE	0	130,000	0	0	0	0	0	72,966	
ADEQUACY STANDARDS (NOTE 9)	0	0	0	0	0	0	0	0	
OTHER	0	35,300	0	0	0	0	0	0	
<b>DONATIONS</b>									
<b>IN MEMORIAM</b>	400	400	0	0	0	0	0	200	
<b>OTHER</b>	4,000	2,000	2,000	0	0	0	2,000	2,000	
<b>CATERING</b>	0	8,000	1,802	0	0	0	1,802	8,698	

<b>DINNER TICKETS (RETIREMENTS/OTHERS)</b>	11,600	4,000	880	7,830	0	0	8,710	11,805	
<b>OTHER</b>	2,800	1,000	21	0	0	0	21	3,031	
<b>GST REBATE</b>	(6,600)	(6,500)	(170)	0	0	0	(170)	(9,919)	
<b>TOTAL DISBURSEMENTS</b>	377,700	458,617	24,266	0	0	0	32,096	555,629	
<b>SPECIAL FUND BALANCE</b>	54,824	221,167	77,191	77,191	77,191	77,191	425,272	71,472	

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

**#P204. TORONTO POLICE SERVICE – 2000 ANNUAL REPORT**

The Board was in receipt of the following report JUNE 05, 2001 from Julian Fantino, Chief of Police:

Subject: TORONTO POLICE SERVICE - 2000 ANNUAL REPORT

Recommendation:

It is recommended that: the Board receive the 2000 Annual Report.

Background:

Each year, the Toronto Police Service prepares an annual report on activities during the previous year. The report provides highlights relating to Service Priorities, major Service initiatives, and community events. The report also provides brief overviews of personnel, fleet, communications, financial, crime, and public complaint information. More detailed examination of information highlighted in the Annual Report is available in the Environmental Scan and the Annual Statistical Report.

At this time, the 2000 Annual Report is provided for the Board's information, consistent with the requirements of Section 31 of the Adequacy Standards Regulation (Ontario Regulation 3/99). It is recommended that the Board receive the 2000 Annual Report.

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

**The Board received the foregoing.**

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

**#P205. INTEGRATED FIRE & POLICY RADIO COMMUNICATIONS SYSTEM  
– SIX MONTH STATUS REPORT**

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

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

Recommendation:

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

Background:

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

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

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

**The Board received the foregoing.**

## TORONTO STAFF REPORT

June 21, 2001

To: Policy and Finance Committee

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

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

Purpose:

To provide the fifth semi-annual status report on the Integrated Fire and Police Radio Communications System as directed by the Audit Committee at its meeting on May 25, 1999. The first four status reports were tabled in June 1999, December 1999, July 2000 and January 2001.

Funding Sources, Financial Implications and Impact Statement:

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

Recommendations:

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

Council Reference & Background:

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



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

Since the last status report the Radio Communications System Steering Committee has met twice, on March 26<sup>th</sup> and June 5<sup>th</sup>, 2001. The Steering Committee's purpose is to provide executive leadership throughout all stages of the project and is Co-Chaired by Rick Simpson, Toronto Fire Services and Steven Reesor, Toronto Police Service. Other staff on the Committee are John Lock, Toronto Emergency Medical Services and Tom Denes, Works and Emergency Services. Tony Veneziano, representing the City Audit Department, attends all steering committee meetings in an advisory capacity and to ensure any financial or other issues are appropriately addressed.

Comments:

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

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

Phase One of the project is the implementation of the radio communications system in the Central Zone. Toronto Fire Services will upgrade and combine the previous municipalities of Toronto, York and East York to an 800 MHz radio communications system and consolidate three existing communications centres into the new Fire communications centre at 4330 Dufferin Street. Toronto Police Services will convert District 1 and District 5 to 800 MHz trunking systems. The result of a technical radio coverage analysis for the central zone identified a possible reduction of the number of sites required to provide adequate coverage. The final number of sites and subsequent savings will be verified during radio coverage testing after system installation.

Phase Two of the implementation of the radio communications system establishes a North, West and East Zone and networks the four zones together. Toronto Fire Services will upgrade the existing systems in North York, Etobicoke and Scarborough and consolidate the remaining three communications centres into the new main Fire communications centre at 4330 Dufferin Street. Toronto Police Services will convert District 2, 3 and 4 to the 800 MHz trunking system.

