

THE CITY OF TORONTO

Clerk's Department

Minutes of the Budget Committee

Wednesday, March 11, 1998

The Budget Committee met on Wednesday, March 11, 1998, in Committee Room A, 2nd Floor, Metro Hall, 55 John Street, Toronto, commencing at 9:45 a.m.

Members Present:

Councillor Jakobek, Chair
Councillor Balkissoon
Councillor Chow
Councillor Kinahan
Councillor Ootes
Councillor Shiner

Also Present:

Councillor Duguid
Councillor Giansante
Councillor Pantalone

59. 1998 Operating Budget - Toronto Police Service.

The Budget Committee had before it the following:

- (a) the 1998 Operating Budget for the Toronto Police Service;
- (b) communication (March 10, 1998) from Councillor Dennis Fotinos, Toronto-Davenport, requesting that the Budget Committee support the additional funding for Target Policing; and
- (c) communication (March 11, 1998) from Councillor Frances Nunziata, York-Humber, requesting that the additional funding for Target Policing be supported.

Councillor Jakobek appointed Councillor Ootes Acting Chair and vacated the Chair.

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- A. Councillor Jakobek moved that:
- (a) the Toronto Police Services Board be requested to report back to the Committee providing:
 - (i) the logic and rationale for the staffing benchmark figures of 1994; and
 - (ii) a breakdown of the establishment of staff for the Toronto Police Service from 1998 back to 1993, in its totality; and that the breakdown include actual and budget figures, and a breakdown by rank for the uniformed staff level;
 - (b) Council commit to restoring, in this term of Council, the uniformed constables level back to 4009; and the detective/sergeants level to 915; and that there only be enough promotions from the constable level to detective/sergeants level to accommodate this; and enough recruits hired to replace those promoted or needed to satisfy the 4009 objective.

Councillor Jakobek resumed the Chair.

- B. Councillor Ootes moved that the Toronto Police Services Board be requested to provide the Committee with:
- (a) a copy of the arbitrator's report with respect to the last settlement and the Board's decision on the disposal of the arbitrator's report; and
 - (b) comparative information on the organizational structures of police departments of larger cities in Canada and North America.
- C. Councillor Chow moved that:
- (i) the following budgets be reduced by \$2,900,000.00:
 - (a) hardware/software/peripherals;
 - (b) software; and
 - (c) lease/maintenance of computer equipment;
 - (ii) the budget for furniture and furnishings be reduced by \$334,600.00;
 - (iii) the budget for General Equipment (Robot and Hoist) be transferred to the 1998 Capital Budget to achieve a savings of \$205,000.00;

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- (iv) the clothing budget be reduced by \$700,000.00; and the remaining amounts for equipment, including bio-hazard kits, motorcycle/bicycle training equipment and pepper spray, be approved;
 - (v) the budget for consultants' fees be reduced by \$749,000.00 and that the Toronto Police Service proceed to conduct a human resources goals and objectives review;
 - (vi) the budget for conferences be reduced by \$33,900.00;
 - (vii) the budget for business travel be reduced by \$14,200.00;
 - (viii) the budget for courses/seminars be reduced by \$268,000.00;
 - (ix) the Toronto Police Service extend its performance standard review for caretaking and maintenance across the City to achieve a savings of \$393,000.00;
 - (x) the lease for the Police Complaints Bureau be cancelled mid year for a mid year savings of \$65,000.00;
 - (xi) the Toronto Police Service be requested to report back to the Committee on:
 - (a) the necessary steps to bring the premium pay to 5 percent of the salary line;
 - (b) details and justification for civilianization of RIC1, including past examples, successes of civilianization and savings achieved; and
 - (c) information respecting the number of officers on bicycle patrol; and
 - (xii) the Commissioner of Works and Emergency Services be requested to negotiate the transfer of the Crossing Guard Program from the Toronto Police Service to the City of Toronto's Transportation Department and submit a report thereon to the Budget Committee.
- D. Councillor Balkissoon moved that:
- (i) the budget for backfilling of civilian leaves of absence not be approved to achieve a savings of \$500,000.00; and

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- (ii) the Toronto Police Services Board be requested to report back to the Committee on the proposed budget for Uniform Promotions.

