



The following *draft* Minutes of the meeting of the Toronto Police Services Board that was held on August 18, 2016 are subject to adoption at its next regularly scheduled meeting.

The Minutes of the meeting held on July 21, 2016, were approved by the Toronto Police Services Board at its meeting held on August 18, 2016.

MINUTES OF THE PUBLIC MEETING of the Toronto Police Services Board held on **AUGUST 18, 2016** at 1:00 PM in the Auditorium, 40 College Street, Toronto, Ontario.

PRESENT:

Mr. Andrew Pringle, Chair
Mr. Chin Lee, Councillor & Vice-Chair
Dr. Dhun Noria, Member
Ms. Shelley Carroll, Councillor & Member
Mr. John Tory, Mayor & Member
Mr. Ken Jeffers, Member

ABSENT:

Ms. Marie Moliner, Member

ALSO PRESENT:

Mr. Mark Saunders, Chief of Police
Ms. Jane Burton, City of Toronto - Legal Services Division
Ms. Deirdre Williams, Board Administrator

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 18, 2016**

#P189. TORONTO POLICE SERVICE - PSYCHOLOGICAL SERVICES

The Board was in receipt of the following report May 12, 2016 from Mark Saunders, Chief of Police

Subject: PSYCHOLOGICAL SERVICES ACTIVITIES

Recommendation:

It is recommended that the Board receive the following report and presentation on programs and initiatives within the Psychological Services program.

Financial Implications:

There are no financial implications relating to the recommendation contained within this report.

Background/Purpose:

As a demonstration of the importance of and commitment to the psychological health of Service members, the Board and the Chief agreed at the December 2015 Board meeting, to issue a joint "Statement of Commitment to the Psychological Health of Toronto Police Service Members" (Min. No. P308/15 refers).

The purpose of this report is to provide a presentation by Jeanette May, Director, Human Resources, and the two Corporate Psychologists, Dr. Carol Vipari and Dr. Catherine Martin-Doto, regarding the programs and initiatives of the Psychological Services unit, which is a sub-unit of Human Resources.

The presentation will outline the variety of programs and initiatives that are offered by Psychological Services, and will demonstrate how the roles and responsibilities of the Corporate Psychologists have grown. Significant work has been done to reduce the stigma of seeking psychological support, the result of which has been a marked increase in the number of consultations, critical incident responses, and training sessions in which the psychologists are involved.

Conclusion:

It is recommended that the Board receive this report and presentation on the Psychological Services programs and initiatives.

Mr. Tony Veneziano, Chief Administrative Officer, Corporate Services Command, will be in attendance to answer any questions that the Board may have regarding this report.

The following were in attendance and delivered a presentation to the Board:

**Ms. Jeanette May, Director, Human Resources
Dr. Carol Vipari, Psychological Services
Dr. Catherine Martin-Doto, Psychological Services**

A copy of the presentation slides is on file in the Board office.

Ms. D!ONNE Renée was in attendance and delivered a deputation to the Board.

The Board approved the following Motions:

- 1. THAT the Board receive the foregoing report, presentation and deputation; and**
- 2. THAT the Board request the Chief to provide a report on the appropriate service level for psychological services to the Toronto Police Service.**

**Moved by: S. Carroll
Seconded by: C. Lee**

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TORONTO POLICE SERVICES BOARD HELD ON AUGUST 18, 2016**

**#P190. TORONTO POLICE SERVICE – TALENT MANAGEMENT STRATEGY
2016-2020**

The Board was in receipt of a report dated July 26, 2016 from Mark Saunders, Chief of Police, with regard to the Toronto Police Service's Talent Management Strategy for 2016 to 2020. A copy of the report is on file in the Board office.

At the request of the Chief, the Board deferred the foregoing report to a meeting later in the year.

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TORONTO POLICE SERVICES BOARD HELD ON AUGUST 18, 2016**

#P191. TORONTO POLICE SERVICE OPEN DATA

The Board was in receipt of the following report July 27, 2016 from Mark Saunders, Chief of Police:

Subject: Toronto Police Service Open Data

Recommendation(s):

It is recommended that the Board receive this report.

Financial Implications:

There are no financial implications relating to the recommendations contained within this report.

Background / Purpose:

At its meeting of April 20, 2016, the Board received a presentation from Councillor Paul Ainslie, including his correspondence which contained the following recommendations with respect to open data.

THAT the Chief of Police provide a report to the Board on how the Toronto Police will:

- Adopt and enforce the Open by Default Standard similar to the Province of Ontario;
- Set specific targets and deadlines within a four-year plan;
- Require data quality – not just quantity; and
- Continue to identify and promote a staff member as the open data champion.

Following consideration of his presentation, the Board approved the following motion.

1. THAT the Board refer Councillor Ainslie's presentation, including his correspondence and additional recommendation, to Chief Saunders for consideration and request that he provide a report for the Board's July 2016, meeting which identifies the improvements that will be made to the TPS website so that it can be the "best in class" of police service websites as it applies to the availability of data.

The purpose of this report is to respond to the motions that were raised at the April meeting and to update the Board on the steps the Services is taking to enhancing technology.

Discussion:

The Toronto Police Service is committed to greater openness and transparency of information. Open Data has been identified as a priority in the recent Toronto Police Service report entitled “The Way Forward: Modernizing Community Safety in Toronto”. The Service supports leveraging technology to offer the public increased open access to information and tools that communities can use to improve neighbourhood safety.

Over the next four years, the Service is committed to developing an Open Data Strategy, launching a Public Safety Open Data Portal, and expanding the availability and awareness of open data for public safety in Toronto. The target deliverables for 2016 include:

- The development of a comprehensive Open Data Strategy consistent with Open by Default best practices.
- Hosting a Public Safety Open Data Competition at the Ryerson University DMZ.
- Launch of Toronto Police Service Public Safety Open Data Portal.
- First release of public safety data through the Open Data Portal.

Additional targets for 2017-2019 include:

- Expand the Open Data Portal with new datasets.
- Incorporate analytical tools and mapping capabilities that will facilitate interaction and analysis for community members.
- Host training workshops and conferences to create awareness on the use of the Toronto Police Service Public Safety Open Data Portal.

When considering datasets for public use, the Toronto Police Service considers privacy and data quality to be of utmost importance. The Service will continue to ensure compliance with information and privacy legislation related to the release of any data. Further, data quality is currently a high priority for the Toronto Police Service to support evidence-based decisions and, as such, the Service will continue to apply rigorous data quality standards and technology in the review of data prior to release.

To lead and implement the Open Data Strategy and elements outlined in this report, the Toronto Police Service Open Data champion will be Ian Williams, Manager of Business Intelligence and Analytics, within the Strategy Management Unit.

Conclusion:

The Toronto Police Service is committed to greater openness and transparency of information. Through the use of innovative technology, the Toronto Police will be “best in class” in the use of information for openness, transparency and accountability.

Superintendent Frank Bergen, Strategy Management, and Ian Williams, Manager of Business Intelligence & Analytics, will be in attendance to answer any questions that the Board members may have regarding this report.

The following were in attendance and delivered deputations to the Board:

- **Mark Richardson ***
- **Richard Pietro ***
- **Keith McDonald ***
- **Chris Moore**
- **Derek Moran**
- **Paul Ainslie, Councillor, City of Toronto ***

***written submission also provided; copy on file in the Board office.**

The Board approved the following Motions:

1. **THAT the Board refer the report back to the Chief to give further specific consideration to:**
 - **Question of not creating stand-alone TPS open data portal**
 - **Other requests for open data releases contained in the deputation of Councillor Ainslie and other deputants on August 18, 2016**
 - **Establishment of further deadlines for the progress and availability of data sets**
 - **Releases made available and other standards set by police services in other Canadian cities**
2. **THAT a police representative be assigned to the City of Toronto Advisory Committee on Open Government, subject to invitation to join; and**
3. **THAT the Board receive the deputations and written submissions.**

Moved by: J. Tory
Seconded by: S. Carroll

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**#P192. CHIEF'S ADMINISTRATIVE INVESTIGATION INTO THE CUSTODY
INJURY OF ANGELA LANZILLOTTI**

The Board was in receipt of the following report July 29, 2016 from Mark Saunders, Chief of Police:

**Subject: Chief's Administrative Investigation into the Custody
Injury of Ms. Angela Lanzillotti**

Recommendation(s):

It is recommended that the Board receive the following report.

Financial Implications:

There are no financial implications relating to the recommendation contained within this report.

Background / Purpose:

Whenever the Special investigations Unit (S.I.U.) is notified of an incident involving serious injury or death, provincial legislation directs that a chief of police shall conduct an administrative investigation.

Ontario Regulation 267/10, section 11(1) states:

"The chief of police shall also cause an investigation to be conducted forthwith into any incident with respect to which the S.I.U. has been notified, subject to the S.I.U.'s lead role in investigating the incident."

Section 11(2) of the Regulation states:

"The purpose of the chief of police's investigation is to review the policies of or services provided by the police force and the conduct of its police officers."

Section 11(4) of the Regulation states:

"The chief of police of a municipal police force shall report his or her findings and any action taken or recommended to be taken to the board within 30 days after the S.I.U. director advises the chief of police that he or she has reported the results of the S.I.U.'s

investigation to the Attorney General, and the board may make the chief of police's report available to the public."

Upon conclusion of their investigation, the S.I.U. provides the Toronto Police Service (Service.) with a letter. The S.I.U. does not provide the Service with a copy of the report that was provided to the Attorney General.

Discussion:

On November 16, 2015, at 1820 hours, Team 6 of the Toronto Drug Squad was at the Lawrence Square Plaza, 700 Lawrence Avenue West, to purchase a quantity of narcotics.

A female, later identified as Ms. Lanzillotti, sold an undercover officer a quantity of narcotics and was arrested by officers from the Drug Squad. Ms. Lanzillotti began to struggle with the two officers. In order to gain physical control, an officer carefully tripped Ms. Lanzillotti and began to slowly lower her to the ground. She yelled out in pain, complaining that her left leg had been hurt.

Uniformed members of 32 Division Primary Response Unit and Toronto Paramedic Services attended. Ms. Lanzillotti was transported to Sunnybrook Health Sciences Centre, where she was assessed and later diagnosed with a fractured left tibia.

The S.I.U. was notified and invoked its mandate.

The S.I.U. designated one officer as a subject officer in its investigation and seven additional officers as witnesses.

In a letter to the Service dated January 7, 2016, Director Tony Loparco of the S.I.U. advised that this investigation was complete, the file had been closed and no further action is contemplated.

The S.I.U. published a media release which is available at: www.siu.on.ca

Summary of the Service's Investigation:

Professional Standards Support Unit conducted an investigation pursuant to *Ontario Regulation 267/10*, section 11.

The investigation examined the applied use of force in relation to the applicable legislation, the services provided, the Service's policies and procedures and the conduct of the involved officers.

The *Police Services Act* section 95 requires a Police Service to keep confidential the conduct issues in relation to its members, except in specific circumstances. The public release of this document does not fall within one of those exemptions.

Professional Standards Support Unit investigation examined the use of force and the injury sustained in relation to the applicable legislation, Service procedures, and the conduct of the involved officers.

The Professional Standards Support Unit investigation reviewed the following Service procedures:

- Procedure 01-01 (Arrest)
- Procedure 01-02 (Search of Persons)
- Procedure 01-03 (Persons in Custody)
- Procedure 05-30 (Major Drug Investigations)
- Procedure 10-06 (Medical Emergencies)
- Procedure 13-16 (Special Investigations Unit)
- Procedure 13-17 (Memorandum Books and Reports)
- Procedure 15-01 (Use of Force)
- Procedure 15-02 (Injury / Illness Reporting)
- Procedure 15-17 (In-Car Camera System)

The Professional Standards Support Unit investigation also reviewed the following legislation:

- *Police Services Act* section 113 (Special Investigations)
- *Ontario Regulation 267/10* (Conduct and Duties of Police Officers Respecting Investigations by the Special Investigations Unit)
- *Ontario Regulation 926* section 14.2 (Use of Force Qualifications)

The Service's policies and procedures associated with the applied use of force were found to be lawful, in keeping with current legislation and written in a manner which provided adequate and appropriate guidance to the members. None of the examined policies and procedures required modification.

Acting Deputy Chief Richard Stubbings, Operational Support Command, will be in attendance to answer any questions that the Board members may have regarding this report.

The following were in attendance and delivered deputations to the Board:

- **Kris Langenfeld**
- **D!ONNE Renée**

The Board received the foregoing report and the deputations.

Moved by: S. Carroll
Seconded by: C. Lee

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**#P193. CHIEF'S ADMINISTRATIVE INVESTIGATION INTO THE CUSTODY
INJURY OF RYAN PUGSLEY**

The Board was in receipt of the following report July 26, 2016 from Mark Saunders,
Chief of Police:

**Subject: Chief's Administrative Investigation into the Custody Injury
of Mr. Ryan Pugsley**

Recommendation(s):

It is recommended that the Board receive the following report.

Financial Implications:

There are no financial implications relating to the recommendation contained within this
report.

Background / Purpose:

Whenever the Special investigations Unit (S.I.U.) is notified of an incident involving
serious injury or death, provincial legislation directs that a chief of police shall conduct
an administrative investigation.

Ontario Regulation 267/10, section 11(1) states:

"The chief of police shall also cause an investigation to be conducted forthwith into any
incident with respect to which the S.I.U. has been notified, subject to the S.I.U.'s lead
role in investigating the incident."

Section 11(2) of the Regulation states:

"The purpose of the chief of police's investigation is to review the policies of or services
provided by the police force and the conduct of its police officers."

Section 11(4) of the Regulation states:

"The chief of police of a municipal police force shall report his or her findings and any
action taken or recommended to be taken to the board within 30 days after the S.I.U.
director advises the chief of police that he or she has reported the results of the S.I.U.'s

investigation to the Attorney General, and the board may make the chief of police's report available to the public."

Upon conclusion of their investigation, the S.I.U. provides the Toronto Police Service (Service.) with a letter. The S.I.U. does not provide the Service with a copy of the report that was provided to the Attorney General.

Discussion:

On July 28, 2015, at about 1703 hours, police officers from 23 Division Primary Response Unit responded to a call for service for an assault that had just occurred in the vicinity of 2171 Kipling Avenue.

One of the officers went to the address with the description of the suspect who was later identified as Mr. Ryan Pugsley. Mr. Pugsley was located in a common area of the address which was a rooming house. He was verbally aggressive towards the officer when questioned about the incident and had exhibited signs of having consumed alcoholic beverages.

Several officers went to the address and entered the common area on the ground floor for further investigation. The officers knocked on Mr. Pugsley's door and he opened it and entered the hallway. He had a large glass ashtray in his hand and when the officers told him he was under arrest for an assault he swung the ashtray at them. The officers placed their hands on Mr. Pugsley to affect the arrest. He actively resisted their efforts and a struggle ensued. Mr. Pugsley was taken to the ground, placed under arrest and transported to 23 Division for investigation.

At the station, Mr. Pugsley complained about pain in his ribs and he was transported to Etobicoke General Hospital where he was diagnosed and treated for two fractured ribs; one displaced and the other non-displaced.

