

# Public Meeting Agenda

Auditorium  
40 College Street, 2nd Floor  
Toronto, Ontario  
www.tpsb.ca

Thursday,  
July 21, 2016  
at 1:00 PM

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## Opening of the Meeting

1. Moment of Silence

The Board will observe a moment of silence in memory of Michael Wong, Patrol Supervisor, Parking Enforcement Unit, who died on June 30, 2016 following an incident that had occurred while he was on duty.

2. Declarations of Interest under the Municipal Conflict of Interest Act.
3. Confirmation of the Minutes from the meeting held on June 17, 2016.

## Deferred from the Meeting held on June 17, 2016

4. (A) Copy of Minute No. P138/16 from the Meeting held on June 17, 2016  
**Re: Transformational Task Force – Interim Report**
- (B) Copy of Summary of Interim Recommendations

## Reports to be Received

5. June 23, 2016 from Mark Saunders, Chief of Police  
**Re: Chief's Administrative Investigation into the Firearm Death of David Doucette**
6. June 23, 2016 from Mark Saunders, Chief of Police  
**Re: Chief's Administrative Investigation into the Injuries to Alysha Nasello**

7. June 23, 2016 from Mark Saunders, Chief of Police  
**Re: Chief's Administrative Investigation into the Custody Injury of Renato Granada**
  
8. June 27, 2016 from Andy Pringle, Chair  
**Re: City of Toronto Council Recommendation – Growing Toronto's Screen Industry**
  
9. June 27, 2016 from Andy Pringle, Chair  
**Re: City of Toronto Council Recommendation – Member Motion – Develop a Strategic Plan to Address Gun Violence**
  
10. June 27, 2016 from Andy Pringle, Chair  
**Re: City of Toronto Council Recommendation – A New Vehicle for Hire By-Law**
  
11. May 19, 2016 from Mark Saunders, Chief of Police  
**Re: 2015 Annual Report – Toronto Police Service Performance Report**
  
12. June 20, 2016 from Andy Pringle, Chair  
**Re: Annual Report – 2015 Annual Specified Procedures Report**
  
13. July 04, 2016 from Mark Saunders, Chief of Police  
**Re: Triennial Report - 2016 Skills Development and Learning Plan**

## **Reports to be Approved**

14. June 27, 2016 from Andy Pringle, Chair  
**Re: Toronto Police Services Board 2017 to 2019 Business Plan**
  
15. June 07, 2016 from Andy Pringle, Chair  
**Re: Board Policies – Grievance Settlements, Legal Indemnification Claims, Civil Proceedings for Injured Workers and Coroners’ Inquests**
  
16. June 02, 2016 from Andy Pringle, Chair  
**Re: City of Toronto Council Recommendation – Update on Paid Duty Activities**
  
17. June 27, 2016 from Andy Pringle, Chair  
**Re: City of Toronto Council Recommendation – 2015 Annual Hate/Bias Crime Statistical Report**
  
18. June 27, 2016 from Andy Pringle, Chair  
**Re: City of Toronto Council Recommendation – Request for Provincial Review of Special Investigations Unit Processes for Cases Involving Individuals Living with Mental Illnesses**
  
19. June 27, 2016 from Andy Pringle, Chair  
**Re: City of Toronto Council Recommendation – Social Procurement Program**
  
20. July 04, 2016 from Mark Saunders, Chief of Police  
**Re: New Job Description – Business Systems Specialist, Strategy Management**

21. June 16, 2016 from Mark Saunders, Chief of Police  
**Re: Special Constable Appointments**
  
22. July 04, 2016 from Mark Saunders, Chief of Police  
**Re: Joint Procurement for the Provision of Administrative and Underwriting Services for Employee Benefit Plans**
  
23. July 04, 2016 from Mark Saunders, Chief of Police  
**Re: Award of Construction Management Services for the Service Peer to Peer Data Centre**
  
24. July 04, 2016 from Mark Saunders, Chief of Police  
**Re: Supply and Delivery of Uniform Dress Shirts**
  
25. July 04, 2016 from Mark Saunders, Chief of Police  
**Re: Property Evidence Lockers – Vendor of Record Contract Extension Option Year**

#### **Request to Re-Open Matter**

26. (A) Copy of Minute No.P132/16 from the Meeting held on May 19, 2016  
**Re: Request for Funds – Production, Design and Printing Expenses – Transformational Task Force Interim Report**
  
- (B) July 06, 2016 from Andy Pringle, Chair  
**Re: Request for Increase – Production, Design and Printing Expenses – Transformational Task Force Interim Report**

## **Next Meeting**

Date: Thursday, August 18, 2016  
Time: 1:00 PM

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## **Members of the Toronto Police Services Board**

Andy Pringle, Chair  
Chin Lee, Councillor & Vice-Chair  
Shelley Carroll, Councillor & Member  
Ken Jeffers, Member

Marie Moliner, Member  
Dhun Noria, Member  
John Tory, Mayor & Member

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4. (A) Copy of Minute No. P138/16 from the Meeting held on June 17, 2016  
Re: **Transformational Task Force – Interim Report**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 17, 2016**

**#P138. TRANSFORMATIONAL TASK FORCE INTERIM REPORT**

The Board was in receipt of the following report June 15, 2016 from Andy Pringle, Chair, and Mark Saunders, Chief of Police, Co-Chairs of the Transformational Task Force:

Subject: TRANSFORMATIONAL TASK FORCE INTERIM REPORT

Recommendation:

It is recommended that:

1. The Toronto Police Services Board (“the Board”) approve the Transformational Task Force (“the Task Force”) Interim Report presenting its vision for a modern Toronto Police Service (“the Service”) and approve the implementation of the interim recommendations contained in the report; and,
2. The Board forward a copy of this report to the City’s Executive Committee for its information.

Financial Implications:

To date, the Task Force has identified \$100 million in reductions and savings to the Service’s operating budget over the next three years. This figure includes \$60 million over the next three years, beginning in 2017, as a result of a carefully managed moratorium on hiring and promotion between ranks for officers and civilians. During this period, there will be some critical situations where the hiring or filling of vacant positions may be necessary. This moratorium will allow the Service to ensure that it has the right type and number of members for the new service delivery model and the leanest possible management structure.

The proposed reduction also includes \$30 million in identified savings through alternative service delivery or shared services over the next three years that we must confirm, plus a commitment to a further \$10 million at a minimum over the same period. Additionally, the buildings and land to be returned to the City of Toronto have potential value of up to \$72 million.

In the months leading up to our final report, we will continue to look for responsible measures that can yield additional reductions, savings and real estate returns.

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 million. This includes: approximately \$0.8 million borne by the Board's Special Fund of which \$0.265 million is for strategic coaching and advisory support provided by KPMG, up to \$0.5 million is for an independent information technology assessment as well as up to \$0.045 million for the cost of writing, designing and printing the interim report. In addition, approximately \$0.5 million will be expended from the Service's 2016 operating budget to conduct a service demand analysis.

The Task Force's final report will identify any further investments which may be necessary in order to implement its recommendations.