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

- The successful implementation of the first phase of the new radio system continued to operate from the 703 Don Mills Rd. Police main and Fire Backup site until North cutover.
- The Police backup dispatch centre and 911 backup centre moved from 40 College Street to it's new location at 4330 Dufferin Street.
- The completion of the Fire main dispatch centre at 4330 Dufferin Street;
- On June 11<sup>th</sup>, 2001 the North sector of the second phase of the integrated radio communications project went live and was a total success in operation and acceptance.
- Also on June 11<sup>th</sup>, the Fire primary dispatch location became operational at 4330 Dufferin Street. All of the former Cities of Toronto, East York, York and North York are now being dispatched from this location.
- Implementation of the new Fire Station alerting system to the North Fire Stations is now operational.
- The completion of the three tower sites in the north sector to accept the new equipment and antenna systems.
- Systems Acceptance and Implementation management.
- Audio quality testing and acceptance of three north sector.
- Coverage testing and analysis of north sector underway.
- Final relocation and installation of Master Site at 4330 Dufferin refined and optimized.
- Completion of the facilities work on the new building at 4330 Dufferin which houses the main Fire dispatch and Police backup dispatch centres.

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

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Our last status report forecasted the north sector going operational on April 25<sup>th</sup>, 2001. Cut over was delayed until June 11<sup>th</sup>, due mainly to our need to abandon one of our proposed north sites in favour of another, which could be developed at a significant cost savings. This delay will also affect our other predicted implementations.

The west sector has been increased from 3 to 4 sites to fill in a coverage shortfall in the south sector. These sites are scheduled to be developed and made operational by August 31<sup>st</sup>, 2001. East sector (5 sites) will be developed and made operational by November 30<sup>th</sup>, 2001. Provisional acceptance of the system is scheduled for December 2001.

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

Conclusions:

We are forecasting that there will be no changes to the final project cost for the radio communications system. Possible savings due to optimization of system performance will allow us to strive to achieve the best cost performance ratio. Implementation and operation of phase one and the first sector of phase two was successful and the phase two completion date is now scheduled for end of year 2001. The "Critical Design Review" milestone, the phase one "Factory Acceptance Milestone" and the phase two "Factory Acceptance Milestone" as well as phase one "Provisional Acceptance Milestone" have all been completed.

Contact Names:

Rick Simpson, Deputy Fire Chief, Staff Services and Communications	(416) 338-9054
Steven Reesor, Deputy Chief, Police Service	(416) 808-8001
Mark Thompson, Manager, Fire Radio Communications Services	(416) 338-9110
Dan Perlstein, Manager, Police Wireless Networks	(416) 808-6905

*Alan F. Speed*

Alan Speed  
Fire Chief, Fire Services

*Barry H. Gutteridge*

Barry H. Gutteridge  
Commissioner, Works and Emergency Services

*Julian Fantino*

Julian Fantino  
Police Chief

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**INTEGRATED RADIO COMMUNICATIONS PROJECT**  
**SCHEDULE SUMMARY**

June 2001

<b>Phase 1: Central Sector</b>	<b>Contract</b>	<b>Actual/Projected</b>
Contract Signing	12/30/98	12/30/98
Factory Acceptance Phase 1	08/27/99	11/10/99
703 Don Mills Rd. Fire Backup Centre Installed		07/04/00
Provisional Acceptance Phase 1 (Fixed Equipment)	12/30/99	11/30/00
Dispatch Centre Training (Begins)		09/05/00
Master Site Final Installation		11/19/00
Fire & Police Phase 1, South sector Operational		11/26/00
<b>Phase 2: North, West &amp; East Sectors</b>		
Factory Acceptance Phase 2	10/05/00	06/15/00
Main Dispatch Centre Ready at 4330 Dufferin		03/01/01
Provisional Acceptance of North		06/11/01
Provisional Acceptance of West		08/31/01
Provisional Acceptance of East		11/30/01
Provisional System Acceptance	03/14/01	12/21/01
System Final Acceptance	06/30/01	03/31/02

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

**#P206. STATUS REPORT ON OCCUPATIONAL HEALTH & SAFETY ACT  
ISSUES**

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

Subject: STATUS REPORT ON OCCUPATIONAL HEALTH AND SAFETY ACT  
ISSUES

Recommendation:

It is recommended that: the Board adopt the following report requesting an extension of the deadline to report on certain health and safety issues to its meeting on September 25, 2001.