The S.I.U. was notified and invoked its mandate.

The S.I.U. designated two officers as subject officer in its investigation and four additional officers as witnesses.

In a letter to the Service dated January 29, 2016, Director Tony Loparco of the S.I.U. advised that this investigation had been completed, the file had been closed and no further action is contemplated.

The S.I.U. published a media release which is available at: www.siu.on.ca

Summary of the Service's Investigation:

Professional Standards Support Unit conducted an investigation pursuant to *Ontario Regulation 267/10*, section 11.

The investigation examined the applied use of force in relation to the applicable legislation, the services provided, the Service's policies and procedures and the conduct of the involved officers.

The *Police Services Act* section 95 requires a Police Service to keep confidential the conduct issues in relation to its members, except in specific circumstances. The public release of this document does not fall within one of those exemptions.

Professional Standards Support Unit investigation examined the use of force and the injury sustained in relation to the applicable legislation, Service procedures, and the conduct of the involved officers.

The Professional Standards Support Unit investigation reviewed the following Service procedures:

- Procedure 01-01 (Arrest)
- Procedure 01-02 (Search of Persons)
- Procedure 01-03 (Persons in Custody)
- Procedure 10-06 (Medical Emergencies)
- Procedure 13-16 (Special Investigations Unit)
- Procedure 13-17 (Memorandum Books and Reports)
- Procedure 15-01 (Use of Force)
- Procedure 15-02 (Injury / Illness Reporting)
- Procedure 15-17 (In-Car Camera System)

The Professional Standards Support Unit investigation also reviewed the following legislation:

- *Police Services Act* section 113 (Special Investigations)
- *Ontario Regulation 267/10* (Conduct and Duties of Police Officers Respecting Investigations by the Special Investigations Unit)
- *Ontario Regulation 926* section 14.2 (Use of Force Qualifications)

The Service's policies and procedures associated with the applied use of force were found to be lawful, in keeping with current legislation and written in a manner which provided adequate and appropriate guidance to the members. None of the examined

policies and procedures required modification.

Acting Deputy Chief Richard Stubbings, Operational Support Command, will be in attendance to answer any questions that the Board members may have regarding this report.

The Board received the foregoing report.

Moved by: C. Lee
Seconded by: K. Jeffers

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**#P194. CHIEF'S ADMINISTRATIVE INVESTIGATION INTO THE CUSTODY
INJURY OF MANUEL BARROSO**

The Board was in receipt of the following report July 26, 2016 from Mark Saunders, Chief of Police:

**Subject: Chief's Administrative Investigation into the Custody
Injury of Mr. Manuel Barroso**

Recommendation(s):

It is recommended that the Board receive the following report.

Financial Implications:

There are no financial implications relating to the recommendation contained within this report.

Background / Purpose:

Whenever the Special investigations Unit (S.I.U.) is notified of an incident involving serious injury or death, provincial legislation directs that a chief of police shall conduct an administrative investigation.

Ontario Regulation 267/10, section 11(1) states:

"The chief of police shall also cause an investigation to be conducted forthwith into any incident with respect to which the S.I.U. has been notified, subject to the S.I.U.'s lead role in investigating the incident."

Section 11(2) of the Regulation states:

"The purpose of the chief of police's investigation is to review the policies of or services provided by the police force and the conduct of its police officers."

Section 11(4) of the Regulation states:

"The chief of police of a municipal police force shall report his or her findings and any action taken or recommended to be taken to the board within 30 days after the S.I.U. director advises the chief of police that he or she has reported the results of the S.I.U.'s

investigation to the Attorney General, and the board may make the chief of police's report available to the public."

Upon conclusion of their investigation, the S.I.U. provides the Toronto Police Service (Service.) with a letter. The S.I.U. does not provide the Service with a copy of the report that was provided to the Attorney General.

Discussion:

On November 1, 2014, an off duty Police Officer from York Regional Police observed a male assaulting a female near 1901 Weston Road. The officer attempted to place the male, later identified as Mr. Manuel Barroso, under arrest for assault when Mr. Barroso began to struggle with the officer.

The officer took Mr. Barroso to the ground in an attempt to control him. Mr. Barroso was able to escape and ran on foot with the officer following. Mr. Barroso was able to evade the officer by jumping a number of fences.

Officers from the Toronto Police Service (Service), 12 Division Primary Response Unit arrived on scene and located Mr. Barroso a short distance away. Mr. Barroso was placed under arrest without further incident and transported to 12 Division where he was paraded before the Officer-in-Charge.

Mr. Barroso complained of pain to his ribs and was transported to Humber River Regional Hospital where he advised that he had injured his ribs while jumping over a fence. He was discharged without further treatment and transported to 12 Division where he was charged accordingly.

On December 23, 2014, the Service received notification from the Office of the Independent Police Review Director (O.I.P.R.D.) that Mr. Barroso had complained of receiving broken ribs while being searched by three officers at 12 Division.

On December 31, 2014, the Service received information that Mr. Barroso had withdrawn his O.I.P.R.D. complaint. Professional Standards' efforts to contact Mr. Barroso were initially unsuccessful, however, he was eventually located on February 17, 2015. On March 3, 2015, investigators met with Mr. Barroso and he signed a medical release form. On March 26, 2015, investigators interviewed the Emergency Physician from Humber River Regional Hospital who had assessed Mr. Barroso and advised that he had sustained a fractured 9th and 10th rib and the 10th rib was displaced.

The S.I.U. was notified and invoked its mandate.

The S.I.U. designated three officers as subject officer in its investigation and thirteen additional officers as witnesses.

In a letter to the Service dated January 7, 2016, Director Tony Loparco of the S.I.U. advised that this investigation had been completed, the file had been closed and no further action is contemplated.

The S.I.U. published a media release which is available at: www.siu.on.ca

Summary of the Service's Investigation:

Professional Standards Support Unit conducted an investigation pursuant to *Ontario Regulation 267/10*, section 11.

The investigation examined the applied use of force in relation to the applicable legislation, the services provided, the Service's policies and procedures and the conduct of the involved officers.

The *Police Services Act* section 95 requires a Police Service to keep confidential the conduct issues in relation to its members, except in specific circumstances. The public release of this document does not fall within one of those exemptions.

Professional Standards Support Unit examined the use of force and the injury sustained in relation to the applicable legislation, Service procedures, and the conduct of the involved officers.

Director Loparco addressed two issues with the timeliness of notification to the S.I.U. by the Service and the fact that two investigators spoke to Mr. Barroso while in custody at the Toronto South Detention Centre. Director Loparco stated in-part in his closing letter;

"Before closing the file, I note for the record what appeared to have been several violations of the regulation governing S.I.U. investigations – a late notification and continued police investigation in contravention of sections 3 and 5 of O. Regulation 267/10, respectively. Though officers were aware on March 3, 2015, and perhaps as early as November 1, 2014 of Mr. Barroso's rib injuries, (in fact the diagnosis of injured ribs was clearly noted on the Emergency Record and available November 1, 2014) the matter was not reported to the S.I.U. by the T.P.S. until March 20, 2015."

Investigation by Professional Standards Support Unit revealed that there was no allegation of any police involvement in relation to Mr. Barroso's injuries on November 1, 2014. Mr. Barroso was arrested after assaulting a female he had conditions to have no contact with. While being paraded he complained of sore ribs and was transported to Humber River Regional Hospital where he told the physician that he had hurt his ribs while jumping a fence.

On December 23, 2014, the O.I.P.R.D. notified the Service that Mr. Barroso had alleged that he had been assaulted by three officers while being searched at 12 Division. The O.I.P.R.D. is a third party in this matter and the allegation and level of injury must be confirmed by Service investigators prior to S.I.U. notification. Investigators were unable

to locate Mr. Barroso until February 17, 2015, when it was discovered that he was in custody. Officers had also left messages with Mr. Barroso's counsel, but those messages were not returned until March 2, 2015. Investigators met with Mr. Barroso on March 3, 2015, when the medical release was signed.

On March, 26, 2015, officers from Professional Standards were able to speak with the physician who had assessed Mr. Barroso and advised that two ribs had in fact been broken with one of the broken ribs being displaced. Upon receiving confirmation of the nature of the injuries, the Service immediately notified the S.I.U. who invoked its mandate.

Director Loparco went on to state in-part;

"While the S.I.U. investigation was ongoing, there is evidence to indicate that two T.P.S. detectives met with Mr. Barroso in April 2015 and attempted to take a statement from him at the Toronto South Detention Centre."

Investigation by Professional Standards Support Unit revealed two members of Professional Standards did attempt to talk with Mr. Barroso in regards to this matter. The Service is aware of the S.I.U. mandate and regulations surrounding witness and victim interviews, however, the initial assault investigation must continue. Bearing that in mind, the lead S.I.U. investigator was contacted and gave consent to the Service prior to contact being made.

The Professional Standards Support Unit investigation reviewed the following Service procedures:

- Procedure 01-01 (Arrest)
- Procedure 01-02 (Search of Persons)
- Procedure 01-03 (Persons in Custody)
- Procedure 10-06 (Medical Emergencies)
- Procedure 13-16 (Special Investigations Unit)
- Procedure 13-17 (Memorandum Books and Reports)
- Procedure 15-01 (Use of Force)
- Procedure 15-02 (Injury / Illness Reporting)

The Professional Standards Support Unit investigation also reviewed the following legislation:

- *Police Services Act* section 113 (Special Investigations)
- *Ontario Regulation 267/10* (Conduct and Duties of Police Officers Respecting Investigations by the Special Investigations Unit)
- *Ontario Regulation 926* section 14.2 (Use of Force Qualifications)

The Service's policies and procedures associated with the applied use of force were found to be lawful, in keeping with current legislation and written in a manner which provided adequate and appropriate guidance to the members. None of the examined policies and procedures required modification.

Acting Deputy Chief Richard Stubbings, Operational Support Command, will be in attendance to answer any questions that the Board members may have regarding this report.

The Board received the foregoing report.

Moved by: D. Noria
Seconded by: C. Lee

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**#P195. QUARTERLY REPORT: OCCUPATIONAL HEALTH & SAFETY
UPDATE: APRIL TO JUNE 2016**

The Board was in receipt of the following report July 27, 2016 from Mark Saunders, Chief of Police:

**Subject: Quarterly Report: Occupational Health and Safety Update
for April 1, 2016 to June 30, 2016**

Recommendation(s):

It is recommended that the Board receive this report.

Financial Implications:

There are no financial implications relating to the recommendations contained within this report.

Background / Purpose:

At its meeting on January 24, 2005, the Board received an update on occupational health and safety matters relating to the Service (Min. No. C9/05 refers). Following consideration of the report, the Board requested the Chief of Police to provide quarterly updates on matters relating to occupational health and safety. The Board, at its meeting on August 21, 2008, further requested public quarterly reports for occupational health and safety matters (Min. No. C224/08 refers).

The purpose of this report is to update the Board on matters relating to occupational health and safety issues for the second quarter of 2016.

Discussion:

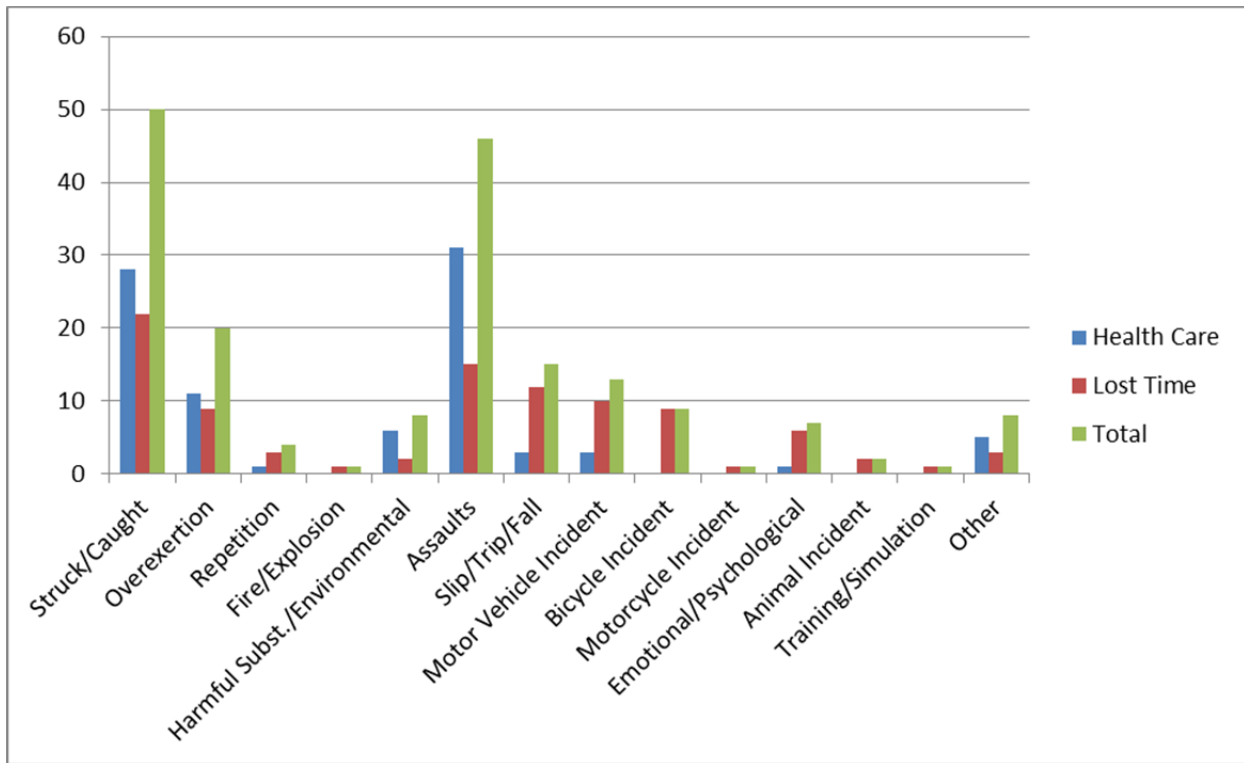
Accident and Injury Statistics

From April 1, 2016, to June 30, 2016, there were 185 reported workplace accidents/incidents involving Service members resulting in lost time from work and/or health care which was provided by a medical professional. These incidents were reported as claims to the Workplace Safety and Insurance Board (W.S.I.B.). During this same period, 43 recurrences of previously approved W.S.I.B. claims were reported.

Recurrences can include, but are not limited to, ongoing treatment, re-injury, and medical follow-ups ranging from specialist appointments to surgery.

As a Schedule 2 employer, the Toronto Police Service paid \$94,035.81 in health care costs for civilian members and \$226,169 in health care costs for uniform members for the second quarter of 2016.