#### Background/Purpose:

The Transformational Task Force was formed at the direction of the Board with a mandate to:

**Develop and recommend, to the Toronto Police Services Board (TPSB), a modernized policing model for the City of Toronto that is innovative, sustainable and affordable. The model will place communities at its core, will be intelligence-led and optimize the use of resources and technology while embracing partnerships as a means of enhancing capability and capacity.**

#### Discussion:

In February 2016, the Transformational Task Force began work on a plan to modernize the Toronto Police Service. In the Interim Report, the Task Force is proposing a vision of excellence and leadership for the Service that will be expanded upon in a final report, which will be completed at the end of December 2016 for presentation to the Board in January, 2017.

The Interim Report (Executive Summary appended) describes a modern vision and initial steps in a plan that aligns strategy, actions, and financial imperatives. In our view, the recommendations will take the Service to a new level of excellence. The recommendations build on the strengths and successes of the past and address, directly the things the Service can and must do differently. The recommendations also reflect the voices, values, and aspirations of Service members and will deepen and strengthen trust with the communities they serve.

As the Task Force works towards its final report it will be continuing to identify, explore and study other measures needed to achieve its vision in a fiscally responsible manner. The final report will describe those additional measures along with human resources

and collective agreement impacts. The final report will also address the human resource, technology, and other investments that will be required to support its recommendations. A critical part of the final report will focus on ensuring that transformation takes place. The report will include recommendations to strengthen the Service's capacity to implement modernization, including project management, change management, and quarterly, public reporting to the Board in order to demonstrate progress toward implementation.

### Consultations

The Task Force will hold consultation meetings for the public over the summer months and into September. The schedule for these meetings will be announced shortly. There will be a web-based mechanism for individuals and organizations to provide their feedback online. The feedback received will be summarized and posted publically beginning later this summer. Extensive consultations will be held with all members of the Service.

### Conclusion:

We recommend that the Board approve the recommendations in this report.

We also express our sincere appreciation to the members of the Transformational Task Force – both Service members and community members. They have worked tirelessly to produce this report and each one of them exemplifies excellence in public service. We are grateful for their contributions and look forward to continuing to work collaboratively on the final report.

**The following members of the Task Force were in attendance and delivered a presentation to the Board on the Task Force's Interim Report:**

- **Michelle DiEmanuele, President and C.E.O., Trillium Health Partners**
- **Staff Sergeant Greg Watts, Toronto Police Service**

**A copy of the presentation is on file in the Board Office.**

**Following the presentation, the Board received deputations from:**

- **Kris Langenfeld**
- **Sylvia Arauz and Paige Lewis, Canadian Association of Black Educators**
- **Yessica Rostan**

**Chair Pringle noted that members of the public would have an opportunity to provide their comments in deputations at the Board's July 21, 2016 meeting or during consultations that will be held throughout the summer months.**

**Ms. DiEmanuele and S/Sgt. Watts responded to questions by the Board about the Interim Report.**

**The Board approved the following Motions:**

- 1. THAT the Board receive the presentation and depositions;**
- 2. THAT the Board endorse the work of the Task Force and defer the foregoing report to its July 21, 2016 meeting so that the public may make depositions; and**
- 3. THAT the Board express its appreciation to all of the members of the Task Force for their work which resulted in recommendations that will lead to a modern and more effective police service.**

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

**A copy of the Executive Summary to the Interim Report is attached for information.**

**A copy of the full Interim Report is on file in the Board Office and also posted on:**  
<http://www.tps.on.ca/TheWayForward>.

The Way Forward: Modernizing Community Safety in Toronto

EXECUTIVE SUMMARY

*Toronto is a large and complex city. It is vibrant and dynamic, with diverse multicultural and multiracial communities. As Toronto has grown and changed, the Toronto Police Service (“the Service”) responded effectively in many areas and can be proud of its accomplishments.*

There have also been challenges and mistakes, including programs such as the Toronto anti-Violence Intervention Strategy (TAVIS) which, when implemented improperly, impacted relationship and trust with a number of communities, as well as the Service’s reputation on a larger scale. The Transformational Task Force was created because the expectations that our city has of its police service are continuing to change – fundamental expectations related to accountability, collaboration and inclusiveness, greater openness and transparency of information and decision-making, as well as sustainability and affordability. But also expectations that our police service will be an effective partner with all communities, including and especially with marginalized communities, where Service members can have a positive impact on deeper challenges related to social inequality, poverty, inequality of opportunity, discrimination, and systemic racism.

In February 2016, the Task Force began work on a plan to modernize the Service to ensure it can keep pace with changing public expectations. In this interim report, we describe a community-centred vision of excellence and leadership that will provide the Service with a strong foundation, as well as 24 interim recommendations where work can begin now. We will be expanding on that foundation and making more recommendations in our final report, which will be completed at the end of December 2016 for presentation to the Toronto Police Services Board (“the Board”) in January. Our vision is reflected in a new community-centred service delivery model with three goals:

<b><u>Goal 1</u></b> Be where the public needs the Service the most	<b><u>Goal 2</u></b> Embrace partnerships to create safe communities	<b><u>Goal 3</u></b> Focus on the complex needs of a large city
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We have an opportunity to redefine, revitalize, and modernize the Service to achieve a new level of excellence and leadership. The implementation of our interim recommendations, as well as those in our final report, will result in a strengthened and trusted police presence in our communities and neighbourhoods.

The implementation of our interim recommendations will recognize the need for multi-faceted local strategies and solutions.

The proposed service delivery model represents unprecedented change for the Service and our city. But successful implementation will require an equally unprecedented alignment of the public, elected officials, members of the Board, senior leadership of the Service, members of the Service, and the collective bargaining agents – the Toronto Police Association, and the Senior Officers' Organization. All of us together must choose to empower the Service to seize this opportunity.

Our roadmap for a modern Toronto Police Service includes major changes in five areas:

### **1. How We Relate to the Public: Focusing on safe communities + neighbourhoods**

The centrepiece of the new service delivery model is a renewed, more integrated and intensified investment in building safe communities and neighbourhoods, with officers focused on local problem solving.

In this model, all officers will not only be protectors and guardians of public safety, but also facilitators, problem solvers, and collaborative partners. They will be known, valued and trusted as members of the community. They will have the skills, knowledge, experience and emotional intelligence to build strong relationships and facilitate local strategies to keep individuals and communities safe.

Through an investment in mobile smart technology, officers will work in their assigned neighbourhoods every day, sometimes in cars, but also on foot and bikes. They will deliver services more flexibly from appropriate locations – a school, a community centre, or even on a park bench with a person in need – and will be accessible by phone, email, text messages, social media, and an enhanced Toronto Police Service mobile application (app).

Consistent with the emphasis on communities, we have heard the concerns with TAVIS and are recommending it be disbanded and its resources deployed to other priorities.

### **2. How We Deliver our Services: From Primary to Priority Response**

To enable the Service to implement the new model and enhance its presence in communities through neighbourhood officers, we are recommending a shift from primary to priority response. This shift will reduce the amount of time police officers spend responding to non-emergency calls for service and situations that fall within the mandates of other organizations. Based on an assessment of risk, the Service will:

- Focus on dispatching officers where an immediate response is necessary for personal safety, or where there is an immediate investigative need.
- Provide enhanced options for the public to report non-emergency situations, including on-line, through smart devices, over-the-phone, by appointment at a

police station, and employing civilian members to follow up on certain non-emergency reports.

