

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

PRESENT:

Norman Gardner, Chairman
A. Milliken Heisey, Q.C., Member
Mayor Mel Lastman, Member
Allan Leach, Member
Emilia Valentini, Member

ALSO PRESENT:

Julian Fantino, Chief of Police
H.W.O. Doyle, Solicitor, City of Toronto
Deirdre Williams, Board Administrator

- #P215.** The Minutes of the Meeting held on **JULY 20, 2001** were approved with the exception of Minute No. P200/01 which was amended by removing reference to the charitable tax receipts.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 30, 2001**

**#P216. EXTENSION OF APPOINTMENT - BOARD MEMBER EMILIA
VALENTINI**

The Board was in receipt of the attached report AUGUST 07, 2001 from The Honourable David Turnbull, Solicitor General, regarding the extended appointment of Board Member Emilia Valentini.

The Board received the foregoing.

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Solicitor General

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AUG 07 2001

Ms Emilia Valentini



Dear Ms Valentini:

As you are aware, you were appointed to the Toronto Police Services Board until July 31, 2001. I believe your experience has been an asset to the Board.

As the Lieutenant Governor has not yet had an opportunity to make another appointment to the Board, pursuant to subsection 27(10) of the Police Services Act, I appoint you to the Toronto Police Services Board until October 31, 2001, or such time as another provincial appointment to the Board can be made.

I would like to take this opportunity to thank you for your continued and valuable service to the Toronto Police Services Board.

Yours truly,

David Turnbull
Solicitor General

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**#P217. INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE
CONFERENCE**

The Board was in receipt of the attached report AUGUST 8, 2001 from Douglas Fyfe, President & Chief Executive Officer, Tourism Toronto, regarding the International Association of Chiefs of Police Conference that will take place in Toronto in October 2001.

Mr. Fyfe and Insp. Mike Sale, IACP Conference Chairman, were in attendance and discussed details about this conference with the Board.

The Board received the foregoing.

TORONTO

▲ The world within a city.

August 8, 2001

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

Dear Mr. Gardner:

Re: 108th Annual Conference - International Association of Chiefs of Police

Thank you for permitting me to address members of the Toronto Police Services Board at your meeting of Thursday, August 30, 2001. At that time, a mere eight weeks will remain before the arrival of 15,000 members of the International Association of Chiefs of Police (IACP) for their annual conference. This magnificent event could not take place without the support and participation of the Toronto Police Service and the Toronto Police Services Board, working in co-operation with Toronto's convention and tourism industry.

I'm looking forward to telling you about the significant impact this conference will have on Toronto's economy and the extent to which the Toronto Police Service contributes to our city's worldwide reputation as a desirable destination. Our industry could not flourish without this good reputation and this good reputation would not be possible without the efforts of the Toronto Police Service.

We understand the demands placed upon the Toronto Police Service every day and we appreciate the sacrifices made when undertaking a function as enormous as the IACP Conference. This important investment of police resources has a positive impact on the quality of life in our city. I'd be pleased to elaborate further when I see you on the 30th.

Yours truly,



Douglas Ryfe
President and CEO
Tourism Toronto

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TORONTO CONVENTION
& VISITORS ASSOCIATION

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 30, 2001**

#P218. OUTSTANDING REPORT - PUBLIC

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

Subject: OUTSTANDING REPORTS - PUBLIC

Recommendations:

It is recommended that:

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

Background:

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

Chairman Gardner noted that Chief Fantino submitted the outstanding report subsequent to the preparation of the abovenoted report and that it will be placed on the September 25, 2001 meeting agenda for consideration.

The Board received the foregoing.

Report that was expected for the August 30, 2001 meeting

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
#P111/01 #P174/01	Framework – Governance & Business Plan 2002 – 2004 <ul style="list-style-type: none"> <u>Issue:</u> to submit a report to the Board for approval proposing the policing priorities for 2002 – 2004 	Report Due: June 21/01 Extension Reqs'd: June 21/01 Extension Granted: Yes, June 21/01 Revised Due Date: Aug. 30/01 Status:	Chief of Police

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 30, 2001**

**#P219. RECOMMENDATIONS OF THE TORONTO POLICE SERVICES
YOUTH ADVISORY GROUP & THE YOUTH & POLICE ACTION
COMMITTEE**

The Board was in receipt of the following report JULY 30, 2001 from Norman Gardner, Chairman:

Subject: RECOMMENDATIONS OF THE TORONTO POLICE SERVICES YOUTH
ADVISORY GROUP AND THE YOUTH & POLICE ACTION COMMITTEE

Recommendation:

It is recommended that:

1. The Chief update the Board on the progress of the Service in implementing the recommendations of both the Toronto Police Services Youth Advisory Group and the Youth and Police Action Committee; and,
2. The Board forward the Chief's update to the City of Toronto Youth Cabinet and all City Councillors for their information.

Background:

At its meeting on May 20, 1999 the Board received a report from the Toronto Police Services Board Youth Advisory Group, chaired by Councillor Sherene Shaw. The report included 15 recommendations and a motion that the Service review and respond to the recommendations (Min. 249/99 refers).

In August 1999, the Youth and Police Action Committee was formed with the participation of Councillor Olivia Chow and then Board Member Sandy Adelson. In March 2000, the Youth and Police Action Committee forwarded to the Board a report containing a further 17 recommendations with respect to police-youth relations (Min. 122/00 refers).

On August 31, 2000 the Board considered a report from the Chief responding to all 32 police-youth recommendations. The Board received the report (Min.392/00 attached). In addition to many recommendations that were fully implemented, the Chief's response indicated a number of recommendations where implementation was on-going and the report indicated a number of target completion dates. There has been no further update on the status of these recommendations since August of last year.

The Board initiated these two committees as part of its commitment to youth-police relations and to community-oriented policing. Given that the Board has approved the prevention of “Youth Violence and Victimization of Youth” as a priority for the Service in 2001, it is important the Board and the community are updated on the progress of the Service in implementing the recommendations of both the Youth and Police Action Committee and the Toronto Police Services Board Youth Advisory Group. I therefore recommend that the Chief provide an implementation update to the Board and that it be forwarded to City Councillors and the Toronto Youth Cabinet for their information.

The Board approved the foregoing.

ATTACHMENT

**THIS IS AN EXTRACT FROM THE MINUTES OF THE MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 31, 2000**

**#392 RESPONSE TO RECOMMENDATIONS OF THE TORONTO POLICE
SERVICES YOUTH ADVISORY GROUP AND THE YOUTH & POLICE
ACTION COMMITTEE**

The Board was in receipt of the following report JULY 13, 2000 from Julian Fantino, Chief of Police:

Subject: Response to Recommendations of Toronto Police Services Youth Advisory
Group and the Youth and Police Action Committee

Recommendation:

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

Background:

The Board, at its meeting on May 20, 1999, received a report from the Toronto Police Services Board Youth Advisory Group, chaired by Councillor Sherene Shaw. The report contained fifteen recommendations by the committee and the Service was asked to respond (Board Minute 249/99 refers). At the November 22, 1999 meeting, the Board received a report from the Chief asking for a four-month extension for submission of the response (Board Minute 481/99 refers).

In August 1999, Councillor Olivia Chow and Board member Sandy Adelson formed a group called the Youth and Police Action Committee. At the Board's March 2000 meeting, this group tabled a report containing seventeen recommendations (Board Minute 122/2000 refers). Appended to this Board Minute was a secondary recommendation that the Service provide a response to both the Youth Advisory Group report and the Youth and Police Action Committee report.

This report provides the Service's response to both reports.

Toronto Police Services Board Youth Advisory Group

SUMMARY OF RECOMMENDATIONS:

IMPROVE FORMAL AND INFORMAL COMMUNICATION AND INTERACTION BETWEEN POLICE AND YOUTH

- 1. Improve informal interaction between police and individuals/groups of young people in public places. The development of a policy with a specific set of guidelines for officers to follow when approaching and interacting with youth.**

Response:

The Service agrees that improvements can be made in the interaction between youth and police. Many positive initiatives to improve this relationship have been undertaken by the Service over the past several years including conferences, seminars, sensitivity training and reinforcement of standards of professional conduct. The interaction that occurs between police and youth varies according to the circumstances that give rise to the interaction. To set out guidelines for police that would cover all or even most issues that might arise is an extremely difficult, if not impossible task. Relationships are improved by mutual understanding and co-operation between the parties involved. Everyone involved must take some responsibility for improved conditions.

- 2. Improve informal communications between police and youth. Each Division be encouraged to increase foot and bicycle patrol officers and community policing initiatives to ensure increased positive interaction with youth.**

Response:

The use of foot and bicycle patrols is an effective and positive community policing activity. This type of patrol activity is also very labour intensive and consumes human resources. The use of foot and bicycle officers is a deployment issue that is decided, generally, at the discretion of the local Unit Commander based on, among other things, availability of resources and the needs of the community. Balancing and prioritising the requirements in each of our 17 Divisions is the Unit Commander's responsibility. At this point, human resources at the Divisional level are already maximized.

Each of the 17 Divisions has developed a variety of initiatives over the years. The development of these initiatives is a work in progress: initiatives that work are retained, those that don't work are discarded and new ones are developed to take their place. The Environmental Scan, a yearly report produced by Corporate Planning, captures many of these initiatives, numbering in the hundreds.

The Divisions are encouraged, through existing practices to maximise the contact with the community. This contact is at the heart of community policing.

3. Allocate more time for officers to 'drop in' to community locations where youth congregate for informal positive interaction.

Response:

As previously mentioned, the critical issue of human resources within the Service to staff activities such as 'drop ins' is at a crossroads. Divisional CRU officers are empowered to attend various locations within their Division where youth congregate and engage in constructive and positive dialogue and problem-solving. The ability of other Divisional officers to "drop in" to community locations where youth congregate is driven primarily by calls for service. Policing, to a large degree, is not a scheduled event. The Service is not in a position to guarantee that certain officers would always be available at specified times for these types of programs.

4. Increase the amount of time allocated for new recruits to spend in local and youth communities where they can maximize informal interaction in order to become better acquainted with the dynamics and diversity of our city and to develop a mutual respect.

Response:

New recruits spend almost nine months receiving training in a classroom setting coupled with training in the field before being assigned to a Unit. Once they are sent to a Division, the training does not stop. Recruits continue to learn from the experienced officers they are assigned to in the field. There is ample opportunity for new officers to familiarize themselves with the dynamics of our city. Increasingly, our recruits are becoming more reflective of the diversity of Toronto. A majority of our new officers come from southern Ontario. Through personal experiences in their own communities, they have much more comprehensive knowledge of issues around diversity than was previously the case. To extend the current training period would not serve a useful purpose.

5. Increase and expand the variety and number of youth programs offered by the Police Service to the diverse youth communities of our city, for example, discussion groups, sports, basketball, cricket, soccer, music, drama, dance, etc.

Response:

Members of the service are already involved in some of these types of activities. Many officers volunteer personal time to take part in community activities in Toronto. That we are able to do this at all is a reassuring sign because it says that we care about our communities. At the same time, it must be recognized that many of our officers do not live in Toronto and have commitments in their private lives that must be respected. I also note that many officers commit significant amounts of time to being good role models in their home communities through involvement with coaching minor sports, Scouting/Guiding, Service Clubs and other similar

endeavours. I stress that the voluntary donation of an officers time is a personal decision based on the officers personal situation.

There is little doubt that the provision of alternatives to criminal activity results in lower crime rates. The Youth Violence Task Force found that youth criminal activity escalated during those unstructured, after-school hours where no alternative activities are available. It is clear that the police service can not do everything, that other agencies and community members must assist and acknowledge their role in making Toronto a safe community.

Running the types of programs envisioned by this recommendation is not part of our core business. There are many agencies in the community that are equipped to design and run drop in programs. The Service is happy to support programs such as these on the understanding that responding to calls for service and dealing with our core functions come first. The Service's role is to support these programs, not necessarily run them.

- 6. Development of an "Annual Youth Conference" to be hosted by the Toronto Police Services Board and the Police Service. Topics to be discussed will include youth opinions about policing in the city of Toronto, and how police policies and procedures should be structured towards youth. The conference will also include discussion groups that focus on role-reversal exercises and friendly competition, etc.**

Response:

The Service agrees that a conference involving youth is a positive concept. The Community Policing Support Unit is currently working on such a conference to be held in the spring of 2001. The format is not exactly as described in the recommendation but will build on previous success the Service has had in running this type of conference. **Target for completion - 2001.04.30.**

- 7. Increase the number of police sessions held at local schools and community centres, discussing information on policing issues, such as safety, youth programs, etc. Alternately, increase the number of days per year local police stations 'open its doors' to youth. This is recommended to facilitate increased community outreach specifically to the youth community.**

Response:

Members of the Service already spend a significant amount of time in the schools in our community teaching safety and other subjects. The Service also allows tours of our facilities when requested by groups. There are limitations on how many people can attend at a time and some areas of stations are not accessible by members of the public at certain times (i.e. - the cells when there are prisoners in them). We are also limited by availability of personnel to conduct the tours. This activity is lower in priority than, for example, responding to calls for service, or completing investigations. Individuals or groups that are interested in availing

themselves of the opportunity of taking a tour are always welcome, within reasonable parameters.

GREATER ACCESS BY YOUTH TO POLICING INFORMATION AND POLICIES

- 8. Greater access by youth to policing information and policies, by the development of new 'youth-focused' communication materials so that young people will be able to readily access information regarding policing policies and processes.**

Response:

The internet has become the media of choice for corporations to disseminate information. The Service and the Police Services Board currently have internet websites that contain a large volume of information. The Service has spent considerable effort in designing the site to make information readily available. This site is constantly being redesigned and updated to reflect current information. The Board's policies are contained in the minutes of Board meetings and these are available on the Board's website. The Service also provides information in the form of pamphlets on a wide variety of topics.

The Service has not experienced a high demand for this type of information by youth, but it is available.

- 9. A specific brochure be developed that is youth-focused which explains youth rights and how to file a complaint. The brochure to be made easily available at all local police stations, and other city locations such as schools, libraries and community centres, and to be targeted to those in the age group of 12 to 25 years.**

Response:

This recommendation has been undertaken by the Youth Cabinet and is in place.

- 10. Develop a 'police-youth hotline' as an alternative avenue for young people to utilize when they have concerns and require more information regarding policing policies and procedures.**

Response:

There are a number of hotlines that are specifically setup for youth by organisations that deal with specific issues (i.e. - suicide, etc.). The Service supports these hotlines as they serve a valuable purpose. The Service has used hotlines as well, usually in investigative matters. Hotlines, in any organisation, are usually reserved for high priority issues. The provision of routine information is not a high priority.

11. A regular mechanism be established for youth to dialogue with Board members and to access information through a joint Toronto Police Services Board and Police Service Youth Advisory Committee. The Committee will report to the Toronto Police Services Board, so young people can participate as vital stakeholders in the decision-making process of the developing and the formulation of police policy.

Response:

The Service is currently reviewing the entire consultative process including involvement of youth. A report is due at the beginning of June and will be reviewed over the summer. It is anticipated that as a result of the review, the youth voice will be present in all areas of consultation. Having said this, the recommendation, as it is written, could be implemented by the Police Services Board on its own. Although the Service does not agree that this committee should be established as described, if the intention of the recommendation is to make this committee a sub-committee of the Board, the Service has no say in the matter.

The majority of issues of interest to youth do not necessarily relate to policy. The issues that are raised time after time are operational in nature.

12. Establish a “Police Youth Ombudsman’s Office”, where the youth of the City of Toronto can obtain information from an impartial source regarding policing issues, and provide their valuable feedback and opinions about policing in our city. This office to report directly to the Toronto Police Services Board.

Response:

The usual role of an ombudsman is to act as a mediator between parties that can not agree on an issue. In some cases, ombudsmen investigate allegations of unfair treatment where no resolution was arrived at. The description of the purpose detailed in the recommendation appears to be more of an information dissemination function. The Service would object to the establishment of another oversight process whose sole purpose would be to provide impartial information on policing issues. I question the necessity of the Service establishing such a position within our existing structure. Members of the Service freely involve themselves in discussions on issues around policing continually.

A review of the consultative process is underway and will soon be completed. It is anticipated that as a result of the review, the youth of Toronto will have a voice at every level of our process. The process will elicit youth involvement in a number of ways.

Finally, the Police Service can not create an office that reports to the Board. It would be the Board's responsibility to create such a body.

EXPAND POLICE AWARENESS OF YOUTH ATTITUDES AND SENSITIVITY

13. Expand police awareness of youth attitudes and sensitivity. Develop and implement improved training sessions for officers and new recruits with regard to youth attitudes, community values, and positive communication skills when dealing with young people, and with members of the diverse ethno-racial and multi-lingual communities that Toronto is comprised of.

Response:

Service members receive a wide array of training in communications, diversity and cultural sensitivity throughout their careers and especially during recruit training. Our members deal with youth daily. The issues raised in this recommendation apply not only to youth but to all components of the community. Our officers need to apply these skills in every contact they have with members of the public. Awareness of attitudes and sensitivity is a two way street.

14. A new policy be developed to increase youth employment within the Toronto Police Service by increasing available opportunity for youth through volunteer and paid work programs in police stations and facilities.

Response:

The Community Policing Support Unit researched a pilot project to employ 2 youth in each of the 17 Divisions to remove graffiti over the summer this year. Funding for this project was applied for through Human Resources Development-Canada, however this funding request was subsequently denied. The Community Policing Support Unit will continue to explore other sources of funding for this project and other similar ones.

The Service has an adult and youth volunteer program in place. Due to the nature of the police workplace, the types of activities youth are able to undertake are somewhat limited. However, youth are used in a voluntary capacity to staff displays at malls and to disseminate information or pamphlets.

The Service also supports co-operative learning at the secondary school and university level through our co-op program. Students are placed in a variety of functions across the Service for semester-long periods.

As mentioned earlier, due to the nature of policework and the confidentiality required, it is difficult to allow unrestricted access to all our police facilities to volunteers whether they are youth or adult. The Service imposes reasonable security restrictions on people who have access to confidential information. In certain circumstances, the Service is obligated by third parties to require fingerprinting and oaths of secrecy (as in the case of C.P.I.C.).

15. Develop a new ‘police mentoring initiative’ for our city’s youth to provide increased opportunity focusing on life skills (i.e. communication, interpersonal skills, civic involvement, personal development.)

Response:

See response to recommendation #12 of the Youth and Police Action Committee below.