Injured on Duty reports are classified according to the incident type. The following chart and graph summarize the Injured on Duty reports received by the Occupational Health and Safety Unit during the second quarter of 2016:



Incident Type	Health Care	Lost Time	Total
Struck/Caught	28	22	50
Overexertion	11	9	20
Repetition	1	3	4
Fire/Explosion	0	1	1
Harmful Substances /Environmental	6	2	8
Assaults	31	15	46
Slip/Trip/Fall	3	12	15
Motor Vehicle Incident	3	10	13
Bicycle Incident	0	9	9
Motorcycle Incident	0	1	1
Emotional/Psychological	1	6	7

Incident Type	Health Care	Lost Time	Total
Animal Incident	0	2	2
Training/Simulation	0	1	1
Other	5	3	8
Totals	89	96	185

The two categories containing the largest number of Injured on Duty reports are the “Struck/Caught” and “Assault” categories. The Struck/Caught category refers to incidents in which a member comes into contact with some object, either stationary or in motion. Due to the large number of injuries which were identified as belonging to the Struck/Caught category, the Occupational Health and Safety Unit is currently conducting a review of the Injured on Duty reports in this category to identify any specific trends or areas of concern. Assaults by arrested parties, suspects, or members of the public typically form one of the largest categories of Injured on Duty reports due to the nature of police work. A significant proportion of training received by police officers is designed to mitigate the risk of these types of injuries.

Critical Injuries

The employer has the duty to report, but not adjudicate, the seriousness of injuries, and pursuant to *Section 51 of the Occupational Health and Safety Act* and *Ontario Regulation 834*, must provide notice to the Ministry of Labour (M.O.L.) of all critical injuries which occur in the workplace.

For the second quarterly report for 2016, there were four critical injury incidents reported to the M.O.L. The incidents were confirmed by the M.O.L. to be critical injury incidents which resulted from a cause in the workplace. For each critical injury incident, an investigation is conducted by the Service independent of the Ministry of Labour investigation, involving both the injured member’s local Joint Health and Safety Committee and the Service’s Occupational Health and Safety Unit. In each case, root causes are sought and recommendations are made where applicable to reduce the risk of similar incidents in the future.

Communicable Diseases

As part of the communicable disease exposure surveillance program, members of the Occupational Health and Safety Unit reviewed reported exposures during the months indicated. The majority of these exposures did not result in claim submissions to the W.S.I.B. However, there is an obligation to ensure that the surveillance program maintains its administrative requirements and that there is a communication dispatched to members of the Service from a qualified designated officer from the Medical Advisory Services team. In the event that a member requires information or support regarding a communicable disease exposure, they will be contacted by a medical professional from Medical Advisory Services in order to discuss potential risk, treatment options as required, and to ensure that the member is supported properly with respect to stress and psychological wellbeing.

Member Exposure to Communicable Diseases

Reported Exposures	April	May	June	Q2 - 2016	Q2 - 2015
Bodily Fluids, Misc.	12	15	12	39	63
Hepatitis A, B, & C	0	0	0	0	14
HIV	0	0	2	2	9
Influenza	0	0	0	0	0
Measles, Mumps, Rubella	0	0	0	0	0
Meningitis	3	0	0	3	0
Staphylococcus Aureus	2	4	20	26	6
Tuberculosis	0	0	0	0	17
Varicella (Chickenpox)	0	0	0	0	0
Other, Miscellaneous	3	5	1	9	6
Total	20	24	35	79	115

An examination of reported exposures to Staphylococcus Aureus for the second quarter revealed that there was not a significant increase in the number of individual exposure incidents. There were 3 specific incidents which occurred in June in which several members were involved in each case, resulting in multiple exposures; a total of 16 members were exposed in the course of the three separate incidents. This accounts for the increase in exposure rates for the month of June.

As a result of a determination made by the Central Joint Health and Safety Committee at its meeting on March 29, 2010, the Occupational Health and Safety Unit monitors incidents where members report exposure to bed bugs. There were 8 reported exposures to bed bugs in the second quarter of 2016.

Medical Advisory Services

The disability statistics provided below are summarizing all non-occupational cases. By definition, "short-term" refers to members who are off work for greater than fourteen days, but less than six months. "Long-term" refers to members who have been off work for six months or greater.

Disability distribution of Service members is summarized in the following chart.

Member Disabilities: Non-Occupational

Disability Category	April	May	June
Short-Term	51	45	64
Long-Term – LTD	4	4	4
Long-Term – CSLB	67	69	69
Total Disability per Month – Q2, 2016	122	118	137

Disability Category	April	May	June
Total Disability per Month – Q2, 2015	132	131	135
Percent Change from Previous Year	- 8%	- 10%	+ 1%

Workplace Violence and Harassment

Bill 168, the Occupational Health and Safety Amendment Act (Violence and Harassment in the Workplace) 2009, came into force on June 15, 2010. As a result of this amendment, the *Occupational Health and Safety Act* now includes definitions of workplace violence and workplace harassment, and Part III.0.1 describes employer obligations with respect to violence and harassment in the workplace.

In the second quarter of 2016, there were two new documented complaints which were categorized by Professional Standards as having the potential to meet the criteria of workplace harassment as defined in the *Occupational Health and Safety Act*. These complaints are currently under investigation.

Other Occupational Health and Safety Matters

There are no additional occupational health and safety matters to be reported on for the second quarter of 2016.

Conclusion:

This report provides an update to the Board on matters relating to occupational health and safety issues for the second quarter in 2016. These matters are also reported quarterly at the Central Joint Health and Safety Committee, which is co-chaired by the Chair of the Board.

The next quarterly report for the period of July 1, 2016, to September 30, 2016, will be submitted to the Board for its meeting in November, 2016.

Mr. Tony Veneziano, Chief Administrative Officer, Corporate Services Command, will be in attendance to answer any questions that the Board may have regarding this report.

Ms. D!ONNE Renée was in attendance and delivered a deputation to the Board with regard to this report.

The Board received the foregoing report and the deputation.

Moved by: S. Carroll
Seconded by: C. Lee

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 18, 2016**

#P196. ANNUAL REPORT – 2015 RACE AND ETHNOCULTURAL EQUITY

The Board was in receipt of the following report August 03, 2016 from Mark Saunders, Chief of Police:

**Subject: 2015 Annual Report: Race and Ethnocultural Equity
Policy**

Recommendation(s):

It is recommended that the Board receive this report.

Financial Implications:

There are no financial implications relating to the recommendations contained within this report.

Background / Purpose:

On March 23, 2006, the Board approved the Race and Ethnocultural Equity Policy (Min. No. P81/06 refers). This policy requires annual reporting to the Board on the effectiveness and impact of the implementation of the policy. The Service has been reporting annually to the Board since that time.

This report, covers the period of January 1, 2015 to December 31, 2015, and details the Service's response to the Board's direction as contained in its Race and Ethnocultural Equity Policy. It also describes the Service's commitment to promoting and strengthening race and ethnocultural relations between members of the Service and the communities it serves. These goals are being achieved through progressive diversity and inclusion initiatives, ongoing community partnerships, as well as improved individual and organizational competencies that enable the Service to provide a workplace and service delivery without discrimination or harassment, and regardless of race, ethnicity, culture, nationality, religion or language.

Discussion:

The Service continues with initiatives that enhance race and ethnocultural equity within the workplace and in service delivery. These include:

The Human Rights Project Charter (H.R.P.C.) partnership

The goals of this partnership are to:

- Identify and eliminate any discrimination that may exist in the employment practices of the Service that may be contrary to the *Ontario Human Rights Code*; and
- Identify and eliminate any discrimination that may exist in the provision of policing services by the Service to the residents of the City of Toronto that may be contrary to the *Ontario Human Rights Code*.

In 2010, the Diversity Institute (D.I.) of Ryerson University was contracted to evaluate the H.R.P.C. During the evaluation process, the D.I. reviewed all H.R.P.C. strategies completed to date, engaged and consulted with stakeholders, and researched best practices across the country and internationally. In February 2014, D.I. completed their research and submitted the final report with a progress report of implementation of the recommendations. In 2015, Diversity & Inclusion (D.& I.) submitted a progress report on the implementation of the recommendations by D.I.

Human Rights Investigative Training (H.R.I.T.)

The H.R.I.T. was developed and is delivered by external experts, in consultation with D.& I. The goal of this training is to provide members who conduct investigations with the knowledge and tools to also conduct *Human Rights Code* investigations. Since 2011, over 200 members have attended this training. In 2015, another 66 members completed this training. This training will continue to be offered to all new investigators and Unit Complaint Coordinators.

Internal Support Networks (I.S.N.s)

I.S.N.s were first endorsed by the Command in 2007. The goal of I.S.N.s is to provide peer support through guidance, assistance, mentoring and networking to members on various aspects of policing. Over the last seven years, the number of I.S.N.s has grown and the types of programs, events and engagements have increased substantially. The current I.S.N.s include the Black-I.S.N., South Asian-I.S.N., East Asian-I.S.N., Lesbian Gay Bi-Sexual Trans Queer (L.G.B.T.Q.)-I.S.N., Women's-I.S.N. and the No Boundaries-I.S.N.

In 2015, the I.S.N.s initiated and participated in a variety of projects, events and partnerships.

Divisional Policing Support Unit (D.P.S.U.)

This unit was formed in 2011 through the amalgamation of the Toronto Anti-Violence Intervention Strategy (T.A.V.I.S.) and the Community Mobilization Unit. D.P.S.U. includes a number of areas, such as Neighbourhood Resource Officers and Youth Response Support. Members work in the communities with Community Response Unit officers from each division, and with the T.A.V.I.S. Rapid Response Team (R.R.T.), providing expertise on community and youth engagement.

D.P.S.U. provides a more effective, efficient and economical way of doing business both internally and externally, in relation to crime prevention, while being more operational and supportive of field units.

Community Police Liaison Committees (C.P.L.C.) and Community Consultative Committees (C.C.C.)

The ongoing proactive work of the C.P.L.C. and the C.C.C. include community volunteers and Service representatives from the local divisions, management and various units. Each C.P.L.C. is inclusive and reflects the demographics of the local community, while the C.C.C.s serve specific communities on a city-wide basis. The mandate of these committees is to work with the Service in identifying, prioritizing and solving local policing issues by being proactive in community relations, crime prevention, education, mobilization and communication initiatives, and acting as a resource to the police and the community.

Youth in Policing Initiative (Y.I.P.I.)

The Y.I.P.I. program aims to promote youth exposure and participation in police work environments, which includes youth being involved in diverse, educational and productive work assignments. To enhance the link between the police and the community, the youth are selected from priority neighbourhoods and are reflective of our city's cultural diversity. During 2015, the Service engaged 279 Y.I.P.I. students who participated in a variety of policing assignments and community building events. The Service has the largest number of Y.I.P.I. participants in the Province of Ontario and an annual report is submitted by Community Safety Command directly to the Ministry in regards to the progress of the program.

Furthermore in 2015, the Service administered First Aid Training to 244 students for both the Fall After-School Program and the Summer Program. Students were also trained in email and letter writing etiquette through the Canadian Centre for Skills Development and received a certificate at the completion of the course.

Diversity & Inclusion

The goals of D. & I. are to develop, implement and support a comprehensive and strategic approach to the management of human rights, diversity and inclusion within the Service. These include the planning, programming, resourcing, communicating, training, developing, reporting, and monitoring of the Service's diversity and human rights initiatives with the goal of creating an inclusive and engaging workplace.

Recognizing that diversity and inclusion is a journey, D. & I. works to develop customized strategies, programming and resources to promote new, interdisciplinary knowledge and practice about diversity that incorporates all of the *Ontario Human Rights Code*. Organizational and cultural change is imbedded in day-to-day operations and education, with the goal of ensuring that the Service continues to be an employer of choice for Toronto's diverse communities.

D. & I. has developed and delivered a number of specialized and customized training such as: Aboriginal Training & Development, Ethics & Inclusivity, Human Rights Investigative Training, Cultural Competency Training, Invisible Disabilities Development and Transgender Training.

Currently, D. & I. is updating the L.G.B.T.Q. training module in the Canadian Police Knowledge Network (C.P.K.N.), developing a new procedure for Transgender members wishing to transition at work, and developing a new sexual harassment and discrimination training.

Furthermore, D. & I. is responsible for the implementation and compliance of the *Accessibility for Ontarians with Disabilities Act (A.O.D.A.)*. This *Act* came into existence in 2005. As of 2012, the A.O.D.A. requires all organizations, both public and private, that provide goods or services either directly to the public or to other organizations in Ontario (third parties) and that have one or more employees, to provide accessible services and employment to persons of all ability levels. Each year, the A.O.D.A. requires the implementation of certain compliance matters.

In 2013, D. & I. developed a network with other Police Service's A.O.D.A. Coordinators from York, Durham, Halton, Peel, Hamilton and Niagara. The goals of these meetings are to share knowledge, build capacity, share ideas, and form a Greater Toronto Area

(G.T.A.) A.O.D.A. Committee that supports the needs of police and communities. Beyond the G.T.A., D.& I. is part of an Ontario Network for Accessibility Planners to ensure that the Service continues to comply with all A.O.D.A. standards and implements best practices.

In 2014, the Service complied with the completion of the accessibility multi-year plan. This document is now available on the Service's website.

The Ambassador Program

This program was launched in 2007 by the Employment Unit. There are currently a total of 239 Ambassadors, which include current, retired, civilian and uniform members, along with citizens in the community who proactively promote the Service as an employer of choice. Ambassadors assist police recruiters at job fairs, community events and mentoring sessions in an effort to attract individuals of diverse backgrounds to ensure the Service is reflective of the community. Ambassadors also foster interest in the application process by promoting careers with the Service, whether on or off duty, in places of worship, sporting events, community gatherings or through friends.

The program is working on identifying different ways to incorporate youth education and getting youth to think about their futures, reaching out to divisional officers, specifically those assigned in the schools.

The Employment Unit is currently incorporating School Resource Officers and Divisional Elementary School Officers into the program to educate youth about their use of social media as they think about how this could affect their employment in the future.

Overall, roughly 20 new Ambassadors signed up in 2015. Most of the new Ambassadors are from the Homicide Unit and Auxiliary members who volunteered for events throughout the summer when staffing for community events was limited.

Community and Cultural Celebrations

The Service continues to expand its participation in cultural and community celebrations. These are supported at the local and corporate levels. These cultural and community celebrations include the Khalsa Day Parade, Black History Month, Asian Heritage Month, Caribbean Carnival Toronto Kick-Off and Parade, International Day for the Elimination of Racial Discrimination, International Women's Day, Pride Day, National Aboriginal Pow Wow, Association of Black Law Enforcement Gala, Harry Jerome Awards Gala, Organization of South Asian Police Officers Gala, International Francophone Day, Grenada Day, National Aboriginal Day Ceremony, Planet Africa

Expo, Hispanic Fiesta, Pakistan Independence Day, China Town Festival, Taste of the Danforth and the Gerrard Street Festival of South Asia.

The Service continues to participate in community town hall meetings to promote two-way dialogue and build positive relationships that have been forged within our various communities.

Procedural Updates

The Service continues to monitor and update procedures that address and incorporate the Board's Race and Ethnocultural Equity Policy. This ensures that all existing procedures are current, relevant and reflect this Policy.

Conclusion:

The Service continues to develop initiatives and programs to support the Board's policy on race and ethnocultural equity relations. These goals are being achieved through progressive diversity and inclusion initiatives, as well as improved individual and organizational competencies, enabling the Service to provide improved service to the community and workplace without discrimination or harassment.