- Refer appropriately designated non-policing situations to other city departments or organizations that, through their own mandates, are better suited to respond.

As part of this shift, some existing services including the School Crossing guard Program and the Lifeguard Program at Toronto beaches will be transferred to other entities.

We are also recommending an overhaul of the Paid Duty system, with a risk-based model to ensure that off-duty police officers are only utilized in a paid duty capacity where the skills, authorities and training of a police officer are necessary. Related to this recommendation, the Task Force also strongly supports the City of Toronto's request to the government of Ontario to allow it to create municipal traffic wardens.

### **3. Access to Services**

The new service model includes a redesign of the current map of 17 Divisions to better meet the needs of our large complex city. This will include fewer Divisions, with boundaries that better align with Toronto's 140 neighbourhoods and also with the planning and service boundaries of city departments, community-based organizations and agencies. Some staff will be redeployed to other priorities and some management and supervisory positions will be eliminated. There will be capital cost savings, as well as the re-purposing of funds. Buildings and land currently used by the Service will be returned to the City of Toronto. The enhanced use of modern technology will give residents better access to police information and services.

### **4. Sustainability and Affordability**

The modernized Service will demonstrate value and make the most of every dollar. To date, the Task Force has identified \$100 million in reductions and savings to the Service's operating budget over the next three years. This figure includes \$60 million over the next three years, beginning in 2017, as a result of a carefully managed moratorium on hiring and promotion between ranks for officers and civilians. During this period, there will be some critical situations where the hiring or filling of vacant positions may be necessary. This moratorium will allow the Service to ensure that it has the right type and number of members for the new service delivery model and the leanest possible management structure.

The proposed reduction also includes \$30 million in identified savings through alternative service delivery or shared services over the next three years that we must confirm, plus a commitment to a further \$10 million at a minimum over the same period. Additionally, the buildings and land to be returned to the City of Toronto have a potential value of up to \$72 million.

In the months leading up to our final report, we will continue to look for responsible measures that can yield additional reductions, savings, and real estate returns.

## **5. Culture Change**

Culture change is the essential underpinning of our vision and the enabler of all our recommendations. Success will only be possible by creating a culture that reflects and embraces the vision and embeds the principles of trust, active accountability, partnerships, transparency, inclusiveness and collaboration, as well as sustainability and affordability. Success will also require training that equips Service members to be effective partners with all communities and to have a positive impact on those deeper challenges, such as social inequality, poverty, inequality of opportunity, discrimination, and systemic racism.

In our final report, we will provide more details on a comprehensive culture change and human resources strategy that includes a framework for innovation, a robust talent management strategy and immediate changes to training. It will also include benchmarks and metrics that enable culture change to be measured and reported on, incorporating the insights and perceptions of the public.

### **Towards a Final Report**

As emphasized throughout, this is an interim report. Its primary purpose is to describe our community-centred vision of a modern Toronto Police Service and, through our interim recommendations, to begin to define the path forward. In our final report, we will expand on our interim recommendations and also present many other recommendations that we are still actively studying. Additionally, we will provide more information about proposed savings and budget reductions, as well as details about the smart investments in people, training, and technology that will be required to support the community-centred service delivery model.

### **Consultation**

Input from the public and Service members is a critical part of the next phase of our work. The Task Force will hold public consultation meetings across the city over the summer months and into September. The schedule for these meetings will be announced shortly after the release of the interim report and will be posted on <http://www.tps.on.ca/TheWayForward>. There will also be a mechanism for online feedback which will be posted on <http://www.tps.on.ca/TheWayForward> beginning later in the summer. The consultation process with Service members will begin with a series of information sessions in September and early fall. These sessions will be organized by rank and civilian classification in order to allow for discussion among peers. They will not only provide members with the opportunity to comment on our recommendations, but also encourage them to share their insights into how these recommendations can be expanded, implemented or improved upon for our final report.

(B) Copy of Summary of Interim Recommendations

SUMMARY OF INTERIM  
**RECOMMENDATIONS**

**1 HOW WE RELATE TO THE PUBLIC:  
FOCUSING ON SAFE COMMUNITIES + NEIGHBOURHOODS**

**1 Connected officers**

We are recommending an investment in transitioning from Mobile Workstations in vehicles to smart devices carried by all officers. This will include a full application suite and e-notebook, as well as updating existing applications to a mobile environment and allowing officers to be connected at all times to the most current operational information. The next steps will include research, analysis of best practices, assessing network opportunities, and developing and costing different options, leading to purchase decisions and implementation in 2019.

**2 Improved capabilities related to data, information, and analysis, including big data**

We are recommending that the Toronto Police Service support the new service delivery model with a strengthened capacity to collect, measure, and evaluate data from a wide range of internal and external sources, including an improved capacity to model demand and workload as well as analytics of large complex data sets ("big data"). With this ability, the Service will be better able to deliver evidence-based policing services where they are most needed, in a way that is proportional, appropriate, and more sustainable.

**3 Disbanding TAVIS**

We are recommending that TAVIS be disbanded and existing members be redeployed to other Service priorities. Although the 2012 redesign of the program addressed many community concerns, the program, as originally implemented, focused on law enforcement to curb incidents of violent crimes. It did not sufficiently emphasize sustainable community-based strategies to build safe neighbourhoods. There were unintended impacts on communities, especially among racialized youth who felt unfairly targeted, which in turn impacted trust and confidence in the Service.

**2 HOW WE DELIVER OUR SERVICES:  
FROM PRIMARY TO PRIORITY RESPONSE**

**4 Risk assessment for priority response**

We are recommending that the Toronto Police Service develop a risk assessment tool to identify non-emergencies that can be addressed through alternative approaches, including redirection to the mandated city department or other agency.

- 5 Alternative reporting and follow-up for non-emergencies**

We are recommending the use of alternative ways for people to report non-emergency situations, i.e. where an immediate officer response is not necessary for personal safety, or to meet an immediate investigative need, including:

  - Enhanced, easy to use, and convenient on-line, digital, and by-phone reporting tools for low-risk incidents with civilian reporting and intake personnel available by appointment at police stations.
  - The use of civilian members to more efficiently follow up on less serious/non-emergency neighbourhood safety incidents.
- 6 Improved public safety response**

We are recommending that a specialized Public Safety Response Team be formed with a comprehensive mandate that includes extreme event response, public order, search management, and critical infrastructure protection.
- 7 More efficient scheduling**

We are recommending that the shift schedule known, as the Compressed Work Week, be reviewed. The current approach requires a consistent deployment, regardless of the time of day or demand patterns, which we believe may limit the Service's ability to deploy resources more flexibly. Changes in this area will require a negotiated change to the collective agreement with the Toronto Police Association.
- 8 More effective deployment in vehicles**

We are recommending that the requirement in the collective agreement for two-officer cars be reviewed. Using risk and demand analysis, we believe there may be an opportunity to identify situations where unaccompanied officers or response alternatives are more appropriate. This recommendation mirrors the approach taken by other leading police services, and will allow for more effective deployment while continuing to ensure officer safety. It will require a negotiated change to the collective agreement with the Toronto Police Association.
- 9 A risk-based response to special events**

We are recommending that the Service support special events through a fair and equitable threat - and risk - assessment. This will focus police resources on events where their presence is necessary for public safety. For designated situations, event organizers will be responsible for their own security measures.

