

THE CITY OF TORONTO

City Clerk's Division

Minutes of the Budget Advisory Committee

Meeting No. 3

Monday, February 21, 2000

The Budget Advisory Committee met on Monday, February 21, 2000, in Committee Room No. 1, 2nd Floor, City Hall, Toronto, commencing at 9:15 a.m.

Attendance

Members were present for some or all of the time period indicated.

	9:15 a.m. to 10:20 a.m.
Councillor Tom Jakobek, Chair	X
Councillor Bas Balkissoon	X
Councillor Gordon Chong	X
Councillor Olivia Chow	X
Councillor Blake F. Kinahan	X
Councillor Jane Pitfield	X
Councillor David Shiner	Regrets

Also Present:

Councillor Doug Holyday	Councillor Joe Pantalone
Councillor Irene Jones	

Confirmation of Minutes

On a motion by Councillor Pitfield, the Minutes of the meetings of the Budget Advisory Committee held on January 12 and January 14, 2000, were confirmed.

3.1 Review of Controls Relating to Overtime and Premium Pay – Toronto Police Service

The Budget Advisory Committee had before it a report (January 6, 2000) from the City Auditor, responding to a request from the Budget Advisory Committee that the City Auditor review the tracking and control mechanisms of pay/overtime, i.e., amount of overtime; how the said overtime is tracked and controlled; and recommending that:

- (1) the City Auditor be required to determine the status of the study commissioned by the US National Institute of Justice relating to the use of federal funds provided to local law enforcement agencies for overtime; and that any issues identified in this report which may be applicable to the administration of overtime at the Toronto Police Service be reported to the Audit Committee for consideration;
- (2) the design and impending implementation of the SAP financial information system, including the design and implementation of any time and attendance accounting system at the Toronto Police Service, incorporate appropriate levels of account detail in order to identify all individual components of overtime costs, such detail to include an analysis of costs relating to officers attending criminal court and provincial court; lunch hours worked; officers utilizing the court elect option; officers attendance at special events; shift extensions and any other overtime cost component;
- (3) in order to ensure that the proposed SAP accounting system, as well as any time and attendance system, fulfils management's requirements in identifying and controlling overtime costs, consideration be given to a review of the management information currently available at other major North American Police Services; such a review would be beneficial in identifying and implementing best practices as well as ensuring that appropriate levels of detail are built into the financial information and the time and attendance reporting system during its implementation;
- (4) the proposed implementation and integration of the SAP financial information system with the current PeopleSoft human resources/payroll system, as well as any development of a time and attendance reporting system, be designed to address the internal control weaknesses in the court card administration system; and that any design of the Court Card System ensure that:
 - (a) blank court cards not be accessible to staff;

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- (b) procedures are implemented to account for the numerical sequence of all court cards;
 - (c) court cards are not processed until approved by supervisory staff;
 - (d) court cards be compared to police witness requirement information at least on a test basis and that the extent of the comparison be documented; and
 - (e) start times on court cards not be pre-printed by Court Clerks;
- (5) any integration of the Court Card Administration System with the Integrated Justice System being developed by the Ministry of the Attorney General address the internal control weaknesses identified by the City Auditor;
- (6) appropriate exception and summary management information reports relating to court attendance be designed and produced centrally; the information to include details relating to:
- (a) officers with more than one court appearance on the same day;
 - (b) officers with an inordinate amount of overtime;
 - (c) officers attending court off duty more than a specified number of times;
 - (d) officers taking lieu time and attending court on the same day;
 - (e) officers attending court while on vacation;
 - (f) the number of officers attending as witnesses for the same case; and
 - (g) the number of officers who attend court and actually testify as witnesses;
- such reports be forwarded to the divisions on a timely basis in order to assist them in monitoring and controlling the costs of court attendance; specific management direction be provided in regards to the review of such reports; and exceptions or transactions otherwise identified as being unusual should be followed up;
- (7) statistics be maintained in relation to management information reports on a division by division basis in order to provide comparisons and identify best practices; in order for comparisons to be meaningful, it is important that such comparisons be made between divisions with similar level and type of case load;
- (8) specific technology currently being developed to assist in the control of premium pay and overtime be evaluated in the context of the development and implementation of SAP and its integration with PeopleSoft, the court scheduling, and the time and attendance system;