Since 2014, two Board policies (Human Rights and Accommodation) require the Service to report on the development and implementation of all initiatives that are equitable, respectful, inclusive and culturally competent based on all of the grounds of the *Ontario Human Rights Code*. This includes the additional grounds outlined in the Race and Ethnocultural Equity policy.

Mr. Tony Veneziano, Chief Administrative Officer, Corporate Services Command, will be in attendance to answer any questions that the Board may have regarding this report.

The Board received the foregoing report.

Moved by: C. Lee
Seconded by: J. Tory

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 18, 2016**

**#P197. AMENDMENT: POLICE TOWING AND POUND SERVICES
CONTRACTS**

The Board was in receipt of the following report July 11, 2016 from Mark Saunders,
Chief of Police:

Subject: Amendment: Police Towing and Pound Services Contracts

Recommendation(s):

It is recommended:

(1) THAT the Board re-open Minute No. P83/16 from the meeting that was held on April 20, 2016 in order to amend an error with respect to the charges that were noted as having been submitted by A Towing Service Ltd. for relocation tow services in Towing District No. 5; and

(2) THAT the Board amend Minute No. P83/16 by indicating that the correct charges that were submitted by A Towing Service Ltd. for relocation tow services were "Relocation Charge – Vehicle \$30.00" and "Relocation Charge – Hour \$30.00." .

Financial Implications:

There are no financial implications relating to the recommendations contained within this report.

Background / Purpose:

At the Board meeting held on April 20, 2016, the Board approved a report that included a recommendation, among others, to award the towing and pound services contract for Towing District No. 5 to A Towing Service Ltd. effective June 1, 2016 to May 31, 2019 (Min. No. P83/16 refers; copy attached as Appendix "A")

The report incorrectly noted that A Towing Service Ltd. had submitted the following proposed charges as part of its bid to provide towing and pound services in Towing District No. 5:

Relocation Tow
Relocation Charge – Vehicle: \$75.00
Relocation Charge – Hour: \$75.00

Discussion:

After the Minutes for the April 20, 2016 meeting were released, the Service became aware of the error in the original report.

The Service reviewed the matter and determined that the error occurred at the time that the data was entered into the report. The error does not affect the decision to recommend A Towing Service Ltd. for towing and pound services in No. 5 District as the evaluation of the bid was based on the correct proposed charges (\$30.00 per vehicle and \$30.00 per hour, as opposed to \$75.00 in each case)..

Conclusion:

In order to correct the record and ensure that the Board Minute accurately reflects the proper bid as submitted by A Towing Service Ltd., it is recommended that the Board amend Minute No. P83/16 by indicating the correct charges that were submitted by A Towing Service Ltd. for Relocation Tow Services were "Relocation Charge – Vehicle \$30.00" and "Relocation Charge – Hour \$30.00."

Deputy Chief James Ramer, Specialized Operations Command, will be in attendance at the meeting to answer any questions that the Board may have regarding this issue.

The Board approved the foregoing report.

Moved by: C. Lee
Seconded by: J. Tory

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**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 20, 2016**

#P83. POLICE TOWING AND POUND SERVICES CONTRACTS: 2016-2020

The Board was in receipt of the following report March 07, 2016 from Mark Saunders, Chief of Police:

Subject: POLICE TOWING AND POUND SERVICES CONTRACTS: 2016-2020

Recommendations:

It is recommended that:

- (1) the Board award the towing and pound services contracts effective June 1, 2016 to May 31, 2019 for the following towing districts to the following towing companies:
 - (i) Towing District No. 1 – JP Towing Service and Storage Ltd.
 - (ii) Towing District No. 2 – 1105729 Ontario Inc. (Classic Towing)
 - (iii) Towing District No. 3 – 1512081 Ontario Ltd. (Abrams Towing)
 - (iv) Towing District No. 4 – Williams Towing Service Ltd.
 - (v) Towing District No. 5 – A Towing Service Ltd.;
- (2) the Board authorize the Chief of Police to extend some or all the contracts for the optional extension year, until May 31, 2020, provided he is satisfied with each company's performance under its contract;
- (3) the Board authorize the Chief to make such arrangements as he considers necessary to ensure provision of ongoing towing and pound services in the affected towing district in the event a towing operator is unprepared to perform the contract at least two weeks prior to the contract start date of June 1, 2016; and
- (4) the Board authorize the Chief to execute the agreements on behalf of the Board, subject to approval as to form by the City Solicitor.

Financial Implications:

There is no direct cost to the Toronto Police Service for entering into these contracts. The Service's costs associated with administering the contracts are recovered through a cost recovery fee charged to the towing operators.

Background/Purpose:

The Toronto Police Service (Service) requires prompt and efficient towing and pound services on a 24 hour a day, 7 days a week basis. The need for this service arises from police contact with vehicles such as those recovered after being stolen, impounded for bylaw infractions or impounded following the arrest of the driver. At the same time, the Service also has an obligation to ensure that the towing and pound services provided to the public through the police are fair, equitable and in adherence to the terms and conditions of the contract between the Service and the contract towing agencies.

A Request for Quotation (RFQ) for the police towing and pound services contracts was issued by the Service on January 21, 2016, and advertised on Merx, an electronic tendering opportunities service.

As outlined in the RFQ, a total of five police towing and pound services contracts are to be awarded – one for each Service towing district. These new contracts are scheduled to commence on June 1, 2016, and are to be in effect for a period of three years with an option to extend the contracts for a further year, at the discretion of the Chief.

Tow operators were permitted to submit a response with respect to any or all of the towing districts. However, the RFQ specified that a bidder cannot be awarded a contract for more than one towing district.

Seven tow operators submitted nine bids in total, by the February 10, 2016, closing date for the RFQ.

Discussion:

Bidders were instructed to submit bids that did not exceed a total price of \$250.00 for a standard duty tow and one day storage, exclusive of taxes; and \$285.00 for a medium-duty tow and one day storage, exclusive of taxes. Standard-duty towing fees apply to all police authorized impounds of vehicles with a gross vehicle weight of less than 6000 pounds (2722 kilograms). Medium-duty towing fees apply to all police authorized impounds of vehicles with a gross vehicle weight greater than 6001 pounds (2723 kilograms) and less than 13,200 pounds (6000 kilograms).

Bidders were further directed to submit bids for the provision of relocation services that did not exceed \$75.00 per vehicle, or \$75.00 per hour, excluding any applicable taxes. Relocation services typically involve the towing of a car from one parking space to a nearby parking space in order to accommodate the provision of City services. For example, if a broken water main requires repair and cannot be accessed due to a parked car, the car would be moved to a nearby spot. The cost for such a tow would be borne by the City and not the vehicle owner.

The upper limit on pricing was determined by using the upper limit on fees applied during the previous towing and pound services procurement process in 2012, and applying an increase based on the rise in the Statistics Canada – Consumer Price Index (Ontario) for the years of 2013, 2014, and 2015.

The RFQ established a formula for combining the pricing for various aspects of the towing and pound services into a single overall score based on the assignment of weighted values for each of the services. For example, the standard towing fee was assigned a weighted value of 20%, while each relocation fee was assigned a value of 5%. The application of the weighted values led to the determination of the lowest bidders overall for the purpose of the recommendations contained in this report.

The following are the recommended bids for each District:

Towing District No.1 –One Bid Received

Recommended Bidder: JP Towing Service and Storage Ltd.

Standard Tow

Towing Charge	Storage Charge	Total Bid
\$180.00	\$70.00	\$250.00

Medium Tow

Towing Charge	Storage Charge	Total Bid
\$205.00	\$80.00	\$285.00

Relocation Tow

Relocation Charge - Vehicle	Relocation Charge - Hour
\$75.00	\$75.00

Towing District No.2 – Two Bids Received

Recommended Bidder: 1105729 Ontario Inc. (Classic Towing)

Standard Tow

Towing Charge	Storage Charge	Total Bid
\$110.00	\$30.00	\$140.00

Medium Tow

Towing Charge	Storage Charge	Total Bid
\$120.00	\$40.00	\$160.00

Relocation Tow

Relocation Charge - Vehicle	Relocation Charge - Hour
\$45.00	\$30.00

Towing District No.3 –One Bid Received

Recommended Bidder: 1512081 Ontario Ltd. (Abrams Towing)

Standard Tow

Towing Charge	Storage Charge	Total Bid
\$189.90	\$60.00	\$249.90

Medium Tow

Towing Charge	Storage Charge	Total Bid
\$260.00	\$25.00	\$285.00

Relocation Tow

Relocation Charge - Vehicle	Relocation Charge - Hour
\$75.00	\$75.00

Towing District No.4 – Two Bids Received

Recommended Bidder: Williams Towing Service Ltd.

Standard Tow

Towing Charge	Storage Charge	Total Bid
\$165.00	\$80.00	\$245.00

Medium Tow

Towing Charge	Storage Charge	Total Bid
\$190.00	\$80.00	\$270.00

Relocation Tow

Relocation Charge - Vehicle	Relocation Charge - Hour
\$75.00	\$75.00

Towing District No.5 – Three Bids Received

Recommended Bidder: A Towing Services Ltd.

Standard Tow

Towing Charge	Storage Charge	Total Bid
\$142.00	\$16.00	\$158.00

Medium Tow

Towing Charge	Storage Charge	Total Bid
\$159.00	\$16.00	\$175.00

Relocation Tow

Relocation Charge - Vehicle	Relocation Charge - Hour
\$75.00	\$75.00

Following the closing of the bid submission process, members of the Service's Purchasing Support Unit and Traffic Services Unit reviewed the quotations submitted by each of the bidders. Toronto City Legal Division staff also reviewed the bid submission documents.

As a result of this review, one of the bidders in District No. 5 was found to be non-compliant with the terms of the RFQ, and was disqualified.

As discussed above, based on provisions of the RFQ, although a bidder could bid on multiple towing districts, it can only be awarded a contract for one towing district. Where a bidder submits the lowest compliant bid in more than one district, based on the calculation of the weighted value, the contract is awarded for the bid that will result in the lowest towing and storage cost.

A Towing Service Ltd. submitted bids for Towing Districts Nos. 4 and 5 (the district in which the disqualification occurred). A review of the bids submitted by A Towing Service Ltd. found it to be compliant in relation to the requirements of both districts. However, based on the weighted evaluation of the towing and storage charges submitted, A Towing's bid for District No.5 results in a better weighted score than its bid for District No.4. Consequently, based on the requirements of the RFQ, and in light of the disqualification, it is recommended that A Towing Service Ltd. be awarded the contract for Towing District No.5.

This then results in District No.4 being recommended for award to Williams Towing Service Ltd., as the best weighted scoring compliant bid for that district, aside from A Towing Service Ltd.

Conclusion:

The procurement process for towing and pound services has evolved over the years in order to ensure it is fair to all bidders, and results in acceptable levels of service to both the community and the Service.

The most recent RFQ for towing and storage services was issued on January 28, 2016. The evaluation of bids received has resulted in contract awards being recommended for Towing District Nos. 1, 2, 3, 4, and 5.

This report was reviewed by staff in the City of Toronto Legal Division.

Deputy Chief James Ramer, Specialized Operations Command, and Mr. Tony Veneziano, Chief Administrative Officer, Corporate Services Command, will be in attendance to answer any questions the Board may have regarding this report.

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

- **Matthew Poirier, Director of Policy, Canadian Finance & Leasing Association ***
- **Pete Karageorgos, Director, Consumer & Industry Relations (Ontario), Insurance Bureau of Canada ***
- **Lawrence Gold**

***written submission also provided; copy on file in the Board office**

During their submissions, the deputants expressed concerns about the rates for storage charges that have been submitted by the recommended bidders noted in this report. The deputants said that, in their view, the rates are unfairly high given that the current cap pricing for storage services established by the TPS does not accurately reflect “fair value” as identified in the *Repair and Storage Liens Act*.

Following the deputations, the Board asked Karl Druckman, City of Toronto – Legal Services Division, to respond to the comments about storage charges and suggest any options that may be considered to address the deputants' concerns at this time.

Mr. Druckman noted that the procurement process for towing and storage services was almost complete and the Board was being asked to actually award the contracts for such services at the meeting. He suggested that the deputants' concerns could be considered by the Board and the TPS as part of the process leading up to the next procurement of towing and pound services. He also suggested that the Board was not the appropriate forum for determining rates to be provided by towing and pound operators as it is not in the business of regulating such operators. Rather, it was simply engaging in a procurement process to acquire services for the TPS. He suggested that the deputants' concerns could more appropriately be addressed by the City or the Province. He further suggested that the deputants could submit their concerns to the City's Municipal Licensing and Standards Division with a view to amending the current applicable City by-laws to attempt to establish storage rates that address the deputants' concerns.

The Board approved the following Motions:

- 1. THAT the Board approve the foregoing report; and**
- 2. THAT the deputations and written submissions be received.**

Moved by: J. Tory
Seconded by: S. Carroll

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 18, 2016**

#P198. REQUEST TO HIRE A THIRD CORPORATE PSYCHOLOGIST

The Board was in receipt of a report dated July 26, 2016 from Mark Saunders, Chief of Police, containing a recommendation to hire a third Corporate Psychologist. A copy of the report is on file in the Board office.

The Board agreed to withdraw the report at the request of Chief Saunders.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 18, 2016**

**#P199. NEW JOB DESCRIPTION – SENIOR TALENT MANAGEMENT
ANALYST, HR PERFORMANCE MANAGEMENT & ADMINISTRATION**

The Board was in receipt of a report dated July 27, 2016 from Mark Saunders, Chief of Police, containing a recommendation to approve a job description for a new position: Senior Talent Management Analyst. A copy of the report is on file in the Board office.

The Board agreed to withdraw the report at the request of Chief Saunders.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 18, 2016**

**#P200. CONTRACT EXTENSION FOR THE SUPPLY AND DELIVERY OF
GENUINE FORD AUTOMOTIVE REPAIR PARTS**

The Board was in receipt of the following report August 04, 2016 from Mark Saunders, Chief of Police:

Subject: Contract Extension for the Supply and Delivery of Genuine Ford Automotive Repair Parts.

Recommendation:

It is recommended that the Board approve the first of two, one-year extension options to the existing contract with Yonge Steeles Ford Lincoln Sales Ltd. (Yonge Steeles) for the supply and delivery of genuine Ford automotive repair parts for the period of September 1, 2016 to August 31, 2017, with the option to approve a second and final year for the period of September 1, 2017 to August 31, 2018, at the Chief's discretion.

Financial Implications:

Yonge Steeles currently has the contract to supply the Toronto Police Service (Service) with genuine Ford automotive repair parts at an estimated annual cost of \$1.4 million dollars including taxes. Funding is included in the Service's annual operating budget. The approximate total value of the award over the term of the contract (including the two year extension) is \$5.6 million dollars including taxes.

Background / Purpose:

At its meeting of August 14, 2014, the Board approved Yonge Steeles as the vendor for the provision of assorted genuine Ford automotive parts for a two year period commencing September 1, 2014 to August 31, 2016, with an additional two, one-year terms at the Board's discretion (Min. No. P187/2014 refers). This report addresses the first year of the two, one-year extension options.