We are recommending a more integrated structure for special events. Divisions currently support local events within their boundaries, while the Public Safety-Special Events Unit handles large scale major events. This leads to challenges in consistency of approach, risk assessment, and staffing, which will be addressed in the new design.
- 10 A more efficient retail response**

We are recommending that the Toronto Police Services Board seek the Government of Ontario's approval to appoint and train selected security guards at major shopping malls as Special Constables. These individuals will be authorized to process and release arrested individuals in designated non-emergency situations. We estimate that through this change, it will be possible to save approximately 5,500 hours of policing services per year, while reducing costs for the private sector.
- 11 Disband the Transit Patrol Unit**

We are recommending that the Transit Patrol Unit be disbanded. The Unit was originally established to supplement the day-to-day role of Divisions to respond to calls for service related to Toronto Transit Commission vehicles, subways and properties. However, this role is no longer required since the Toronto Transit Commission now has a highly capable Special Constable Program in place, and local Divisions will continue to respond to calls as required. Transit Patrol Unit members will be redeployed to other priorities.

- 12 Alternative delivery of the Lifeguard Program**  
We are recommending that the Toronto Police Service Lifeguard Program and its \$1.1 million budget become the responsibility of the appropriate department of the City of Toronto. This program provides lifeguard services on Toronto beaches while the City of Toronto provides lifeguard services for the rest of the city. For example, City of Toronto personnel provide lifeguard services at the Sunnyside Gus Ryder Outdoor Pool. A few metres away, on Sunnyside Beach, lifeguard services are provided by the Toronto Police Service. Civilian staff currently supporting this program will be redeployed to other priorities.
- 13 Alternative delivery the School Crossing Guard Program**  
We are recommending that the School Crossing Guard Program, with its \$6.8 million budget, become the responsibility of the City of Toronto, or an alternative. Currently, the Toronto Police Service administers the program and sends officers to fill in when crossing guards are unexpectedly absent. In 2015, this resulted in 3,138 hours of officer time away from other needs to which only a police officer can respond. This recommendation will allow members that support the program to be redeployed to other priorities. This change was also recommended as part of the 2011 KPMG City of Toronto Core Services Review. In 2013, the City of London, Ontario implemented a similar approach.
- 14 Using traffic enforcement technology to improve community safety**  
We are recommending that the City of Toronto implement traffic enforcement cameras that are owned and operated by the City of Toronto, in school zones and areas identified as having higher collision rates, as a way of modifying driver behaviour and reducing risks. The Service will provide collision and enforcement-related data to inform where the cameras should be located. This recommendation means that our city will use all of the tools it can to provide the right mix of prevention, enforcement, and response. It is also an area of growing need because of the densification of people and vehicles.
- 15 Overhauling Paid Duty**  
We are recommending an overhaul of the Paid Duty process. The current process is not well understood and often puts the reputation of the Toronto Police Service at risk. In our final report we will include recommendations for a risk assessment model to ensure that off-duty police officers are only utilized in a paid duty capacity where the skills, authorities, and training of a police officer are necessary. We will also be clear about those situations where private security is the appropriate alternative.

### 3 ACCESS TO SERVICES

- 16 City-wide Divisional boundary and facilities realignment**  
We are recommending that the Toronto Police Service begin a phased redesign of its Divisional structure and alignment of facilities. The redesign will follow the principle of lifting all boundaries from the city map, and then using demand and workload modelling to draw new boundaries and facility locations that take into account boundaries of Toronto's 140 neighbourhoods, and coordinate better with the planning of other city and provincial services. The redesign will draw on the enhanced analytics capacity described earlier, related to demand and workload modelling. The Service will also engage and obtain input and advice from the City Planning department. The details of a new configuration will take time to establish and will require intensive discussion and engagement with the public and Toronto Police Service members.

As a first step in the phased realignment, we are recommending the amalgamation of 54 and 55 Divisions. This will involve working with an independent consulting firm to determine the right location for a new station, and to determine the appropriate workload balance and reporting structures. This amalgamation will also include the first phase of a longer term consolidation of criminal investigators into a more flexible and streamlined group. Between now and our final report, we will be exploring similar options for Divisions 12, 13, 33, 41, 52, and 53.

We are also recommending that the Service test the dispatching of priority response through the use of Automated Vehicle Locating, which will allow it to send the closest resource to a call for service.

## 17 More accessible and transparent information and services

As the Divisional map is redesigned, we are recommending an investment in modern technology to offer the public open access to information and tools that communities can use to improve neighbourhood safety, including:

- A public safety data portal to encourage the creation and use of open data for public safety in Toronto. The portal is intended to improve the understanding of policing, improve transparency, and enhance confidence.
- A wider, up-to-date range of means to speak with neighbourhood officers – in person and by phone, but also through video calling, social media, and the Toronto Police Services app. Through their mobile devices, officers will also have access to preliminary translation, in hundreds of languages.
- Enhancing the Toronto Police Service app so, that when a neighbourhood crime is reported, a mobile connected officer in the area, or in any setting can view the information in real time.
- Enhancing real-time data and information about what's happening in their neighbourhood, including crime trends and more general policing metrics, while respecting privacy requirements.
- Offering technology that brings communities together to crowdsource and solve safety problems, using their phones, which will allow for improved community intelligence related to incidents like break and enters.
- Offering technology for communities to anonymously crowdsource and report concerns about officers, which will allow the Service to respond more quickly and transparently.

## 4 SUSTAINABILITY + AFFORDABILITY

### 18 Moratorium on hiring and promotions

We are recommending a carefully managed moratorium on hiring and promotions between ranks for officers and civilians over the next three years while the Service designs and deploys the new service delivery model. This moratorium will allow the Service to ensure that it has the right type and number of members for the new service delivery model, and the leanest possible management structure. There will be some circumstances where hiring or filling vacant positions may be necessary – for example, to make investments in modernization, achieve other strategic priorities, comply with legislative requirements, or provide adequate supervision. In these situations, the Service will implement a rigorous and transparent assessment process before approval is given, and will continue to report on the number and types of situations where it has been necessary to do so.

### 19 Assessing Information Technology requirements

We are recommending that the Toronto Police Service retain an external expert advisor to review potential efficiencies, alternative service delivery models, and future trends for information technology in policing. The advice will include immediate efficiencies that may be possible through benchmarking, as well as an Information Technology Unit organizational assessment and identification of opportunities for alternative service delivery mechanisms.

### 20 Alternative or shared service delivery of Court Services

We are recommending that the Toronto Police Service fully assess whether alternatives exist that can reduce costs while ensuring that the Toronto Police Service fulfills its court security obligations under the Police Services Act.