Background:

The Board at its meeting on May 24, 2001 (Minute No. P152) was in receipt of a report from Chairman Norman Gardner requesting that the Chief of Police prepare a report for the July 26, 2001 Board meeting to include:

- (a) In consultation with the City of Toronto Legal Department, a brief synopsis of the Board's obligations under the Occupational Health and Safety Act (the Act),
- (b) A comprehensive list of all facilities, activities, equipment and other significant areas where there is a risk of, or an actual breach of, the obligations of the Board, as the employer, to ensure compliance with the Act,
- (c) A priority list of action that the Service will take to achieve compliance with the Act, including target dates for compliance and an assessment of the risk, to the Board, where it is projected that compliance will not be achieved,
- (d) The cost of all required action and, specifically, which items identified in the list requested in item (b) will be dealt with in the revised 2001-2005 capital program,
- (e) The contingency plans that are in place to address potential Ministry of Labour orders to comply with the Act; and
- (f) The number of Ministry of Labour orders issued since the 1995 Nelson Wong report and the status of each.

Discussion

The 1995 Nelson Wong reports referred to in Chairman Gardner's request provide a detailed analysis of the infrastructure and health and safety status of each facility occupied by the Toronto Police Service. The following status update is provided.

Requests have been submitted to the responsible parties to answer items (a) and (f), and replies are still pending.

In order to fairly and accurately to respond to items (b), (c), and part of (d), a detailed physical inspection of each workplace will be required. Each inspection takes approximately one day, and an additional day is required to compile the status report for the facility. Further, the answers to items (d) and (e) are contingent upon the findings of the inspection.

### Conclusion

For the foregoing reasons, it will not be possible to meet the July 26, 2001 timeline. I respectfully request an extension to the meeting of September 25, 2001 in order to allow time to complete this report.

Mr. Frank Chen, Chief Administrative Officer, will be in attendance to respond to any questions the Board may have with respect 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 JULY 20, 2001**

**#P207. ADJUSTMENTS TO THE HUMAN RESOURCES STRATEGY**

The Board was in receipt of the following report JULY 11, 2001 from Julian Fantino, Chief of Police:

Subject: HUMAN RESOURCES STRATEGY

Recommendation:

It is recommended that: the Board approve the adjustments to the target and projected separations and hires of uniform personnel in the Human Resources Strategy, as set out in this report.

Background:

The Board at its meeting on January 25, 2001 (Minute No. P14) adopted the Human Resources Strategy with a uniform staffing target of 5,274 personnel. The present report has been prepared to advise the Board on revisions to the Strategy, based on the following considerations:

- direction by the Board at its meeting on March 22, 2001 (Minute No. P74) to return to the target of 5,261;
- the proposed amalgamation of No. 21 and 22 Divisions, which is expected to reduce the uniform complement;
- an increase in projected uniform separations, and;
- government approval of the phase-out of the OMERS reduced retirement factors

The Human Resources Strategy adopted by the Board in January of this year included a year-end target strength of 5,274 uniform personnel, to take into account the proposed addition of 13 officers for a specialized anti-gang unit. As a result of subsequent budget deliberations however, the Board directed in March that the target be returned to its previous level of 5,261. This target has now been reviewed again, in consideration of the proposed amalgamation of No. 21 and 22 Divisions. That study, which is the subject of a separate report to the Board, indicates that the amalgamation will reduce our uniform requirement by 19 officers, and accordingly, the target for year-end 2001 on the attached chart has been set at 5,242 (Appendix 'A'). For the purposes of this report, this target has been maintained for the balance of the Strategy period, with the understanding that it may be revised for 2002 and later years to address such issues as the staffing needs for the new No. 43 Division, and other staffing needs as identified in the operating budget process.