Discussion:

The current genuine Ford automotive parts contract with Yonge Steeles expires on August 31, 2016. To date, Yonge and Steeles has provided dependable and reliable service.

Conclusion:

As a result, the Service is requesting that the Board approve the first of two, one-year extension options from September 1, 2016 to August 31, 2017, with the option to approve a second and final year for the period of September 1, 2017 to August 31, 2018, at the Chief's discretion.

Acting Deputy Chief Richard Stubbings, Operational Support Command, and Tony Veneziano, Chief Administrative Officer, Corporate Services Command will be in attendance to answer any questions the Board may have concerning this report.

The Board approved the foregoing report.

Moved by: C. Lee
Seconded by: K. Jeffers

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 18, 2016**

**#P201. TORONTO POLICE SERVICE – 2016 CAPITAL BUDGET – VARIANCE
REPORT FOR THE PERIOD ENDING JUNE 2016**

The Board was in receipt of the following report August 03, 2016 from Mark Saunders, Chief of Police:

**Subject: 2016 Capital Budget Variance Report for the Toronto Police
Service, Period Ending June 30, 2016**

Recommendation(s):

It is recommended that the Board forward a copy of this report to the City's Deputy City Manager and Chief Financial Officer for information and for inclusion in the City's overall variance report to the City's Budget Committee.

Financial Implications:

The Council-approved net capital budget for 2016 is \$21.6 million (M). The net available funding in 2016 is \$36.7M, which includes \$15.1M in carry forward funding.

As at June 30, 2016, the Toronto Police Service (Service) is projecting total net expenditures of \$17.7M compared to \$36.7M in available funding (a spending rate of 48%). The projected under-expenditure for 2016 is \$19.1M, \$12.9M of which will be carried forward to 2017. The estimated remaining \$6.2M is attributable to the Facilities Realignment (\$6M) and Time and Resource Management System (T.R.M.S.) projects, and will be returned back to the City at the end of the year, due to the city's one year carry forward rule.

The Workstations, Laptop and Printer lifecycle and Voice Logging lifecycle project will have \$832,000 and \$40,300 surplus respectively due to lower negotiated cost and will be returned back to the Vehicle and Equipment Reserve.

Background / Purpose:

At its meeting of October 19, 2015, the Toronto Police Services Board (Board) approved the Service's 2016-2025 net Capital Program at \$242.5M (Min. No. P275/15 refers). Toronto City Council, at its meeting of February 17, 2016, approved the Service's 2016-2025 Capital program at a net amount of \$21.6M for 2016 and a net total of \$243M for 2016-2025 which is \$526,000 above the Board-approved. The revised program (Attachment A), reflecting the Council-approved figures was provided to the Board at its April 20, 2016 meeting (Min. No. P82/16 refers).

This capital variance report provides the status of projects as at June 30, 2016.

Discussion:

Summary of Capital Projects:

Attachment B provides a status summary of the on-going projects from 2015 as well as projects that started in 2016. Any significant issues or concerns have been highlighted below in the “Key Highlights/Issues” section of this report.

Key Highlights/Issues:

As part of its project management framework, the Service uses a colour code system (i.e. green, yellow or red) to reflect the health status of capital projects. The overall health of each capital project is based on budget, schedule and scope considerations. The colour codes are defined as follows:

- Green – on target to meet project goals (scope/functionality), and on budget and schedule;
- Yellow – at risk of not meeting certain goals, some scope, budget and/or schedule issues, and corrective action required; and
- Red – high risk of not meeting goals, significant scope, budget and/or schedule issues, and corrective action required.

The following provides summary information on key projects within the 2016-2025 Capital Program. Summary information includes status updates as at the time of writing this report.

Facilities Realignment (formerly 54 Division Facility) (\$38.6M)

Current Status - **Red**

Previous Variance Report Status - **Red**

This project originally provided funding for the construction of a new 54 Division facility, which was intended to replace a light industrial structure retrofitted and occupied by the Service since 1973.

The project cash flow assumed land acquisition in 2015 and the start of construction in 2016. However, the Board put the start date of this project on hold, and the existing capital project was maintained in the program until a final decision was made.

In 2016 and 2017, requirements for all Service facilities will be considered through the work of the Transformational Task Force (T.T.F.), whose mandate is to recommend a modernized policing model for the City of Toronto. Consistent with the previous strategy of the Service, a reduced number of police facilities are envisioned by the Service.

From the available \$7M funding, it is anticipated that \$1M will be spent on T.T.F. recommendations and associated requirements for facility realignment. The remaining amount of \$6M will be returned back the City due to the City's one year carry forward rule. The funding source for the \$6M is \$5M Developmental Charges (D.C.) and \$1M debt funding.

Once the impact of T.T.F. recommendations and service demand analysis are known, funds will be built into the capital program request, as required.

Peer to Peer Site (Disaster Recovery Site) (\$19.9M)

Current Status - **Yellow**

Previous Variance Report Status - **Yellow**

This project provides funding for a new peer to peer data centre facility. The Service's current peer to peer data centre is co-located with the City's main data centre in a City-owned and managed facility. The current location has significant space and power requirement issues which impact both the City and the Service. As a result, this mission-critical operation is at risk because the Service is subject to limitations in the existing facility which impair current operations and future growth requirements. In addition, the current line-of-sight distance from the primary site is 7 kilometers, which is significantly less than the industry minimum standard of 25 kilometers for disaster recovery sites.

The Board approved this project as part of the Service's 2015-2024 capital programs, which was subsequently approved by City Council. Based on the Board's approval, the Service moved forward with the project and engaged an architectural design and consulting services firm specializing in data centre development. The contract award to M.M.M. Group was approved by the Board at its July 15, 2015 meeting (Min. No. P191/15 refers).

Following the approval of funding for this project by the Board and City Council, the City commissioned a real estate firm to search for properties in the catchment area defined by a set criteria developed by the consultant. Twenty seven (27) available properties were reviewed and short listed. A recommended site was brought forward to the project Steering Committee and communicated to the Board on March 17, 2016 (Min. No. C59/16 refers). The recommended site contained all requirements based on the set criteria, with the exception of required network fiber. The cost of implementing required network fiber will be absorbed within the project without impacting the current budget and/or schedule. City Real Estate is in the process of negotiations with the land owner to acquire the property. The real estate transaction is anticipated to close in the third quarter of 2016.

In April 2016, the Service's Purchasing Unit issued a Request for Proposal (R.F.P.) to acquire the Construction Manager for this project. The R.F.P. closed on May 16, 2016. The evaluation team completed their review of the submissions and a recommendation was made to the Board at its July meeting.

At this time, assuming acquisition of land proceeds in the 3rd quarter of 2016, it is estimated that \$849,000 will be carried forward to 2017.

Human Resources Management System Upgrade (\$1.9M)

Current Status - **Yellow**

Previous Variance Report Status - **Yellow**

Funding for the Human Resource Management System (H.R.M.S.) project was initially approved for a technical upgrade of the Oracle PeopleSoft human resource and payroll system, with limited enhanced functionality. Work began on this project in September, 2015. Business process reviews were conducted, which involved documenting the "as is" state for business processes related to human resources management and system administration, identifying pain points and opportunities for increased efficiencies, and performing a fit-gap analysis between the existing Version 9.1 of the system to the new Version 9.2. This work allowed us to create a four year blueprint and plan development that moved from tweaks to processes, functionality and people skills to a full transformation of how the Corporate Services Command provides corporate support.

The technical upgrade scheduled for 2016 will continue and is necessary, in order to bring the associated software up to date so it can continue to receive vendor support in the form of system updates based on both federal and provincial government legislated changes and technical fixes intended to address vendor-software related issues. The technical upgrade will be completed by the end of 2016.

In addition, although initial functionality improvements will be implemented in the longer term plan, enhanced or changed functionality associated with recruiting, labour relations tracking, a diversity index and improved reporting will be implemented with the technical upgrade.

The longer term vision provides significant opportunities for efficiencies, process and administration ownership changes, as well as functional improvements which will be implemented over the next three years. The goal is to be leaner administratively, to contribute greater value, to become more customer focused and to commit to continuous improvement. In order to accomplish our plan and turn the vision into a reality, investment in the right technology and in the right people will be made. The core H.R.M.S. will be optimized, administration will be centralized and customizations will be eliminated to reduce maintenance and upgrade efforts and costs. This project significantly changes and improves how we provide and manage human resource services in the Service.

At this time, it is anticipated that from the available funding of \$1.7M, \$170,000 will be carried forward to 2017. It should be noted that in order to execute the blueprint, an additional investment of funds will be required and will be requested in the 2017-2026 capital program.

Time Management Resource System (\$4.1M)

Current Status - **Yellow**

Previous Variance Report Status - **Yellow**

Project funding was initially approved to upgrade the current commercial off-the-shelf time keeping system, known as the Time Management Resource System (T.R.M.S.). This system was implemented and went live in August 2003. The system is used Service-wide to collect and process time and attendance-specific data, administer accrual banks, and assist in the deployment of members. Since its implementation, the Service has upgraded T.R.M.S. to enhance the existing functionality and de-customized the application to reduce maintenance and upgrade costs.

The original scope of this project provided funding to upgrade the version used in 2014, which was expected to only be supported until the end of 2017. The cost estimate for the original project is based on the costs incurred during the last upgrade. However, in 2014, the Service performed an in-house technical upgrade to alleviate a database problem and now has support beyond 2017, although not operating on the latest version.

Despite the fact that the funds allocated to this project are based on the continuing need to upgrade in order to maintain vendor support, the Service's needs with respect to time-keeping, deployment, scheduling, exception reporting and approval are becoming more sophisticated and complex. Therefore, the Service needs to ensure that any funds invested to upgrade the current system or implement a new time and attendance system, are well spent and value-added.

As a result, the Service has reviewed the original business case, system functionality and operational requirements, with the goal of exploring all options available. At this time, the Service is completing a due diligence evaluation of four options:

- upgrading the existing system to a higher version;
- replacing the current system with a newly acquired system after a market review;
- participation in the enterprise time and attendance system solution the City is currently implementing; and
- implementing timekeeping functionality available through Oracle, which is the Service's human resource management system.

The options review will allow a decision that best meets the needs of the organization, limits or reduces future maintenance and upkeep costs and ensures vendor support is readily available. The Board will be kept apprised during future budget development and approval cycles.

At this time, it is anticipated that, of the \$600,000 available funding, \$400,000 will be utilized and \$200,000 will be returned back to the City due to the one year carry forward rule.

Enterprise Business Intelligence (\$10.2M)

Current Status - **Red**

Previous Variance Report Status - **Green**

Enterprise Business Intelligence (E.B.I.) technologies represent a set of methodologies, processes, architectures, and technologies that transform raw data into meaningful and useful information used to enable more effective strategic, tactical, and operational insights and decision-making. Police services such as Edmonton, Vancouver, New York and Chicago have E.B.I. solutions.

The Service currently runs dozens of application systems, with each database individually structured, and therefore requiring heavy data manipulation and manual data processes. This information environment is inadequate to cost-effectively support the Service's goals of public safety, community policing and fiscal responsibility. The Service requires an integrated analytical and business intelligence platform to support efficient police officer deployment and performance management, program and policy evaluation, crime analysis and prevention, and justification of expenditures.

This project will transform the Service's raw data from all its key databases into useful and reliable information stored in a corporate data warehouse, and will build an integrated business intelligence and analytical platform. Consolidated information will be made widely available across the Service allowing all members to make better information-based decisions. The use of E.B.I. is a critical strategic component to intelligence led public safety and support activities, which will enable more cost-effective and value added policing and public safety actions.

In 2015, the project team, which developed the E.B.I. framework and reference architecture, developed data modeling and build requirements for the business and technology. However, due to the rigorous process associated with hiring consultants with the right knowledge, experience and required skill sets, project start times for the project team were delayed. The process involved in selecting the right technology and product was comprehensive and therefore funds allocated for hardware and software have not been spent. A Request for Proposal (R.F.P.) for the E.B.I. solution was issued and a recommendation for contract award was approved at the April 20, 2016 Board meeting (Min. No. P85/16 refers). Currently, I.B.M, the successful vendor, is working on the statement of work, and assessing the technology required for the project. The assessment is scheduled to be completed by the end of July, at which time, the procurement of hardware and software will commence.

It should be noted that in line with the working relationship that has exists between the City, the Toronto Transit Commission (T.T.C.) and the Service information technology heads, the T.T.C.'s Chief Information Officer has been invited to and participates in E.B.I. Steering Committee meetings. His involvement brings additional experience and perspective to the project, as well as input and suggestions to assist in the successful delivery of the project.

The status of this project has been changed to Red due to uncertainties around the cost, timing and deliverables. The Project Steering Committee has directed the project team to take the necessary action to move the project out of Red. The Board will be kept apprised through the variance reporting process.

From the available funding of \$6.2M, \$2.1M will be carried forward to 2017.

Radio Replacement Project (\$14.1M available funds in 2016 – ongoing)

Current Status - **Yellow**

Previous Variance Report Status - **Yellow**

The Service's current communication radios were replaced over the period of 2006 to 2012. Although the lifecycle for these radios is ideally seven years, the Service has decided to replace these radios every ten years to reduce capital costs. While the extension of this lifecycle to ten years has resulted in some incremental operating costs, there is still an overall cost benefit to the Service. At this point, this project does not include any anticipated changes from the T.T.F., as they are not known at this time. The number of radios required within the Service will be adjusted during the term of the project in response to current operational requirements and T.T.F. recommendations.

In an attempt to reduce the number of radios and produce cost savings, an engineering study is being conducted to determine the technical viability, potential efficiencies and examine the blocking effect of the vehicle, when using handheld radios rather than mobile radios within police vehicles. In addition, the Service requested the City to consider a joint procurement for radios for the Service and the City and its agencies, in order to realize further cost savings for both entities. These additional undertakings will delay the release of the procurement document for the radio replacement. As a result, the contract award is not anticipated until 2017.

Given the size of this project, the services of a project manager will be acquired through a Request for Services procurement process.

It is therefore anticipated that \$14M of the \$14.14M will be carried forward to 2017.

State of Good Repair (\$3.6M available funds in 2016 – ongoing)

Current Status - **Green**

Previous Variance Report Status - **Green**

By definition, state of good repair (S.O.G.R.) funding is used to maintain the safety, condition and customer requirements of existing bricks and mortar buildings. However, the Service has developed a work-plan for use of these funds to optimize service delivery and enhance efficiencies for both buildings and technology improvements. Various project requests will be approved through Facilities Management or the Information Technology Steering Committee (I.T.S.C.).

In 2016, the Service's backlog list of building projects was prioritized, a work-plan established and resources allocated to address priority projects and available funding.

52 Division Renovation (\$8.9M revised budget, after City contribution - \$8.3M original budget)

Current Status - **Yellow**

Previous Variance Report Status - **Yellow**

This project provides funding for the 52 Division facility renovations to correct building deficiencies and create better usable space.