### 21 Alternative or shared service delivery of Parking Enforcement

We are recommending that the Service fully assess whether there are better alternatives to the current Parking Enforcement Unit that will lower operating costs – as has also been recommended by previous reviews. The Parking Enforcement Unit budget is wholly separate from the Toronto Police Service's annual operating budget.

**22 Alternative or shared service delivery of background screenings**  
We are recommending the expanded use of contract agents to conduct background screening as part of the Toronto Police Service's hiring process. The current approach involves a combination of officers and contract agents. Officers who are currently part of this function would be redeployed to other priorities.

**23 Investment in 9-1-1**  
We are recommending consultation with the City of Toronto on implementing a 9-1-1 cost recovery fee that would recoup the cost of providing these services to all land and wireless telephone users. The recovery fee would also provide the foundation for future investments in new 9-1-1 technology including allowing the Service to receive text messages, photos, videos, and better location information. Currently, the Toronto Police Service's Communications Centre is the answering point for police, fire, and paramedic services. The costs to staff, operate and maintain these operations are covered through the Service's budget. At present 9-1-1 cost recovery fees are in place in eight other provinces.

## 5 CULTURE CHANGE

**24 Comprehensive culture change and human resources strategy**  
In its final report, the Task Force will describe the nature of this culture change, in more detail, with a comprehensive culture change and human resources strategy that will include the following:

- A means to measure and report publicly on culture change including benchmarks and metrics that incorporate the insights and perceptions of the public.
- A robust talent management strategy that ensures the Service's greatest asset – its people – are engaged, effective, and performance driven. The strategy will include an investment in leadership that engages, inspires, and fosters a performance culture. It will also include performance management processes that focus on the accountability of members and their leaders, in support of the new service delivery model.
- Professionalization of policing through partnership with an academic institution. We are recommending a comprehensive partnership between the Service and an academic institution to improve training, increase accountability, and further the professionalization of policing.
- A model for innovation that is embedded in the Service's business practices and allows for ongoing professional improvement recommendations from the public and Service members. Best practices from other organizations will be reviewed, and a more detailed strategy will be outlined in the final report. We are also recommending that a small group be formed to build and foster innovation capacity with a mandate to spark and nurture change within the organization.
- Redesigned training for existing Constables as they move from probationary status through the three progressive Constable classifications. All existing members will also be required to take this redesigned training. This training will expand on expectations for the new service delivery model's community and neighbourhood focus.
- A strengthened evaluation framework for the reclassification of future new Constables that includes a more rigorous performance management and evaluation process, to ensure that Constables will not advance, unless and until they demonstrate their knowledge, commitment, and ability to be effective in community centred policing.
- An ongoing program to recognize, reward, and celebrate excellence in support of the new service delivery model and our vision of community-centred policing services.

5. June 23, 2016 from Mark Saunders, Chief of Police  
**Re: Chief's Administrative Investigation into the Firearm Death of David Doucette**

Subject: Chief's Administrative Investigation into the Firearm Death of Mr. David Doucette

**Recommendation(s):**

It is recommended that the Board receive the following report.

**Financial Implications:**

There are no financial implications relating to the recommendations 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 February 18, 2015, at 2112 hours, officers from 14 Division Primary Response Unit (P.R.U.) responded to a call for service on Spadina Road, for male who had been stabbed.

At 2115 hours, officers arrived on scene and updated the Communications Operator that they had located a male who had sustained a stab wound to the neck. The officers requested the assistance of Toronto Paramedic Services (Paramedics).

While the officers were tending to the males injuries, one officer observed a second male, later identified as Mr. David Doucette, who was approximately seven meters away from the officers and the victim. Mr. Doucette was holding what appeared to be a steak knife in his left hand.

The officer requested additional units to attend, including a supervisor with a Conducted Energy Weapon, and advised that the male was brandishing a knife.

The officer ordered Mr. Doucette to drop the knife.

Mr. Doucette continued to ignore the officers' demands and advanced on the officers still brandishing the knife. An officer discharged one round from his Service pistol, striking Mr. Doucette.

Paramedics had already arrived at the scene and immediately rendered emergency medical care to both the stabbing victim and Mr. Doucette.

Mr. Doucette was transported to hospital by ambulance for a single gun-shot wound. While at hospital, Mr. Doucette succumbed to his injury.

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

In a letter to the Service dated August 31, 2015, Acting Director Joseph Martino of the S.I.U. advised that the investigation was complete and no further action was contemplated. Acting Director Martino concluded that there were no reasonable grounds to believe that the designated subject officer had committed a criminal offence.

The S.I.U. published a media release which is available at: [www.siu.on.ca](http://www.siu.on.ca)

## **Summary of the Service's Investigation:**

The Professional Standards Unit (P.R.S.) conducted an investigation pursuant to Ontario Regulation 267/10.

The S.I.U. had designated one officer as a subject officer in its investigation and six additional officers as witnesses. P.R.S. examined the use of force and the death in relation to the applicable legislation, Service procedures, and the conduct of the involved officers.

The PRS investigation reviewed the following Service procedures:

- Procedure 01-01 (Arrest)
- Procedure 08-03 (Injured on Duty Reporting)
- Procedure 10-05 (Incidents Requiring the Emergency Task Force)
- 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 15-04 (Service Firearms)
- Procedure 15-17 (In-Car Camera System)

The PRS 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 9 (Discharging a Firearm)
- *Ontario Regulation 926* section 14.2 (Use of Force Qualifications)
- *Ontario Regulation 926* section 14.5 (Use of Force Reports)

The P.R.S. investigation determined that Service procedures and provincial legislation provided the involved officers with appropriate direction and that all involved officers were in compliance and acted appropriately.

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.

6. June 23, 2016 from Mark Saunders, Chief of Police  
**Re: Chief's Administrative Investigation into the Injuries to Alysha Nasello**

**Subject: Chief's Administrative Investigation into the Injuries to Ms. Alysha Nasello**

**Recommendation(s):**

It is recommended that the Board receive the following report.

**Financial Implications:**

There are no financial implications relating to the recommendations 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 9, 2015, at 1740 hours, two police officers from the Toronto Drug Squad (T.D.S.) were operating an unmarked Service vehicle northbound on Bay Street. The driver parked the Service vehicle facing northbound on Bay Street just north of Yorkville Avenue.

The Service vehicle, which had been parked improperly, had its passenger side wheels on the east sidewalk and the driver side wheels obstructing the clearly marked bicycle lane on Bay Street.

At this time a female cyclist, later identified as Ms. Alysha Nasello, was riding her bicycle northbound on Bay Street in the bicycle lane. As Ms. Nasello rode around the stopped Service vehicle, she was faced with the driver's door opening in front of her as the officer was exiting the Service vehicle. Ms. Nasello attempted to manoeuvre around the open door but lost her balance, tumbled onto the roadway and sustained injuries as a result of striking the ground.

The officers immediately offered medical aid, and requested the attendance of Toronto Paramedic Services as well as a supervisor and Traffic Services.