E. Councillor Chow moved that:

- (i) the hiring of 150 uniformed officers in 1998, and more in 1999, be approved;
- (ii) the hiring of 17 new community response unit clerks be approved; and
- (iii) the civilianization of RIC1 and the civilian new hirings be deleted for a total savings of \$1.8 million.

F. Councillor Balkissoon moved that the proposed contribution of \$900,000.00 for the Separation Reserve Fund be deleted; and that the Chief Administrative Officer and the Chief Financial Officer and Treasurer be requested to report back to the Committee on this matter.

G. Councillor Shiner moved that the Toronto Police Services Board be requested to provide the Budget Committee with a report on the revenue and expenses of the Board's Special Fund; information on why this Fund cannot be included in the normal Police revenue budget for consideration; and a listing and details of the expenditures from this Fund for the last two years.

Councillor Jakobek appointed Councillor Ootes Acting Chair and vacated the Chair.

H. Councillor Jakobek moved that the Chief Financial Officer and Treasurer, the Chief Administrative Officer and the Toronto Police Service be requested to ensure that future budgets are submitted in a format similar to the other departmental budgets submitted to the Budget Committee, and that the distribution of the line accounts are the same as those the Committee will be reviewing during the budget process.

Councillor Jakobek resumed the Chair.

I. Councillor Kinahan moved that Toronto Police Services Board be requested to report to the Committee:

- (i) confirming that the 1998 Conferences budget will be within the guideline of the 75 percent reduction from the 1992 Conference budget; and
- (ii) on the paid duty officers requirement for road work issue.

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Upon the question of the adoption of the foregoing motions A. to I. above, they were carried.

The 1998 Operating Budget for the Toronto Police Service was approved, as amended.

The following is a summary of the action taken by the Budget Committee with regard to the 1998 Operating Budget for the Toronto Police Service:

“The Budget Committee forwarded the 1998 Operating Budget for the Toronto Police Service, to the Emergency and Protective Services Committee, for review and comment, noting that the Budget Committee approved this Budget subject to the following amendments:

- (i) Council committing to restoring, in this term of Council, the uniformed constables level back to 4009; and the detective/sergeants level to 915; and that there only be enough promotions from the constable level to detective/sergeants level to accommodate this; and enough recruits hired to replace those promoted or needed to satisfy the 4009 objective;
- (ii) reducing the following budget by \$2,900,000.00:
 - (a) hardware/software/peripherals;
 - (b) software; and
 - (c) lease/maintenance of computer equipment;
- (iii) transferring the budget for General Equipment (Robot and Hoist) to the 1998 Capital Budget to achieve a savings of \$205,000.00;
- (iv) reducing the clothing budget by \$700,000.00; and the remaining amounts for equipment, including bio-hazard kits, motorcycle/bicycle training equipment and pepper spray, being approved;
- (v) reducing the budget for consultants' fees by \$749,000.00 and that the Toronto Police Service proceed to conduct a human resources goals and objectives review;
- (vi) reducing the budget for conferences by \$33,900.00;
- (vii) reducing the budget for business travel by \$14,200.00;
- (viii) reducing the budget for courses/seminars by \$268,000.00;

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- (ix) the Toronto Police Service extending its performance standard review for caretaking and maintenance across the City to achieve a savings of \$393,000.00;
- (x) the lease for the Police Complaints Bureau being cancelled mid year for a mid year savings of \$65,000.00;
- (xi) reducing the budget for furniture and furnishings by \$334,600.00;
- (xii) approving the hiring of 150 uniformed officers in 1998, and more in 1999;
- (xiii) approving the hiring of 17 new Community Response Unit Clerks;
- (xiv) the civilianization of RIC1 and the civilian new hirings being deleted for a total savings of \$1.8 million;
- (xv) deleting the proposed contribution of \$900,000.00 for the Separation Reserve Fund; and that the Chief Administrative Officer and the Chief Financial Officer and Treasurer be requested to report back to the Committee on this matter; and
- (xvi) the budget for backfilling of civilian leaves of absence not being approved to achieve a savings of \$500,000.00.