RECOMMENDATIONS OF THE YOUTH AND POLICE ACTION COMMITTEE

Toronto Police Service – Expansion:

- 1. The current Toronto Police Service “Policing and Diversity” course, and specifically its youth component should:**

Continue to be implemented in conjunction with the Toronto District School Board;

Response:

This is a component of the training that was initiated when Training and Education began the police and diversity program. The Training and Education Unit continues to train with this module and has no plans to discontinue.

Include the involvement of youth in both the preparation and delivery of the course;

Response:

This module has students from across the city attend and participate, with members of the Service, in an information gathering exercise. The purpose of which is to allow students to have input into the exercise and ask their own questions. In essence the students set up their own agendas. This course deals with many different communities other than students and it would be inappropriate for them to influence the course direction for messages that these other communities want to convey.

Address issues related to racism;

Response:

The course has an existing component that deals with racism and has had since its inception. The Service’s Human Rights Co-ordinator provides direction on racism and other Ontario Human Rights Code issues. In addition to this component, youth

participating in the course can address racism or any other issue affecting them during their allotted time.

Expand to meet the growing needs of both the Toronto Police Service, its officers, as well as the youth of Toronto. This expansion would entail more staffing and additional resources culminating in an increased number of sessions delivered each year; and

Response:

Training and Education staffing for diversity training has increased this year from 2 to 3 persons. The College will operate 26 diversity classes for civilian and police members. This represents an increase over previous years.

The youth component of the “diversity training” course should involve City of Toronto Parks and Recreation (community centres), youth detention facilities, as well as youth courts.

Response:

Training and Education staff in co-operation with the Toronto District School Board designs the youth component of the diversity training. Currently, youth from the school board attend each session to participate. Other groups can be included in this process. Training and Education staff will arrange a meeting with the interested parties to discuss implementation.

- 2. The “SWAT” (Students With A Target) Program, currently run by 33 Division’s Community Response Unit, should be expanded service-wide with the appropriate resources allocated, so that it runs out of every division in the Toronto Police Service.**

Response:

The Service is committed to endorsing one program that has the same objective as S.W.A.T. for the secondary school level. Police have been involved in the development of several these programs and the Service is a strong supporter of them. Although originally developed by police, when implemented properly, SWAT is a program run by youth in the schools with the participation of the police. It is not a police program. The impetus to initiate programs such as these comes from the schools. There are similar programs running in various schools across Toronto (Student Crime Stoppers, School Watch, Student Liaison Assisting Police (S.L.A.P.), etc.). Programs of this type are run in middle schools and high schools (Grades 7 through O.A.C.) The decision to run a program of this nature rests with the school involved, not the police. Members of the Service encourage schools to take part in one of the several programs

available and indeed most have and we recognise the necessity of endorsing one program across the city.

CPSU in co-operation with other Service members already involved in this type of program and the various boards of education, will examine best practices in relation to crime reduction programs in schools. Programs such as SWAT, SLAP, Student Crimestoppers will be examined. A suggested format for instituting such a program in schools will be developed with sufficient flexibility to allow for individual circumstances.

- 3. The “Safety Centre” model run by 55 Division of the Toronto Police Service should be expanded throughout the city. A committee including the Chief of Police (or designate), officers (including those from 55 Division), and young people, should provide a report indicating how to make these centres most successful and useful for young people**

Response:

The centre is an excellent example of an effective partnership between the police and a community driven organization. The safety centre is run by a Board of Directors and is independent of the Service. The centre is funded by grants and costs over \$300,000.00 per year to operate. For the Service to contemplate taking on this program across the city would likely prove to be cost prohibitive.

In addition, the services that are offered by the centre go beyond the mandate of the Service and are based on the community needs. Members of the Service take part in some of the activities the centre and provide support for it in a variety of ways. One of those ways is to provide endorsement of the program in its funding applications.

- 4. Following a recent study completed by the Toronto Police Service, the role and responsibilities of school liaison officers should be delineated and consistently applied. A comprehensive Service-wide strategy should be developed to guarantee that the mandate is being properly fulfilled.**

Response:

The Task Force on Youth Violent Crime has recommended that schools have sufficient school liaison officers and that the delivery and content of youth education programs be standardized across the city to provide a consistent approach (Recommendation 4 & 5 of above noted report).

Target for completion - 2000.12.31.

Toronto Police Service – Creation:

5. **The Toronto Police Service, in partnership with the Toronto District School Board and City of Toronto Parks and Recreation, should create “youth liaison committees” to operate within the boundaries of each division. These committees would serve to provide youth with a forum to address and highlight concerns/issues within the community, thereby maintaining a constant flow of information between youth and police in Toronto. Members of these committees should be carefully selected from each “section” of the Toronto community. This will include representatives from City of Toronto Parks and Recreation, the Toronto District School Board, and other individuals selected by the Toronto Youth Committee.**
 - (a) **Each division within the Toronto Police Service should be responsible for organizing, at minimum, an annual community event that involves young people. This regular event should actively involve both police and youth in its design, and allow for divisions to promote programs being run for the benefit of young people.**
 - (b) **Each division within the Toronto Police Service should undertake to host, at minimum, annual focus groups between officer and young people within the boundaries of that division. These focus groups would serve to identify key issues and problems faced by young people in the community, as well as to provide officers with a forum in which to convey some of the division’s concerns. Clearly, this would further equip officers to better serve and protect the public.**

Response:

The Service is currently reviewing the entire consultative process and a report is due soon. It is anticipated that the review will address the issue of minimum levels of activities for all levels of the process including yearly "town hall" style public meetings, yearly "value added" projects and yearly youth activities. It is also anticipated that the role of youth in our consultative process will be greatly expanded and refined. I see the components of our consultative process including the youth of our City playing an important role in energising the community through activities designed to improve the quality of life in communities around the city.

The report is due in early June and will be reviewed over the summer. Implementation of recommendations flowing from the report will be forthcoming when the review process is finalised.

6. **A pilot “letter writing” campaign should be implemented whereby officers in the Toronto Police Service would “adopt” an elementary school class composed of students aged 7-11 years. This program would allow for frequent correspondence between officers and young students in Toronto. The Toronto Board of Education**

may assist in the coordination of this initiative, as it will serve to build long-lasting relationships between young people and the police.

Response:

The Service is concerned about the logistics of implementing this recommendation. There are nearly 700 elementary schools in Toronto and an average of 30 classes per school. That equates to 21000 classrooms that would be written to. There are about 5000 police officers employed by the Service. Each of them would have to write to about 4 classrooms to cover all of them. From the Service's perspective, this type of campaign should only be undertaken on a voluntary basis by those who express an interest. The Service does not have sufficient personnel to support this initiative.

- 7. The Toronto Police Service should undertake to provide co-operative learning opportunities for young people identified by street youth services across Toronto. As well, the Toronto Police Service should ensure that regular co-operative learning opportunities are actively endorsed and available to young people.**

Response:

The Service agrees that co-operative learning experiences are valuable in promoting policing as a career and is already actively involved in the provision of opportunities for co-operative learning experiences. School Boards provide students from their co-op programs and they work in a wide array of functions within our organisation. The Service also provides similar opportunities for University level co-op students.

The Service would participate in co-operative learning experiences for youth at risk as an employer similar to those programs run for students in schools. The Service imposes reasonable security restrictions on people who have access to confidential information. In certain circumstances, the Service is obligated by third parties to require fingerprinting and oaths of secrecy (as in the case of C.P.I.C.).

The Service will explore, through its volunteer program and in consultation with the Youth and Police Action Committee, opportunities to engage street youth in co-operative learning activities.
Target for completion - 2001.01.01.

- 8. The Toronto Police Service should undertake to establish a Toronto Police Services Board centralized sub-committee that would deal with overseeing all matters related to youth and police relations in the city of Toronto. This sub-committee may be comprised of the Chief of Police (or designate), officers from the Toronto Police Service, young people from across the city, representatives from City of Toronto Parks and Recreation, and representatives from the Toronto Board of Education. The sub-committee could:**

- **Identify important issues impacting youth and police relations in Toronto;**
- **Establish policies and mechanisms to ensure that specific projects are allocated to the appropriate divisions within the Toronto Police Service;**
- **Oversee and develop a long-term strategy that will serve to improve youth and police relations in Toronto;**
- **Encourage the participation of a wide variety of young people in any and all projects/initiatives serving to improve the relationship between youth and police; and**
- **Serve as a “reporting mechanism” to the Toronto Police Services Board and other involved parties.**

Response:

The Service is currently reviewing the entire consultative process including involvement of youth. A report is due at the beginning of June and will be reviewed over the summer. It is anticipated that as a result of the review, the youth voice will be present in all areas of consultation. Having said this, the recommendation, as it is written, could be implemented by the Police Services Board on its own. Although the Service does not agree that this committee should be established as described, if the intention of the recommendation is to make this committee a sub-committee of the Board, the Service has no say in the matter.

- 9. A mechanism should be implemented into the promotional process, whereby ongoing recognition of officers positively contributing to the lives of Toronto youth is provided.**

Response:

The Service is currently reviewing the promotional processes as part of the 90-Day Management Review and will include this recommendation for consideration. A report on the Management Review, which will include comment on the results of the promotional review, is scheduled for consideration by the Board at its meeting on 2000.07.27.

- 10. A review of school liaison officers in the Toronto Police Service should be held on a regular basis. This review would ensure that the mandate, allocation of resources, and structure of the program is modified in connection with the needs of youth in schools.**

Response:

The Task Force on Youth Violent Crime has recommended that schools have sufficient school liaison officers and that the delivery and content of youth education programs be standardized across the city to provide a consistent approach (Recommendation 4 & 5 of above noted report). .
Target for completion - 2000.12.31.

- 11. The Chief of Police (or designate) of the Toronto Police Service must incorporate new criteria into the annual performance review. These criteria would take into account the adherence to policies and service directives regarding youth programs provided by the Toronto Police Services Board.**

Response:

The Service is currently reviewing the annual performance review as part of the 90-Day Management Review and will include this recommendation for consideration. A report on the Management Review, which will include comment on the results of the annual performance review, is scheduled for consideration by the Board at its meeting on 2000.07.27.

City of Toronto (Toronto Youth Committee, Toronto Parks and Recreation):

- 12. Officers in the Toronto Police Service should be paired with Toronto youth in a mentoring program, similar in principle and design to that run by Toronto Department of Public Health. This program would serve to engage both the officers and youth in activities to promote positive and valuable relationships.**

Response:

The Service currently operates a mentoring program for officers preparing to join the Service. The purpose is to provide them with access to officers who can provide the information and experience needed to be successful in the employment process. This program has worked well for many applicants and increases their prospects of joining the Service.

Expansion of this type of mentoring to non-employment activities presents some real challenges. Mentors, by their very nature, must want to do the job. This would require officers to volunteer their time. Many of our officers already donate thousands of hours to volunteerism in their home communities and are excellent role models.

In addition, mentoring is a labour intensive activity – time is required to develop a relationship with the mentoring partner and to take part in the various functions that form the mentoring program. The question is – what policing activity does the Service stop performing so that officers can have the time to do mentoring or drop in to community centres on a scheduled basis? Programs that require significant time of police personnel have to be weighed against the responsibility of performing our core function with dwindling human resources.

The Service promotes positive values in youth through programs we already run such as the Values, Influence and Peer (V.I.P.) program for Grade 6 children.

- 13. The Toronto Police Service should undertake to organize division-wide, long-term “drop-in” programs for youth. City of Toronto Parks and Recreation should design programs for youth, to be run and monitored by officers in the Toronto Police Service. Together with members of the Toronto Police Service and young people, existing facilities (i.e. community centres, schools) could be set-up for “drop-in” type use. This would include officers within the Toronto Police Service serving as tutors, sports coaches, and mentors. In the process of learning and interacting, increased use of community facilities will contribute to a more solid relationship between youth and police.**

Response:

Members of the Service are already involved in some of these types of activities. As mentioned previously, many officers donate personal time to take part in community activities in Toronto. That we are able to do this at all is a reassuring sign because it says that we care about our communities. At the same time, it must be recognized that many of our officers do not live in Toronto and have commitments in their private lives that must be respected. Many officers commit significant amounts of time to being good role models in their home communities through involvement with coaching minor sports, Scouting/Guiding, Service Clubs and other similar endeavours. I stress that the voluntary donation of an officers time is a personal decision based on the officers personal situation.

There is little doubt that the provision of alternatives to criminal activity results in lower crime rates. The Youth Violence Task Force found that youth criminal activity escalated during those unstructured, after-school hours where no alternative activities are available. It is clear that the police service can not do everything, that other agencies and community members must assist and acknowledge their role in making Toronto a safe community.

Running the types of programs envisioned by this recommendation is not part of our core business. There are many agencies in the community that are equipped to design and run drop in programs. The Service is happy to support programs such as these on the understanding that responding to calls for service and dealing with our core functions come first. The Service’s role is to support these programs, not necessarily run them.

- 14. Unit Commanders in each division should, in coordination with the City of Toronto Youth Committee, invite community groups to participate and facilitate some of the ongoing training sessions. This would ensure that officers are continuously exposed to new information and youth-related subject matter.**

Response:

In the past, the Service has conducted a Live Link broadcast, available in each of the stations, called Straight Talk 97. Organised by Community Policing Support and the Service's Video Services Unit, the topic was gangs and street violence. Youth from across the City came to the police stations to view and take part in this program. The show was a call in format and showcased the Service's ability to involve groups, other than police officers, in meaningful exchanges of ideas through advanced technology.

The Service conducts regular decentralised training in all of our facilities via the Live Link network. This process has been ongoing for several years and is the preferred method of delivering operational training to the front line officers. The entire Service can be reached by this method in a period of five weeks. The issues addressed are operational as opposed to policy issues.

The concept of decentralised training works well because a common message is provided to all members of the Service consistently. If each Unit Commander were to develop and implement training sessions locally, there would be no consistency across the Service and the message would vary from one Division to another.

Community groups are already involved with our Training and Education Unit in the development of some of the training courses, specifically the Diversity course.

As has been mentioned previously, the Service is reviewing the entire consultative process. A report is due soon and it is anticipated that youth will play an active role in providing advice to the Service. Community Policing Support, in co-operation with staff at the Training and Education Unit and the Video Services Unit, will explore, with appropriate youth involvement, the development of one or more decentralised training sessions dealing with youth issues. **Target for completion - 2001.01.01.**

Community Policing Support, in co-operation with the Video Services Unit, will also explore the possibility of other joint ventures involving youth. **Target for completion - 2000.09.30.**

- 15. The Toronto Police Service, in co-operation with the City of Toronto, should undertake to produce a training program that may be delivered by officers to young people. This program should provide youth with insight and education on policing issues, specifically those regarding the rights of a young person. After initial training is provided, young people can then be selected to deliver this program to other youth. This program can be produced and delivered in partnership with the Toronto Board of Education, City of Toronto Parks and Recreation, and various youth serving agencies/organizations.**

Response:

It is recognized that each division in the city has its own youth concerns that are unique to the environment. The policing and diversity course deals with all these issues in a holistic manner. Once the officers receive this training they can draw upon these skills and apply them towards the specific challenges or concerns in their divisions.

Further, this program would require dedicated officers to implement and deliver. This would have a substantial impact by diverting officers away from front line policing. At the present time this is not practical and has not been budgeted for in the current year. If this program is adopted and funded for in future years, it would fall under the umbrella of the Community Policing Support Unit, who are the experts at community policing.

Members of the Service have been active in such programs as Students Maximizing Interpersonal Leadership Experience (S.M.I.L.E.) and Leave Out Violence Everywhere (L.O.V.E.). Both these programs address the concerns raised in the recommendation and involve the school boards.

The Service operates a Civilian Police College and many youth attend these sessions. The eleven week course (one night per week) have been very well accepted since its inception several years ago.

The Community Policing Support Unit will develop a Youth Civilian Police College designed along the same lines as the adult version but modified specifically for youth. **Target for completion - 2001.01.01.**

Toronto District School Board:

- 16. In partnership with the Toronto District School Board, the Toronto Police Service should undertake to organize and host regular and frequent “field trips” to all divisions in Toronto. Each school would have the opportunity to visit their local division, be given a tour of the facility, meet officers, and learn about the Toronto Police Service.**

Response:

Members of the public are already welcome at our police facilities. The Service allows tours of our facilities when requested by groups. Due to space considerations and the impact large groups have on the ongoing business of a police facility, there are limitations on how many people can attend at a time. Some areas of stations are not accessible by members of the public at certain times (i.e. - the cells when there are prisoners in them). We are also limited by availability of personnel to conduct the tours. This activity is lower in priority than, for example, responding to calls for service, or completing investigations. Individuals or groups that are interested in availing themselves of the opportunity of taking a tour are always welcome, within reasonable parameters.

Non-Governmental Organizations:

- 17. Produce a television series targeting children (aged 8-12 years) that highlights a “day in the life of” a Toronto Police officer. The series should be constructed in partnership with a television station targeting the aforementioned age demographic (YTV).**

Response:

Several years ago, the Service assisted Y.T.V. in producing a multi part program on the role of the police officer. The program was aimed at 4 -6 year olds and was aired on the network's Treehouse show.

The Community Policing Support Unit will discuss the type of show envisioned by this recommendation with our Video Services Unit. **Target for completion: 2001.06.30.**

Deputy Chief Steven Reesor, Deputy Chief, Loyall Cann and the Chief Administrative Officer – Policing, Mr. Frank Chen will be in attendance to answer any questions 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 AUGUST 30, 2001**

#P220. BUDGET WORKING GROUPS

The Board was in receipt of the following report JULY 31, 2001 from Norman Gardner, Chairman:

Subject: **BUDGET WORKING GROUPS**

Recommendation:

It is recommended that:

1. The Board designate Councillor Gloria Lindsay Luby, Councillor Bas Balkissoon and Chairman Norm Gardner to participate on the Toronto Police Service's Budget Working Group
2. The Board designate Councillor Bas Balkissoon, Councillor Gloria Lindsay Luby, Mr. Alan Heisey and Chairman Gardner to constitute the Toronto Police Services Board's Capital Program Task Force, and
3. Councillor Bas Balkissoon be appointed as the Chair of the Board's Capital Program Task Force.

Background:

At its meeting on May 24, 2001 the adopted the following 2 motions with respect to budget working groups:

THAT two Board members and the Chairman be designated to participate in the Service's Budget working Group and report back to the Board on an on-going basis; and,

THAT the Board appoint a Task Force, comprising two Board members, the Chairman, and the Chief of Police, or his designate, to address the Service's capital budget and the City's capital budget process to ensure that the Service's long-term capital needs are addressed

By way of a memo dated June 27, 2001 Board members were canvassed with respect to their interest and availability to participate in these working groups.