The project start was delayed due to the lack of resources in the Service's Facilities Management unit. Despite this, the unit has kept the project on budget, mitigating any potential losses and time delays. Through collaboration with the City of Toronto, City Facilities Management has contributed \$568,000 (\$42,000 in 2015 and \$526,000 in 2016) towards the project to cover the cost of City identified S.O.G.R. items, such as elevator modernization and building envelope repairs.

The City has also committed to providing an additional \$400,000 in 2016 to enable the replacement of the chiller, boilers and upgrade to the existing cooling tower. The project budget impact of this transfer will be communicated in future variance reports. The transfer of funds and co-ordination of work creates cost efficiencies and minimizes disruption to divisional staff and the community.

From the available funding of \$5.3M in 2016, it is anticipated that \$526,000 will be carried forward to 2017.

Vehicle and Equipment Lifecycle Replacements

Projects listed in this category are funded from the Vehicle and Equipment Reserve (Reserve), which is in turn funded through annual contributions from the Service and Parking Enforcement operating budgets. The Reserve has no impact on the Capital Program and at this time, does not require debt funding. Items funded through this Reserve include the regular replacement of vehicles and information technology equipment.

The projected under-expenditure for 2016 is \$5.8M, \$4.9M of which will be carried forward to 2017. From the Workstation, Laptop and Printer lifecycle project, \$832,000 was not required due to a lower negotiated cost for printers. This amount will be returned back to the Vehicle and Equipment Reserve.

Conclusion:

As at June 30, 2016, the Toronto Police Service is projecting total net expenditures of \$17.7M compared to \$36.7M in available funding from net debt. The projected under-expenditure for 2016 is \$19.1M of which \$12.9M will be carried forward to 2017. The estimated remaining \$6.2M projected surplus for the Facilities Realignment (\$6M) and

T.R.M.S. (\$200,000) projects will be returned back to the City due to the one year carry forward rule.

Mr. Tony Veneziano, Chief Administrative Officer, Corporate Services Command will be in attendance to answer any questions from the Board.

The Board approved the foregoing report.

Moved by: C. Lee
Seconded by: D. Noria

Attachment A

Council Approved 2016-2025 Capital Program Request (\$000s)

Project Name	Plan to end of 2015	2015 CF	2016	2017	2018	2019	2020	Total 2016-2020 Request	2021	2022	2023	2024	2025	Total 2021-2025 Forecast	Total 2016-2025 Program	Total Project Cost
Projects In Progress																
State-of-Good-Repair - Police			2,326	4,000	4,000	4,000	4,000	18,326	4,000	4,000	4,000	4,000	4,000	20,000	38,326	38,326
H.R.M.S. Upgrade	1,485		550	0	0	0	380	930	1,105	0	0	0	0	1,105	2,035	3,520
Peer to Peer Site (Disaster Recovery Site) *	3,879		1,000	4,000	7,759	3,500	0	16,259	0	0	0	0	0	0	16,259	20,138
Facilities Realignment	7,000		0	0	1,600	21,421	8,387	31,408	217	0	0	0	0	217	31,625	38,625
T.R.M.S. Upgrade	600		0	1,500	2,022	0	0	3,522	0	630	1,500	2,022	0	4,152	7,674	8,274
Business Intelligence	2,336		4,069	3,811	0	0	0	7,880	0	0	0	0	0	0	7,880	10,216
Electronic Document Management (Proof of Concept)	50		450	0	0	0	0	450	0	0	0	0	0	0	450	500
Total, Projects In Progress	15,350	0	8,395	13,311	15,381	28,921	12,767	78,775	5,322	4,630	5,500	6,022	4,000	25,474	104,249	119,599
Upcoming Projects																
Radio Replacement	0		14,141	3,050	3,460	2,452	4,949	28,052	6,074	4,544	42	1,026	226	11,912	39,964	39,964
41 Division (includes land)	0		0	0	395	9,561	19,122	29,078	9,850	0	0	0	0	9,850	38,928	38,928
TPS Archiving	0		50	50	650	0	0	750	0	0	0	0	0	0	750	750
32 Division - Renovation	0		0	1,200	4,790	5,990	0	11,980	0	0	0	0	0	0	11,980	11,980
Parking West				5,600	1,800	2,200		9,600							9,600	9,600
13 Division (includes land)	0		0	0	0	0	372	372	8,645	18,500	11,411	0	0	38,556	38,928	38,928
A.F.I.S. (next replacement)	0		0	0	0	3,053	0	3,053	0	0	0	0	0	0	3,053	3,053
Property & Evidence Warehouse Racking										0	1,040			1,040	1,040	1,040
Expansion of Fibre Optics Network	0		0	0	0	0	0	0	881	0	4,785	6,385	0	12,051	12,051	12,051
22 Division - Renovation	0		0	0	0	0	0	0	0	0	3,000	5,300	0	8,300	8,300	8,300
Relocation of P.S.U.	0		0	0	0	0	0	0	500	5,400	5,148	2,000	0	13,048	13,048	13,048
Relocation of F.I.S.	0		0	0	0	0	0	0	0	0	0	4,649	12,653	17,302	17,302	60,525
Total, Upcoming Capital Projects:	0	0	14,191	9,900	11,095	23,256	24,443	82,885	25,950	28,444	25,426	19,360	12,879	112,059	194,944	238,167
Total Debt Funded Capital Projects:	15,350	0	22,586	23,211	26,476	52,177	37,210	161,660	31,272	33,074	30,926	25,382	16,879	137,533	299,193	357,766
Total Reserve Projects:	199,590	0	16,734	26,349	30,925	28,237	24,235	126,480	22,963	25,418	31,585	28,317	24,505	132,788	259,268	458,857
Total Gross Projects	214,940	0	39,320	49,560	57,401	80,414	61,445	288,140	54,235	58,492	62,511	53,699	41,384	270,321	558,461	816,624
Funding Sources:																
Vehicle and Equipment Reserve	(199,590)		(16,734)	(26,349)	(30,925)	(28,237)	(24,235)	(126,480)	(22,963)	(25,418)	(31,585)	(28,317)	(24,505)	(132,788)	(259,268)	(458,857)
Funding from Development Charges	(21,476)		(1,000)	(2,931)	0	(12,775)	(5,410)	(22,116)	(6,380)	(9,688)	(11,971)	(5,415)	(578)	(34,032)	(56,148)	(77,624)
Total Funding Sources:	(221,066)		(17,734)	(29,280)	(30,925)	(41,012)	(29,645)	(148,596)	(29,343)	(35,106)	(43,556)	(33,732)	(25,083)	(166,820)	(315,415)	(536,481)
Total Net Debt-Funding Request:	(6,126)		21,586	20,280	26,476	39,402	31,800	139,544	24,892	23,386	18,955	19,967	16,301	103,502	243,046	280,143
5-year Average:								27,909						20,700	24,305	
City Target:			31,892	35,231	31,991	27,978	31,800	158,892	17,322	9,310	18,581	22,581	16,360	84,154	243,046	
City Target - 5-year Average:								31,778						16,831	24,305	
Variance to Target:			10,306	14,951	5,515	(11,424)	0	19,348	(7,570)	(14,076)	(374)	2,614	59	(19,348)	0	
Cumulative Variance to Target				25,257	30,772	19,348	19,348		11,778	(2,298)	(2,672)	(59)	0			
Variance to Target - 5-year Average:								3,870						(3,870)	0	

*Note: Project lost funding at the end of 2015 which is not reflected in total project cost.

Attachment B

2016 Capital Budget Variance Report as at June 30, 2016 (\$000s)

Project Name	Carry Forward from 2015	2016 Budget	Available to Spend in 2016	2016 Projection	Year-End Variance - (Over)/ Under	Carry Forward to 2017	Funds Returned to the City	Total Project Budget	Total Project Cost (Projects)	Project Variance - (Over) / Under	Comments	Overall Project Health
Debt-Funded Projects												
Facility Projects:												
Facilities Realignment (includes land)	7,000.0	0.0	7,000.0	1,000.0	6,000.0	0.0	6,000.0	38,625.0	32,625.0	6,000.0	Please refer to the body of the report.	Red
TPS Archiving	0.0	50.0	50.0	50.0	-	0.0	-	750.0	750.0	-	Project is on time and on budget.	Green
Information Technology Projects:												
Peer to Peer Site	3,629.0	1,000.0	4,629.0	3,780.0	849.0	849.0	-	19,924.3	19,924.3	-	Please refer to the body of the report.	Yellow
HRMS Upgrade	1,125.0	550.0	1,675.0	1,505.3	169.7	169.7	-	1,934.6	1,934.6	-	Please refer to the body of the report.	Yellow
TRMS Upgrade	600.0	0.0	600.0	400.0	200.0	0.0	200.0	4,122.0	3,922.0	200.0	Please refer to the body of the report.	Yellow
Enterprise Business Intelligence	2,174.1	4,069.0	6,243.1	4,069.0	2,174.1	2,174.1	-	10,216.0	10,216.0	-	Please refer to the body of the report.	Red
Electronic Document Management (Proof of Concept)	50.0	450.0	500.0	500.0	-	0.0	-	500.0	500.0	-	Project is on time and on budget.	Green
Radio Replacement	0.0	14,141.0	14,141.0	100.0	14,041.0	14,041.0	-	39,964.0	39,964.0	-	Please refer to the body of the report.	Yellow
Replacements / Maintenance / Equipment Projects:												
State-of-Good-Repair - Police	1,800.0	1,800.0	3,600.0	3,480.0	120.0	120.0	-	n/a	n/a	-	Please refer to the body of the report.	Green
52 Division Renovations	4,736.0	526.0	5,262.0	4,736.0	526.0	526.0	-	8,868.0	8,868.0	-	Please refer to the body of the report.	Yellow
Total Debt-Funded Projects	21,114.1	22,586.0	43,700.1	19,620.3	24,079.8	17,879.8	6,200.0					
Lifecycle Projects (Vehicle & Equipment Reserve)												
Vehicle Replacement	1,470.1	6,021.0	7,491.1	7,491.1	0.0	0.0	0.0	n/a	n/a	n/a	Please refer to the body of the report.	Green
IT-Related Replacements	8,027.2	9,037.0	17,064.2	13,269.1	3,795.1	2,922.8	872.3	n/a	n/a	n/a	Please refer to the body of the report.	Green
Other Equipment	1,301.5	1,676.0	2,977.5	964.0	2,013.6	2,013.6	0.0	n/a	n/a	n/a	Please refer to the body of the report.	Green
Total Lifecycle Projects	10,798.9	16,734.0	27,532.9	21,724.1	5,808.7	4,936.4	872.3					
Total Gross Expenditures:	31,913.0	39,320.0	71,233.0	41,344.4	29,888.5	22,816.2	7,072.3	Amount spent:		58.0%		
Less other-than-debt funding:												
Funding from Developmental Charges	(5,973.4)	(1,000.0)	(6,973.4)	(1,973.4)	(5,000.0)	(5,000.0)	0.000	n/a	n/a	n/a		
Vehicle & Equipment Reserve	(10,798.9)	(16,734.0)	(27,532.9)	(21,724.1)	(5,808.7)	(4,936.4)	(872.3)	n/a	n/a	n/a		
Total Other-than-debt Funding:	(16,772.3)	(17,734.0)	(34,506.3)	(23,697.6)	(10,808.7)	(9,936.4)	(872.3)					
Total Net Expenditures:	15,140.7	21,586.0	36,726.7	17,646.8	19,079.8	12,879.8	6,200.0			48.0%		

Total Project Budget is adjusted for returned funds to the City in previous years

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 18, 2016**

**#P202. TORONTO POLICE SERVICE – 2016 OPERATING BUDGET –
VARIANCE REPORT FOR THE PERIOD ENDING JUNE 2016**

The Board was in receipt of the following report July 28, 2016 from Mark Saunders,
Chief of Police

**Subject: 2016 Operating Budget Variance for the Toronto Police
Service, Period Ending June 30, 2016**

Recommendations:

- (1) the Board receive this report; and
- (2) the Board forward a copy of this report to the City's Deputy City Manager
and Chief Financial Officer for information and for inclusion in the variance
reporting to the City's Budget Committee.

Financial Implications:

At its February 24, 2016 meeting, the Toronto Police Services Board (Board) approved the Toronto Police Service's (Service) revised budget request of \$1,003.7 Million (M) (Min. No. P29/16 refers). Toronto City Council, at its February 17, 2016 meeting, approved a \$0.2M reduction to the Service's 2016 operating budget, bringing the total to \$1,003.5M. At the time the Service's budget was approved, the impact from the collective agreement negotiations between the Senior Officers Organization (S.O.O.) and the Board was not known, and was therefore not included in the budget request.

***Impact of Ratified Collective Agreement between the Board and the Senior
Officers' Organization (S.O.O.):***

The Board, at its May 19, 2016 meeting, requested the approval of a transfer of \$1.3M to the Toronto Police Service's 2016 net operating budget from the City's Non-Program operating budget, with no incremental cost to the City, to reflect the salary and benefit impact of the now-ratified contract with the S.O.O. (Min. No. P122/16 refers).

As a result of the foregoing adjustment, the Service's net operating budget increased to \$1,004.7M.

Background / Purpose:

The purpose of this report is to provide the Board with the Service's projected year end variance as at June 30, 2016.

Discussion:

As at June 30, 2016, a \$5.9M favourable variance is anticipated. This amount is \$4.3M more favourable than reported to the Board in March 2016. It is important to note that \$4.8M of this surplus is a result of one-time revenues from the reversals of liabilities and other adjustments. Details regarding these adjustments are discussed in the revenue section of this report. The projected surplus without these one-time adjustments would be \$1.1M. In order to ensure funds are spent responsibly, many components in the Service's budget require several months of lead time and planning before the expenditures are made. The Service continuously re-evaluates its plans to ensure that spending is made in the most effective and economical way possible.

The following chart summarizes the variance by expenditure and revenue category. Details of each major expenditure category and revenue are discussed in the sections that follow.

Category	2016 Budget (\$Ms)	Actual to Jun 30/16 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Salaries	\$764.6	\$368.2	\$759.6	\$5.0
Premium Pay	\$44.2	\$18.8	\$47.0	(\$2.8)
Benefits	\$206.6	\$102.4	\$206.6	\$0.0
Materials and Equipment	\$20.6	\$9.1	\$20.4	\$0.2
Services	\$100.2	\$26.5	\$100.2	\$0.0
Total Gross	\$1,136.2	\$525.0	\$1,133.8	\$2.4
Revenue	(\$131.5)	(\$61.6)	(\$135.0)	\$3.5
Total Net	\$1,004.7	\$463.4	\$998.8	\$5.9

It is important to note that expenditures do not all follow a linear pattern and therefore year-to-date expenditures cannot be simply extrapolated to year-end. Rather, the projection of expenditures to year-end is done through an analysis of all accounts, taking into consideration factors such as expenditures to date, future commitments expected and spending patterns. In addition, the Service receives significant amounts of in year grant funding and the revenue and expense budgets are adjusted when receipt of funds is confirmed.

Salaries:

A favourable variance of \$5.0M is projected in the salary category, which is unchanged from previously reported.