The total adjustment made by the Budget Committee to the 1998 Operating Budget request by the Toronto Police Service is \$8,473,600.00. This includes the transfer of \$390,000.00 for Employment Equity/Occupational Health and Safety items from the Capital Works Program.

The Budget Committee requested:

- (a) the Toronto Police Services Board to report back to the Committee providing:
 - (i) the logic and rationale for the staffing benchmark figures of 1994;
 - (ii) a breakdown of the establishment of staff for the Toronto Police Service from 1998 back to 1993, in its totality; and that the breakdown include actual and budget figures, and a breakdown by rank for the uniformed staff level;
 - (iii) a copy of the arbitrator's report with respect to the last settlement and the Board's decision on the disposal of the arbitrator's report;

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- (iv) comparative information on the organizational structures of police departments of larger cities in Canada and North America;
 - (v) a report on the proposed budget for Uniform Promotions;
 - (vi) a report on the necessary steps to bring the premium pay to 5 percent of the salary line;
 - (vii) a report on the revenue and expenses of the Board's Special Fund; information on why this Fund cannot be included in the normal Police revenue budget for consideration; and a listing and details of the expenditures from this Fund for the last two years;
 - (viii) a report confirming that the 1998 Conferences budget will be within the guideline of the 75 percent reduction from the 1992 Conference budget;
 - (ix) a report on the paid duty officers requirement for road work issue;
 - (x) details and justification for civilianization of RIC1, including past examples, successes of civilianization and savings achieved; and
 - (xi) information respecting the number of officers on bicycle patrol;
- (b) the Commissioner of Works and Emergency Services to negotiate the transfer of the Crossing Guard Program from the Toronto Police Service to the City of Toronto's Transportation Department and submit a report thereon to the Budget Committee; and
- (c) the Chief Financial Officer and Treasurer, the Chief Administrative Officer and the Toronto Police Service, ensure that future budgets are submitted in a format similar to the other departmental budgets submitted to the Budget Committee, and that the distribution of the line accounts are the same as those the Committee will be reviewing during the budget process.

The following persons addressed the Committee on behalf of the Toronto Police Service in connection with the foregoing matter:

- Chief David Boothby, Chief of Police; and
- Mr. Hugh Moore, Chief Administrative Officer.

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(Emergency and Protective Services Committee; Chief Administrative Officer; Chief Financial Officer and Treasurer; Chair, Toronto Police Services Board; Commissioner of Works and Emergency Services; c. Commissioner of Urban Planning and Development Services; Commissioner of Corporate Services - March 18, 1998)

(Agenda Item No. 10)

The Budget Committee recessed at 12:55 p.m. and reconvened at 1:50 p.m. with the following Members present:

Councillor Jakobek, Chair
Councillor Balkissoon
Councillor Chow
Councillor Kinahan
Councillor Ootes
Councillor Shiner

60. 1998 Capital Budget - Toronto Police Service.

The Budget Committee had before it the 1998 Capital Budget for the Toronto Police Service, with the exception of the vehicle replacement budget which was dealt with earlier by the Committee during its consideration of the 1998 Operating Budget for the Toronto Police Service.

The Budget Committee also had before it the following communications:

- (a) (March 10, 1998) from Mr. H. Moore, Chief Administrative Officer, Toronto Police Service, addressed to the Chief Administrative Officer for the City of Toronto, in response to issues raised by the Budget Committee on February 24, 1998, regarding the 1998-2002 Capital Budget of the Toronto Police Services Board;
- (b) (March 6, 1998) from the Manager of Real Estate, City of Toronto Corporate Services Department, addressed to the Manager of Facilities, Toronto Police Service, advising that his staff have searched within the boundaries of 51 Division for a suitable relocation site and, although several possibilities were considered, only two of the available sites seemed to meet the Department's criteria requirements.