The passage of time since the beginning of the year has also enabled us to consider adjustments to our projected separations and hires, in light of our actual experience and the government's recent approval of the phasing out of the reduced OMERS factors. Separations for the first half of the year have been significantly higher than projected, reaching a total of 251 as compared to the estimated number of 172. A higher number of resignations for this period over last year, and a strong uptake by those who became newly eligible for the 75 Factor program, appear to be chiefly responsible for this outcome. The latter trend may now be moderated by the government's acceptance of OMERS' plan to phase out the reduced retirement factors, rather than close the program this year. A copy of the correspondence making this announcement is attached as Appendix 'D'. Essentially, this decision means that those who became qualified this year will continue to qualify over the next three years, which should have the effect of levelling out the pace of retirements. This assumption has been built into the separations projected in Appendix 'A', which now total 400 for 2001, as compared to the original projection of 300. It is also an increase from a preliminary revision to 360, as noted in the Budget Variance report to the Board at its meeting on June 21, 2001 (Minute No. P181).

The foregoing changes to the target strength and separations also led to a review of our planned hiring for this year. As noted in the report on the amalgamation of No. 21 and 22 Divisions, the reduction to the target was expected to result in a reduction to the August and December recruit classes. However, the savings from our increased separations have provided the funding to maintain the August class at the maximum allocation (125) normally allowed for our Service by the Ontario Police College and at 120 for the December class. This hiring, plus an estimated 10 lateral entries, will bring us to a year end strength slightly below the 5,242 target, not including the December class which is hired in late in the month for the January, 2002 Aylmer intake.

For the Board's information, of the 114 hires to date, based on the voluntary survey forms returned, 64% were white, 14% were racial minorities, 3% were aboriginal, and the balance chose to be "non-respondents". Of the total, 88% were male and 12% were female. With regard to separations during the first half of this year, 96% were white, and 4% were racial minorities. Twenty-one females left the Service, 3 through retirement and 18 through resignation. The reasons for female resignations included pursuit of other employment or joining another service, family care, and personal reasons. Detailed composition figures on these hires and separations are contained in Appendices 'B' and 'C' attached.

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

**The Board approved the foregoing.**



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TORONTO POLICE SERVICES BOARD HELD ON JULY 20, 2001**

**#P208. OMERS CONSULTATION PAPER – AUTONOMY OPTIONS**

The Board was in receipt of the following report JULY 12, 2001 from Norman Gardner, Chairman:

Subject: OMERS CONSULTATION PAPER - AUTONOMY OPTIONS

Recommendation:

It is recommended that:

- (a) the Board adopt the “Model 1 – Status Quo” option as its submission with regard to OMERS Autonomy Options, and;
- (b) the Board authorize the Chairman to submit a brief to OMERS in support of this position.

Background:

This report is in regard to a document that has been issued by the OMERS Board entitled: “Forging a New Relationship with Government: A Consultation Paper on OMERS Autonomy Options” (March, 2001). A copy of this paper has been forwarded to the Board under separate cover. OMERS is seeking input from interested stakeholders on a number of proposed alternatives for governance of the plan, and has requested responses by September 14, 2001. They have indicated that as part of their review, they will facilitate a subsequent session for employers sometime in November. The purpose of this report is to provide a brief overview of the options contained in the Consultation Paper, together with a recommendation that the Board support the “Model 1 – Status Quo” option. Should the Board concur, it is requested that the Board authorize the Chairman to submit a fuller brief to OMERS in support of this position.

Attached for this discussion is a letter (August 31, 2000) from the Hon. Tony Clement, Minister of Municipal Affairs and Housing, setting out certain principles and conditions that any proposed model of plan governance would have to meet to receive government approval.

Currently the OMERS plan is managed by a 13 member board, appointed by the Provincial Government. Six members represent employers, six (including one retiree) represent plan members, and one member represents the Government. The major responsibilities involved in operating the plan are divided as follows:

- the OMERS board is responsible for the administration and management of the plan, and the management of its investments

- the Government is responsible for appointing the members of the OMERS board, and for approving the plan design and benefit changes

The thrust of the consultation paper appears to be that the current structure does not allow the OMERS board or senior management sufficient flexibility to design and implement plan changes to anticipate and address organizational and performance concerns. The proposed alternatives would essentially reduce or eliminate the Government's role by making either one or two entities, a "board" and a "sponsors committee", responsible for the plan and the appointment of their own members. The paper acknowledges that not all the models discussed would meet the conditions set by the government with respect to general plan governance, allocation of surplus, the provision of permanent benefit improvements, limits on employer contributions, and employer choice.