I recommend that the Board approve the membership of the working groups outlined in 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 AUGUST 30, 2001**

**#P221. SELECTION OF A HIGH-SPEED WIRELESS NETWORK SOLUTION
FROM SYMBOL TECHNOLOGIES CANADA INC.**

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

Subject: SELECTION OF A HIGH-SPEED WIRELESS NETWORK SOLUTION FROM
SYMBOL TECHNOLOGIES CANADA INC.

Recommendation:

It is recommended that: the Board approve the awarding of a contract to Symbol Technologies for a high-speed wireless network solution to be installed on buildings and mobile workstations across 25 Police Divisions and Units, at a one-time cost of \$855,576 (including taxes) and a maintenance cost of \$331,221 (including taxes) per year beginning in 2002.

Background:

There will be 480 police vehicles equipped with mobile workstations. The mobile workstations are part of Toronto Police Service's (TPS) computing environment and use the Radio Data Network (RDN). The key objective of the RDN network is to provide officers with reliable and responsive replies to 9-1-1 (emergency response for Police, Fire and Ambulance) dispatch queries and queries to other Police information systems.

The high-speed wireless network will supplement the existing RDN and will be utilized for the distribution of software to the mobile workstation including on-going software maintenance. The high-speed wireless network will also be used by the eCOPS (enterprise Case Occurrence Processing System) application which allows for the collection, management, analysis and retrieval of information pertaining to Police related activities such as arrest, booking, occurrence management, case management, court management, warrant, and court tracking. The high-speed wireless network, also referred to as the Divisional Parking Lot Network, will enable large volumes of data to be transmitted to and from the mobile workstations; as well as, offload lower priority traffic from the existing RDN when the vehicles are at Divisional or Unit parking lots.

Mobile workstations will have access to both the RDN and the Divisional Parking Lot Network. When the police vehicles enter an area serviced by the Divisional Parking Lot Network, the current radio data network (RDN) will not be used. As the police vehicles leave the range of the Divisional Parking Lot, the RDN will be reactivated.

On January 12, 2001, a Request for Proposal (RFP. No. 3401-01-7406) was issued for a Divisional Parking Lot Network Solution. This included all hardware, software, professional services, integration assistance, training, and maintenance. The criteria for vendor selection and the weights assigned to those criteria were as follows:

- Compliance with Specifications and Supportability (60%)
- Cost (20%)
- Bidders Record of Performance and Stability (20%)

Eight (8) Vendors responded: Symbol Technologies Canada Inc., Bell Canada, Hypertec Systems Inc., IBM, N2END Connectivity Inc., Motorola Canada Limited, Total Network Solutions and Ram Computer Group.

An evaluation team was formed, comprised of technical staff representing each area of expertise in Information & Technology Services. It was agreed that only vendors whose proposals addressed the mandatory requirements would be shortlisted. Based on these criteria, five (5) vendors were not shortlisted:

- IBM
- N2END Connectivity Inc
- Motorola Canada Limited
- Total Network Solutions
- Ram Computer Group

The remaining three (3) vendors were evaluated against the selection criteria. Their scores were as follows:

	Hypertec Systems Inc.	Bell Canada	Symbol Technologies Canada Inc.
Total Score	9,210	10,155	11,285
Rank	3	2	1
First Year Cost	\$714,873	\$762,334	\$855,576

Symbol Technologies Canada Inc. is the recommended successful Bidder meeting specifications.

The ongoing annual maintenance cost for this solution is \$331,221, including taxes. As stated in the "1997-2001 Capital Works Program Submission" report, the Occurrence Reengineering Project included the increased operating budget requirements for maintenance. The Occurrence Reengineering salary savings from reducing approximately 139 staff in Corporate Information Services will offset these costs.

An independent assessment by a consultant (DMR), with significant expertise in radio data networks, supports the adoption of this technology for the purposes outlined in this Board Report.

It is recommended that the Board approve the selection of Symbol Technologies Canada Inc.

Mr. Frank Chen, Chief Administrative Officer, has certified that such funds are available in the Service's Mobile Workstation Capital budget and will be in attendance at the Board meeting, to respond to any questions in this respect.

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 30, 2001**

#P222. RECLASSIFICATION OF POLICE CONSTABLES

The Board was in receipt of the following report JULY 27, 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.

First Class Constable

PERSAUD, Anthony	7893	55 Division	2001.08.15
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Second Class Constable

JAMES, Rita	7894	32 Division	2001.08.10
BUSCH, Michael	5291	13 Division	2001.08.27
CHUNG, Min-Soo	5333	21 Division	2001.08.27
CORMACK, Brian	5442	12 Division	2001.08.27
DAIGLE, Matthew	5311	52 Division	2001.08.27
D'SILVA, David	5305	42 Division	2001.08.27
ECKLUND, Andrew	5343	54 Division	2001.08.27
GARRISON, Tracey	5359	12 Division	2001.08.27
GOODENOUGH, David	5334	52 Division	2001.08.27
GREGORY, Jody	5347	14 Division	2001.08.27
HARRIS, Kimberley	5322	54 Division	2001.08.27
JAMSHIDI, Joshua	5324	52 Division	2001.08.27
KNILL, Graham	5443	14 Division	2001.08.27
MACNAB, Daniel	5353	11 Division	2001.08.27
MATHEWS, Brant	5358	41 Division	2001.08.27
MCALLISTER, David	5293	51 Division	2001.08.27
PENTON, Shane	5326	42 Division	2001.08.27

ROONEY, Nigel	5341	13 Division	2001.08.27
UPPAL, Arbinder	5338	23 Division	2001.08.27
WORTH, Darren	5335	11 Division	2001.08.27

Third Class Constable

AHMAD, Syed	7790	23 Division	2001.08.07
ANDREW, William	7823	23 Division	2001.08.07
BYERS, Derek	86442	41 Division	2001.08.07
DUNNING, Andrew	7808	14 Division	2001.08.07
ENNIS, Maurice	7827	31 Division	2001.08.07
GIRMENIA, Francesco	99825	41 Division	2001.08.07
HAYES, Jeremy	7762	41 Division	2001.08.07
HIGO, Todd	99480	51 Division	2001.08.07
HUGHES, Paul	7745	55 Division	2001.08.07
HURDOWAR, Darun	7777	53 Division	2001.08.07
KIM, Min	7750	14 Division	2001.08.07
MCFARQUHAR, Brett	7763	51 Division	2001.08.07
O'KEEFE, Stacey	7826	14 Division	2001.08.07
OSBORNE, Brent	7817	31 Division	2001.08.07
RAKOBOWCHUK, David	7789	14 Division	2001.08.07
ROWE, Antoinette	7769	12 Division	2001.08.07
SIMPSON, Thomas	7800	12 Division	2001.08.07
SMITH, Brian	7806	55 Division	2001.08.07
STEIN, Warren	7837	41 Division	2001.08.07
TEILLET, Lisa	7771	51 Division	2001.08.07
TRACEY, Christopher	7811	23 Division	2001.08.07
TRGOVCEVIC, Richard	7821	32 Division	2001.08.07
UMBRELLO, Franco	7755	14 Division	2001.08.07

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

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

The Chief Administrative Officer 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 AUGUST 30, 2001**

#P223. CONFIRMATION OF SERGEANTS/DETECTIVES

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

Subject: CONFIRMATION OF SERGEANTS/DETECTIVES

Recommendation:

It is recommended that the Board confirm the members outlined below in the rank of Sergeant/Detective.

Background:

The following members have satisfactorily completed their probationary period in their rank in accordance with the Service Rules. They have been recommended by their Unit Commander for confirmation in rank, as of the date shown.

ALLDRIT, Darren	338	Mounted & Police Dog Serv.	2001.08.01
ALPHONSO, Wade	2178	Fraud Squad	2001.08.01
ANGUS, David	6148	Police Liaison Services	2001.08.01
ASSELIN, Glenn	1717	13 Division	2001.08.01
BABIAR, John	1437	51 Division	2001.08.01
BANKS, Wayne	6	41 Division	2001.08.01
BARATTO, Michelle	5641	11 Division	2001.08.01
BARKLEY, Mark	1470	Special Invest. Services	2001.08.01
BARREDO, Francisco	4101	53 Division	2001.08.01
BLACKMAN, Arlington	4207	Public Cmplts Invest. Bur.	2001.08.01
BOOTH, Edward	6912	Public Cmplts. Invest. Bur.	2001.08.01
BOTT, Bryan	6653	32 Division	2001.08.01
BOYLE, Kenneth	6250	32 Division	2001.08.01
CAMPBELL, Denise	6932	55 Division	2001.08.01
CHURCH, Douglas	6051	Fraud Squad	2001.08.01
CODE, Peter	6469	Sexual Assault Squad	2001.08.01
COGHLIN, James	414	14 Division	2001.08.01
COTE, Paul	4126	14 Division	2001.08.01
CRONE, Timothy	4725	53 Division	2001.08.01
CRONE, Susan	6823	32 Division	2001.08.01
DEVINE, Philip	2949	Emergency Task Force	2001.08.01
DEY, Robin	1099	Mounted & Police Dog Serv.	2001.08.01
DI PASSA, Julie	4863	14 Division	2001.08.01

DORY, Kelly	5637	13 Division	2001.08.01
DOUGHTY, Kathy	1795	Public Cmplts. Invest. Bur.	2001.08.01
ELLIOTT, Catherine	229	14 Division	2001.08.01
FAIREY, Russill	7013	Hold-up Squad	2001.08.01
FARRELL, George	95	41 Division	2001.08.01
FODEN, Stephen	682	33 Division	2001.08.01
GALLANT, Timothy	2532	14 Division	2001.08.01
GIBSON, Graham	4304	51 Division	2001.08.01
GIEDROYC, Karol	802	53 Division	2001.08.01
GOODWIN, Ralph	3635	32 Division	2001.08.01
GOTELL, James	2833	55 Division	2001.08.01
GOTTSCHALK, Michael	4728	55 Division	2001.08.01
GRIFFITHS, Sean	608	14 Division	2001.08.01
GROSS, Kimberly	1092	Intelligence Services	2001.08.01
GUEST, Kevin	6353	33 Division	2001.08.01
HOGAN, James	6274	Public Cmplts. Invest. Bur.	2001.08.01
JACKSON, Laurie	5951	13 Division	2001.08.01
KALDIS, George	1590	55 Division	2001.08.01
KEALEY, Devin	1815	52 Division	2001.08.01
KMIECIAK, John	4547	55 Division	2001.08.01
KULMATYCKI, Joel	389	Hold-up Squad	2001.08.01
MACDONALD, Gregory	3371	55 Division	2001.08.01
MAISONNEUVE, Daniel	4240	14 Division	2001.08.01
MAJORAN, Steven	7094	54 Division	2001.08.01
MARSHALL, Norman	1057	51 Division	2001.08.01
MCCORMACK, Inkeri	573	23 Division	2001.08.01
MCGRADY, Patrick	2347	51 Division	2001.08.01
MURRAY, David	727	52 Division	2001.08.01
NARINE, Shaun	4532	14 Division	2001.08.01
NEATE, Janet	5635	Public Cmplts. Invest. Bur.	2001.08.01
NEWMAN, Bruce	3196	54 Division	2001.08.01
O'BRIEN, Sean	2141	Public Cmplts. Invest. Bur.	2001.08.01
O'BRIEN, Karen	6660	Fraud Squad	2001.08.01
PAYTON, Howard	1678	Sexual Assault Squad	2001.08.01
REIMER, Kenneth	2719	33 Division	2001.08.01
ROMAIN, Jean-Bernard	7171	55 Division	2001.08.01
RYDZIK, David	1566	55 Division	2001.08.01
SHANK, Richard	6045	23 Division	2001.08.01
SMITH, Brian	6723	Public Safety Unit	2001.08.01
STRATFORD, Ian	7029	23 Division	2001.08.01
THORPE, Gregory	1780	Public Safety Unit	2001.08.01
TJERKSTRA, Roelof	710	Public Cmplts. Invest. Bur.	2001.08.01
TOUGH, Warren	7019	Traffic Services	2001.08.01
TRETTTER, Madelaine	4649	14 Division	2001.08.01
TURZA, Janice	6858	13 Division	2001.08.01
VAN DYK, Charlene	4434	54 Division	2001.08.01

VELLEND, Katharine	3279	22 Division	2001.08.01
VERBEEK, Joanne	52	32 Division	2001.08.01
WILSON, Warren	7270	Traffic Services	2001.08.01
YOUNG, Warren	2410	31 Division	2001.08.01

The employment equity analysis indicates that there are 56 males, of which 5 are racial minority, and 17 females.

The Service's files have been reviewed for the required period of service, that is, from August 2000, the month of their original promotion, to the date of this report, to ascertain whether the members concerned have any outstanding allegations of misconduct or *Police Services Act* charges. Background investigations have revealed that these officers have no record on file pertaining to these issues.

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

I concur with these recommendations.

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 AUGUST 30, 2001**

**#P224. APPOINTMENT OF SPECIAL CONSTABLES – UNIVERSITY OF
TORONTO**

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

Subject: REQUEST TO APPOINT SPECIAL CONSTABLES FOR THE UNIVERSITY
OF TORONTO.

Recommendation:

It is recommended that: the Board approve the appointment of Mr. Nicholas R. D. Sparkes, and Mr. Mark E. Prance, University of Toronto, as Special Constables.

Background:

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

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

Background investigations by the Employment Unit have been successfully conducted on Mr. Nicholas R.D. Sparkes, and Mr. Mark E. Prance. The University of Toronto staff has conducted character and reference checks. It is hereby recommended that the status of Special Constable be approved for these individuals.

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 AUGUST 30, 2001**

**#P225. STRATEGIES TO ADDRESS 2001 SERVICE PRIORITIES AND
INTERIM RESULTS OF PERFORMANCE OBJECTIVES FOR THE 2001
PRIORITIES**

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

Subject: STRATEGIES TO ADDRESS 2001 SERVICE PRIORITIES AND INTERIM
RESULTS OF PERFORMANCE OBJECTIVES FOR THE 2001 PRIORITIES

Recommendation:

It is recommended that: the Board receive the attached report outlining strategies being used to address the 2001 Service Priorities and the interim results of the Performance Objectives for the 2001 Priorities.

Background:

At its meeting in July 2001, the Board requested that an interim report on the 2001 Business Plan (Agenda item 9) and a report outlining Service strategies addressing the 2001 Priorities (Agenda item 10) be merged into a single report for the August 2001 Board meeting. The consolidated report is attached.

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

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. Our accomplishments in 2001 will be measured using the Performance Objectives/Indicators noted in the Business Plan.

In December 2000, the Board also requested that the Chief provide an interim report on the results of this measurement to assist with the development of the 2002-2004 Business Plan (Board Minute 524/00 refers).

Outlined in the attached report 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.

As noted above, 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.

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

It is recommended that the Board receive this report outlining strategies being used to address the 2001 Service Priorities and the interim results of the Performance Objectives for the 2001 Priorities. 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).

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

The Board received the foregoing.

TORONTO POLICE SERVICE -- 2001 PRIORITIES & GOALS STRATEGIES & INTERIM RESULTS

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. These goals are presented in the tables under each Priority. 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 in the tables 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.

Also outlined in the tables that follow are interim results (where available) for the Performance Objectives/Indicators that have been set to measure our success. The statistics provided typically cover only the first three months of 2001 and are compared with the same period in 2000. It should be emphasized that it would be premature to draw any conclusions regarding the Service's ability to achieve its objectives on the basis of this early information.

PRIORITY: YOUTH VIOLENCE AND VICTIMISATION OF YOUTH

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 and some of the preliminary results for the performance objectives.

GOAL	STRATEGIES	PERFORMANCE OBJECTIVES/INDICATORS & INTERIM RESULTS
Focus on enforcing, deterring, and preventing robbery and weapons offences occurring on school premises.	<ul style="list-style-type: none"> • Zero tolerance enforcement in and around schools with regards to violence. • 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. • 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. • Ensure the safety of victims and other students by holding an accused for a show cause hearing, or release with conditions not to return to the school where an occurrence took place. • Identify known habitual juvenile offenders and conduct projects aimed at arrest or revocation of bail or probation. • Reduce victimisation through the use of crime prevention programs within the schools and by making presentations on crime prevention techniques. • Provide anti-gang and anti-violence lectures in high schools. • Continue training of frontline officers with regards to the Police/ School Protocol, the Safe School Protocol, and referral programs for high-risk children. • Maintain the trust of teachers and students by continuing to work closely with school staff in administering an informal resolution process for minor offences. • Encourage students to report all robbery and weapons occurrences to police. • Ensure that an active Crime Stoppers program is in place at all secondary schools. • 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. 	<ul style="list-style-type: none"> • 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 not yet been conducted
Increase enforcement initiatives relating to the sexual exploitation of children and child abuse.	<ul style="list-style-type: none"> • Prevention techniques and lectures by the School Liaison Officers with regard to victimisation and the importance of reporting incidents of inappropriate touching and assaults. • Educate teachers, administrators, and parents of the consequences of child sexual exploitation and abuse and how to recognise the symptoms of abuse. • 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. • Ensure that up-to-date information regarding sex offenders in neighbourhoods is available; monitor activities of known pedophiles. • 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. • Maintain enforcement of body rub parlours and street prostitution to identify child 	<ul style="list-style-type: none"> • increase in number of persons charged with child exploitation offences Jan-Mar 2000: 41 Jan-Mar 2001: 25 -39.0% change

GOAL	STRATEGIES	PERFORMANCE OBJECTIVES/INDICATORS & INTERIM RESULTS
	<p>prostitutes.</p> <ul style="list-style-type: none"> • Raise youth awareness of ways to minimise or reduce risks of sexual exploitation via the Internet. • Private sector partnership development and support for implementing solutions that improve safety for children on their property (e.g. video cameras placed in major bookstores, signs placed in the childrens' sections advising parents not to leave their children unattended). • Conduct proactive and reactive stakeouts and surveillance of properties that attract indecent exposure and potential exploitation offenders (e.g. playgrounds, public swimming pools). • 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. • 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. • Liaise with those at risk of child abuse and sexual exploitation to encourage reporting, investigation, and prosecution of offenders. • 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. • Lectures will be provided to parents and children regarding prevention and reporting of child abuse and sexual exploitation. 	
<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"> • Establish relationships with students by using 'known' officers to allow victims and potential victims comfortable access to police. • 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. • Work in partnership with the hospitals, schools, and referral agencies to help encourage the reporting of these types of crimes by victims. • Continue proactive policing initiatives that bring the police and community youth together, such as the Junior Blues and a local baseball league. • Information regarding specific offenders, activities, and/or trends will be distributed to officers during weekly training sessions and through a weekly Crime Analyst report. • Increase the presence of uniformed officers in and around areas when and where youth hang out (schools, malls, parks, community centres, and storefronts). 	<ul style="list-style-type: none"> • decrease in number of youth victimised by robbery, including those involving swarming <p>Jan-Mar 2000: 234 Jan-Mar 2001: 281 20.1% change</p> • decrease in number of youth victimised by sexual assault <p>Jan-Mar 2000: 142 Jan-Mar 2001: 125 -12.0% change</p>