On motion by Councillor Chow the Budget Committee recommended that:

- (1) the Capital Budget for the Toronto Police Service in the amount of \$25,172,000.00 be approved subject to the following amendments:

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- (a) an additional \$400,000.00 be restored to the Capital Budget for architectural or engineering drawings required for the long term facility requirement; and
 - (b) the addition of \$205,000.00 for General Equipment (Robot and Hoist) transferred from the 1998 Operating Budget of the Toronto Police Service; and
- (2) the Chief Administrative Officer be requested to report back to the Budget Committee on the following capital budget requests prior to any of these expenditures being approved by the Budget Committee:
- (a) radio system re-engineering;
 - (b) occurrence re-engineering;
 - (c) Mobile Data Terminal replacement; and
 - (d) long term facility requirement;
- (3) the Toronto Police Services Board be requested to submit a report to the Budget Committee for its meeting on March 31, 1998, on the operating impact of METROPOLIS, and savings achieved.

Upon the question of the adoption of the foregoing motion by Councillor Chow, it was carried.

The Budget Committee forwarded the 1998 Capital Budget for the Toronto Police Service to the Emergency and Protective Services Committee, for review and comment, noting the foregoing amendments by the Budget Committee.

The following persons addressed the Committee on behalf of the Toronto Police Service in connection with the foregoing matter:

- Chief David Boothby, Chief of Police; and
- Mr. Hugh Moore, Chief Administrative Officer.

(Emergency and Protective Services Committee; Chief Administrative Officer; Chief Financial Officer and Treasurer; Chair, Toronto Police Services Board; c. Commissioner of Works and Emergency Services; Commissioner of Corporate Services - March 18, 1998)

(Agenda Item No. 10)

61. 1998 Operating Budget - Transportation Department.

The Budget Committee had before it the 1998 Operating Budget for the Transportation Department.

Councillor Jakobek appointed Councillor Ootes Acting Chair and vacated the Chair.

On motion by Councillor Jakobek, the Committee approved the 1998 Operating Budget for the Transportation Department, subject to the amendments proposed by the Chief Administrative Officer as embodied in Section 'C' and directed that:

- (a) the Chief Financial Officer and Treasurer be requested to further review the 1998 Operating Budget for the Transportation Department and advise the Budget Committee for its meeting to be held on March 31, 1998, on whether any additional reductions can be applied for 1998;
- (b) the Chief Administrative Officer be requested to submit his review of service levels to the Budget Committee by August 1998; and
- (c) the Commissioner of Works and Emergency Services be requested to submit a report to a regular meeting of the Budget Committee providing information on how the "standby" system works and the costs related thereto.

Councillor Jakobek resumed the Chair.

The Budget Committee forwarded the 1998 Operating Budget for the Transportation Department to the Urban Environment and Development Committee, for review and comment, noting the foregoing recommendations of the Budget Committee.

(Urban Environment and Development Committee; Chief Administrative Officer; Chief Financial Officer and Treasurer; Commissioner of Works and Emergency Services; c. Commissioner of Urban Planning and Development Services - March 18, 1998)

(Agenda Item No. 11)

62. 1998 Operating Budget - Toronto Parking Authority.

The Budget Committee had before it the following:

- (i) the 1998 Operating Budget for the Toronto Parking Authority; and

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- (ii) communication (March 11, 1998) from the Chairman, Toronto Parking Authority, advising that the Board of the Toronto Parking Authority on March 10, 1998, adopted a motion to return \$20.0 million in capital reserve funding to the City of Toronto.

Councillor Jakobek appointed Councillor Ootes Acting Chair and vacated the Chair.

- A. Councillor Jakobek moved that the communication (March 11, 1998) from the Chairman of the Toronto Parking Authority be received; that the \$20.0 million from the Toronto Parking Authority reserve be accepted; and that the Chief Administrative Officer, in consultation with the Chief Financial Officer and Treasurer, be requested to report back to the Budget Committee on March 31, 1998, on the recommended use of these funds.

Councillor Jakobek resumed the Chair.