The options outlined in the consultation paper have now been the subject of a review, including input from Mr. Steven Moate. Mr. Moate is a partner and Director of Research at Hicks Morley and has extensive experience advising on pension matters. He has provided legal advice on the OMERS Autonomy Options consultation paper which is provided to the Board in a separate report contained on the confidential agenda. The primary focus for the Board in determining its response should be on whether, from its perspective as an employer, the current structure is functioning satisfactorily with respect to the economic performance of the plan, the cost to the taxpayers, service to plan members, and responsiveness to new issues as they arise.

It is clear that the current structure is operating in a satisfactory manner on these dimensions, with possible exception that the Board is not always able to respond to new issues in a timely manner. An example of this concern includes the lengthy wait for Government approval of the reduced factor phase out plan. The review of the other options raises similar concerns with respect to potential internal division over issues of plan design and amendment, and greater risk of exposure for the taxpayer. In summary, it appears that there is no compelling reason to change the governing structure of OMERS at this time, given the standard of protection it affords for the interests of both the taxpayers and its public employer members.

Accordingly, it is recommended that the Board support Model 1 – the Status Quo in its response to OMERS. We have been advised by Mr. Rob MacInnis, Executive Director of the Ontario Association of Police Services Boards, that their Board will be dealing with this matter at its meeting in September, at which time they will be participating in a presentation from the OMERS Board to make a determination on what model to support. We will be advising the OAPSB of our position for their meeting.

**The Board deferred consideration of the foregoing matter to its August 30, 2001 meeting.**

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TORONTO POLICE SERVICES BOARD HELD ON JULY 20, 2001**

**#P209. PAYMENT OF EXPENSES INCURRED BY PERSONNEL ATTENDING  
THE ANNUAL PEOPLESOFT CONFERENCE**

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

Subject: PAYMENT OF EXPENSES INCURRED BY PERSONNEL ATTENDING THE  
ANNUAL PEOPLESOFT CONFERENCE

Recommendation:

It is recommended that: the Board approve the request for the following members to attend the annual PeopleSoft Conference.

Background:

Members: William Gibson (89922) Director, Human Resources  
Christine Bortkiewicz (86403) Manager, Human Resources  
Ann-Marie Henry (88440) Assistant Manager, Financial Management

Conference: PeopleSoft 2001 Conference Americas  
Atlanta, Georgia

Date: August 26, 2001 to August 30, 2001

Approximate cost: \$5,000 per person

The PeopleSoft Human Resources System is utilized by the Service to administer Human Resources, Payroll and Benefits processes. The attendance of the above members will support the 2001 release upgrade for PeopleSoft and will provide valuable information and insight to new tools and expanding technology which will assist in the development of the Human Resources System.

The focus of the 2001 PeopleSoft Conference is on new tools and technology changes as well as best upgrade approaches to assist with the implementation of Version 8 release to be implemented in the first quarter of 2002. The conference is structured to include various industries (human resources, financials, time and attendance) to facilitate all aspects of an organization for the development of innovative business solutions and industry best practices.

The combination of a series of presentations, learning seminars and open forums will provide an ideal opportunity to observe new business and development strategies as well as new product functionality. The attendees will also examine new and future products, tools and technologies offered by PeopleSoft and their partners at the extensive vendor display. The conference also provides an invaluable opportunity to network with other professionals using PeopleSoft products in a common industry, to share product issues, re-engineering techniques and common upgrade practices.

It would be very beneficial for the Service and the practitioners from both Payroll Services and Human Resources to attend this conference as they will be attending different sessions related to their areas of responsibility. Funding is available in the respective units' budgets, and Frank Chen, Chief Administrative Officer – Corporate Support Command, has confirmed the availability of the required funds.

It is therefore requested that the Board support the application for William Gibson, Christine Bortkiewicz, and Ann-Marie Henry to attend the conference outlined herein, with a view of enhancing the skills of the users, the development of the product, and the betterment of the Service as a whole.