GOAL	STRATEGIES	PERFORMANCE OBJECTIVES/INDICATORS & INTERIM RESULTS
	<ul style="list-style-type: none"> • Continue, and expand as resources allow, 'School Watch' lectures on 'Never Be a Victim', date rape, taking fewer chances, etc., to reduce victimisation. • One section within the division will be assigned all robbery 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. • Maintain close liaison with youth shelters and hostels to provide a balance of enforcement and educational programs. • 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. • 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. • Partnership development and information sharing with TTC security to enhance proactive patrol deployments at subway stations. • 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. • Ensure that an active Crime Stoppers program is in place at all secondary schools. • 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. • 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. • 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. 	
<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"> • Maintain liaison with school staff to allow early intervention in any trouble areas. • Educate officers as to their role in the Police/School Protocol. • Update and educate teachers, principals, and administrators to the importance of complying with their roles in the Protocol. • Educate community and parent groups on school policies and their roles in the Protocols. • Enforcement and high visibility patrols in and around schools during peak hours such as lunch and after school. • Increase communications between the police and school staff to ensure the safety 	<ul style="list-style-type: none"> • increased perception of safety in schools *2001 survey not yet been conducted • increased perception of partnership between police and school administrators *2001 survey not yet been conducted

GOAL	STRATEGIES	PERFORMANCE OBJECTIVES/INDICATORS & INTERIM RESULTS
	<p>of the students, staff, and police.</p> <ul style="list-style-type: none"> • Continue with zero tolerance of violence in the school. • Continue to take part in the CAPSS program (Community Alternative Program to Suspended Students) run by the school board. • Encourage officers to spend more of their time in and around schools to increase visibility and contacts, and deter crime. • Share information with school partners. Specifically, disclose conditions of release to schools and consult with schools regarding conditions of release. • Encourage the reporting of serious crime by juveniles. • Ensure that an active Crime Stoppers program is in place at all secondary schools. • 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. • 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. • 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. • 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. 	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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. • 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. • 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. • 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, 	<ul style="list-style-type: none"> • decrease in rate of youth arrested/charged for violent crimes Jan-Mar 2000: 30.6 Jan-Mar 2001: 31.1 1.9% change

GOAL	STRATEGIES	PERFORMANCE OBJECTIVES/INDICATORS & INTERIM RESULTS
	<p>and Olympic athletes are also involved. Youth must agree to attend follow-up programs after the completion of summer camp.</p> <ul style="list-style-type: none"> • School administration and students will be involved in formulating an anti-bullying program in the elementary grades. • Ensure follow-up investigations are conducted all family fight cases, involving a parent-child conflict or unsafe conditions. • Use uniform directed patrol within schools/areas experiencing escalated violent youth crime. • Maintain/increase crime analysis pertaining to student violent crime activities/occurrences. • 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, • 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. • The Crime Prevention officer and the Youth Bureau will develop a crime prevention presentation relating to youth crime for school and community groups. • Maintain relationships with principals, staff, and students to provide advice and alternatives for youths facing problems. • 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. <p>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.</p>	
<p>Focus on disbanding and disrupting the activities of street gangs.</p>	<ul style="list-style-type: none"> • High visibility patrol and heavy enforcement of all applicable statutes in any area gangs congregate. • Identify youth gang members, associates, hangouts, and graffiti, and promote/implement programs that target these problems. • Proper communication between officers and Intelligence with regard to gang information. • Continue with a zero tolerance approach to street gang enforcement. • 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. • Ensure that graffiti is erased within 24 hours of being created. 	<ul style="list-style-type: none"> • 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

GOAL	STRATEGIES	PERFORMANCE OBJECTIVES/INDICATORS & INTERIM RESULTS
	<ul style="list-style-type: none"> • Intelligence gathering by divisional squads and uniform officers: collect and organise all information relating to gangs, members and their activities. • Continue with education related to 'bullying'. • 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. • Liaise with Crown Attorneys to obtain stiffer sentences for those involved in gang-related offences. • Target areas where youth congregate, to identify street gang members for prevention, enforcement, and intelligence purposes. • Maintain an 'early warning' intelligence network to identify the movement of gang members into the division. • Ensure an active Crime Stoppers program is in place at all secondary schools. • Use uniform directed patrol within gang-affected communities to dissuade street gang operations. • Seek court release conditions that prevent arrested gang members from returning to affected communities. • 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. • 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. • 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>. • 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. • Deliver educational and information programs to youth at risk of being recruited and/or victimised by gang activities. 	

PRIORITY: ORGANISED CRIME

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.

GOAL	STRATEGIES	PERFORMANCE OBJECTIVES/INDICATORS & INTERIM RESULTS
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"> • Conduct educational sessions for members of the Service, Members of Federal Parliament, the community, and the automotive industry. • Provide lectures to internal and external policing agencies to enhance officer safety, strategic intelligence gathering, and effective law enforcement. • Work in co-operation with the Ontario Police College to provide subject matter expertise to recruit classes. • Participate in divisional training sessions. • Enhance and increase the information disseminated internally and to other policing agencies by establishing an 'Information Officer'. 	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • Increase the contribution of the Toronto Police Service to the Provincial Special Squad to enhance enforcement action against Organised Motorcycle Gangs in Toronto. • 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 • Provide press releases on successful, high profile arrests of identified gangs and their members. • Continue to identify and target organised crime groups who engage in drug profiteering. 	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • Continue to provide training to Service members on firearms enforcement, firearms tracing, and characteristics of an armed person. • Continue to provide subject matter expertise for the General Investigator's course and recruit classes at the CO Bick College. • Participate in training sessions at the divisional level. 	<ul style="list-style-type: none"> • 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

GOAL	STRATEGIES	PERFORMANCE OBJECTIVES/INDICATORS & INTERIM RESULTS
	<ul style="list-style-type: none"> • Develop a Technological Crime sub-section within Detective Services – Intelligence Support to enhance the capability for forensic data recovery. • 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. 	<p>*information not available at present</p> <ul style="list-style-type: none"> • develop a broader base of expertise in relation to organised crime by increasing the number of officers trained and the types of training received <p>*information not available at present</p>
Form partnerships with other law enforcement agencies (international, national, and regional) to work co-operatively to disrupt and dismantle organised crime groups.	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • increase in the number of joint (enforcement) projects targeting organised crime <p>*information not available at present</p> <ul style="list-style-type: none"> • increase in number and value of seizures of assets/properties from organised crime groups <p>*information not available at present</p>

PRIORITY: TRAFFIC SAFETY

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 and some of the preliminary results for the performance objectives.

GOAL	STRATEGIES	PERFORMANCE OBJECTIVES/INDICATORS & INTERIM RESULTS
Increase enforcement of traffic offences.	<ul style="list-style-type: none"> • <i>Train and certify all new recruits in radar operation.</i> • Increase the number of front-line police officers certified in the use of stationary radar, mobile radar, and laser speed measuring. • 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. • <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 intersections that they cannot clear or enter intersections as the signal changes.</i> • 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. • <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> • A Community Traffic Liaison Committee (CTLC) 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. 	<ul style="list-style-type: none"> • 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

GOAL	STRATEGIES	PERFORMANCE OBJECTIVES/INDICATORS & INTERIM RESULTS
	<ul style="list-style-type: none"> 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. 	
Increase focus on pedestrian safety, especially seniors.	<ul style="list-style-type: none"> 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. DAREDEVIL, a senior citizen pedestrian safety awareness program 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 crossovers. 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. 	<ul style="list-style-type: none"> 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

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 and some of the preliminary results for the performance objectives.

GOAL	STRATEGIES	PERFORMANCE OBJECTIVES/INDICATORS & INTERIM RESULTS
Create an integrated Service-wide drug enforcement strategy.	<ul style="list-style-type: none"> Develop a Service Procedure on Drug Enforcement to strengthen business practices and ensure uniformity. 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. 	<ul style="list-style-type: none"> implement and communicate a consistent, focused Service-wide enforcement strategy <p>*information not available at present</p>
Increase enforcement of street-level drug activities to improve quality of life in neighbourhoods.	<ul style="list-style-type: none"> Establish Toronto Drug Squad (TDS) Drug Enforcement teams dedicated to targeting street level drug enforcement. Increase the deployment flexibility of dedicated street level enforcement teams through organisational structure changes. 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 divisional training sessions and crime management meetings. 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. 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. 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. Inform the community, through the media, on the outcomes of drug enforcement initiatives. In addition, disseminate information/ outcomes at CPLC meetings. 	<ul style="list-style-type: none"> increase in training for officers involved in drug enforcement <p>*information not available at present</p> <ul style="list-style-type: none"> increase in number of drug-related arrests at the street level <p>Jan-Mar 2000: 2,774 Jan-Mar 2001: 2,087 -24.8% change</p> <ul style="list-style-type: none"> increase in public perception of safety in neighbourhood <p>*2001 survey not yet been conducted</p> <ul style="list-style-type: none"> decrease in number of crimes associated with drugs which affect quality of life in neighbourhoods – break & enters, theft from auto, robberies <p>*information not available at present</p>

GOAL	STRATEGIES	PERFORMANCE OBJECTIVES/INDICATORS & INTERIM RESULTS
	<ul style="list-style-type: none"> TDS will create a website on the Toronto Police Service Intranet and will assign a dedicated officer to monitor the website. 	

PRIORITY: INFRASTRUCTURE

A sound infrastructure is essential to any vital organisation and supports the best possible service delivery to the community. Organisational infrastructure includes not only technology and information systems, but 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	PERFORMANCE OBJECTIVES/INDICATORS & INTERIM RESULTS
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"> 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. 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. 	<ul style="list-style-type: none"> implementation of recommendations from Chief's 90-day organisational review <ul style="list-style-type: none"> *information not available at present officers redeployed to front-line units <ul style="list-style-type: none"> *information not available at present increase in officer availability for operational duties <ul style="list-style-type: none"> *information not available at present staff deployment and time/ attendance systems implemented <ul style="list-style-type: none"> *information not available at present

GOAL	STRATEGIES	PERFORMANCE OBJECTIVES/INDICATORS & INTERIM RESULTS
		<ul style="list-style-type: none"> increased public perception of officer visibility *2001 survey has not yet been conducted increased officer perception of safety *2001 survey not yet been conducted increased public perception of safety *2001 survey 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.	<ul style="list-style-type: none"> 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. 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. 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 & Attendance and Staff Deployment systems, 	<ul style="list-style-type: none"> 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

GOAL	STRATEGIES	PERFORMANCE OBJECTIVES/INDICATORS & INTERIM RESULTS
	<p>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.</p> <ul style="list-style-type: none"> • 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 & Attendance system. • The requirements for the reporting and analysis of complaints and 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. • 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). • 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. • 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. • 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. • Implement a robotics library and a digitised environment capability for storage and processing of videotape statements and interviews. • 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. 	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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 <i>Police Services Act</i> (Adequacy and

GOAL	STRATEGIES	PERFORMANCE OBJECTIVES/INDICATORS & INTERIM RESULTS
		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.	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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 <i>Police Services Act</i> - the complaints system.	<ul style="list-style-type: none"> 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. 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. 	<ul style="list-style-type: none"> increased perception of public confidence in the impartiality of the system *2001 survey 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 not yet been conducted officer perception of confidence in the complaints system *personnel survey not yet been conducted
Ensure, through succession planning strategies, that divisional police-community initiatives are not disrupted due to officer transfer or retirement.	<ul style="list-style-type: none"> 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. 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. 	<ul style="list-style-type: none"> 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 not yet been conducted

GOAL	STRATEGIES	PERFORMANCE OBJECTIVES/INDICATORS & INTERIM RESULTS
<p>Continue efforts to have the membership of the Toronto Police Service reflect the community we serve.</p>	<ul style="list-style-type: none"> 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. 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. 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, TPS community response officers, TPS field personnel through focus group discussions, the Community Policing Support Unit, and university and community college student cultural associations. 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. 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. 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. 	<ul style="list-style-type: none"> increased number of women, racial minorities, and people with more than one language hired <p>*information not available at present</p>

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

PRIORITY: COMMUNITY-BASED CRIME PREVENTION

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 and some of the preliminary results for the performance objectives.

GOAL	STRATEGIES	PERFORMANCE OBJECTIVES/INDICATORS & INTERIM RESULTS
Increase community participation in solving and preventing crimes.	<ul style="list-style-type: none"> 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. Educate community groups and local business improvement associations on Crime Prevention Through Environmental Design (CPTED). Use patrols by community groups to assist in identifying problem areas and persons involved in crime. Partner with business and residential communities for programs such as neighbourhood clean-ups and graffiti eradication. Increase participation in the Neighbourhood Watch, Business Watch, Vertical Watch, Block Parents, etc. programs in the division. 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. 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. Start a new 'Caring Community' neighbour-watch in a high-rise rental building through uniting neighbours to deter and prevent crime. Institute a 'Landlord Training Program' that standardises a crime maintenance program in areas dominated by high-rise apartment buildings. 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. 	<ul style="list-style-type: none"> increase in number of tips received by Crime Stoppers that result in arrests/charges <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> *information not available at present increase in number of homes participating in Neighbourhood/Vertical Watch programs <ul style="list-style-type: none"> *information not available at present

GOAL	STRATEGIES	PERFORMANCE OBJECTIVES/INDICATORS & INTERIM RESULTS
	<ul style="list-style-type: none"> • Increase the number of high schools participating in the School Crime Stoppers program, through increased consultation with school staff, students, and parent groups. • 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. • Provide a monthly article on crime prevention to the local newspapers for publication. • Fully investigate all Crime Stoppers tips in a timely manner. Officers will review all tips immediately and plan appropriate action using all resources available. • Auxiliaries will distribute crime prevention literature to targeted areas with specific problems (e.g. vehicle thefts in underground parking). 	

PRIORITY: COMMUNITY PATROL

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.

GOAL	STRATEGIES	PERFORMANCE OBJECTIVES/INDICATORS & INTERIM RESULTS
Increase the visibility of officers in neighbourhoods.	<ul style="list-style-type: none"> • Encourage members to park their scout cars and walk within the community during non-peak hours. • Encourage members to visit local businesses in the community. • Direct the Community Response officers to include foot patrols and bike patrols within the community. • 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. • Maintain high visibility uniform patrol in areas of frequent criminal occurrence. • Attend community meetings. 	<ul style="list-style-type: none"> • 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 not yet been conducted

GOAL	STRATEGIES	PERFORMANCE OBJECTIVES/INDICATORS & INTERIM RESULTS
	<ul style="list-style-type: none"> When possible, uniform officers will make arrests for plainclothes officers during drug and prostitution sweeps. Ensure that calls for service are handled effectively and efficiently so that adequate time is available for crime management strategies and directed patrol initiatives. 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. 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. 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. 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 surrounding the schools. The main thrust of the initiative is high visibility policing. Enhance traffic enforcement throughout the division, and in particular, in complaint areas. 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. 	

PRIORITY: CRIMINAL INVESTIGATION

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	PERFORMANCE OBJECTIVES/INDICATORS & INTERIM RESULTS
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GOAL	STRATEGIES	PERFORMANCE OBJECTIVES/INDICATORS & INTERIM RESULTS
Implement recommendations relating to ViCLAS, from the City Auditor's report on the Review of the Investigation of Sexual Assaults.	<ul style="list-style-type: none"> • Increase frequency of mailing of ViCLAS books to OPP ViCLAS Centre. • 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 • Increase frequency of reporting delinquent ViCLAS books to deputy chiefs, staff superintendents, and unit commanders. • Develop and distribute ViCLAS Newsletter Updates for the deputy chiefs, staff superintendents, unit commanders, and detective sergeants. • Provide training opportunities for detective sergeants and divisional ViCLAS liaison officers, in addition to presentations on the SACA and MIRRT courses. 	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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. • Make subject matter experts from SAS available to the CO Bick College staff to develop courses that are in compliance with the City Auditor's recommendations. 	<ul style="list-style-type: none"> • make changes to courses offered or training processes at CO Bick *information not available at present

PRIORITY: COMMUNITY SATISFACTION

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	PERFORMANCE OBJECTIVES/INDICATORS & INTERIM RESULTS
<p>Focus on improving satisfaction with police services.</p>	<ul style="list-style-type: none"> • Continue liaison with Business Improvement Associations (BIAs) and other area neighbourhood groups. • Increase visibility by officers in the community on general patrol, foot patrol, and at community events. • Internal training of divisional personnel to reinforce professional conduct. • Orientation packages for new officers, which include the code of ethics. • Ensure timely and proper response to external complaints. • Ensure officers attend community meetings to allow opportunity for members of the community to communicate problems and concerns. • Schedule Town Hall meetings and/or walk-about. • Call-backs on all occurrences: detectives will inform citizens of what is happening with their cases. • Liaise with local politicians in order to provide and receive relevant information. • Decrease the number of drug dealers openly plying their trade on our streets to address the community's greatest concern. • Improve the quality of the initial recording and investigation of crime. • 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.). • Visit second hand dealers and pawnshops regularly in an attempt to promptly locate stolen property for victims. • Help and seek court-imposed protection for victims of domestic violence to prevent a re-victimisation. • When possible, divisional personnel will be re-deployed to meet changing community needs/requirements. • 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. • Timely logging, investigation, and follow-up of continuous complaints managed by CR officers, and an aggressive directed patrol initiative managed by platoon supervisors. • 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 co-ordinate and implement each of these initiatives and satisfaction will be monitored through the CPLC. • 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. 	<ul style="list-style-type: none"> • increase in satisfaction of those who had contact with police during the past year *2001 survey not yet been conducted • increase in general satisfaction with the delivery of police services to neighbourhoods *2001 survey not yet been conducted • increase satisfaction with police services for victims of specific crimes *2001 survey not yet been conducted

PRIORITY: EMERGENCY CALLS

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 and some of the preliminary results for the performance objectives.