Ms. Nasello was transported by ambulance to hospital where she was examined, diagnosed and treated for having sustained a broken left clavicle bone, a sprained left wrist, a sprained right knee, some bruises and a minor concussion. She was later released from hospital.

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

In a letter to the Service dated August 12, 2015, Acting Director Joseph Martino of the S.I.U. advised that the investigation was complete, the file had been closed and no further action was contemplated.

The S.I.U. published a media release which is available at: [www.siu.on.ca](http://www.siu.on.ca)

## **Summary of the Service's Investigation:**

Professional Standards Support (P.S.S) and Traffic Services (T.S.V.) conducted an investigation pursuant to Ontario Regulation 267/10, section 11.

The Service's policies and procedures associated with the operation of a motor vehicle 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.

The S.I.U. had designated one officer as a subject officer in its investigation and four additional officers as witnesses. P.S.S. and T.S.V. examined the manner in which the motor vehicle was operated and the subsequent injury sustained in relation to the applicable legislation, Service procedures, and the conduct of the involved officers.

The P.S.S. and T.S.V. investigation reviewed the following Service procedures:

- Procedure 07-01 (Transportation Collisions)
- Procedure 07-05 (Service Vehicle Collisions)
- Procedure 10-06 (Medical Emergencies)
- Procedure 13-16 (Special Investigations Unit)
- Procedure 13-17 (Memorandum Books and Reports)
- Procedure 15-02 (Injury / Illness Reporting)

The P.S.S. and T.S.V. investigation also reviewed the following legislation:

- *Police Services Act (P.S.A.)* 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)
- *Highway Traffic Act* section 165(a) (Open Door Improperly)

The P.S.S. and T.S.V. investigation determined that the conduct of the subject officer was not in compliance with the Service procedures and provincial legislation. The officer was charged with a provincial offences violation contrary to the Highway Traffic Act.

The P.S.S. and T.S.V. investigation determined that Service procedures and provincial legislation provided the involved officers with appropriate direction and that the witness officers were in compliance and acted appropriately.

The *P.S.A.* 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.

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.

7. June 23, 2016 from Mark Saunders, Chief of Police  
**Re: Chief's Administrative Investigation into the Custody Injury of Renato Granada**

**Subject: Chief's Administrative Investigation into the Custody Injury of Mr. Renato Granada.**

**Recommendation(s):**

It is recommended that the Board receive the following report.

**Financial Implications:**

There are no financial implications relating to the recommendations 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 June 27, 2015, at 1022 hours, police officers from 32 Division Primary Response Unit (P.R.U.) responded to a radio call for service regarding a domestic assault on Mildenhall Road.

The officers received information that a male, later identified as Mr. Renato Granada, had threatened to kill his wife and then end his own life. The complainant also reported that Mr. Granada was known to carry a box-cutter knife.

The officers arrived on scene and located Mr. Granada. They advised him he was being detained while they investigated the complaint and asked him to step out of his vehicle. Mr. Granada exited his vehicle, but would not comply with officers requests that he place his hands on the hood of the vehicle. He also refused to allow the officers to check for any weapons he had in his possession and tried to pull away from them.

Mr. Granada began to actively resist and refused to comply with the officers’ directions, turning his body away as they attempted to search his pockets. One of the officers felt a bulge in Mr. Granada’s pocket and when questioned he advised it was money.

Suspecting that this was the box-cutter that Mr. Granada was known to carry; the officers forced him to the ground where he continued to struggle until the officers were able to place him in handcuffs.

Mr. Granada was transported to 32 Division where he complained of pain to his right elbow. He was transported to hospital by officers where he was assessed and diagnosed with a fractured tip of the coronoid process of his right elbow (fracture to the end of the ulna where it meets the joint). No medical treatment was required.

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 two additional officers as witnesses.

In a letter to the Service dated March 9, 2016, Director Tony Loparco of the S.I.U. advised that the investigation was completed, the file has been closed and no further action is contemplated. Director Loparco excluded the subject officers from any criminality.

The S.I.U. published a media release which is available at: [www.siu.on.ca](http://www.siu.on.ca)

### **Summary of the Service's Investigation:**

Professional Standards Support (P.S.S.) 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.

P.S.S. 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 P.S.S. 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 P.S.S. 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.

8. June 27, 2016 from Andy Pringle, Chair  
Re: City of Toronto Council Recommendation – Growing Toronto’s Screen Industry

**Subject: CITY OF TORONTO COUNCIL RECOMMENDATION – GROWING TORONTO’S SCREEN INDUSTRY**

**Recommendation(s):**

It is recommended that the Board receive this report.

**Financial Implications:**

There are no financial implications arising from the Board’s consideration of this report.

**Background/Purpose:**

City Council, at its meeting on June 7, 8 and 9, 2016 adopted a report entitled “Mayor’s Mission to Los Angeles: Growing Toronto’s Screen Industry”. This report is available at <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.ED12.1>.

**Discussion:**

Amongst other motions, Council approved the following:

City Council direct the General Manager, Economic Development and Culture to lead a staff working group with representation from City Planning, Real Estate Services, Transportation Services, Corporate Finance, Financial Planning, Toronto Port Lands Corporation, Build Toronto, Toronto Police Services (sic), Parks, Forestry and Recreation, and Toronto Parking Authority with the mandate to maximize the City's support for film and television production in Toronto by:

- a. reviewing infrastructure needs;
- b. improving customer service for industry and residents affected by filming; and
- c. enhancing crew training.

**Conclusion:**

I recommend that the Board receive this report.

9. June 27, 2016 from Andy Pringle, Chair  
**Re: City of Toronto Council Recommendation – Member Motion –  
Develop a Strategic Plan to Address Gun Violence**

**Subject: CITY OF TORONTO COUNCIL – MEMBER MOTION –  
DEVELOP A STRATEGIC PLAN TO ADDRESS GUN VIOLENCE**

**Recommendation(s):**

It is recommended that the Board receive this report.

**Financial Implications:**

There are no financial implications arising from the Board's consideration of this report.

**Background/Purpose:**

City Council, at its meeting on June 7, 8 and 9, 2016 adopted a Member Motion with respect to a strategic plan to address gun violence for the summer months. The motion is available at this link:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.MM19.37>.

**Discussion:**

In considering this matter, City Council adopted the following:

- 1. City Council direct the City Manager to immediately establish an inter-divisional table with membership that includes staff from Social Development, Finance and Administration and other divisions as appropriate, the Toronto Police Service and the Toronto Community Housing Corporation, to develop a strategy to address gun violence across the City for the summer months.**
- 2. City Council direct the City Solicitor to report to the July Council meeting on any impediments to information sharing between the City, the Toronto Police Service and the Toronto Community Housing Corporation, and how they could be overcome.**

**Conclusion:**

I recommend that the Board receive this report.

10. June 27, 2016 from Andy Pringle, Chair  
**Re: City of Toronto Council Recommendation – A New Vehicle for Hire By-Law**

**Subject: CITY OF TORONTO COUNCIL RECOMMENDATION – A NEW VEHICLE FOR HIRE BY-LAW**

**Recommendation(s):**

It is recommended that the Board receive this report.