Expenditure Category	2016 Budget (\$Ms)	Actual to Jun 30/16 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Uniform Salaries	\$576.8	\$280.6	\$575.5	\$1.3
Civilian Salaries	\$187.8	\$87.6	\$184.1	\$3.7
Total Salaries	\$764.6	\$368.2	\$759.6	\$5.0

The 2016 approved budget included funding for 146 hires. The Service hired 15 cadets for the April 2016 class, as a commitment had already been made to the successful individuals. However, as the Service is now undergoing a transformational review, planned and budgeted uniform hiring for the rest of 2016 has been cancelled. Projected savings from the reduced hiring are \$2.3M.

Separations for the first half of 2016 were lower than originally anticipated. However, due to a recent increase in resignations, the Service is now projecting 165 separations for the year, versus the 150 estimate that was included in the 2016 budget. Actual separations are monitored monthly and will continue to be reported on in future variance reports. Although the number of separations is projected to increase, the earlier slowdown in separations, combined with fewer staff on unpaid leaves than originally budgeted, has created a cost pressure of \$1.0M, partially offsetting the savings from the reduced hiring.

In anticipation of the transformational review, the Service has significantly reduced civilian hiring as well. Savings from the reduced hiring and not filling current vacancies are currently projected at \$3.7M. However, due to workload pressures and the critical nature of work performed in units with significant vacancies, the Service has had to continue to utilize premium pay to complete work and other activities that must be performed.

Impacts of Civilian Hiring Moratorium:

It is very important to note that not filling some civilian position vacancies is not realistic, practical nor responsible, and has and will expose the Service to significant risk, in terms of errors, and non-compliance with procedures and legislation. It also puts significant pressure and stress on the remaining staff who must continue to perform all required work that is not necessarily part of the transformation exercise, but an operational requirement for the Service. It is the Service's view that while a temporary hold on civilian vacancies is appropriate and necessary in order to achieve the transformational changes anticipated, investment in some skilled civilian positions must continue as transformed functions, business processes, and strategies are rolled out. In addition, filling key vacancies that support and enable Service/Board priorities, including some of the recommendations in the interim Transformational Task Force report, are an important investment and critical to successfully achieving the overall goal of a modern, professional and affordable police service.

Premium Pay:

An unfavourable variance of \$2.8M is projected in the premium pay category, which is unchanged from previously reported.

Expenditure Category	2016 Budget (\$Ms)	Actual to Jun 30/16 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Court	\$10.4	\$5.4	\$10.4	\$0.0
Overtime	\$6.4	\$3.2	\$7.2	(\$0.8)
Callback	\$9.7	\$3.0	\$10.6	(\$0.9)

Lieutime Cash Payment	\$17.7	\$7.2	\$18.8	(\$1.1)
Total Premium Pay	\$44.2	\$18.8	\$47.0	(\$2.8)

Additional premium pay is incurred as units address critical workload issues resulting from a significant number of civilian staff vacancies across the Service. Civilian overtime and call-backs are authorized where required to ensure deadlines are met, to maintain service levels and workload that must be completed, to ensure risks are mitigated and additional hard dollar costs are avoided. At this time, the projected unfavourable premium pay variance for civilian premium pay of \$2M has been more than offset by a corresponding savings in civilian salaries.

The Service continues to strictly monitor and control premium pay. Uniform overtime is authorized by supervisory personnel based on activities for protection of life (i.e., where persons are at risk), protection of property, processing of arrested persons, priority calls for service (i.e., where it would be inappropriate to wait for the relieving shift), and case preparation (where overtime is required to ensure court documentation is completed within required time limits). At this time, uniform premium pay requirements related to these activities are anticipated to be on budget.

However, the Service incurred \$0.8M in overtime and call back costs as a result of enhanced policing required for the NBA All-Star game. This cost pressure is reflected in the above projection. The Service will endeavour to reduce its premium pay spending to make up for this expenditure. However, it must be noted that premium pay is subject to the exigencies of policing and uncontrollable events can have an impact on expenditures.

Benefits:

A net zero variance is projected in this category, which is unchanged from previously reported.

Expenditure Category	2016 Budget (\$Ms)	Actual to Jun 30/16 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Medical / Dental	\$42.6	\$15.8	\$42.6	\$0.0
O.M.E.R.S. / C.P.P. / E.I. / E.H.T.	\$131.8	\$74.9	\$130.8	\$1.0
Sick Pay /C.S.B./L.T.D.	\$18.6	\$5.4	\$19.6	(\$1.0)
Other (e.g., W.S.I.B., life insurance)	\$13.6	\$6.3	\$13.6	\$0.0
Total Benefits	\$206.6	\$102.4	\$206.6	\$0.0

Medical/Dental costs are currently shown to be on budget at year-end. However, it is important to note that medical and dental benefit claims vary significantly. Service staff monitors spending closely and any variances will be reported to the Board in the next variance report. Favourable variances in the OMERS/CPP/EI/EHT category are a result of reduced staffing levels.

The Service funds the Central Sick Bank through a reserve maintained at the City. During the budget process, the Service has been attempting to bring the budgeted reserve contribution to sustainable levels. However, due to budget pressures, the contribution to this reserve is still insufficient and as a result, a \$1.0M shortfall is projected by year end as the reserve cannot adequately fund the projected expense.

Materials and Equipment:

A \$0.2M favourable variance is projected in this category, which is unchanged from previously reported.

Expenditure Category	2016 Budget (\$Ms)	Actual to Jun 30/16 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Vehicles (gas, parts)	\$10.6	\$4.7	\$10.6	\$0.0
Uniforms	\$3.6	\$1.4	\$3.4	\$0.2
Other Materials	\$4.3	\$1.5	\$4.3	\$0.0
Other Equipment	\$2.1	\$1.5	\$2.1	\$0.0
Total Materials & Equipment	\$20.6	\$9.1	\$20.4	\$0.2

The favourable variance in uniforms is a result of savings in outfitting costs due to reduced uniform hiring.

Starting in 2016, the Service entered into hedging contracts for gasoline, therefore price fluctuations have a smaller impact on the budget. At this time, no variance from budget is projected.

Services:

A net zero variance is projected in this category, which is \$0.5M less favourable than previously reported.

Expenditure Category	2016 Budget (\$Ms)	Actual to Jun 30/16 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Legal Indemnification	\$2.6	\$0.9	\$2.6	\$0.0
Uniform Cleaning Contract	\$1.2	\$0.3	\$1.2	\$0.0
Courses / Conferences	\$1.7	\$0.7	\$1.7	\$0.0
Clothing Reimbursement	\$1.5	\$0.0	\$1.5	\$0.0
Computer / Systems Maintenance	\$16.5	\$13.3	\$16.5	\$0.0
Phones / cell phones / 911	\$4.9	\$2.1	\$4.9	\$0.0
Reserve contribution	\$35.6	\$0.0	\$35.6	\$0.0

Caretaking / maintenance utilities	\$19.5	\$3.6	\$19.5	\$0.0
Other Services	\$16.7	\$5.6	\$16.7	\$0.0
Total Services	\$100.2	\$26.5	\$100.2	\$0.0

The Service was anticipating a \$0.5M favourable variance in other services as a result of savings in hiring costs (e.g. psychological screening, medical assessments) due to reduced uniform hiring. However, projected costs related to Task Force investments and activities of \$0.5M, as described below, have offset this positive variance.

Revenue:

A favourable variance of \$3.5M is projected in this category, which is \$4.8M more than previously reported.

Revenue Category	2016 Budget (\$Ms)	Actual to Jun 30/16 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Recoveries from City	(\$9.9)	(\$2.7)	(\$9.9)	\$0.0
C.P.P. and Safer Community grants	(\$12.7)	(\$0.2)	(\$11.4)	(\$1.3)
Other Government grants	(\$37.0)	(\$33.5)	(\$37.0)	\$0.0
Fees (e.g., paid duty, alarms, reference checks.)	(\$12.5)	(\$5.9)	(\$12.5)	\$0.0
Secondments	(\$2.6)	(\$0.6)	(\$2.6)	\$0.0
Draws from Reserves	(\$23.7)	\$0.0	(\$23.7)	\$0.0
Other Revenues (e.g., prisoner return, reversal of liabilities)	(\$8.4)	(\$7.5)	(\$13.2)	\$4.8
Paid Duty - Officer Portion	(\$24.7)	(\$11.2)	(\$24.7)	\$0.0
Total Revenues	(\$131.5)	(\$61.6)	(\$135.0)	\$3.5

The Community Policing Partnership (C.P.P.) and Safer Community grants are tied to staffing levels. The original grant revenue budget assumed class sizes that would maintain staffing levels close to the grant threshold. However, in the first quarter of 2016, the Service made a decision to not hire beyond 15 recruits for the April class. As a result, the Service is projecting an unfavourable variance of \$1.3M from the Safer Community Grants. Although the Service has attempted to discuss threshold changes with the Province, no amendments to the agreement have been made. It should be noted that although increased attrition from expected numbers will provide salary savings, it will also increase the shortfall from the anticipated grant revenue.

At this point in time, recoveries for fees are trending slightly favourable. However, the projection remains unchanged as the Service has very limited control over the activity volume and the first half year experience may not be indicative of future revenue patterns.

The \$4.8M favourable variance in Other Revenues includes one-time revenues for:

- \$2.9M favourable amount as a result of the Service taking into income the remaining liability for Pay Equity issues. In 2002, a file was opened with the Ontario Pay Equity office as a result of a complaint related to legislative changes requiring employers to self-manage pay equity plans. At the time, a liability was established to cover potential grievance and other costs while compliance requirements were evaluated and implemented. Recently, the Pay Equity office confirmed that the Service file had been closed as the Service is in full compliance with the legislation. As a result, the Service is satisfied that no outstanding issues exist therefore the remaining liability was into income.
- \$1.9M favourable amount as a result of the Service taking into income the allowance for doubtful accounts that was set up in case the Service did not receive full reimbursement of costs associated with PAN AM. These costs have now been settled and the remaining allowance can be brought into income.

Transformational Task Force Requirements:

In February 2016, the Transformational Task Force began work on a vision to modernize the Toronto Police Service. The Interim Report, presented to the Board at its June meeting (Min. No. P138/16 refers), includes 24 recommendations that will change how police services are organized and delivered. The Interim Report describes a modern vision and initial steps that align strategy, actions, and financial imperatives, and that will strengthen partnerships and trust with the communities we serve. Following public consultations and input on the vision, principles and recommendations in the interim report, the Task Force's final report will be completed by the end of December 2016 and presented to the Board in January 2017.

To date, the Task Force has identified \$100 M in reductions and savings to the Service's operating budget over the next three years. However, with the exception of hiring moratorium previously noted, this variance report does not include any anticipated savings that would result from Task Force recommendations, as the timing and actual savings are still being analysed.

The costs that have been incurred in the development of the Interim Report as well as the investments that will be required for completion of the final report and its implementation plan are estimated to be \$1.3 M. This includes approximately \$0.8 M borne by the Board's Special Fund of which \$0.27 M is for strategic coaching and advisory support provided by an external consultant, up to \$0.5 M for an independent information technology assessment, and up to \$0.05 M for the cost of writing, designing and printing the interim report.

Furthermore, it is anticipated that an additional \$0.5 M could be expended from the Service's 2016 operating budget for project management services required to manage the implementation of the task force recommendations, and outsourcing scopes of work. The \$0.5M amount has been factored into the Service's variance report.

Conclusion:

As at June 30, 2016, the Service is projecting a favourable variance of \$5.9M, which includes taking \$4.8M of one-time unbudgeted revenues into income, from the reversal of liabilities that are no longer required . This projection is based on an analysis of expenditures incurred during the first half of 2016, as well as anticipated reduced hiring for the rest of 2016. Expenditures and revenues will continue to be closely monitored throughout the year.

Mr. Tony Veneziano, Chief Administrative Officer, Corporate Services Command will be in attendance to answer any questions from the Board.

The Board approved the foregoing report.

Moved by: K. Jeffers

Seconded by: C. Lee

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 18, 2016**

**#P203. TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT:
2016 OPERATING BUDGET – VARIANCE REPORT FOR THE PERIOD
ENDING JUNE 2016**

The Board was in receipt of the following report August 03, 2016 from Mark Saunders, Chief of Police:

**Subject: Operating Budget Variance Report for the Toronto Police
Service Parking Enforcement Unit, Period Ending June 30, 2016**

Recommendation:

It is recommended that the Board forward a copy of this report to the City of Toronto's (City) Deputy City Manager and Chief Financial Officer for information and for inclusion in the variance reporting to the City's Budget Committee.

Financial Implications:

At its October 19, 2015 meeting, the Toronto Police Services Board (Board) approved the Parking Enforcement Unit's 2016 operating budget at a net amount of \$45.9 Million (M) (Min. No. P274/15 refers). Subsequently, Toronto City Council, at its February 17, 2016 meeting, approved the Parking Enforcement Unit's (P.E.U.) 2016 operating budget at the same amount.

Background / Purpose:

The Toronto Police Service P.E.U. operating budget is not part of the Toronto Police Service's (Service) operating budget. While the P.E.U. is managed by the Service, the P.E.U.'s budget is maintained separately in the City's non-program budgets. In addition, revenues from the collection of parking tags issued accrue to the City, not the Service.

The purpose of this report is to provide information on the P.E.U.'s 2016 projected year-end variance as at June 30, 2016.

Discussion:

As at June 30, 2016, a favourable variance of \$0.73M is projected to year end.

The following chart summarizes the variance by category of expenditure, followed by information on the variance for both salary and non-salary related expenses.

Category	2016 Budget (\$Ms)	Actual to Jun 30/16 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav/(Unfav) (\$Ms)
Salaries	\$30.11	\$14.42	\$29.50	\$0.61
Premium Pay	\$2.83	\$1.17	\$2.83	\$0.00
Benefits	\$7.53	\$2.73	\$7.41	\$0.12
Total Salaries & Benefits	\$40.47	\$18.32	\$39.74	\$0.73
Materials	\$1.48	\$0.41	\$1.48	\$0.00
Equipment	\$0.03	\$0.01	\$0.03	\$0.00
Services	\$5.46	\$1.25	\$5.46	\$0.00
Revenue (e.g. towing recoveries)	(\$1.52)	(\$0.12)	(\$1.52)	\$0.00
Total Non-Salary	\$5.45	\$1.55	\$5.45	\$0.00
Total Net	\$45.92	\$19.87	\$45.19	\$0.73

It is important to note that expenditures do not all follow a linear pattern and therefore year-to-date expenditures cannot be simply extrapolated to year-end. Rather, the projection of expenditures to year-end is done through an analysis of all accounts, taking into consideration factors such as expenditures to date, future commitments expected and spending patterns.

Salaries & Benefits (including Premium Pay):

A favourable projection of \$0.73M is projected in salaries and benefits. P.E.U. generally schedules one recruit class per year and hires the appropriate number of officers to ensure that, on average, it is at its full complement of officers during the year. The size of the recruit class is based on projected separations in 2016. Current trends indicate that 2016 attrition will be higher than the budgeted amount and, as a result, a favourable variance in parking enforcement officer salaries is projected at this time. The favourable variance in benefits is a result of reduced staffing levels.