- B. Councillor Chow moved that the Toronto Parking Authority be requested to:
 - (a) provide information to the Budget Committee on the additional \$500,000.00 overhead costs; and
 - (b) establish a target to reduce absenteeism from 9 percent to 5 percent and provide a plan to the Budget Committee on how this can be done.
- C. Councillor Shiner moved that the Commissioner of Works and Emergency Services be requested to report back to the Budget Committee by October 1998 with a model to consolidate the Toronto Parking Authority, Parking Enforcement, and possibly Permit Parking, under one Department; the potential savings this might bring; and any other possible options.

Councillor Jakobek appointed Councillor Ootes Acting Chair and vacated the Chair.

- D. Councillor Jakobek moved that:
 - (a) the last remaining parking enforcement positions be civilianized; that the Toronto Police Service be thanked for its efforts with regard to parking enforcement; and that the Toronto Parking Authority report back to the Budget Committee for its meeting to be held March 31, 1998, on the cost of these positions and how the budget will be adjusted; and

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- (b) the Commissioner of Works and Emergency Services be requested to report back to the Budget Committee with information on the number of parking enforcement officers that may be required to meet the demands of the calls received; the costs related thereto; and the effect on the revenue and expenses of the Toronto Parking Authority.

Councillor Jakobek resumed the Chair.

Upon the question of the adoption of the foregoing motions A, B, C and D, they were carried.

The Budget Committee forwarded the 1998 Operating Budget for the Toronto Parking Authority to the Urban Environment and Development Committee for review and comment, noting the foregoing recommendations of the Budget Committee.

(Urban Environment and Development Committee; Chief Administrative Officer; Chief Financial Officer and Treasurer; Chairman, Toronto Parking Authority; c. Commissioner of Urban Planning and Development Services; Commissioner of Works and Emergency Services - March 18, 1998)

(Agenda Item No. 11)

63. 1998 Operating Budget - Solid Waste Management.

The Budget Committee had before it the 1998 Operating Budget for Solid Waste Management.

A. Councillor Chow moved that:

- (a) the 1998 Operating Budget for Solid Waste Management be approved subject to the amendments proposed by the Chief Administrative Office; and
- (b) subject to the endorsement of the Works and Utilities Committee on March 25, 1998, an annual charge of \$10.00 per unit be applied to apartment buildings receiving bulk waste disposal service, thereby generating \$1.55 million in revenue per year.

Councillor Jakobek appointed Councillor Ootes Acting Chair and vacated the Chair.

B. Councillor Jakobek moved that:

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- (a) the Commissioner of Works and Emergency Services be requested to submit a report to the Budget Committee by October 1998 with additional savings for the 1998 Operating Budget for Solid Waste Management; and
- (b) an in-camera item be placed on the agenda for the next meeting of the Budget Committee respecting the issues related to waste disposal.

Councillor Jakobek resumed the Chair.

Upon the question of the adoption of the foregoing motions A. and B. above, they were carried.

The Budget Committee forwarded the 1998 Operating Budget for Solid Waste Management to the Works and Utilities Committee, for review and comment, noting the foregoing recommendations of the Budget Committee.

Mr. Denis Casey, Acting President, C.U.P.E. Local 79, appeared before the Budget Committee in connection with the foregoing matter.

(Works and Utilities Committee; Commissioner of Works and Emergency Services; c. Chief Administrative Officer; Chief Financial Officer and Treasurer; Mr. Denis Casey, Acting President, C.U.P.E. Local 79; Interim Functional Lead for Solid Waste Management - March 18, 1998)

(Agenda Item No. 11)

64. 1998 Capital Budget - Solid Waste Management.

The Budget Committee had before it the 1998 Capital Budget for Solid Waste Management.

On motion by Councillor Shiner, the Committee:

- (a) approved the 1998 Capital Budget for Solid Waste Management subject to the amendments proposed by the Chief Administrative Officer; and
- (b) requested the Commissioner of Works and Emergency Services to:
 - (i) attempt to reduce the consulting fees for projects listed in this budget at 10 per cent less than the amounts approved; and

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- (ii) conduct a review of the use of consultants and report thereon to the Budget Committee in September 1998.