**Financial Implications:**

There are no financial implications arising from the Board's consideration of this report.

**Background/Purpose:**

City Council, at its meeting on May 3, 4 and 5, 2016 adopted a report entitled "A New Vehicle-for-Hire Bylaw to Regulate Toronto's Ground Transportation Industry". This report is available at <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.LS10.3>.

**Discussion:**

Council "...directed that City Agencies, Boards and Commissions shall be required to utilize licensed taxicabs to service contracts, when they require vehicle for hire services".

**Conclusion:**

I recommend that the Board receive this report.

11. May 19, 2016 from Mark Saunders, Chief of Police  
**Re: 2015 Annual Report – Toronto Police Service Performance Report**

**Subject: 2015 TORONTO POLICE SERVICE PERFORMANCE REPORT**

Recommendation:

It is recommended that: the Board receive the 2015 Toronto Police Service Performance Report.

Financial Implications:

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

Background/Purpose:

Each year, as part of the strategic planning process, the Toronto Police Service prepares an annual report on the results of the measurement of the Service Priorities, using the performance indicators set out in the Business Plan, as required by Ontario Regulation 3/99 (*Adequacy and Effectiveness of Police Services*). The Board has requested that the Service Performance Report be provided in June of each year (Min. No. P75/06 refers).

Discussion:

The 2014-2016 Business Plan, approved by the Board in December 2013, includes three priorities: i) safe communities and neighbourhoods, ii) economic sustainability and operational excellence, and iii) high quality, professional service to the community. Within these priorities, there are eighteen individual goals and for each of these goals, a number of performance objectives/indicators were identified (Min. No. P288/13 refers).

Results for the more than 70 performance indicators (compared, where available, to the baseline measures in 2013), are presented in the 2015 Service Performance Report. It should be noted that during 2015, the second year of the three-year Plan, about half of the 71 performance indicators were achieved and all of the long-term performance indicators, although not completed, are well underway. Also provided in the Performance Report is information on the activities that have been undertaken by Service units to address the goals and priorities.

It should be recognized that a number of factors affect the achievement, or non-achievement, of the performance objectives specified for the goals. For example, perceptions of all those surveyed may be affected by events within the community and issues being discussed in the media.

Further, while not all the Service's goals were yet fully achieved, the Service has continued to undertake new initiatives to address community safety, to improve existing programs, or simply to provide a continuing service in a more efficient or effective manner.

Conclusion:

At this time, the 2015 Toronto Police Service Performance Report is provided for the Board's information, consistent with the requirements for an annual report in Section 31 of the *Adequacy Standards Regulation* (Ontario Regulation 3/99).

Superintendent Frank Bergen, Strategy Management, will be in attendance to answer any questions that the Board may have regarding this report.

# Toronto Police Service Performance Report

The logo of the Toronto Police Service is a circular emblem. It features a central shield with a scale of justice, a sword, and a book. The shield is set against a background of a red and white maple leaf. The words "TORONTO POLICE" are written in a blue arc around the top and sides of the shield. The year "2015" is overlaid in large, dark blue, sans-serif font across the center of the logo.

# 2015

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A report in accordance with Ontario Regulation 3/99 (the Adequacy Standards Regulation) on the Service's achievements in relation to the Service Priorities and Goals as outlined in the 2014-2016 Business Plan.

**May 2016**

## 2015 Service Performance - Priorities

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Every three years, the Toronto Police Services Board and the Toronto Police Service decide where the Service will focus resources and activities. This is done within our commitment to community safety, and within the context of responsibilities mandated by the *Police Services Act* and other legislation, and within the framework provided by the Service's own Vision, Mission Statement, and Values. Although we will continue to work in many areas, our Priorities represent those areas that we will give extra emphasis. The Service's Priorities for 2014-2016 are:

-  Safe Communities and Neighbourhoods
-  Economic Sustainability & Operational Excellence
-  High Quality, Professional Service to the Community

The Priorities and Goals reaffirm the commitment of both the Board and the Service to building public trust and confidence through community engagement and addressing the needs of our community, through continuous improvement and openness to change, through effective and efficient processes and operations, and, perhaps most importantly, through the provision of bias-free, accountable, professional policing services.

This report summarizes the Goals we worked toward within in each Priority, some activities we undertook in these areas, and what we achieved.

# Safe Communities & Neighbourhoods

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In the Service's community surveys and consultations, people identify community and neighbourhood safety as a priority, affirming a belief that all members of the community should feel safe, without fear of danger, crime, intimidation, or harassment, as they go about their daily routines. A sense of safety, whether in the home, around their neighbourhood, or on the street, has a strong positive influence on quality of life. The Service is committed to providing professional, non-biased enforcement activities to address community crime and traffic safety issues. Moreover, the Service is committed to providing services in a way that is supportive of victims of crimes, effective for people with distinct needs – in particular, emotionally disturbed persons – and encourages community cohesion and engagement.

## Our Goals Were:

- ▶ Enhance prevention and enforcement activities focusing on violent crime and illegal drug activity to reduce crime and improve perceptions of safety in neighbourhoods.
- ▶ Improve support for victims and witnesses affected by crime or violence, by referral to appropriate services.
- ▶ Improve road safety and traffic flow for pedestrians, cyclists, and motorists, using technology where possible.
- ▶ Contribute to and foster neighbourhood-initiated efforts to strengthen a sense of community, address signs of physical disorder, and engage more proactively with community members.
- ▶ Enhance officer ability to effectively interact with emotionally disturbed persons, particularly those with mental illness.
- ▶ Improve public and Service member awareness of vulnerabilities associated with use of the Internet and cyber devices.

## Examples of How We Are Addressing the Goals:

- ▶ Continued to improve crime management and intelligence-led processes to better identify areas within neighbourhoods experiencing heightened level of violence (guns, gangs, drugs) and use resources effectively to prevent criminal activity, and arrest and prosecute offenders. A project to improve the communication of intelligence directly to front-line officers was completed in 2015.
- ▶ Continued to expand co-operation with criminal justice agencies and other security partners, including information sharing, training, and joint projects, to prevent and respond to violent crime.
- ▶ Continued to develop and deliver a communication strategy using both traditional and social media to inform the public about policing activities, services, and on-going investigations.
- ▶ The Victim Witness Support Plan was implemented to enhance the capacity of front-line officers to respond effectively to the needs of victims and witnesses.