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- (9) all divisions and units be directed to review the Court Attended Reports on a monthly basis in order to monitor the incidence of court time incurred by officers; the directive should include guidelines relating to the nature and extent of the review; evidence of the review should be documented, and information which is inconsistent and unusual should be investigated;
- (10) the Court Card Tracking System report be prepared on a monthly basis and forwarded to the divisions for immediate follow up; and repeated instances of officer error in recording their duty status on the court card be investigated by the Unit Commander and reviewed with the officer involved;
- (11) the divisions and units be directed to ensure that all shift changes are approved in writing by supervisory personnel and recorded on the time and attendance system; depending on operational requirements, specific care be taken to ensure that any shift change does not result in an off duty court appearance;
- (12) the Toronto Police Service develop specific written objectives in regard to the deployment of officers at court; such objectives to include an optimum balance between officer court attendance while on duty and court attendance while off duty; and the monitoring of actual court costs with the predetermined objectives should be conducted on an ongoing basis;
- (13) the scheduling of court time relating to Provincial offences, where possible, attempt to incorporate into the Integrated Court Offences Network (ICON) court appearances in blocks of not less than four hours;
- (14) a service-wide initiative relating to the potential reduction of police witnesses be undertaken; and such an initiative be undertaken in consultation with the Regional Director of Crown Attorneys;
- (15) in connection with initiatives relating to the reduction of police witnesses, the Toronto Police Service identify those divisions who appear to be the most successful in addressing these issues; and best practices in this regard be implemented across the service; and
- (16) the Chief of Police be requested to give consideration to a review of the Court Elect provision of the Collective Agreement with a view to its eventual amendment or elimination; and the costs of the Court Elect provision would be significantly reduced if its option was that of management rather than the officer.

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

A. Councillor Jakobek moved that:

- (1) consideration of the foregoing matter be deferred until the meeting of February 25, 2000;
- (2) the City Auditor be requested to report back to the Budget Advisory Committee for its meeting of February 25, 2000 providing a history of previous Toronto Police Service audits during the 1990's relating to overtime and premium pay, providing copies of previous reports, highlighting the recommendations and what recommendations have been implemented;
- (3) the Budget Advisory Committee recommend to Council that it instruct its appointees to the Toronto Police Services Board to relinquish its internal audit responsibilities to the City Auditor immediately; and
- (4) any and all savings resulting from the transfer of any of these resources which will provide savings to the Toronto Police Services Board be directed towards frontline operations.

(Carried)

Councillor Jakobek resumed the Chair.

B. Councillor Chong moved that:

- (1) the City Auditor and the City Solicitor be requested to report back to the Budget Advisory Committee as to how the City can access the Toronto Police Service system to obtain information required to address the problems that have arisen in that regard; and
- (2) the City Auditor be requested to report to the Budget Advisory Committee on what additional functions now performed by police officers could be civilianized and/or contracted out to further reduce costs and rationalize the Toronto Police Service.

(Carried)

- C. Councillor Balkissoon moved that the City Solicitor be requested to report back to the Budget Advisory Committee on the possibility of the City having the same rights as the Toronto Police Service to forward complaints to the Civilian Commission and to have a mediator address such complaints.

(Carried)

(City Auditor; City Solicitor - February 22, 2000)

(Chair and Members, Policy and Finance Committee; c. City Auditor; Chair, Toronto Police Services Board - February 22, 2000)

3.2 Review of Parking Enforcement Unit, Toronto Police Service

The Budget Advisory Committee had before it a report (January 4, 2000) from the City Auditor reporting, as requested by the Budget Advisory Committee, on the review of the Parking Enforcement Unit of the Toronto Police Service completed in accordance with Audit Services 1999 Work Plan; and recommending that:

- (1) the Chief of Police report to the Policy and Finance Committee by September 30, 2000 on the results of the parking enforcement consolidation; and the report should provide:
 - (a) a detailed analysis of the Parking Enforcement Unit's annual operating cost increase resulting from the consolidation;
 - (b) a comparison of the Parking Enforcement Unit's actual results with the projected financial and operational benefits included in the report which recommended the consolidation; and
 - (c) any initiatives planned by the Parking Enforcement Unit to improve its operations and thereby reduce the annual cost of enforcement and optimize revenue to the City;
- (2) the Chief of Police review the current organizational structure of the Parking Enforcement Unit with a view to eliminating at least one level of management and the associated positions, reassess the number of area supervisors required, and report to the Policy and Finance Committee by September 30, 2000;
- (3) the Chief of Police report to the Policy and Finance Committee by September 30, 2000 on the progress of the civilianization of the Parking Enforcement Unit;