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

GOAL	STRATEGIES	PERFORMANCE OBJECTIVES/INDICATORS & INTERIM RESULTS
		*information not available at present

PRIORITY: VIOLENT CRIME AND CLEARANCE RATES FOR VIOLENT CRIME

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 and some of the preliminary results for the performance objectives.

GOAL	STRATEGIES	PERFORMANCE OBJECTIVES/INDICATORS & INTERIM RESULTS
Increase feeling of safety and security within the community.	<ul style="list-style-type: none"> • Ensure prompt attendance by officers to calls for service. • Ensure high visibility of uniformed officers in communities. • Zero tolerance for violent crimes and the timely and thorough investigation of crimes. • Keep victims of violent crime apprised of the case and involve them in the conditions of any release. • Report general crime rates to the community through PC-COPS and the Business Fax program. • Continue liaison with politicians and with municipal services regarding CPTED or problems areas. • <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> • Focus patrol resources on times and places with the highest risks of serious crime (e.g. hot spots and hot times of criminal activity). • Target potential victims for crime prevention seminars (e.g. retirement homes, taxi 	<ul style="list-style-type: none"> • 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

GOAL	STRATEGIES	PERFORMANCE OBJECTIVES/INDICATORS & INTERIM RESULTS
	<p>drivers, youth).</p> <ul style="list-style-type: none"> • 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. • One officer will be tasked with completing call-backs on all violent crime occurrences to ensure all additional leads pertaining to violent crimes are identified and investigated. • 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. • 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. • 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. • Keep media and community updated on police investigations/arrests to reassure public and increase sense of security. • 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. 	<p>*2001 survey not yet been conducted</p>

PRIORITY: PROPERTY CRIME AND CLEARANCE RATES FOR PROPERTY CRIME

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 or will be using to address property crimes are shown below, as are some of the preliminary results for the performance objectives.

GOAL	STRATEGIES	PERFORMANCE OBJECTIVES/INDICATORS & INTERIM RESULTS
Provide an effective police response to property crimes.	<ul style="list-style-type: none"> • Provide prompt response to victims of property crimes. • Proper recording of property, modus operandi, and crime trends to help identify suspects. • Educate the public in crime prevention initiatives, through the auto-dialler, local newspapers, etc. • Yellow 'tickets' will be issued by the Watch on Wheels to vehicles considered to be high risk for a property crime. • Call-backs will inform victims on the status of their case. • The Crime Analyst will provide appropriate information to all officers in order to concentrate in specific areas of concerns at specific times. • To address Break & Enters (B&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&E occurrences; and, station personnel will be kept informed by disseminating all information relating to occurrence times, locations, and trends to officers. • Full use of Major Crime unit (Pawn Squad) to identify shady pawn and second-hand dealers involved in the purchase of stolen property. • Full use of SOCO officers to provide on-scene examinations at property crime scenes. • Visit second hand dealers and pawnshops regularly, in an attempt to promptly locate stolen property for victims. • Conduct routine fingerprint examination of recovered stolen vehicles within the division. • Start a new 'Caring Community' neighbour-watch model in a high-rise rental building, through uniting neighbours to deter and prevent crime. • All suspects identified as possibly involved in multiple B&Es will be interviewed by a member of the Major Crime unit with the aim of solving similar type entries. • Target prolific offenders through attention to the kinds of acts they are distinctively 	<ul style="list-style-type: none"> • 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

GOAL	STRATEGIES	PERFORMANCE OBJECTIVES/INDICATORS & INTERIM RESULTS
	<p>likely to carry out.</p> <ul style="list-style-type: none"> • 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. • Divisional uniform directed patrol activities will focus upon those communities experiencing escalated property crime problems/issues. • Maintain/increase crime analysis pertaining to property crimes. • 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. 	

PRIORITY: ASSISTANCE TO VICTIMS

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, as are some of the preliminary results for the performance objectives.

GOAL	STRATEGIES	PERFORMANCE OBJECTIVES/INDICATORS & INTERIM RESULTS
Improve police response to victims of domestic violence.	<ul style="list-style-type: none"> • 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). • Divisional detective personnel and members of the Forensic Identification Centre will participate in training to establish more provincially-approved Domestic 	<ul style="list-style-type: none"> • decrease in number of domestic violence occurrences <p>Jan-Mar 2000: 851 Jan-Mar 2001: 965 13.4% change</p> • victim satisfaction with police response to domestic violence <p>*survey not yet been conducted</p> • increase number of risk assessment efforts in

GOAL	STRATEGIES	PERFORMANCE OBJECTIVES/INDICATORS & INTERIM RESULTS
	<p>Violence Care Centres.</p> <ul style="list-style-type: none"> • 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. • 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. • 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. • 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. • 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. • 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. • 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. • 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. • 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. 	<p>relation to domestic violence</p> <p>*information not available at present</p>

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 30, 2001**

#P226. BOARD OPERATING BUDGET VARIANCE

The Board was in receipt of the following report AUGUST 2, 2001 from Norman Gardner, Chairman:

Subject: BOARD OPERATING BUDGET VARIANCE

Recommendation:

It is recommended that:

The Board receive the following report.

Background:

Operating Budget:

At its meeting on April 24, 2001 Toronto City Council approved the Board's operating budget for 2001 in the amount of \$1,261,00.00.

This variance report is for the period ending July 31, 2001.

Salaries and Benefits:

The total Salary and Benefits budget is \$0.786. A favourable variance of \$0.086 is anticipated due to the fact that, as the result of the secondment of the incumbent to the City of Toronto, the position of Senior Advisor Policy and Communications is vacant and is not likely to be filled until September.

Non Salary Accounts:

The total non-salary budget is \$0.475. No variance is anticipated in these accounts.

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 30, 2001**

**#P227. STATUS OF THE 2001 CAPITAL BUDGET RECOMMENDATIONS
FROM CITY OF TORONTO COUNCIL**

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

Subject: STATUS OF THE 2001 CAPITAL BUDGET RECOMMENDATIONS FROM
CITY OF TORONTO COUNCIL

Recommendation:

It is recommended that:

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

Background:

During the review and approval of the Toronto Police Service 2001 - 2005 Capital Budget Submission, the City of Toronto Committees and Council made a number of recommendations. This report provides an update of the Toronto Police Service's response to these recommendations.

The table below outlines each City Committees and Council recommendation and provides a status of action taken.

#	Recommendations	Status
1	The 2001 – 2005 Capital Program for the Toronto Police Service, with a total cash flow of \$131.164 million, with cash flow of \$25.980 million in 2001; \$30.400 million in 2002; \$27.131 million in 2003; \$25.315 million in 2004; and, \$22.338 million in 2005, as outlined in Appendix A, be received.	N/A
2	The 2001 Capital Budget for the Toronto Police Service consisting of 14 new projects with a total project cost of \$41.689 million be approved. These projects require a cash flow of \$13.645 million in 2001 and future year commitments totalling \$11.539 million in 2002; \$11.900 in 2003; \$4.350 million in 2004; and, \$0.255 million in 2005.	N/A
3	New debt service costs totalling \$6.253 million by 2006, resulting	N/A

#	Recommendations	Status
	from the approval of the 2001 Recommended Capital Program, with incremental operating budget impacts of \$0.478 million in 2001; \$1.973 million in 2002; \$1.744 million in 2003; \$1.521 million in 2004; \$0.509 million in 2005; and, \$0.029 million in 2006 be approved.	
4	The Budget Advisory Committee recommends that the \$1.7 million requested increase for the 51 Division project be amended to \$1.3 million and that this expenditure be deferred to the end of the project to allow the City's Heritage Preservation Services an opportunity to review other funding options to offset this increased cost.	Discussions on-going between City and Facilities Management.
5	The Budget Advisory Committee recommends that the 11 Division replacement facility project costs of \$600,000 be approved for 2001, but that the future year construction costs associated with this project be made subject to approval of the 2002-2005 Capital Program expenditures being considered after the 2001 Budget process.	N/A
6	The Chair, Toronto Police Services Board, in conjunction with the Chief Financial Officer and Treasurer, review the Divisional Replacement projects for funding eligibility under the Infrastructure program recently announced by the federal government.	Report to Board in Sept/01
7	The Budget Advisory Committee recommends that project costs of \$600,000 be included in the recommended 2001 capital costs to allow for the design for a new 43 Division facility, but that future year construction costs associated with this project be made subject to approval of the 2002-2005 Capital Program expenditures.	To be included in 2002-2006 Capital Budget Submission

Summary:

The Budgeting and Control Unit has maintained this table to ensure all items have been completed. Many of the items required no further action by the Toronto Police Service. We will continue to monitor this table to ensure all items have been completed.

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

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 30, 2001**

**#P228. STATUS OF THE 2001 OPERATING BUDGET RECOMMENDATIONS
FROM CITY OF TORONTO COUNCIL**

The Board was in receipt of the following report AUGUST 1, 2001 from Julian Fantino, Chief of Police:

Subject: STATUS OF THE 2001 OPERATING BUDGET RECOMMENDATIONS
FROM CITY OF TORONTO COUNCIL

Recommendation:

It is recommended that:

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

Background:

During the review and approval of the Toronto Police Service 2001 Operating Budget submission, the City of Toronto Council made a number of recommendations and motions. This report provides an update of the Toronto Police Service's response to these recommendations and motions.

Below are tables outlining each recommendation and motion from City Committees and Council and a status for each item.

A. Policy and Finance Committee

#	Recommendations	Status																											
204	That the Chief Financial Officer and Treasurer, after consultation with Agencies, Boards and Commissions, be requested to submit a report to the Policy and Finance Committee on opportunities to reduce benefit costs for the city and the Agencies Boards and Commissions, including the merging of all benefits carriers to the City.	Awaiting City action																											
205	<p>The 2001 Recommended Operating Budget of \$602.223 million gross and \$585.199 million net, comprised of the following services, be approved:</p> <table> <tr> <td></td><td>Gross</td><td>Net</td></tr> <tr> <td><u>Service:</u></td><td><u>(\$000s)</u></td><td><u>(\$000's)</u></td></tr> <tr> <td>Toronto Police Services Board</td><td>1,261.0</td><td>1,261.0</td></tr> <tr> <td>Chief of Police</td><td>6,393.8</td><td>6,392.8</td></tr> <tr> <td>Corporate Support Command</td><td>152,387.4</td><td>145,341.2</td></tr> <tr> <td>Policing Operations Command</td><td>310,967.9</td><td>303,902.9</td></tr> <tr> <td>Policing Support Command</td><td>140,036.6</td><td>137,125.0</td></tr> <tr> <td>Unallocated Reduction*</td><td><u>(18,926.5)</u></td><td><u>(18,926.5)</u></td></tr> <tr> <td>Total Program Budget</td><td>592,120.2</td><td>575,096.4</td></tr> </table> <p>*Pending the list of adjustments to be provided by the Toronto Police Services Board (see #206).</p>		Gross	Net	<u>Service:</u>	<u>(\$000s)</u>	<u>(\$000's)</u>	Toronto Police Services Board	1,261.0	1,261.0	Chief of Police	6,393.8	6,392.8	Corporate Support Command	152,387.4	145,341.2	Policing Operations Command	310,967.9	303,902.9	Policing Support Command	140,036.6	137,125.0	Unallocated Reduction*	<u>(18,926.5)</u>	<u>(18,926.5)</u>	Total Program Budget	592,120.2	575,096.4	Covered in # 206
	Gross	Net																											
<u>Service:</u>	<u>(\$000s)</u>	<u>(\$000's)</u>																											
Toronto Police Services Board	1,261.0	1,261.0																											
Chief of Police	6,393.8	6,392.8																											
Corporate Support Command	152,387.4	145,341.2																											
Policing Operations Command	310,967.9	303,902.9																											
Policing Support Command	140,036.6	137,125.0																											
Unallocated Reduction*	<u>(18,926.5)</u>	<u>(18,926.5)</u>																											
Total Program Budget	592,120.2	575,096.4																											
206	The Toronto Police Services Board be requested to report directly to the Policy and Finance Committee on the service and feature detail breakdown of the unallocated reductions relating to the Budget Advisory Committee Recommended 2001 Operating Budget.	See attachment A.																											
207	Commencing with the 2001 Operating Budget, and in accordance with the <i>Police Services Act 39(1)</i> , the Toronto Police Services Board submit their operating budget requirements as is currently done for the Toronto Parking Enforcement	Already done in 2001																											
208	The Commissioner of Corporate Services, in conjunction with the Toronto Police Services Board be requested to report to the Policy and Finance Committee prior to submission of the September, 2001 Operating Variance Report regarding the disposition of the budgeted and actual expenditures associated with caretaking services charged to the Toronto Police Service for the period 1999 to 2001, including a recommendation for how the appropriate services should be handled on an on-going basis.	City to complete by Sept/01																											
209	The Toronto Police Services Board (where applicable) be requested to report on projected 2001 and future year performance measures as part of the 2001 Operating Budget Variance reporting process and include these estimates in their base budget submissions for the 2002 operating and future year budgets as required.	On-going																											
210	The Chief Financial Officer and Treasurer, in conjunction with the Chief Administrative Officer, Toronto Police Service be requested to review and	Awaiting City action																											

#	Recommendations	Status															
	compare the current negotiated agreements and benefits plan for the Toronto Police Service to those held for City programs and report to the Policy and Finance Committee by the Fall of 2001 regarding options for addressing the increased expenditures (see # 204).																
211	Council be advised that the Toronto Police Services Board will be authorized a one-time contribution to the City's Vehicle and Equipment Replacement Reserve in 2000 as provided for through the Toronto Police Service's reported surplus in 2000 subject to the final year-end results.	N/A															
212	The City Auditor, in conjunction with the Chair, Toronto Police Services Board be requested to report to the Policy and Finance Committee by the Spring of 2001 regarding the results of the Air Service pilot project including pre- and post-performance measures as directed by Council at its meeting of April 25, 26 and 27, 2000.	City to submit report to Board															
	<p>Recommendation No. (213) be amended to read as follows:</p> <p>The Toronto Police Services Board, the City Auditor, and the City's Chief Financial Officer and Treasurer be requested to report to the Budget Advisory Committee regarding the policing expenditures incurred at 23 Division since the opening of Woodbine Casino as directed through Clause No. 1 of Report No. 6 of the Policy and Finance Committee, adopted by Council at its meeting of May 9, 10 and 11, 2000.</p>	Completed Report (Board Minute P131, April 19/01) sent to Policy and Finance															
214	<p>The report (March 19, 2001) from the Chief Financial Officer and Treasurer entitled, "Funding of Cost Overruns in 2001 for Toronto Police Service Benefits" embodying the following recommendations, be adopted:</p> <p>(i) The Chair, Toronto Police Services Board be requested to report to the Policy and Finance Committee, as part of its monthly operating budget variance reports, on the progress of cost containment strategies currently being undertaken with respect to Employee Benefits at the Toronto Police Service; and</p> <p>(ii) If actual expenditures in 2001 begin to exceed approved levels, the Chair, Toronto Police Services Board request the Policy and Finance Committee to direct the Chief Financial Officer and Treasurer to report on providing funding through a in-year base budget adjustment.</p>	Incorporated into budget and monthly variance and reported to the Board.															
	Parking Tag Enforcement and Operations																
224	<p>The 2001 Recommended Operating Budget of \$34.210 million gross, revenue of \$61.032 million and net revenue of \$26.822 million, comprised of the following components, be approved:</p> <table> <tr> <td></td><td>Gross</td><td>Net</td></tr> <tr> <td></td><td>(\$000s)</td><td>(\$000s)</td></tr> <tr> <td>Service:</td><td></td><td></td></tr> <tr> <td>Parking Tag Enforcement - Toronto Police Services</td><td>24,084.4</td><td>24,084.4</td></tr> <tr> <td>Parking Tag Enforcement – Revenue Services, Finance</td><td>10,125.3</td><td>10,125.3</td></tr> </table>		Gross	Net		(\$000s)	(\$000s)	Service:			Parking Tag Enforcement - Toronto Police Services	24,084.4	24,084.4	Parking Tag Enforcement – Revenue Services, Finance	10,125.3	10,125.3	N/A
	Gross	Net															
	(\$000s)	(\$000s)															
Service:																	
Parking Tag Enforcement - Toronto Police Services	24,084.4	24,084.4															
Parking Tag Enforcement – Revenue Services, Finance	10,125.3	10,125.3															

#	Recommendations	Status
	Parking Tag Enforcement & Operations – Revenues <u> (61,031.6)</u> Total Program Budget <u>34,209.7 (26,821.9)</u>	
225	The hiring of 48 additional Parking Tag Enforcement officers be deferred.	N/A
226	The City Auditor, in consultation with the Chief Financial Officer and Treasurer, the President of the Parking Authority, the Chief of Police and the Director of Purchasing and Materials Management be requested to report to the Administration Committee, for its meeting of May 8, 2001, on terms of reference to the request for proposals only from the Police Services Enforcement Unit and the Toronto Parking Authority on the management and enforcement of permitted on-street parking; and that the Members of the Budget Advisory Committee be invited to attend such meeting.	Report submitted to May 8/01 meeting
227	The Chief Administrative Officer and the City Auditor be requested to report to the Policy and Finance Committee within three months after the end of the first tendered period, with recommendations on the most effective and efficient means by which the City manages its parking operations.	City to submit report to Policy and Finance due by Oct/01.

B. Council Motions

#	Recommendations	Due Date
29 (a)	The following motion be adopted: Moved by Councillor LiPreti: Whereas the proceeds of crime are currently administered by the provincial government; and Whereas the City of Toronto Police Services Board and citizens spend millions of dollars seizing proceeds of crime on an annual basis; Now therefore be it resolved that: (i) The federal government, through the Province of Ontario, be requested to allocate all proceeds of crime seized by the Toronto Police Service for the front-line policing needs of the City of Toronto;	Being addressed. Any outcome will be reflected in 2002 Operating Budget
	(ii) The Province of Ontario be requested to pay its fair share towards the City of Toronto's Police Service budget for the running of the provincial court system where the services of the Toronto Police Service are required; and	To be sent Aug/01
	(iii) The amount as specified by the Chief of Police be billed to the Province of Ontario;	To be sent Aug/01
(b)	The Chief of Police be requested to consult with the local community within 21 Division about any change in service or service levels that may occur as a result of the budget approved by Toronto City Council and submit a report thereon to Council, through the Toronto Police Services Board and the Policy and Finance Committee; and	Board Report approved at July 20/01 meeting
(c)	The Chair of the Toronto Police Services Board be requested to submit a report to the Policy and Finance Committee providing an update on the overtime costs of the Toronto Police Service and the actions being taken to address the issue of high costs in this area; scheduling of police attending court, and the co-operation of court officials in this regard.	Report to Board Sept/01

Summary:

The Budgeting and Control Unit is maintaining these tables and following up with the areas responsible for completing the request. We will continue to monitor these items until completion.