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

**The Board approved the foregoing.**

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TORONTO POLICE SERVICES BOARD HELD ON JULY 20, 2001**

**#P210.           DETAILS OF OVER-SPENDING ON NON-SALARY ACCOUNTS IN 2000**

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

Subject:           DETAILS ON OVER-SPENDING ON NON-SALARY ACCOUNTS IN 2000

Recommendation:

It is recommended that:

- (1) the Board receive this report; and
- (2) the Board forward this report to the City's Policy and Finance Committee for information.

Background:

At its meeting on May 17, 2001 the City's Policy and Finance Committee considered a report from the CFO and Treasurer with respect to year 2000 expenditure and revenue variances. In considering that report, the Committee requested the Police Services Board to provide details on the overspending on other non-salary expenditures. This report is the Service's response to that request.

The "2000 Final Operating Budget Variance Report" (BM# P38/2001 refers) projected a net savings of \$0.5M. Details of the surplus are as follows:

SALARIES AND BENEFITS

Total savings in the salary and benefit accounts was \$1.6M for 2000.

Salary savings of \$4.2M were attributed to an increase in the number of separations (there was a total of 273 separations, compared to the original budget estimate of 243 separations for the year). In addition, these separations occurred earlier than anticipated during the year, which resulted in higher savings.

Total salary savings were offset by a small over-expenditure in premium pay (\$0.3M) as well as a significant over-expenditure in medical and dental claims, and related administrative costs (\$2.3M). The major component of the increase in claims was orthopaedics. These unfavourable variances were accommodated within TPS' budget as a result of the salary savings indicated above.

## NON-SALARY ACCOUNTS

Non-salary accounts were overspent by a net total of \$1.1M. The most significant over-expenditures were related to:

- Consulting fees relating to arbitrations resulted in an over-expenditure of \$0.3M;
- Legal indemnification costs (legal costs incurred by the Service on behalf of its members) were \$0.9M higher than budgeted for; and
- The price of gasoline increased beyond what was anticipated when the budget was developed (resulting in an over-expenditure of \$0.5M).

These over-expenditures were somewhat offset by under-expenditures in other non-salary accounts, such as a favourable variance in vehicle parts (this account was under-spent by \$0.3M) as well as other net favourable variances of \$0.3M.

Although costs surpassed the budget amount, savings in the salary accounts were enough to offset these budget pressures, leaving a \$500,000 surplus for the year. The “2000 Final Operating Budget Variance Report” recommended that this \$0.5M surplus be contributed to the City Vehicle and Equipment Replacement Reserve.

## SUMMARY

The year-end Service operating surplus for 2000 was \$0.5M, resulting from \$1.6M savings in salaries, premium pay and benefits, offset by \$1.1M over-expenditures in non-salary accounts. The surplus of \$0.5M was contributed to the City Vehicle and Equipment Replacement Reserve.

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

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

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

**#P211. 2001 OPERATING BUDGET VARIANCE REPORT – AS AT MAY 31, 2001**

The Board was in receipt of the following report JULY 11, 2001 from Julian Fantino, Chief of Police:

Subject: 2001 OPERATING BUDGET VARIANCE REPORT AS AT MAY 31, 2001

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 and City Policy & Finance Committee.

Background:

Toronto City Council, at its meeting of April 24, 2001, approved the Toronto Police Service (TPS) Operating Budget at a net amount of \$573.8 Million (M), an increase of 3% over the 2000 Net Operating Budget. The approved budget did not include a potential funding requirement of \$7.9 M for increased costs for benefits. However, the Service does have the opportunity to draw from the City's Reserves to accommodate any benefit expenditure increases up to \$7.9M.

2001 Operating Budget Variance

As at May 31, 2001 the Service is projecting a year-end shortfall of \$4.3M. Details of this variance are provided below.

SALARIES (Including Premium Pay)

A savings of \$1.9 M is projected for salaries, including premium pay. This savings is attributed to a higher-than-anticipated number of uniform separations occurring earlier than originally anticipated. As at May 31, 2001, a total of 360 separations were projected for 2001 (this compares to the original budget estimate of 300). This is due mainly to members who are newly eligible for OMERS 75 factor leaving at a higher rate than last year and partially to an increase in resignations. As at May 31, 2001 there were 209 separations compared to 140 at the same point in time last year. The Service continues to evaluate staffing data, and future variance reports will continue to identify staffing trends, and their impact on the Service's expenditures.