The Budget Committee forwarded the 1998 Operating Budget for Solid Waste Management to the Works and Utilities Committee, for review and comment, noting the foregoing recommendations of the Budget Committee.

(Works and Utilities Committee; Commissioner of Works and Emergency Services; c. Chief Administrative Officer; Chief Financial Officer and Treasurer; Interim Functional Lead for Solid Waste Management - March 18, 1998)

(Agenda Item No. 11)

The Budget Committee recessed at 5:55 p.m. and reconvened at 6:35 p.m. with the following Members present:

Councillor Jakobek, Chair
Councillor Balkissoon
Councillor Chow
Councillor Kinahan
Councillor Ootes
Councillor Shiner

65. 1998 Operating Budget - Corporate Asset Management Program - Fleet and Equipment.

The Budget Committee had before it the 1998 Operating Budget for Corporate Asset Management Program - Fleet and Equipment.

Councillor Jakobek appointed Councillor Ootes Acting Chair and vacated the Chair.

A. Councillor Jakobek moved that:

- (a) the Commissioner of Corporate Services be requested to review with the Toronto Police Service the possibility of rebuilding police vehicles to extend the life of those vehicles;
- (b) the Commissioner of Corporate Services be requested to:
 - (i) provide the Budget Committee with a list of vehicles that go home with employees, including police vehicles;
 - (ii) include information in her report to the next meeting of the Budget Committee on the average age of the vehicles in the City's fleet;

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- (iii) review which of those vehicles need to be taken home; and
- (iv) conduct a review vehicle by vehicle to determine the necessity of keeping the vehicles, beginning with sedans, station wagons, mini vans and pickups.

Councillor Jakobek resumed the Chair.

- B. Councillor Chow moved that the Chief Administrative Officer be requested to report back to the Budget Committee, when it deals with the issues of overtime, the use of cellular phones, etc., on the mileage paid to employees who use their own vehicles on City business.

Councillor Jakobek appointed Councillor Ootes Acting Chair and vacated the Chair.

- C. Councillor Jakobek moved that the Toronto Police Service be requested to rotate its vehicles from now on and that the Commissioner of Corporate Services convene a meeting with the Toronto Police Service to discuss how they are going to rotate these cars on a more aggressive basis to lengthen their use and submit a report thereon to the next meeting of the Budget Committee.

Councillor Jakobek resumed the Chair.

- D. Councillor Ootes moved that the Commissioner of Corporate Services be requested to report on the number of vehicles traded in after one year and the mileage on them.
- E. Councillor Balkissoon moved that the Commissioner of Corporate Services be requested to provide a report listing all vehicles that are leased, who they are leased for and the reasons for leasing them.

Councillor Jakobek appointed Councillor Ootes Acting Chair and vacated the Chair.

- F. Councillor Jakobek moved that \$3.8 million be drawn from the Vehicle and Equipment Replacement Reserve for the purchase of vehicles required by the Toronto Police Service in 1998 and that an appropriate charge back be applied to the \$2.6 million remaining in the 1998 Operating Budget of the Toronto Police Service for vehicle replacement.

Councillor Jakobek resumed the Chair.

Upon the question of the adoption of the foregoing motions A. to F., they were carried.

The 1998 Operating Budget for the Corporate Asset Management Program - Fleet and Equipment - was approved subject to the amendments proposed by the Chief Administrative Officer and the foregoing amendments of the Budget Committee.

The Budget Committee forwarded the 1998 Operating Budget for the Corporate Asset Management Program - Fleet and Equipment to the Corporate Services Committee, for review and comment, noting the foregoing recommendations of the Budget Committee.

(Corporate Services Committee; Commissioner of Corporate Services; Chair, Toronto Police Services Board; Chief Administrative Officer; c. Chief Financial Officer and Treasurer; Commissioner of Works and Emergency Services - March 18, 1998)

(Agenda Item No. 12)

The Budget Committee adjourned its meeting at 7:51 p.m.

Chair