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- (4) the Chief of Police review the administrative and support functions in the Parking Enforcement Unit with a view to rationalizing these services by re-deploying parking enforcement officers to direct enforcement duties and eliminating certain functions that could be more cost-effectively provided by the Toronto Police Service or the City, and report to the Policy and Finance Committee by September 30, 2000;
- (5) the Chief of Police report to the Policy and Finance Committee by September 30, 2000, on whether the current number of parking enforcement officers are sufficient to meet the enforcement requirements in the City, and the costs and benefits of any proposed changes in the unit's establishment, including the effect on total tag issuance;
- (6) the Parking Enforcement Unit review the level of enforcement activity during off-peak periods with a view to reducing the number of officers assigned during these periods and re-deploying the officers to other times when there is greater demand for enforcement;
- (7) the Parking Enforcement Unit consider assigning certain officers in each platoon with the responsibility of handling service calls and complaints, on a rotating basis, and having the remaining officers dedicated to tag issuance;
- (8) the Parking Enforcement Unit review the level of tag issuance by platoon supervisors and confirm the platoon supervisors' responsibilities in this regard;
- (9) the Chief of Police review the requirement for parking enforcement officers to report to their respective office at the start of each shift, and report to the Policy and Finance Committee by September 30, 2000, on the need for this procedure and the costs and benefits of other alternatives;
- (10) the Chief of Police, in consultation with the City's Executive Director, Facilities and Real Estate, assess and develop an action plan with respect to the office space requirements of the Parking Enforcement Unit and report to the Policy and Finance Committee by September 30, 2000, on the cost of terminating the current leases and the options available to the unit, including the costs and benefits of operating out of one location; the office space assessment should be completed in the context of the City's space rationalization plan, taking into account the unit's operational requirements, optimal location and the estimated cost of other locations, including City-owned properties;

- (11) the Parking Enforcement Unit charge City Finance the annual rental cost of the First Appearance Facilities, and the 2000 budgets of both the Parking Enforcement Unit and Parking Tag Operations Unit of City Finance be adjusted accordingly;
- (12) the Parking Enforcement Unit enhance the performance review process, currently being developed for implementation in 2000, to include other performance indicators and benchmarking with other comparable organizations, that would further assist in measuring the benefits and effectiveness of the unit;
- (13) the Parking Enforcement Unit include the number of tags that are withdrawn upon officer request or replaced by another tag in calculating the non-processible rate, in order to better measure officer performance;
- (14) the Parking Enforcement Unit, in consultation with the appropriate City officials, expedite the drafting of a uniform by-law that consolidates all existing parking-related by-laws of the former area municipalities;
- (15) the City's Chief Financial Officer and Treasurer enhance the current quarterly parking tag report submitted to the Administration Committee to include information on the average number of parking enforcement officers deployed each month, average issuance per officer, non-processible rate (broken down between officer controllable and non-controllable) and the absenteeism rate for the Parking Enforcement Unit; and that the unit provide the necessary information to City Finance in this regard;
- (16) the Parking Enforcement Unit establish an acceptable absenteeism rate and continue to monitor absenteeism in order to determine the effectiveness of the unit's absenteeism reduction initiatives and take any additional action required; and in addition, the absenteeism rate should be compared periodically to other comparable organizations and jurisdictions;
- (17) the City's Executive Director of Human Resources, report to the Administration Committee by September 30, 2000, on a framework for reporting absenteeism across the Corporation, which should include the development of appropriate definitions and reporting guidelines, to enable a meaningful comparison of absenteeism among the various departments, agencies, boards and commissions;
- (18) the Parking Enforcement Unit investigate the reasons for unmatched data between the City Parking Tag Management System and the Toronto Police Service Data Entry Control System and take appropriate action to ensure that the unit's Parking Information System contains a more accurate and complete record of parking tag information;