## BENEFITS

Current projections indicate that benefits will be overspent by \$6.3 M (which is \$1.6 M less than the original requested budget increase of \$7.9 M). The over-expenditure is comprised of \$4.9 M for medical/dental costs, \$1.2 M for Canada Pension Plan (CPP) costs and \$0.2 M for Workplace Safety Insurance Board (WSIB) costs. Medical, dental and related administrative costs have continued to increase significantly since 1999 as a result of increased numbers of drug claims, orthopedics, vision care, and psychologist and chiropractor fees. The major contribution of these is orthopedics. WSIB costs are up due to an increase in the WSIB administrative fee from 24% to 31.73%. CPP costs are up due to a 13.2% increase in the required contribution rate over 2000. The Service continues to monitor all benefit costs, as well as Clarica's administration of the benefits contract.

## NON-SALARY ACCOUNTS

Although the Service has reprioritized expenditures within the existing non-salary account budgets, a minimal under-expenditure of \$0.1 M is projected for this category. Expenditures for costs related to World Youth Days, the Finance Ministers' Conference, as well as required technology infrastructure expenditures have been offset by various increases in revenues.

## SUMMARY

The Service continues to monitor and control expenditures to reduce the projected shortfall of \$4.3M and is committed to delivering an effective and efficient policing operation within the approved funding level where possible. It is therefore recommended that the May 31, 2001 Operating Budget Variance report be received and that the Board forward a copy of this report to the City Chief Financial Officer & Treasurer and City Policy & Finance Committee.

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 a copy to the City of Toronto Acting Chief Financial Officer & Treasurer and Policy & Finance Committee for information.**



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

**#P212.           LETTERS TO THE PREMIER & MINISTER OF JUSTICE**

The Board was in receipt of a copy of Board Minute No. P138/01 from the meeting of the Toronto Police Services Board held on May 24, 2001 and copies of letters, both dated June 18, 2001, from Chairman Norman Gardner to The Honourable Michael Harris, Premier of Ontario, and The Honourable A. Anne McLellan, Minister of Justice and Attorney General of Canada, regarding high risk offenders.

**The foregoing were withdrawn at the request of Chairman Gardner**

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

**#P213. METRO TORONTO HOUSING CORPORATION**

The Board was in receipt of the attached letter JULY 16, 2001 from Gordon Chong, Chair, Metro Toronto Housing Corporation, regarding increasing violence in public housing communities in Toronto.

Dr. Chong was in attendance and made a deputation to the Board about the need for increased police presence in Regent Park and other MTHC communities. Dr. Chong advised the Board that S/Supt. Bill Blair, Central Field Command, had told him the Service was considering the establishment of a pilot project where four officers would be permanently assigned to Regent Park.

The Board received the attached correspondence and the deputation by Dr. Chong.

**Metro Toronto  
Housing Corporation**

365 Bloor Street East  
15<sup>th</sup> Floor  
Toronto ON M4W 3L4

**Société de logement de la  
communauté urbaine de Toronto**

365, rue Bloor est  
15<sup>e</sup> étage  
Toronto ON M4W 3L4



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## MEMORANDUM

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**DATE:** July 16, 2001

**TO:** Mr. Norm Gardner, Chairman  
Toronto Police Services Board

**FROM:** Gordon Chong  
Chair, MTHC

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As Chair of MTHC, I hereby request the opportunity to make a deputation to the next meeting of the Police Services Board on July 20, 2001.

I would like to address the Board on the issues of:

- increasing violence in public housing communities
- the need for a visible, sustained and permanent police presence
- MTHC's commitment to supporting and participating in the special task force being proposed by Chief Fantino
- proposing a conference or symposium involving community organizations, local police, and senior levels of government and MTHC staff, with particular focus on the drug problem

I would request that the normal notice period for deputations be waived, given that the date for the July meeting has been changed.

Thank you.

A handwritten signature in black ink, appearing to read "Gordon Chong", is written over a horizontal line.

Gordon Chong

Cc: TPS Board Members, The Toronto Star, The Toronto Sun, The Globe & Mail, National Post, CBC, CFRB, CTV, Global Television, City TV, Ming Pao, Fairchild TV

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

**#P214.       ADJOURNMENT**

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Norman Gardner  
Chairman

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