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

The Board received the foregoing.

Attachment A:

The information requested in Recommendation # 206.

2001 Approved Budget						
(in \$000's)						
Command	Regular Pay and Benefits	Materials and Supplies	Equipment	Services and Rent	Revenue	Command Total
Chief of Police	\$6,813.9	\$64.4	\$6.0	\$320.7	(\$1.00)	\$7,204.0
Corporate Support	\$85,231.1	\$12,514.7	\$5,619.2	\$34,298.4	(\$7,046.20)	\$130,617.2
Policing Support	\$140,864.7	\$1,154.5	\$265.9	\$2,432.4	(\$2,911.60)	\$141,805.9
Policing Operations	\$299,673.7	\$700.1	\$47.3	\$852.2	(\$7,065.00)	\$294,208.3
Total by Command	\$532,583.4	\$14,433.7	\$5,938.4	\$37,903.7	(\$17,023.80)	\$573,835.4

2001 Approved Budget						
(in \$000's)						
Command	Regular Pay and Benefits	Materials and Supplies	Equipment	Services and Rent	Revenue	Command Total
Toronto Police Services Board	\$785.9	\$7.0	\$1.0	\$467.1	\$0.0	\$1,261.0
Total by Command	\$785.9	\$7.0	\$1.0	\$467.1	\$0.0	\$1,261.0

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 30, 2001**

**#P229. SEMI-ANNUAL REPORT: JANUARY – JUNE 2001: PARKING
ENFORCEMENT UNIT ABSENTEEISM**

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

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

Recommendation:

It is recommended that:

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

Background:

The City of Toronto Policy and Finance Committee has requested semi-annual reports on Parking Enforcement Unit Absenteeism. This report consists of the information pertaining to the first half of the year 2001.

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

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

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

With the assistance of Human Resources, strategies have been developed to assist long term light duty staff enhance their job skills in order to qualify them for reclassification and placement in other units. As these reclassifications take place, Parking Enforcement Officers are hired, which in turn improves unit deployment and productivity. In the first half of year 2001, five light duty officers were temporarily reassigned to other units and the Unit was successful in reclassifying one light duty officer to a duty clerk position.

The Parking Enforcement Unit absenteeism report for the first half of the year 2001 is provided in table #1 and the actual figures are reported in table #2 (appendix A refers). In order to highlight absenteeism patterns, the reporting is grouped into three categories: IOD, Long Term Sick and Other Sick. IOD represents staff members who were injured while performing their duties. Long term sickness represents staff who remained sick for two or more months. Other sickness represents all short-term sickness.

In the first half of year 2001 the average overall absenteeism rate of the Parking Enforcement Unit stands at 6.6%; IOD rate is 1.5%, Long Term Sick rate is 0.7% and Short Term Sick represents 4.4%. The yearly absenteeism comparison for the Parking Enforcement Unit for the period of 1996 to June 2001 is provided in Table #3 (appendix A refers). Although the absenteeism rate in the first half of 2001 is below the yearly averages from 1996 to 1999, it is 1.3 percentage points above the year 2000 average. This increase is primarily due to an increase in the IOD rate by 0.8 percentage points, and the short term sickness rate increase by 0.5 percentage points. Traditionally, in the first half of the year, the overall absenteeism rate is above the yearly average. With the implementation of the enhanced Parking Information System (PINS) in the last quarter of this year, the Unit will enhance its ability to track historic patterns of individual's sick records. With this tracking ability a decline in the short-term sickness rate is anticipated.

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

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

Superintendent Doug Reynolds, Parking Enforcement Unit, was in attendance and responded to questions by the Board about this report.

The Board received the foregoing and requested that, if possible, future parking enforcement semi-annual absenteeism reports include data providing comparison with Service units and other branches of municipal government, particularly where outside workers are employed.

**Appendix A. Table #1. Parking Enforcement Unit Absenteeism
January – June 2001**

TYPE	Jan.	Feb.	Mar.	Apr.	May.	Jun.	Average
Injured on duty	1.2%	1.6%	1.2%	1.2%	1.4%	2.5%	1.5%
Long term sick	0.8%	0.8%	0.7%	0.6%	0.5%	0.6%	0.7%
Short term sick	3.7%	5.4%	4.8%	3.6%	4.1%	4.7%	4.4%
TOTAL	5.7%	7.8%	6.8%	5.3%	5.9%	7.8%	6.6%

Table #2. Sick Shifts Summary

TYPE	Jan.	Feb.	Mar.	Apr.	May.	Jun.	Total
Injured on duty hrs.	748	876	771	664	814	1,453	5,325
Injured on duty shifts	94	109	96	83	102	182	666
Average Persons/Day	3	4	3	3	3	6	4
Long term sick Hrs.	478	452	422	312	311	348	2,323
Long term sick shifts	60	57	53	39	39	44	290
Average Persons/Day	2	2	2	1	1	1	2
Short term sick hrs.	2,257	3,013	3,014	2,016	2,435	2,702	15,438
Short term sick shifts	282	377	377	252	304	338	1,930
Average Persons/Day	9	13	12	8	10	11	11
Total Scheduled Shifts	7,600	6,930	7,774	7,003	7,511	7,178	43,996

Source: DIMS, PINS. Sick = sick, dependent sick, doctor's appointment, part of day sick

Parking is 7 Days 24 hrs. operation and shifts range from 10, 8 and 7 hrs.

An average/ shift is taken at 8 hours.

**Table #3. Parking Enforcement Unit Absenteeism
1996 – June 2001**

	1996	1997	1998	1999	2000	Jan to June 2001
Total	8.5%	8.3%	7.5%	6.7%	5.3%	6.6%

Source: Parking Information System, PINS

Note: Tracking of injured on duty, long term sick and short term sick was not available until year 1999. Over all absenteeism rate is reported in this table which includes all categories; short term sick, long term sick and injured on duty (IOD).

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TORONTO POLICE SERVICES BOARD HELD ON AUGUST 30, 2001**

**#P230. PROGRAM ENHANCEMENTS AND CONSOLIDATION OF BY-LAWS
AFFECTING PARKING ENFORCEMENT ON PRIVATE PROPERTY**

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

Subject: Program Enhancements and Consolidation of By-laws Affecting Parking
 Enforcement on Private Property

Recommendation:

It is recommended that:

- (1) the Board receive the following report; and
- (2) the Board forward a copy of this report to the City of Toronto Planning and Transportation Committee for its information.

Background:

At its meeting of May 30, 31 and June 1, 2001, Council adopted the recommendations in the report entitled "Program Enhancements and Consolidation of By-laws Affecting Parking Enforcement on Private Property" (Clause No. 3 of Report No. 3 of the Planning and Transportation Committee) with the following recommendations:

- (5) *the Toronto Police Services Board be asked to consider whether a fee should be charged for properties to be designated under the programme;*
- (8) *the Chief of Police, as part of the two-year review of the private property enforcement programme, consider whether an annual permit requirement and related fees should be implemented for signs required on private property under the programme;*

The issue of private property parking enforcement has been extremely controversial over the past few years. However, City of Toronto Council at its meeting of May 30, 31 and June 1, 2001, approved new bylaws relating to private property parking enforcement that will take effect on January 1, 2002.

The new private property parking program allows for tagging and towing on private property by municipal law enforcement officers (MLEO's) throughout the entire City of Toronto. As a result, it is anticipated that there will be an increase in parking tag issuance by MLEO's. This increase in parking tag issuance has the potential to bring in additional revenue to the City of Toronto. A response to each of the recommendations is below.

(5) the Toronto Police Services Board be asked to consider whether a fee should be charged for properties to be designated under the programme;

The new approved bylaws will require all industry participants (property owners, municipal law enforcement officers, and towing service providers) to deal with a substantial amount of change which will result in bringing the necessary integrity back into the system. As a result, it is recommended that industry participants be afforded a period of transition in order for them to "buy in" and adjust to the new program criteria prior to any other monetary decisions being made. It should be noted that all revenues from parking tag issuance accrue to the City of Toronto and not the MLEO company.

(8) the Chief of Police, as part of the two-year review of the private property enforcement programme, consider whether an annual permit requirement and related fees should be implemented for signs required on private property under the programme;

Staff will re-visit fee requirements at the time of the two year review once there is a better understanding of the effect this program will have on staffing, resources, and revenues.

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

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

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 30, 2001**

#P231. CONSOLIDATION OF PARKING BY-LAWS

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

Subject: CONSOLIDATION OF PARKING BYLAWS

Recommendation:

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

Background:

At its meeting of March 22, 2001, the Board requested that the Chief of Police provide a progress report on the consolidation of parking bylaws within the City of Toronto in six months (Board Minute #P79/01 refers). This report is in response to that request.

As a result of receiving the package entitled, "Consolidation of Parking Bylaws from an Enforcement Perspective" (attachment to Board Minute #488/00), City of Toronto Transportation Services invited members of the Toronto Police Service, Parking Enforcement Unit to a meeting to discuss the recommendations contained therein. At that time, Transportation Services advised Parking Enforcement staff that the bylaw consolidation exercise would require significant personnel and signage resources, resulting in substantial costs being incurred. Discussions also focussed around bylaw consolidation in reference to its effect on the hand held tagging equipment project that is scheduled for 2002 and 2003. It has been determined that since the bylaw consolidation is a key component of the overall hand held project that the costs of the bylaw aspect could be rolled into the capital budget submission for this project.

A committee consisting of members of the Toronto Police Service, Parking Enforcement Unit, City of Toronto Finance, Parking Tag Operations, and City of Toronto, Transportation Services, has been established to research and develop the project plan. At present, staff are anticipating that budget allocations will be determined this fall, which will allow for the commencement of the project in 2002.

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

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

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 30, 2001**

#P232. ANNUAL REPORT 2000 – MUSEUM RESERVE FUND

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

Subject: MUSEUM RESERVE FUND

Recommendation:

It is recommended that: the Board receive the report on the Museum Reserve Fund for their information.

Background:

Enclosed is the unaudited statement of continuity for the Museum Reserve Fund for the year ended December 31, 2000 (Appendix A).

As at December 31, 2000, the unaudited balance in the Museum Reserve Fund was \$378,526 with the total receipts of \$62,363 and total disbursements of \$172,732.

The gift shop has a net income of \$29,767.26 from operations for the year ended December 31, 2000. In addition \$172,732 for the current year and \$6,299 from the previous year were disbursed from the reserve fund for the costs of relocating and renovating the existing gift shop facilities.

As per Board Minute #P27, dated January 25, 2001, the Toronto Police Service Board approved that this report will no longer be reported to the Board and that it would be included in the annual financial statements prepared by the City Financial Auditors. Arrangements have been made with the City Audit to include the Museum Reserve Fund beginning the year ending December 31, 2001.

Deputy Chief Michael Boyd, Policing Support Command, and Frank Chen, Chief Administrative Officer, Corporate Support Command, will be present to answer any questions that the Board may have.

The Board received the foregoing.

TORONTO POLICE SERVICES BOARD
MUSEUM RESERVE FUND

UNAUDITED STATEMENT OF CONTINUITY
FOR THE YEAR ENDED DECEMBER 31, 2000

Fund Balance, Beginning of Year	<u>\$488,895</u>
Revenue	
Donations	\$4,186
Interest	\$28,410
Gift Shop-Net Income/Loss	<u>\$29,767</u>
	<u>\$62,363</u>
Expenditures	
Capital expenditures	<u>\$172,732</u>
 Excess of revenue over expenditures for the period	 <u>-\$110,369</u>
 Fund Balance, End of Year	 <u><u>\$378,526</u></u>

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 30, 2001**

**#P233. ANNUAL REPORT 2000 – AUDITED FINANCIAL STATEMENTS
REGARDING THE SPECIAL FUND AND TRUST FUNDS**

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

Subject: ANNUAL REPORT 2000 - AUDITED FINANCIAL STATEMENTS
REGARDING THE SPECIAL FUND AND TRUST FUNDS

Recommendation:

It is recommended that: the Board receive the audited financial statements by Ernst & Young for their information.

Background:

Attached are the audited financial statements by Ernst & Young, Chartered Accountants, for the Toronto Police Service Board's Special Fund and Trust Funds for the year ended December 31, 2000. The audited figures have been reviewed and agreed upon by Finance & Administration staff.

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.

Financial Statements

City of Toronto Police Services Board
Trust Funds
December 31, 2000



AUDITORS' REPORT

To the Chairman and Members of
the City of Toronto Police Services Board

We have audited the balance sheet of the **City of Toronto Police Services Board Trust Funds** as at December 31, 2000 and the statement of operations and changes in fund balances for the year then ended. These financial statements are the responsibility of the Board's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Trust Funds as at December 31, 2000 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Toronto, Canada,
June 26, 2001.

Ernst & Young LLP
Chartered Accountants

City of Toronto
Police Services Board Trust Funds

BALANCE SHEET

As at December 31

	2000 \$	1999 \$
ASSETS		
Cash	5,137,253	6,980,320
Accounts receivable	15,635	20,806
	5,152,888	7,001,126
LIABILITIES AND FUND BALANCES		
Liabilities		
Accounts payable	1,038,782	784,221
Fund balances		
Witness Protection [note 3]	4,589	13,800
Deceased Persons' [note 4]	47,720	62,286
Property and Evidence Management Unit		
General Fund [note 5]	4,061,797	6,140,819
Total fund balances	4,114,106	6,216,905
	5,152,888	7,001,126

See accompanying notes

City of Toronto
Police Services Board Trust Funds

STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCES

Year ended December 31

	Witness Protection Fund		Deceased Persons' Fund		Property and Evidence Management Unit General Fund		Total	Total
	2000	1999	2000	1999	2000	1999	2000	1999
	\$	\$	\$	\$	\$	\$	\$	\$
	[note 3]		[note 4]		[note 5]			
REVENUES								
Attorney General's Office	98,176	95,788	—	—	—	—	98,176	95,788
Money found in the possession of deceased persons	—	—	5,640	66,616	—	—	5,640	66,616
Seized cash	—	—	—	—	2,064,890	865,275	2,064,890	865,275
Found cash	—	—	—	—	16,068	83,615	16,068	83,615
Other	43,922	—	—	—	—	—	43,922	—
	142,098	95,788	5,640	66,616	2,080,958	948,890	2,228,696	1,111,294
EXPENSES								
For safekeeping of witnesses	81,782	64,134	—	—	—	—	81,782	64,134
Refunds to Attorney General's Office	30,445	19,244	—	—	—	—	30,445	19,244
Next-of-kin, estates and trustees	—	—	5,526	76,059	—	—	5,526	76,059
The City of Toronto - to defray cost of funerals	—	—	4,369	11,144	—	—	4,369	11,144
Funeral home direct payments	—	—	9,396	2,388	—	—	9,396	2,388
Seized funds	—	—	—	—	4,128,559	620,675	4,128,559	620,675
Returned to owners	—	—	—	—	24,058	57,283	24,058	57,283
City of Toronto Police Services Board Special Fund [notes 4 and 5]	—	—	915	11,881	6,672	49,688	7,587	61,569
Federal Government	—	—	—	—	—	2,000	—	2,000
Other	39,082	600	—	—	691	360	39,773	960
	151,309	83,978	20,206	101,472	4,159,980	730,006	4,331,495	915,456
Excess (deficiency) of revenues over expenses for the year	(9,211)	11,810	(14,566)	(34,856)	(2,079,022)	218,884	(2,102,799)	195,838
Fund balances, beginning of year	13,800	1,990	62,286	97,142	6,140,819	5,921,935	6,216,905	6,021,067
Fund balances, end of year	4,589	13,800	47,720	62,286	4,061,797	6,140,819	4,114,106	6,216,905

See accompanying notes



**City of Toronto
Police Services Board Trust Funds**

NOTES TO FINANCIAL STATEMENTS

December 31, 2000

1. DESCRIPTION OF THE ORGANIZATION

The financial statements of the City of Toronto Police Services Board Trust Funds [the "Trust"] reflect the combined position and activities of the following Trust Funds administered by the Toronto Police Services Board [the "Board"]:

Witness Protection Fund [note 3]
Deceased Persons' Fund [note 4]
Property and Evidence Management Unit General Fund [note 5]

The Trust is exempt from income taxes under Section 149(1) of the Income Tax Act (Canada).

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles. They are the representation of management and necessarily involve the use of best estimates and careful judgment. The significant accounting policies are summarized below:

Fund accounting

The Trust follows the restricted fund method of accounting for contributions. The Board ensures, as part of its fiduciary responsibilities, that all funds received with a restricted purpose are expended for the purpose for which they were provided.

For financial reporting purposes, the Trust's funds have been classified into three categories as described in notes 3, 4 and 5.

Revenue recognition

Contributions received are recognized as revenue of the funds in the year in which they are received or receivable when the amounts to be received can be reasonably estimated and collection is reasonably assured.

3. WITNESS PROTECTION FUND

The Witness Protection Fund records receipts and disbursements of funds for the protection of witnesses. The funds are provided by the Attorney General's Office and are disbursed by the Board.

**City of Toronto
Police Services Board Trust Funds**

NOTES TO FINANCIAL STATEMENTS

December 31, 2000

4. DECEASED PERSONS' FUND

The Deceased Persons' Fund records the transactions relating to money found in the possession of deceased persons by police officers. Property of an unusual value, such as silver and gold coins or paper money worth more than face value, is placed in safekeeping in the Property and Evidence Management Unit and recorded in the fund at face value.

The money found on deceased persons is paid to next-of-kin, estates or trustees upon establishment of proper legal claims. Any monies not claimed within a specified time, or for which no owner can be identified, are transferred to the City of Toronto Police Services Board Special Fund, net of any funeral costs, in accordance with provisions of the Police Services Act.

5. PROPERTY AND EVIDENCE MANAGEMENT UNIT GENERAL FUND

The Property and Evidence Management Unit General Fund is used to record found cash where the finder is entitled to the money if it is not claimed by the owner within three months. If the finder does not claim the cash, this money is transferred to the Police Services Board Special Fund. Monies, if determined to be the proceeds of crime, are transferred to the appropriate recipient based on the relevant legislation.

Cash received as a result of seizures is also kept on deposit within the Property and Evidence Management Unit. The interest on this cash is transferred to a separate bank account. The monies seized, and its interest, is kept until such time as the determination has been made as to whom it should be paid.