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- (19) the Parking Enforcement Unit implement procedures to ensure that the parking tag information received from the City Parking Tag Management system is complete;
- (20) the Parking Enforcement Unit, in consultation with appropriate Toronto Police Service personnel, review the current overhead charges in detail and determine whether a more reasonable basis of allocation can be used to fairly reflect the actual costs of the services provided to the unit; support for the basis of allocation should be documented in writing and reviewed annually, making appropriate changes as required;
- (21) Parking Enforcement and City Parking Tag Operations staff meet with potential hand-held ticket issuing equipment suppliers to explore possible solutions that would enable the paper used by hand-held ticket issuing equipment to be processed through the banking system;
- (22) the Chief of Police, in consultation with the City's Chief Financial Officer and Treasurer, prepare a complete cost benefit analysis and identify any issues with respect to the use of hand-held ticket issuing equipment by parking enforcement officers, and report to the Policy and Finance Committee by September 30, 2000;
- (23) the Parking Enforcement Unit develop a strategy to promote the use of certified municipal law enforcement agencies by property owners and develop appropriate policies and procedures to monitor the performance of these agencies;
- (24) the Parking Enforcement Unit expedite the finalization of the by-laws with respect to unifying parking enforcement activities on private property and defining the role and responsibilities of the Chief of Police in the Municipal Law Enforcement Officer Program, so that these by-laws are submitted to City Council for approval by September 30, 2000;
- (25) the Parking Enforcement Unit enhance the performance standards used by the unit to include the level of non-processible tags issued by municipal law enforcement officers;
- (26) the Parking Enforcement Unit develop an implementation plan with specific timelines to address the recommendations contained in this report, such that the resulting budgetary adjustments are incorporated and considered in the 2001 budget; and
- (27) this report be forwarded to the Toronto Police Services Board and that the Toronto Police Services Board be requested to report back to the Policy and Finance Committee, by March 30, 2000, on its response to each of the recommendations contained in this report.

Councillor Irene Jones, Lakeshore-Queensway, appeared before the Budget Advisory Committee

in connection with the foregoing matter.

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

On motion by Councillor Jakobek, the Budget Advisory Committee:

- (1) deferred consideration of the foregoing matter to the meeting of February 25, 2000;
- (2) requested the Chief Administrative Officer to ensure that his report regarding the transference of Parking Enforcement from the Toronto Police Services Board to the Toronto Parking Authority be completed by the end of March 2000, and further ensure a tight implementation proposal for the transfer be included in the report; and
- (3) requested that any and all savings resulting from the transfer of any of these resources which will provide savings to the Toronto Police Services Board be directed towards frontline operations.

Councillor Jakobek resumed the Chair.

(Chief Administrative Officer; c. Chief Financial Officer and Treasurer; City Auditor; Chair, Toronto Police Services Board; President, Toronto Parking Authority - February 22, 2000)

3.3 Proposed Increase of Rental Rates in the Food Building

The Budget Advisory Committee had before it a communication (January 19, 2000) from the Interim General Manager, Exhibition Place, forwarding a report (January 13, 2000) from the General Manager, Canadian National Exhibition, recommending that:

- (1) all Food Building Rental Rates be increased by two percent for the 2000 Canadian National Exhibition, one percent in 2001 and one percent in 2002;
- (2) the Canadian National Exhibition continue to offer a maximum three year contract to the Food Building exhibitors with all three year contracts expiring at the conclusion of the 2002 Canadian National Exhibition; and
- (3) all Food Building exhibitors be required to report daily sales figures in order that a full review of rental rates can be undertaken at the conclusion of the term of these agreements.

Councillor Joe Pantalone, Chair, Board of Governors, Exhibition Place, appeared before the Budget Advisory Committee in connection with the foregoing matter.

On motion by Councillor Pitfield, the Budget Advisory Committee recommended to the Policy and Finance Committee, and Council, the adoption of the aforementioned report, subject to amending Recommendation No. (1) to read:

“(1) all Food Building Rental Rates be increased by one percent for the 2000 Canadian National Exhibition, one percent in 2001 and one percent in 2002;”.

(Policy and Finance Committee; c. Councillor Joe Pantalone, Chair, Board of Governors, Exhibition Place; Chief Financial Officer and Treasurer; Interim General Manager, Exhibition Place - February 22, 2000)

3.4 Interim Appropriation for Retirement and Lodging Homes Hotline and Inspection

The Budget Advisory Committee had before it a report (January 24, 2000) from the City Clerk, advising that the Policy and Finance Committee on January 20, 2000, referred the communication (January 13, 2000) from the City Clerk, respecting an appropriation for the Retirement and Lodging Homes Hotline and Inspection, to the Budget Advisory Committee for consideration and report thereon to the Policy and Finance Committee.

Councillor Irene Jones, Lakeshore-Queensway, appeared before the Budget Advisory Committee in connection with the foregoing matter.

On motion by Councillor Chow, the Budget Advisory Committee deferred consideration of the aforementioned report for discussion at the February 22, 2000 Operating Budget deliberations.

3.5 1999 Operating Budget Variance Reporting

The Budget Advisory Committee had before it a report (November 10, 1999) from the General Secretary, Toronto Transit Commission, addressed to the Director of Budget Services, responding to a request by the Finance Department for Operating Budget Variance information for the Toronto Transit Commission, which contains year-to-date and forecasted year-end variances and comments; consolidates the information for conventional TTC operations and for Wheel-Trans; and provides the performance plan and results for the period ending October 2, 1999 and ridership information.