Nearly all premium pay at the P.E.U. is related to enforcement activities, attendance at court and the backfilling of members attending court. With respect to enforcement activities, premium pay is utilized to staff special events or directed enforcement activities. The opportunity to redeploy on-duty staff for special events is minimal, as this will result in decreased enforcement in the areas from which they are being deployed. Directed enforcement activities are instituted to address specific problems. All premium pay expenditures are approved by supervisory staff and carefully controlled. No premium pay variance is projected at this time.

Non-salary Expenditures:

No variance is anticipated in the non-salary accounts at this time.

Conclusion:

As at June 30, 2016, the P.E.U. operating budget is projected to be \$0.73M under spent at year end.

Mr. Tony Veneziano, Chief Administrative Officer, Corporate Services Command will be in attendance to answer any questions from the Board.

The Board approved the foregoing report.

Moved by: C. Lee
Seconded by: S. Carroll

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 18, 2016**

**#P204. 2016 ANNUAL REVIEW AND AMENDMENT – OCCUPATIONAL
HEALTH AND SAFETY POLICY**

The Board was in receipt of the following report July 14, 2016 from Andy Pringle, Chair:

**Subject: 2016 Annual Review and Amendment: Occupational Health
and Safety Policy**

Recommendation(s):

It is recommended that the Board review the appended Occupational Health and Safety Policy, and approve it as amended.

Financial Implications:

There are no financial implications arising from the recommendation contained in this report.

Background/Purpose:

At its meeting of June 14, 2007, the Board approved a policy entitled “Occupational Health and Safety” (Min. No. P287/07 refers). At that time, it was determined that, on an annual basis, the Occupational Health and Safety Policy will be reviewed and any recommended changes will be reported to the Board for its approval. An annual review is also required under s. 25(2)(j) of the Occupational Health and Safety Act, a responsibility that was originally that of the Chief but has since been given to the Chair (Min. No. P148/11 refers).

In addition, the Central Joint Health and Safety Committee (CJHSC), established jointly by the Board, as the employer of the members of the Toronto Police Service, and the Toronto Police Association, which represents the workers, has undertaken to review the policy at its first meeting in every new year. The CJHSC reviewed the policy at its February 1, 2016 meeting and made no recommendation for amendments.

Discussion:

On March 8, 2016, the Ontario government passed Bill 132, the Sexual Violence and Harassment Action Plan Act (Supporting Survivors and Challenging Sexual Violence and Harassment), 2016. This Bill amends various statutes with respect to sexual violence, sexual harassment, domestic violence and other related matters, as well as expanding the Occupational Health and Safety Act definition of “workplace harassment” to include “workplace sexual harassment”. This Bill will create new obligations for employers, including the requirement to incorporate language into workplace harassment policies that specifically addresses sexual harassment in the workplace.

Accordingly, the attached policy has been reviewed in consultation with Service staff, including the Manager of Occupational Health and Safety. As a result of the review, the policy has been amended to include new language as required by the legislation.

The amended policy is attached for consideration. For ease of reference, amendments are grey-shaded.

Conclusion:

Bill 132 comes into force on September 8, 2016 and to ensure that our policy is in compliance with the new legislation, I am recommending that the Board approve the attached amended Occupational Health and Safety policy. The policy attached for approval will supersede any prior version in existence.

I am satisfied that the policy as amended addresses all the other components of Bill 132.

The Board approved the foregoing report.

Moved by: C. Lee
Seconded: D. Noria



TORONTO POLICE SERVICES BOARD

OCCUPATIONAL HEALTH AND SAFETY

DATE APPROVED	June 14, 2007	Minute No: P208/07
DATE(S) AMENDED	May 20, 2010 November 15, 2010 June 9, 2011	Minute No: P154/10 Minute No: P292/10 Minute No: P148/11
DATE REVIEWED	July 24, 2008 November 15, 2010 June 9, 2011 January 16, 2014	Minute No: P206/08 Minute No: P292/10 Minute No: P148/11 Minute No: P12/14
REPORTING REQUIREMENT	Chair to review the policy annually and report to Board. Chief to report to Board quarterly and as needed with respect to urgent matters.	
LEGISLATION	<i>Police Services Act</i> , R.S.O. 1990, c.P.15, as amended, s. 31(1)(c). <i>Occupational Health and Safety Act</i> , R.S.O. 1990, c O.1, ss. 25 (2)(j)-(k), 32.0.1-32.0.7.	
DERIVATION		

The Toronto Police Services Board, as the employer, is ultimately responsible for worker health and safety. Through the implementation of initiatives intended to eliminate occupational illnesses and injuries, the Toronto Police Services Board is dedicated to the goal of enhancing employee wellness and maintaining workplaces that are safe and healthy for the members of the Toronto Police Service.

The Board recognizes that the local Joint Health and Safety Committees and the Central Joint Health and Safety Committee play an integral role in helping the Board achieve this goal. Joint Health and Safety Committees throughout the Service will be the framework within which Management and the Toronto Police Association will work cooperatively to develop and implement the internal responsibility system that is the key to an effective health and safety program.

It is, therefore, the policy of the Toronto Police Services Board that:

1. The Chief of Police will promote efforts that lead to a safe and healthy environment through the provision of initiatives, information, training and through ongoing program evaluation to assess the effectiveness of the Toronto Police Service's efforts to ensure compliance with occupational health and safety legislation;

2. The Chief of Police will ensure that members with supervisory responsibilities are held accountable for promoting and implementing available health and safety programs, for complying with the *Occupational Health and Safety Act* and for ensuring that workplaces under their supervision are maintained in a healthy and safe condition;
3. The Board acknowledges that every member must actively participate in helping the Board meet its commitment to health and safety by protecting his or her own health and safety by working in compliance with the *Occupational Health and Safety Act*, adopting the safe work practices and procedures established by the Service and reporting to their supervisor any unsafe or unhealthy workplace conditions or practices;
4. The Chair will review annually the Occupational Health and Safety policy as required by the *Occupational Health and Safety Act*. Any recommended amendments are to be reported to the Board for approval;
5. The Chief of Police will post at a conspicuous location in the workplace a copy of the Occupational Health and Safety policy;
6. The Chief of Police will provide quarterly Occupational Health and Safety reports to the Board (Minute No. C9/05 refers); and
7. It is recognized that from time to time, occupational health and safety matters may arise that must be brought to the Board's attention on an urgent basis. The Chief of Police will report such matters to the Board in a timely fashion (Minute No. C9/05 refers).

Workplace Violence and Harassment

The Toronto Police Services Board is committed to providing a safe and healthy work environment for its members and is committed to the prevention of workplace violence and harassment, including sexual harassment. The Board recognizes that unwanted behaviours in the workplace must be addressed early to minimize the potential for workplace harassment to lead to workplace violence. Workplace violence and harassment is serious conduct that may constitute a violation of Canada's *Criminal Code*, the *Ontario Human Rights Code* and/or the *Occupational Health and Safety Act*.

It is the policy of the Toronto Police Services Board that:

8. The Chief of Police will ensure that the relevant procedures and programs are developed as prescribed by law;

9. The Chief of Police will ensure that such procedures and programs include components that state that individual or institutional retaliation will not be tolerated; and
10. The Chief of Police will ensure that measures are in place to address the risk of domestic violence in the workplace.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 18, 2016**

**#P205. REQUEST FOR FUNDS: TORONTO POLICE SERVICE 2017 PEARLS
in POLICING CONFERENCE**

The Board was in receipt of the following report dated August 18, 2016 from Mark Saunders, Chief of Police:

**Subject: Request for Funds: Toronto Police Service 2017 Pearls in
Policing Conference**

Recommendation(s):

It is recommended that, as an exception to its policy governing the Special Fund, the Board approve an expenditure of up to \$200,000.00 from the Board's Special Fund to host the 2017 Pearls in Policing Conference in June 2017.

Financial Implications:

The Board's Special Fund would be depleted in the amount of \$200,000.00 less the return of any funds not used.

Background / Purpose:

The Pearls in Policing Conference (Pearls) is an international law enforcement think tank where law enforcement executives (Commissioners and Chiefs) meet to identify emerging challenges in policing and develop collaborative solutions. These challenges are such that they can no longer be dealt with on a national level and their solutions require an international input. The entire conference is managed by a team including the Pearls in Policing Secretariat, a function of the Netherlands Police and the Toronto Police Service (T.P.S.).

Pearls is an "invitation only" conference launched in 2007 and is comprised of:

- The International Action Learning Group (I.A.L.G.)
- An academic forum
- Working groups
- Peer-to-peer consultations
- The annual conference

The conference in 2017 will be the 11th annual conference and will run from Monday, June 5th to Tuesday, June 13th. The IALG meet for a week (Monday to Sunday) making their presentations to the Pearls delegates on the Sunday. The academics meet from Thursday and stay until the end of the conference the following Tuesday. The Commissioners/Chiefs who collectively make up the Pearls conference meet from Sunday to Tuesday. There are two distinct parts – the IALG session (6 days) and the Pearls conference (3 days).

Each year, delegates (Commissioners/Chiefs) to the annual conference choose the main topic for discussion at the ensuing year's conference based on the discussions and their assessment of the most important issue facing them collectively. They then give a specific assignment to the I.A.L.G. and academic group that requires extensive international research and communication to develop potential solutions for discussion at the following year's conference. For 2017, the delegates have chosen "Fragile States, Fragile Communities" as the central theme of the conference.

The I.A.L.G. is an Executive leadership program comprised of a group of upcoming senior police leaders nominated by their Commissioner/Chief. They are assembled to study and provide solutions to a problem posed by the Pearls' Commissioners/Chiefs each year. The group meets three times during the year and the findings are presented at the annual conference and discussed by the Pearls Commissioners and Chiefs. In the 2016/2017 cycle, they will meet in Brussels in October, Hong Kong in March and Toronto in June. For the 2016/2017 cycle, the assignment is about how we create "shock-resistant" police organizations; flexible, agile and networked police organizations that are able to rapidly integrate lessons from international experience and emerging best practice, plan effectively for the future and establish partnerships and strategies with private sector to achieve these goals.

The academic forum is a small group of internationally renowned academics who focus on the same assignment as the I.A.L.G. and who collaborate with the I.A.L.G. resulting in a separate presentation at the annual conference.

In the peer to peer portion of the conference, one or two delegates present the conference with an individual professional dilemma which is discussed in small groups in which the delegates consider the problem from various angles and provide the presenter with additional ideas and suggested solutions.

The Working groups are research opportunities for individual Commissioners/Chiefs to delve into a particular issue. At this year's conference there were three working groups – integrated strategy to protect the most vulnerable, striking a balance between hard and soft policing and vision on international policing co-operation.

Of particular interest to the Board is a proposal I have made for the 2017 session. I have sponsored a working group that will research the manner in which police agencies deal with persons in crisis. Police interaction with persons with mental health issues is a

significant world-wide issue, highlighted this year in Sydney as police there wounded a person in crisis brandishing a knife at a mall during the conference. I want to explore all aspects of how police provide service to this segment of society and develop best practice solutions. The T.P.S. will “drive” this research and already several other agencies have indicated an interest in participating in this type of research on a significant issue that affects all law enforcement agencies. A large part of the research will centre on partnerships in the community.

There are two other working group topics: “Weathering the Political and Media Storm” and “Quantifying Prevention and Invisible Success”.

The Pearls conference provides an opportunity for police leaders from around the world and their senior managers to meet, network, collaborate on real issues facing police and to operate as a think tank. It also provides the host city an opportunity to showcase our city, its diversity and the high level of public safety we enjoy here. The Pearls Secretariat operates a website (<http://www.pearlsinpolicing.com/>). At this site, you can access information on the past 10 conferences – from conference materials to conclusions and conference output.

The Pearls in Policing Secretariat approached the Toronto Police Service to host the conference in 2017. Responsibility for hosting the annual conference alternates annually between the Netherlands and one of the participating guest nations. This will be the first time the conference will be held in Canada.

Discussion:

Former Chief Blair attended Pearls in 7 of his 10 years as Chief and last year I attended the conference in Copenhagen. This year, Acting Deputy Chief Richard Stubbings was a member of the I.A.L.G. and remained at the conference to act in my place as I was unable to attend. He has just returned from that conference, held this year in Sydney, Australia, and reports that it was an excellent experience. I can attest to the value of attending this conference. Hosting this conference will focus the attention of international police leaders on Toronto and provides an invaluable opportunity to network for police executives. As a Pearls participating guest nation, the Service has been requested to host the 2017 annual conference. The focus is on developing real, practical solutions to large “wicked” issues that policing organizations around the world face.

There are several responsibilities that the Service would undertake to support this conference. The I.A.L.G. portion of the conference is managed by an I.A.L.G. Program Management team. In 2017, that team will include members of the Pearls Secretariat and the TPS. It is primarily self-funded by the participants. They are charged a fee to attend (5500 Euros) and they are responsible for paying for their own accommodations, airfare/travel costs and meals.

The Pearls conference portion is managed by the same Conference Management Team as the I.A.L.G. portion comprised of members of the Pearls Secretariat and the T.P.S. as host.

As host, we are responsible for the following:

- The conference/hotel venue
- Breakfast, lunch and dinner for the participants
- Transportation during the conference
- Airfare/travel cost for the academics
- Organisation costs (staff, equipment, logistics etc.)

Conference participants, with the exception of the academics, pay their airfare and are expected to pay for any days they stay in excess of the 3 days of the conference. This year, the participants numbered 35 which is the maximum allowed at the conference.

The Pearls Secretariat has 10 years of experience in this model. My view is that we can provide a high level conference for CDN \$200,000.00. In addition to Board support through the special fund, we will be looking to other sources for further funding if required.

I recognize that this request is at a high level at this point and that the conference is now less than a year away. I have a team established that are already working with the Pearls Secretariat on the details of the conference. I propose to bring further details back to the Board in November 2016 including a proposed budget.

Conclusion:

Pearls is a global think tank involving top law enforcement executives that reviews problems facing policing agencies across the globe and develops effective strategies.

Toronto is an international city with international issues and concerns and this is an opportunity to utilize the expertise of these leaders and academics to best develop the Service for the future and to showcase our city.

I will be in attendance to answer any questions the Board may have regarding this report.

The Board agreed to withdraw the foregoing report at the request of Chief Saunders.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 18, 2016**

#P206. CONFIDENTIAL MEETING – AUGUST 18, 2016

In addition to the public meeting conducted by the Board today, a confidential meeting was held to consider a number of matters which were exempt from the public agenda in accordance with the criteria for considering confidential matters set out in s.35(4) of the *Police Services Act*.

The following members attended the confidential meeting:

Mr. Andrew Pringle, Chair
Mr. Chin Lee, Councillor & Vice-Chair
Dr. Dhun Noria, Member
Ms. Shelley Carroll, Councillor & Member
Mr. John Tory, Mayor & Member
Mr. Ken Jeffers, Member

Absent: Ms. Marie Moliner, Member

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
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#P207. ADJOURNMENT

Andy Pringle
Chair