6. RELATED PARTY TRANSACTIONS

Administrative staff of the Board provides administrative services for the Trust. The Board does not charge for these services.

7. STATEMENT OF CASH FLOWS

A separate statement of cash flows has not been presented since cash flows from operating, investing and financing activities are readily apparent from the other financial statements.

8. COMPARATIVE FINANCIAL STATEMENTS

The comparative financial statements have been reclassified from statements previously presented to conform to the presentation of the 2000 financial statements.

Financial Statements

City of Toronto Police Services Board
Special Fund
December 31, 2000

AUDITORS' REPORT

To the Chair and Members of
the City of Toronto Police Services Board

We have audited the balance sheet of the **City of Toronto Police Services Board Special Fund** as at December 31, 2000 and the statement of operations and change in fund balance for the year then ended. These financial statements are the responsibility of the Board's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Special Fund as at December 31, 2000 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Toronto, Canada,
June 26, 2001.

Ernst & Young LLP
Chartered Accountants

City of Toronto
Police Services Board Special Fund

BALANCE SHEET

As at December 31

	2000	1999
	\$	\$
ASSETS		
Cash	76,499	425,412
Accounts receivable	40,766	31,041
	117,265	456,453
LIABILITIES AND FUND BALANCE		
Liabilities		
Accounts payable	26,616	4,072
Fund balance	90,649	452,381
	117,265	456,453

See accompanying notes

City of Toronto
Police Services Board Special Fund

**STATEMENT OF OPERATIONS AND
CHANGE IN FUND BALANCE**

Year ended December 31

	2000 \$	1999 \$
REVENUE		
Proceeds from auction sale of unclaimed goods <i>(note 3)</i>	147,619	263,970
Unclaimed money from Found and Evidence	29,355	100,813
City of Toronto Police Services Board Trust Funds <i>(note 4)</i>	7,587	61,568
Interest	11,699	10,390
Other	1,803	1,322
	198,063	438,063
EXPENSES		
Board and Police Service relations	109,689	192,205
Police Service and community relations	333,194	145,748
Board and community consultations	24,434	23,539
Catering services	8,698	8,312
Board approved exception	75,000	4,570
Other	3,104	2,043
Return of cash to owner or finder	3,476	728
Donations	2,200	550
	559,795	377,695
Excess (deficiency) of revenue over expenses for the year	(361,732)	60,368
Fund balance, beginning of year	452,381	392,013
Fund balance, end of year	90,649	452,381

See accompanying notes

**City of Toronto
Police Services Board Special Fund**

NOTES TO FINANCIAL STATEMENTS

December 31, 2000

1. PURPOSE OF FUND

The expenditures made by the City of Toronto Police Services Board Special Fund [the "Special Fund"] are for items and initiatives which the City of Toronto Police Services Board [the "Services Board"] deem beneficial to policing in the City of Toronto.

The Special Fund is exempt from income taxes under Section 149(1) of the Income Tax Act (Canada).

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles. They are the representation of management and necessarily involve the use of best estimates and careful judgment. The significant accounting policies are summarized below:

Fund accounting

The Special Fund follows the deferral method of accounting for contributions.

Revenue recognition

Contributions are recognized as revenue in the year received or receivable when the amounts to be received can be reasonably estimated and collection is reasonably assured.

3. PROCEEDS FROM AUCTION SALE OF UNCLAIMED GOODS

With respect to unclaimed goods in the possession of the Services Board, the Police Services Act in Section 132(2) states that "the chief of police may cause the property to be sold, and the Services Board may use the proceeds for any purpose that it considers in the public interest".

4. CITY OF TORONTO POLICE SERVICES BOARD TRUST FUNDS

The money found on deceased persons is paid to next-of-kin, estates or trusts upon establishment of proper legal claims. Any monies not claimed within a specified time, or for which no owner can be identified, are transferred to the Special Fund, net of any funeral costs, in accordance with provisions of the Police Services Act.

In the case of other found cash, the finder is entitled to the money if the owner does not claim it within three months. If the finder does not claim the cash, this money is transferred to the Special Fund.

City of Toronto
Police Services Board Special Fund

NOTES TO FINANCIAL STATEMENTS

December 31, 2000

During the year, the Special Fund received the following amounts from the City of Toronto Police Services Board Trust Funds:

	2000	1999
	\$	\$
Unclaimed cash from Property and Evidence		
Management Unit General Fund	6,672	49,688
Unclaimed cash from Deceased Persons' Fund	915	11,880
	7,587	61,568

5. RELATED PARTY TRANSACTIONS

Administrative staff of the Services Board provides administrative services for the Special Fund. The Services Board does not charge for these services.

6. STATEMENT OF CASH FLOWS

A separate statement of cash flows has not been presented since cash flows from operating, investing and financing activities are readily apparent from the other financial statements.

7. COMPARATIVE FINANCIAL STATEMENTS

The comparative financial statements have been reclassified from statements previously presented to conform to the presentation of the 2000 financial statements.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 30, 2001**

**#P234. SEMI-ANNUAL REPORT: JANUARY – JUNE 2001:
LEGAL INDEMNIFICATION**

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

Subject: SEMI- ANNUAL REPORT ON LEGAL INDEMNIFICATIONS

Recommendation:

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

Background:

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

During the period of January 1 to June 30, 2001, 4 accounts from Hicks, Morley, Hamilton, Stewart, and Storie for labour relations counsel for a total of \$84,124.82, were approved for payment by the Director, Human Resources and the Manager, Labour Relations.

During the same period, 33 legal indemnification claims were processed totaling \$214,837.20.

In addition, a total of \$162,401.40 was paid in settlement of accounts relating to 3 inquests.

Therefore, during the period of January 1 to June 30, 2001, a total of \$461,363.42 was paid in settlement of the above accounts.

The policy authorizing the Director, Human Resources and the Manager, Labour Relations to pay legal indemnification accounts of up to \$100,000.00 has expedited the process of settling these accounts. This has resulted in a substantial reduction in the number of outstanding accounts.

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 received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 30, 2001**

**#P235. REVISED POLICY GOVERNING THE ESTABLISHMENT AND
REMOVAL OF SCHOOL CROSSING GUARD LOCATIONS**

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

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

Recommendation:

It is recommended that: the Board receive this report.

Background:

At 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.

At its meeting on July 20, 2001, the Board approved a report and policy pertaining to the above Board Priority (Board Minute P196/01 refers). Subsequent review of the policy revealed that the document submitted to the Board was not the correct version of the amended policy.

Attached to this report is the correct policy that incorporates the recommendations relating to the OCCPS Report.

The Board will no longer maintain any role in the placement, removal or community consultation process involving School Crossing Guards. Authority for these decisions will become the responsibility of the Chief of Police in accordance with the amended Board policy.

It is recommended that the Board receive this report.

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

The Board received the foregoing.



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 evaluation of a site shall be submitted in writing to the Chief of Police, and forwarded to the attention of 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 (i.e. increase in student enrolment/vehicle traffic) 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 the 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 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 elementary school children crossing prior to normal school crossing times
- Times first and last child crossed
- Times guard(s)/patroller(s) 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
- Highway Traffic Act offences
- Municipal bylaws
- Visual obstructions and road design

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 the need for a school crossing 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 Toronto Police 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.

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 Kindergarten up to and including Grade Six. School Crossing Guards ordinarily will not be appointed 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 exists, or that the hazards on the roadway may not warrant the need for a school crossing guard.

The warrant checklist 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 the crossing, traffic law enforcement, or parent/student education is undertaken to correct the observed conditions.

Temporary School Crossing Guards can be appointed when the following situations apply:

- Construction / roadwork creates an unsafe crossing situation
- When the conditions are met for the placement of a permanent School Crossing Guard, a temporary School Crossing Guard will be placed pending approval from the Chief of Police

The Placement of a School Crossing Guard is not an Action of First Resort

A School Crossing 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 School Crossing Guard

At the request of a school principal, police officer or other person, a site can be surveyed to determine if an existing School Crossing Guard is necessary. Removal of a School Crossing Guard requires a three-day site survey to be conducted. The same factors and criteria that are considered for the placement of a School Crossing Guard are also considered for the removal. The findings of the Survey Team are presented to the Chief of Police for final approval.

Other factors listed below are assessed in order to determine whether the criteria exists and to illustrate that alternatives are not available.

1	Insufficient Safe Gaps	A safe gap is a break in traffic that permits sufficient time for a child to cross in safety. Insufficient safe gaps occur frequently during crossing times, specifically, there are 3 or less gaps in a 5-minute period. Safe gaps are not ordinarily calculated when traffic controls are present.
	Inadequate Traffic Control Devices	Signs, signals, markings or devices placed or erected for the purpose of regulating, warning or guiding traffic are inadequate or non-existent. Gaps will be calculated in these situations.
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	When turning 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 Speed Limit	There are 4 or more lanes of traffic. Speed is greater than 50 km/h. (Posted or 85 th 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.

School Safety Patroller Program

Administration of the School Safety Patroller Program is the responsibility of the Toronto Police Service, Community Policing Support Unit.

Upon completion of a site evaluation, the School Traffic Survey Officers will advise the person(s) requesting the survey, the local school and the Co-ordinator of the Safety School Patroller Program of the results of the survey.

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

School Safety 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 for each school patroller
- School Patrollers must receive training from the Toronto Police Service at the beginning of each school year
- School Patrollers must always wear the supplied equipment (florescent orange vest or cape) while performing their duties. At some school locations, patrollers may be issued with orange arm sleeves
- School Patrollers are not permitted to stop traffic
- School Patrollers must perform their duties on the sidewalk or in order to view traffic around a parked vehicle may proceed onto the roadway only to the extent that their vision is not obstructed
- The School Safety Patroller Program is subject to cancellation should the criteria not be adhered to

Community Consultation

The Toronto Police Service acknowledges the importance of local community consultation in decisions involving the placement of School Crossing Guards; accordingly, the following policy has been implemented.

Following an initial assessment of a site proposed for placement of a School Crossing Guard, where it would appear that the site does not meet the established criteria:

- verbal and/or written communication will be initiated with the parties requesting a School Crossing Guard
- such communication will detail the initial findings of the site inspection
- in the event there is objection to such findings, a public meeting, to which all interested parties will be invited, will be held during evening hours at the local elementary school
- at such public meetings the Toronto Police Service will engage in dialogue with the community as to:
 - the findings of the site inspection
 - existing criteria
 - adequacy of the criteria
 - over-looked factors or extenuating circumstances
 - amount of community concern/support for placement of a school crossing guard

- availability of other options in lieu of placement of a school crossing guard
- the opinions of the community will be considered in making a final decision as to the appropriateness of placing a school crossing guard at the location in question.

Conclusion

It is believed that this policy will adequately address the need for community input and will identify, on an on-going basis, any modifications required to the established criteria, or additional factors which are appropriate for consideration in the assessment of a particular location.

Any person wishing to appeal or present information directly related to a traffic survey may do so by making application to the Chief of Police, Toronto Police Service.

PROCEDURE FOR SURVEY REQUESTS
(Summary for distribution to school or community members)

- 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 the Community Policing Support Unit
- Once received by the Traffic Survey Team, an acknowledgement letter is mailed 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
- A survey will then be conducted at the earliest possible opportunity
- At the completion of the survey the requesting person(s) are contacted by the Survey 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
- A traffic survey is completed for any School Safety Patroller Program request to ensure that an adult Crossing Guard is not warranted.
- All survey locations must be approved by the Chief of Police before an Adult Crossing Guard is permanently assigned. Present insurance restrictions prohibit moving an Adult Crossing Guard, even temporarily without the permission of the Chief of Police.
- Any questions regarding traffic 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 AUGUST 30, 2001**

**#P236. REVIEW OF THE POLICE REFERENCE CHECK PROGRAM & THE
RECORD RETENTION SCHEDULE**

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

Subject: REVIEW OF THE POLICE REFERENCE CHECK PROGRAM AND
ASSOCIATED ISSUES TO ADDRESS THE ADMINISTRATION
COMMITTEE REQUEST AND MOTION DATED JULY 03, 2001.

Recommendation:

It is recommended that:

- (1) the Board accept this report as a review of its current practices with respect to the disclosure of records of arrest for Major Offences under the Police Reference Check Program.
- (2) the Board does not adopt the motion from the Administration Committee to amend the Record Retention Schedule (RRS) to purge all Major Offence occurrences after 5 years.
- (3) the Board does not adopt the Administration Committee motion to amend the Record Retention Schedule (RRS) to destroy all major offence occurrences immediately in the identified special circumstances.
- (4) the Board forward the report to the Administration Committee for information.

Background:

During the Administration Committee Meeting of July 3, 2001, the following motion was moved by Councillor David Soknacki on behalf of Councillor Susan Hall:

“That the Administration Committee recommend to City Council that the following be submitted to the Toronto Police Services Board with the recommendation that the action taken by Toronto City Council on October 5, 2000, respecting the By-law governing retention periods for records in the custody and control of the Toronto Police Services Board and the Toronto Police Service be amended to provide that in cases regarding Occurrence of Major Offences, records be retained for a five-year period, but records be deleted immediately where:

- (a) the police acknowledge that the person should not have been arrested;
- (b) a court finds that the person should not have been arrested;
- (c) a court finds that someone else committed the triggering offence; and
- (d) a court affirmatively finds that the arrested person did not, in fact commit the triggering of the offence.

This report has been prepared to offer the Board an overview of the Police Reference Check Program, including its history and how it operates. It also addresses the additional issues raised in the motion relating to the immediate destruction of records for Major Offences under specific circumstances.

Record keeping within the Service is impacted by various factors, including Federal, Provincial and Municipal legislation, as well as Board and Service policies and regulations. The task of maintaining police records requires a balance be established between the mandated retention requirements, identified operational needs and the Service's present information management system(s). The Police Reference Check Program, (PRCP) which screens individuals for both employment and volunteer positions dealing directly with children and vulnerable persons, is a good example of a process which has to balance all these issues.

Through the PRCP, the Service provides a process that has been developed to protect not only the vulnerable sector of our community but also the PRCP applicants right to privacy. The steps taken to secure this process have proven invaluable as searches have revealed incidents which are particularly sensitive to the involved individual.

Police Reference Check History.

The Police Reference Check began in the 1980's. It was first introduced on a much smaller scale as part of a program to allow employers to screen candidates applying for positions dealing with the vulnerable. In November 1994, however, the Federal Government announced its intention to create a national system, which would provide more concise information to organizations to assist them in screening out potential sex offenders. Subsequently in 1995, the Ontario Provincial Government mandated all Ministry of Community and Social Services agencies dealing with the vulnerable, adopt a screening process. It was at this time local police services were tasked with implementing a police reference check program that not only accessed Federal records, but more importantly local records.

The present police reference check requires accessing the Federal Canadian Police Information Computer (CPIC) as well as local police databases which house records of arrest, occurrence reports, and other pertinent information. By doing so, this process clearly recognized the need for information concerning non-convictions available on local databases, to supplement any information available from CPIC.

The Services' PRCP has been discussed and approved by the Board in the past. The attached minutes (#212/95 and #40/98) refer to the process in detail and outline the program as it essentially operates today.

This program, which exemplifies pro-active community policing, is one of the most important tools used by agencies designated to work with children and the vulnerable. It assists them to build a sound foundation by ensuring all employees and volunteers meet specific standards appropriate to the position they will be holding, whether that be a lifeguard, an adoptive parent or an at home caregiver.

Safeguards

The PRCP requires Toronto residents who are potential volunteers/employees to sign a waiver consenting to a search of record databases (both national and local). The waiver also allows a summary of any located information to be released to the applicant, and the disclosure of that fact to the organization identified on the waiver. During 2000, 18,331 screenings were performed. Of those, 961 or approximately 5% produced summary sheets and releases.

At no time are the details of the located records released to an organization. Similarly no recommendation/judgement as to the suitability of the candidate is put forward by the Service.

Review of Police Reference Check Program

As a result of a request from the City's Administration Committee at its meeting held on July 3, 2001, the current practices associated with the release of personal information as part of the PRCP have been reviewed. Although the motion required only the disclosure of records of arrest for major offences be the subject of the examination, an extensive review was conducted on the whole PRCP process.

The chart below identifies the types of information that could potentially be located during a reference check as approved in the 1995 Board Minute (212/95) and forms the basis of this review. Also included is the present release practice associated to each category as well as the application (record source) from which the information has been obtained. It must be noted the Service is challenged in it's ability to monitor an individual's charges throughout the entire judicial process as a result of inadequate information sharing between the various levels of governments and ministries involved in the process.

RECORD	BOARD APPROVAL PER 1995 MINUTE	PRESENT <i>PRACTICE</i>	RECORD SOURCE
OUTSTANDING WARRANTS	Released to individual if Police Service Agrees	Same	CPIC
Outstanding Charges (Charged entries, including conditional release information)	Released to individual with offence and charge date	Same	CPIC
MISSING PERSON	Not Released	Same	CPIC/ LOCAL RECORD
ELOPEE	Released to individual with incident date	Same	CPIC/ LOCAL RECORD
Refused Information (Firearm Acquisition Certificates)	Not Released	Same	CPIC
Special Interest Police Information (Includes persons who have attempted to commit suicide whether in or out of police custody, persons who are known to be violent towards the police, himself/herself or other persons; and persons who are foreign fugitives where no warrant is available or the fugitive is not able to be arrested in Canada)	Not Released	Same	CPIC
Surveillance Information (Includes persons who are suspected of committing criminal offences; persons involved in a serious criminal investigation; and persons who feel they are in danger of family violence)	Not Released	Same	CPIC
All Prohibitions (Includes firearms, driving, hunting and boats)	Released to the individual only as part of the conviction disposition	Same	CPIC
Parole Information (Federal and Provincial)	Released to the individual as fact – no reporting conditions	Same	CPIC
Criminal Record Information (Record of conviction supported by fingerprints)	All <u>convictions</u> along with disposition and date of conviction All <u>non-convictions</u> along with disposition and date	Same	CPIC/ LOCAL CRIM RECORD
Criminal Record Information (Record of conviction not supported by fingerprints)	All <u>convictions</u> along with disposition and date of conviction All <u>non-convictions</u> along with disposition and date	Same	MANIX
Probation Information (includes peace bonds, restraining orders, and reporting conditions)	Released as part of the criminal disposition	Same	CPIC
Local Occurrence/Arrest Information (includes Mental Health Apprehensions, Missing Person, Attempt Suicides, Suspect Information, Domestic Incidents, No Charge Records o f Arrest)	Released to individual with incident date NOTE: Suspect information at discretion of Investigating Officer. Domestic Incidents only when required for position being screened No release of no charge records of arrest.	Same	COPS/ MANIX
Vulnerable Sector Screening (a search of the National Pardon Sex Offender Registry)	Federal Requirement (Bill C7 August 2000)	Implemented January 1, 2001	CPIC

RECORD SOURCES: CPIC – Canadian Police Information Centre; COPS – Computerized Occurrence Processing System;
MANIX - Master Name Index; LOCAL RECORD – Information available only through COPS/MANIX.