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

On motion by Councillor Jakobek, the Budget Advisory Committee:

- (1) received the aforementioned report for information; and
- (2) requested the Chief Financial Officer and Treasurer to report back to the Budget Advisory Committee prior to the 'wrap up' of the 2000 Operating Budget providing the following:
 - (i) what the real base line operating number should be with regard to the Toronto Transit Commission; and
 - (ii) the Toronto Transit Commission implementing service improvements prior to Council's approval of the 2000 Operating Budget.

Councillor Jakobek resumed the Chair.

(Chief Financial Officer and Treasurer; c. Chair, Toronto Transit Commission;
General Secretary, Toronto Transit Commission - February 22, 2000)

3.6 Police False Alarm Reduction Program

The Budget Advisory Committee had before it a report (January 25, 2000) from the City Solicitor, responding to a request from the Budget Advisory Committee for a report on whether the Toronto Police Service can refuse to respond to alarms at particular premises under the Police False Alarm Reduction Program due to excessive false alarms at such premises; and recommending that this report be received for information.

On motion by Councillor Chow, the Budget Advisory Committee received the aforementioned report for information.

**3.7 St. Lawrence Centre for the Arts –
Capital Improvement Fund Downtown**

The Budget Advisory Committee had before it a report (January 24, 2000) from the General Manager, St. Lawrence Centre for the Arts, advising of the withdrawal of funds, in the amount of \$115,500.00, plus PST, during fiscal 2000 for the annual technical improvements program and recommending that this report be received for information.

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

On motion by Councillor Jakobek, the Budget Advisory Committee:

- (1) received the aforementioned report for information; and
- (2) requested the Chief Financial Officer and Treasurer to report back to the Budget Advisory Committee providing a list of the overall picture of the St. Lawrence Centre for Arts program over the past six years.

Councillor Jakobek resumed the Chair.

(Chief Financial Officer and Treasurer; c. General Manager, St. Lawrence Centre for the Arts - February 22, 2000)

**3.8 Authority to Acquire Property for the
Relocation of 51 Police Division**

The Budget Advisory Committee had before it a report (February 10, 2000) from the City Clerk, advising that the Administration Committee on February 8, 2000, during its consideration of a confidential report (February 4, 2000) from the Acting Commissioner of Corporate Services, entitled “Authority to Acquire Property for the Relocation of 51 Police Division (Ward 25 - Don River)”:

- (1) recommended to Council:
 - (i) the adoption of Recommendation Nos. (1) (2) (3) and (5) embodied in the confidential report (February 4, 2000) from the Acting Commissioner of Corporate Services; and

- (ii) that the Toronto Police Service be requested, in planning the construction of the building, to ensure that the building is accessible to the disabled; and
- (2) concurred with the following Recommendation No. (4) embodied in the aforementioned confidential report:

“(4) the report be forwarded to the Budget Advisory Committee for a report directly to City Council on the provision of funding for this acquisition;”.

On motion by Councillor Chow, the Budget Advisory Committee recommended to Council adoption of the funding for the acquisition of property for the relocation of 51 Police Division (Ward 25 – Don River) from the City’s Land Acquisition Reserve Fund.

(City Council – February 21, 2000)

3.9 Legality of Turning Back the Date of the Security System at Scarborough Centre to Avoid Y2K Problems

The Budget Advisory Committee had before it a report (February 17, 2000) from the City Solicitor, providing an interim report on the legality of turning back the date of the security system at Scarborough Centre to avoid Y2K problems and recommending that this report be received for information.

On motion by Councillor Pitfield, the Budget Advisory Committee:

- (1) received the aforementioned report for information; and
- (2) requested the City Solicitor to make sure the legal issues are addressed with regard to the subject matter, including whether the City will be held liable.

(City Solicitor - February 22, 2000)

3.10 C.S.A. Playground Compliance Program

The Budget Advisory Committee had before it a report (February 16, 2000) from the City Solicitor, responding to the request of the Budget Advisory Committee for a report from the City

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Solicitor on whether the City is obliged to comply with C.S.A. standards for playgrounds and the consequences, if any, of non-compliance with such standards and recommending that this report be received for information.

On motion by Councillor Chong, the Budget Advisory Committee:

- (1) received the aforementioned report for information; and
- (2) requested the City Solicitor to provide additional information to define as to what standards the City must meet for safety reasons with regard to the C.S.A. playground compliance program.

(City Solicitor - February 22, 2000)

The Committee adjourned its meeting at 10:20 a.m.

Chair