The PRCP is directly impacted by the retention period for records associated to the above chart. Changes to the new Record Retention Schedule (RRS) have only affected the release of information pertaining to Major concluded offences (listed on the following page) increasing access for release from 5 years to an indefinite period. Prior to the new RRS, only outstanding Major offences were retained.

Review of Major Occurrences as Identified in Record Retention Schedule

The records addressed in the RRS, and subsequently accessed through the PRCP, include those under the control of the Services' Corporate Information Services (CIS), in particular Occurrence and Arrest records. Both reports document the details of a significant incident - the former being submitted at the time of the incident (or at the time the incident was reported to police) and the later being submitted at the time of the arrest. Should an arrest occur after the incident has been reported, the Occurrence Report would be "married" up to the Record of Arrest to conclude the incident. In the event however, the arrest is made before the crime has been reported, the Record of Arrest assumes the role of the occurrence and its retention.

The CIS Unit acts as the central administrator for hundreds of thousands of occurrence/arrests reports every year. In order to perform this function effectively, every report is assigned a number and then entered onto the Centralized Occurrence Processing System (COPS). Once entered, the information can be accessed on a Service wide basis and the record maintained by CIS.

Due to the great number of these records, the destruction (purging) of occurrences is not based on the individual's guilt or innocence, but rather the type of incident/crime that was reported/committed. The previous RRS grouped the bulk of occurrences into a 'general' category and provided a retention period as follows:

General (Occurrences)	Concluded	5 years
	Outstanding – Major (including frauds)	Permanent
	Outstanding – Minor	5 years

Due to recent enhancements in forensic techniques and changes to legislation, opportunities to re-open previously concluded or 'cold' major investigations have made it apparent that these retention periods failed to meet the Services' requirements. As a result, during the update of the RRS last Fall the term 'minor' and 'major' were more clearly defined and the retention period for these reports was amended to:

Occurrences-General (Major)	Robbery, Arson	Permanent
	Sexual type (sexual assault) potential sex offenders, etc.)	Held at C.I.S.
	Kidnapping-Abduction	Operations and specific unit/squad
	Arrests-prohibitions	where applicable
	Attached	

The requirement to retain major occurrences beyond the previous five-year retention period was reviewed by the Service as part of the formal Record Retention Schedule revision process. This amendment was subsequently approved by the Board and passed by City Council on October 5, 2000 as By-Law 689-2000.

Recommendation:

Given the above, it is the position of the Service that we continue to comply with the retention period presently in effect for all major occurrences as identified in the By-Law. I recommend that the Board does not adopt the motion from the Administration Committee to amend the RRS to purge all Major Offence occurrences after 5 years.

Review of Records in Regards to Immediate Destruction

Those records identified in the motion as requiring immediate deletion were taken directly from a previous submission by A. Alan Borovoy, General Counsel, for the Canadian Civil Liberties Association. To better understand the issues, Mr. Borovoy was contacted and provided the following examples for clarification. It should be noted that in his original submission he indicated “that such situations may be relatively exceptional”.

- (a) the police acknowledge that the person should not have been arrested;

Clarification: An individual is arrested, investigated and released unconditionally, no charges laid.

- (b) a court finds that the person should not have been arrested;

Clarification: Pursuant to their arrest, an individual sues the Service for false arrest/imprisonment and a Civil Court rules in their favour.

- (c) a court finds that someone else committed the triggering offence; and

Clarification: An individual is arrested and charged with a crime for which later, a confession, DNA or similar evidence confirms someone else has committed.

- (d) a court finds that the arrested person did not, in fact commit the triggering of the offence.

Clarification: A court later through appeal or retrial establishes that the charges should not have been laid against an individual.

These situations present some valid concerns as they relate to the PRCP practices and are addressed below:

- (a) This Service does acknowledge that certain individuals should not have been arrested and therefore does not release arrest information where no charges have been laid.
- (b),(c),(d) The Service is challenged in its ability to monitor an individual's charges throughout the entire judicial process as a result of inadequate information sharing between the various levels of governments and ministries involved in the process. However, the Service will explore measures to establish processes that will identify parties involved in situations outlined in the circumstances listed above to ensure their information is not released through the PRCP.

Recommendation

It is the position of the Service that we cannot agree to the immediate deletion of documentation in relation to the above situations. The record contains more information than just details of the accused and may be required for other investigative purposes at a later date, e.g. issues involving witness investigation, discipline and property ownership. The Service will continue to comply with the existing RRS requirements. Therefore I recommend that the Board does not adopt the Administration Committee motion to amend the Record Retention Schedule (RRS) to destroy all major offence occurrences immediately in the identified special circumstances.

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

Peter Howes, Manager, Information Access, Corporate Information Services, was in attendance and responded to questions by the Board about this report.

Chairman Gardner noted that two deputants had requested opportunities to speak to the Board on this matter although they were unable to attend today.

The Board agreed to defer consideration of the foregoing report to its September 25, 2001 meeting when the deputants can attend.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 30, 2001**

#P237. LEGAL INDEMNIFICATION: P.C. DAVID VITTIE (6071)

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

Subject: LEGAL INDEMNIFICATION

Recommendation:

It is recommended that: the Board deny payment of an account from Mr. David M. Humphrey, Barrister, in the total amount of \$34,590.18 and an account from Mr. Earl J. Levy, Q.C., Barrister, in the total amount of \$2,563.05 (including \$410.88 for services rendered by Mr. Irwin Koziobrocki, Barrister) for their representation of Police Constable David Vittie #6071.

Background:

Police Constable David Vittie #6071, has requested payment of legal fees under the legal indemnification clause of the Uniform Collective Agreement. There are two statements of account for the representation of the aforementioned officer from the following:

- Mr. David M. Humphrey, Barrister, is in the total amount of \$34,590.18 and;
- Mr. Earl J. Levy, Barrister, is in the total amount of \$2,563.05 (including \$410.88 for services rendered by Mr. Irwin Koziobrocki, Barrister).

This report corresponds with additional information provided on the Confidential Agenda.

It is recommended that payment of these accounts be denied.

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 concurred with the recommendation of Chief Fantino not to approve legal indemnification in this case.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 30, 2001**

**#P238. REQUEST FOR REVIEW OF A COMPLAINT ABOUT POLICE
SERVICE POLICY (TPS FILE #2000-0751)**

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

Subject: REQUEST FOR REVIEW OF A COMPLAINT ABOUT POLICE SERVICE
POLICY (TPS FILE # 2000-0751)

Recommendations:

It is recommended that:

- (1) The Board review the policy complaint summarized in this report.
- (2) The Board determine whether it will concur with the decision that no further action be taken with respect to the complaint.
- (3) The complainant be notified of the outcome of the Board's review.

Background:

Legislative Requirements:

Section 61 of the PSA deals specifically with complaints about the policies of, or services provided by a municipal police force. Subsection 61(7) allows for a complainant to request a review of the investigation into the policy complaint by the Board.

Nature of the Complaint

On Wednesday, October 25, 2000, four Toronto Police officers assigned to 14 Division attended the Old City Hall courthouse for the purpose of their Bail Hearing on charges of Manslaughter resulting from the death of Otto VASS. Their scheduled Bail Hearing was set for 10:00 a.m. in courtroom 101, Old City Hall courts, 60 Queen Street West in Toronto.

A number of uniform police officers attended the courthouse for the Bail Hearing involving the four police officers. While waiting to gain access to the courtroom, the complainant sat amongst the police officers, outside the courtroom, and felt intimidated by the police presence.

During this time, the complainant alleges that some officers were overheard making comments that the complainant viewed as inappropriate. At the conclusion of the court proceedings, the complainant alleges that officers in uniform acted as a barricade around the sally port area with the intention of ensuring the accused officers were shielded from public view during their departure from the courthouse. As a result of the comments and the police presence, a complaint

was laid. The Chief classified a portion of the complaint as concerning the conduct of the officers and a portion as concerning the policies of the Toronto Police Service.

The policy complaint was investigated and the Report of Investigation was forwarded to Mr. Julian Falconer, counsel for the complainant. In a letter dated July 5th, 2001, Mr. Falconer requested that the Toronto Police Services Board review the Chief's decision that "no further action will be taken in this matter", pursuant to Section 61 of the Police Services Act (PSA).

The complainant identified the following three issues pertaining to the policies and procedures of the Service:

- 1) What is the Policy of the Toronto Police Service with respect to the so-called "plugging" of courtrooms?
- 2) What policies are in place to train police officers on what are appropriate versus inappropriate expressions of displeasure at court proceedings involving their colleagues?
- 3) Are police officers in any way subject to discipline for this kind of conduct and, if so, please advise what steps are going to be taken to address this matter.

Nature of the Chief's Decision:

The policy complaint was investigated by the Corporate Planning Unit, and the findings were reported to the Chief and the complainant. This investigation concluded that the Service Rules and Procedures provide sufficient guidance to our members, and clearly define acceptable conduct for both on and off duty police officers of the Toronto Police Service. Furthermore, a clear set of guidelines exists to deal with police officers where misconduct is identified.

The following information summarizes my decision:

Issue #1:

What is the Policy of the Toronto Police Service with respect to the so called plugging of courtrooms?

Mr. Falconer, in appealing the investigation's findings states that the issue is not one of equal access to the courts for police officers, but of officers acting in such a manner as to effectively limit available courtroom space while providing an intimidating presence which may interfere with the fair administration of justice.

I must disagree with Mr. Falconer on this issue. There is an issue of equal access by all, including police officers. The rest of his submission alleging discreditable acts by police officers relate to conduct issues. These conduct issues were investigated separately and reported upon by the Service. Specific conduct issues are beyond the scope of a policy investigation.

Issue #2:

What Policies are in place to train police officers on what are appropriate versus inappropriate expressions of displeasure at court proceedings involving their colleagues?

Police Officers are governed by a Code of Conduct set out in the PSA (Ontario Regulation 123/98). Additionally, our members must adhere to the Service Rules that govern their conduct. Any breach of the legislation or Service Rules would be considered misconduct, and dealt with accordingly. The code of conduct legislated in the PSA and our Service Rules adequately deal with an officer's conduct at all times, whether on or off duty, including when an officer attends court, and there is no need for a separate code of conduct for court attendance.

Issue #3:

Are police officers in any way subject to discipline for this kind of conduct and, if so, please advise what steps are being taken to address this matter.

The response clearly stated the definition of misconduct as defined in the PSA, and explained the investigation and resolution alternatives available to deal with identified misconduct issues. Officers are held accountable and subject to discipline when misconduct is identified. However, the purpose of this investigation was to review the policies and procedures of this Service to ensure they were adequate to deal with the alleged misconduct. The specific behaviour issues Mr. Falconer is referring to were investigated during the conduct investigation, and the results were reported to him.

To assist the board in reviewing this matter, Board members will receive confidential information about this investigation at its confidential session.

Conclusion:

It is recommended that the Board review the policy complaint summarized in this report and determine whether it will concur the decision that no further action be taken with respect to the complaint. It is further recommended that the complainant be notified of the outcome of the Board's review.

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

The Board inquired whether the officers who were at the Old City Hall Courts in uniform, on the day the four accused officers attended a bail hearing, were on-duty or off-duty.

Chief Fantino advised the Board that all officers in uniform that day were on-duty.

continued

The Board approved the following Motions:

- 1. THAT consideration of the foregoing report be deferred until OCCPS has made a decision on the conduct complaint;**
- 2. THAT the Board send a request to OCCPS that it advise the Board of the disposition of the conduct complaint when it becomes available.**

A copy of the Service's letter to the complainant which contains the Chief's decision and the Report of Investigation was provided to the Board during the in-camera meeting (Min. No. C157/01 refers).

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 30, 2001**

#P239. OMERS CONSULTATION PAPER – AUTONOMY OPTIONS

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

Subject: OMERS CONSULTATION PAPER - AUTONOMY OPTIONS

Recommendation:

It is recommended that:

- (1) the Board receive the attached communication from the City of Toronto supporting the Status Quo option, and;
- (2) the Board adopt the Status Quo option as its submission to OMERS, including an additional comment that OMERS should seek changes to the Act to allow them to make supplementary agreements available to provide additional benefits as requested by employers.

Background:

The Board at its meeting on July 20, 2001 (Minute Nos. P208 and C135) was in receipt of a report concerning various autonomy options set out in a Consultation Paper issued by OMERS, and recommending that the Board adopt “Model 1 – Status Quo” in its response to this Consultation Paper. The Board deferred this matter and directed that the City of Toronto be requested to review the OMERS options, and that a further report be provided with specific recommendations and reasons.

Pursuant to the Board’s direction, the Consultation Paper and related documents were forwarded to the City, and we are now in receipt of the attached letter (August 9, 2001) from Shirley Hoy, Acting Chief Administrative Officer, supporting the Model 1 – Status Quo option. In addition, Ms. Hoy has suggested that OMERS should also be encouraged to seek changes to the Act to allow them to make supplementary agreements available to provide additional to benefits as requested by employers.

Given the consistent analysis and conclusions of the Service and the City with respect to this matter, it is recommended that the Board confirm support for Model 1 – Status Quo as its submission to OMERS, with an additional comment encouraging them to seek legislative change to facilitate the implementation of supplementary agreements. The rationale for supporting Model 1 remains as stated in the previous report; namely that the current structure is operating in a satisfactory manner, while the other options present potential issues relating to not meeting the

government's governance provisos, increased risk of internal division over plan design and amendment, and greater exposure for the taxpayer.

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

The Board approved the foregoing.



Chief Administrator's Office
Shirley Hoy, Acting Chief Administrative Officer

100 Queen Street West
City Hall, 11th Floor, East Tower
Toronto, ON M5H 2N2

Tel: 416-392-3551
Fax: 416-392-1827

August 9, 2001

Chief Julian Fantino
Police Services
40 College Street
Toronto, Ontario

Attention: Mr. John Campbell, Senior Advisor, Human Resources

We have reviewed the Police Services Board's recommendation regarding the OMERS Consultation Paper – Autonomy Options and support the recommendation of the Status quo position.

The current structure is operating in a satisfactory manner and all other options presented pose some level of risk to the taxpayer. In addition, some of the other options presented would increase the governance complexity which may either slow the changes to plan design or have plan design which would not be beneficial to the city.

Historically OMERS has changed to meet the needs of its members and employers. Many improvements to the fund were preceded by supplementary agreements, such as the 30 year early retirement and inflation protection. The province should allow OMERS to have the ability to design and enter into supplementary agreements with individual employers. The costs of entering into these agreements can be determined by the employer; i.e. cost sharing with the employee. This would provide employers with greater control of potential costs and employee groups can negotiate with their respective employers. Employers have learned from the Supplementary Type 3 situation that these agreements need to clearly identify the distribution of surplus under these agreements. If these supplementary agreements lead to the majority of employers purchasing a certain additional benefit than as historically has happened, the OMERS Board can make recommendation to the province for a permanent improvement and have the cost included in the basic plan.

In addition to supporting the Status quo option, we should encourage OMERS to seek changes to the Act to allow them to make supplementary agreements available in order to provide additional benefits as requested by employers.

Yours truly,

Shirley Hoy
Acting Chief Administrative Officer

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 30, 2001**

#P240. 2001 OPERATING BUDGET VARIANCE REPORT

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

Subject: 2001 OPERATING BUDGET VARIANCE REPORT AS AT JULY 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 July 31, 2001 the Service is projecting a year-end shortfall of \$5.3M. This shortfall is \$1.0M higher than the amount reported to the Board at its July meeting. 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 unchanged from that reported to the Board at its July meeting.

The overall savings is attributed to a higher-than-anticipated number of uniform separations occurring earlier than originally anticipated. As at July 31, 2001, a total of 400 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 July 31, 2001 there were 302 separations compared to 189 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. Although attrition savings have increased, other minor variances in the salary accounts have resulted in the overall salary savings remaining unchanged from that previously reported to the Board in July.

BENEFITS

Current projections indicate that benefits will be overspent overall by \$6.5 M, which is \$0.2M more than reported to the Board at its July meeting. This increase is attributed to an increase in payments to members for Workplace Safety Insurance Board (WSIB) costs.

The remaining unfavourable variance of \$6.3M is the same as reported to the Board at its July meeting (which is \$1.6 M less than the original requested budget increase of \$7.9 M). The over-expenditure is comprised of \$4.8 M for medical/dental costs, \$1.2 M for Canada Pension Plan (CPP) costs and \$0.3 M for 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 increases 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. A comprehensive report update on these issues and the results of the reviews will be provided to the Board for its September meeting.

NON-SALARY ACCOUNTS

Non-salary accounts are projected to be overspent by \$0.7M, which is an increase of \$0.8M over the amount reported to the Board at its July meeting. This increase is primarily attributed to changes in revenue estimates. Although variances for grants programs and sale of assets are still anticipated to be favourable, they will not meet the levels previously anticipated. In particular, revenues from the sale of used vehicles are projected to be \$0.5M lower than previously reported and grant funding for the Repeat Offender Program Enforcement will be \$0.3M lower.

AMALGAMATION OF 21 DIVISION AND 22 DIVISION

As reported previously to the Board at its July meeting, additional salary savings are expected to be realized in 2001 as a result of the amalgamation of 21 Division and 22 Division. The savings are attributed to a reduction in the uniform target strength from a budgeted strength of 5,261 to a revised strength of 5,242. These savings will be used in 2001 to pay for facility renovation costs associated with the amalgamation.

ELECTRONIC GAMING AT WOODBINE RACETRACK

At its meeting of June 21, 2001 (Minute #P176 refers) the Board was requested by the City Chief Financial Officer and Treasurer to provide information on the impact of the slot machines at the Woodbine racetrack. These impacts were identified to the Board at its April 19, 2001 meeting (Minute #P131 refers) and forwarded to the City Chief Financial Officer and Treasurer. No additional funding was approved by the City. We will be returning to this issue during the 2002 operating budget process.

SUMMARY

The Service continues to monitor and control expenditures to reduce the projected shortfall of \$5.3M and is committed to delivering an effective and efficient policing operation within the approved funding level where possible. It is therefore recommended that the July 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.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 30, 2001**

#P241. ADJOURNMENT

Norman Gardner
Chairman