- ▶ Developing an auditing process in divisions and investigative units to ensure that a Victim Services referral has been offered in each case where a victim is identified.
- ▶ Expanded messaging to pedestrians, seniors, cyclists, motorists, and motorcycle operators, using both traditional and social media, to promote awareness of and provide education on road safety. Enforcement initiatives are being used to reinforce messaging.
- ▶ Continued to identify chronic unsafe, high collision, and restricted traffic flow locations for targeted enforcement initiatives or other appropriate resolutions by the city or province.
- ▶ Continued to strengthen Service participation in proactive neighbourhood activities and problem-solving initiatives, by involving a broader range of skills and functions (e.g. TAVIS, Community Response, Neighbourhood Officers, Traffic Services, Mounted, Communications, Corporate Communications, etc.).
- ▶ Increased investigator attendance at and active participation in neighbourhood-initiated events, such as town-halls and Community Police Liaison Committee meetings, to address concerns related to violent crime.
- ▶ Continued to implement recommendations from the Honourable Frank Iacobucci's report, *Police Encounters with People in Crisis*, including recommendations relating to selection of police officers, training, supervision, use of force, Mobile Crisis Intervention Teams, etc.
- ▶ Continued to develop and deliver, in conjunction with external partners, training, courses, and mental health resources to all members who deal with or may potentially deal with an emotionally disturbed person.
- ▶ Continued to provide information to the public on issues such as phishing, identity theft, and Internet vulnerabilities using both traditional and social media (e.g. #Fraudchat, videos, booklets/pamphlets, etc.).
- ▶ Continued to provide information, through both traditional and social media, to Service members on risk management issues related to technology use, such as those identified by Operation ReBoot.

## What We Achieved:

**Table 1 Goal, Performance Objective/Indicator, 2013 Baseline, 2014 and 2015 Results, and Change**

Goal	Performance Objective/Indicator	Baseline (2013)	2014 Result	2015 Result	Change (2013-2015)	Status
Enhance prevention and enforcement activities focusing on violent crime and illegal drug activity to reduce crime and improve perceptions of safety in neighbourhoods.	decrease in rate of violent crime (per 100,000 population)	999	881	931	-7%	✓
	decrease in rate of property crime (per 100,000 population)	2,594	2,397	2,423	-7%	✓
	increase in number of persons charged with drug offences	6,957	4,418	3,401	-51%	✗
	increase in community perception of safety in neighbourhoods	93%	93%	93%	---	✗
Improve support for victims and witnesses affected by crime or violence, by referral to appropriate services.	increase in number of referrals to Victim Services	6,442	7,304	7,446	+16%	✓
	increase in proportion of victims who say they received appropriate referrals from officers	84%	90%	91%	+7%	✓
Improve road safety and traffic flow for pedestrians, cyclists, and motorists, using technology where possible.	increase in pedestrian perception of safety	72%	74%	76%	+4%	✓
	increase in cyclist perception of safety (37% said 'don't know/NA' in 2015, 36% in 2014 and 40% in 2013)	30%	27%	29%	-1%	✗
	increase in driver perception of safety	71%	70%	71%	---	✗
	increase in driver perception that traffic flow has improved	11%	13%	19%	+8%	✓
	increase in cyclist perception that traffic flow has improved	11%	17%	21%	+10%	✓

Goal	Performance Objective/Indicator	Baseline (2013)	2014 Result	2015 Result	Change (2013-2015)	Status
Contribute to and foster neighbourhood-initiated efforts to strengthen a sense of community, address signs of physical disorder, and engage more proactively with community members.	increase in proportion of community members who say they believe people in their neighbourhood look out for each other	77%	79%	79%	+2%	✓
	increase in proportion of community members who believe that relations between police and the people in their neighbourhood have improved	15%	18%	16%	+1%	✓
	increase in proportion of community members who say they attended a community event or meeting where police were present	12%	12%	9%	-3%	✗
	increase in proportion of community members who have participated in a community improvement project/activity	17%	26%	22%	+5%	✓
	decrease in proportion of community members concerned with signs of physical disorder in their neighbourhood (vandalism, graffiti, garbage/litter)	39%	42%	41%	+2%	✗
Enhance officer ability to effectively interact with emotionally disturbed persons, particularly those with mental illness.	decrease in proportion of MHA interactions involving an injury (sustained either prior to or during apprehension)	9%	not available (technical issues)	not available (technical issues)	---	□
	increase in proportion of officers who say they believe that the training they have received has prepared them to effectively interact with emotionally disturbed persons	80%	82%	84%	+4%	✓
	of those officers who dealt with an emotionally disturbed person during the year, increase in proportion who say that the training they received did help them in that situation	80%	84%	84%	+4%	✓
Improve public and Service member awareness of vulnerabilities associated with use of the Internet and cyber	increase in public awareness of risks associated with use of Internet and cyber devices (e.g. phishing & frauds, insecure passwords or WiFi, identity theft)	81%	81%	84%	+3%	✓

devices.	increase in Service member awareness of risks associated with use of Internet and cyber devices (e.g. phishing & frauds, insecure passwords or WiFi, identity theft)	93%	96%	96%	+3%	✓
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# Economic Sustainability & Operational Excellence

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As detailed in the *Police Services Act*, the Toronto Police Service is committed to providing a full range of policing services to our community. However, in this time of fiscal constraint, the Service must remain cognizant of the cost of providing these services. We will strive for operational excellence through continued review and improvement, and through support and training for our members. The Police Service must ensure that it remains accountable to the community by providing those services that are demanded by the community in the most professional, efficient, and effective a manner as possible.

## Our Goals Were:

- ▶ Align Service programs with core or priority service requirements to ensure Service resources are used most efficiently.
- ▶ Continue to assess and invest in operational processes and partnerships to improve effectiveness, efficiency, and sustainability of operations.
- ▶ Set measurable standards to optimize service delivery and resource appropriately, including, but not limited to, standards relating to response time to calls for service and resource use/deployment (for example, use of specialized teams such as MCIT, supervisors, centralized investigative units, etc.).
- ▶ Improve human resource management and accountability within the Service, including the development of:
  - personnel evaluation and monitoring processes/tools that better reflect expectations relating to member performance,
  - management/leadership training that enables supervisors to better manage and guide member performance, and
  - comprehensive succession planning processes for both uniform and civilian members.
- ▶ Use and invest in technology to support administrative, operational, and investigative improvements and efficiencies.
- ▶ Continue to develop and improve the Service's capacity to deal with crimes committed involving or using technology.

## Examples of How We Are Addressing the Goals:

- ▶ Continued to implement recommendations arising from the Chief's Internal Organizational Review of internal and external processes, including potential changes in civilianization, automation, and call types attended.
- ▶ Using agreed upon core policing service requirements, developed a checklist of criteria for program alignment against which all Service programs will be assessed for alignment; the Program Alignment Work Group identified criteria and is working on identifying all Service programs and developing a tool to assist in the assessment of program alignment.
- ▶ Continued to refine business processes with external partners, such as the City of Toronto's 3-1-1 service, EMS, and By-Law Enforcement, etc., to re-direct calls for more appropriate response by other city agencies and improve call handling and processing time.

- ▶ Continued to participate in the Neighbourhood Hub Model in a multi-agency collaboration to intervene in and thereby prevent opportunities for individuals to engage in criminal activities, and to ensure the appropriate social or government agency is the first responder.
- ▶ Continued to assess opportunities for increased participation in shared services with the City of Toronto and other police agencies to increase process efficiency (purchasing processes and co-operatives, fleet management, administration, etc.).
- ▶ Completed a preliminary analysis of historical response data with a view to developing time standards for response to calls for service by divisional Primary Response and other support units (i.e. units from Public Safety Operations and Detective Operations) that reflect staffing levels.
- ▶ Completed the TPS contribution requirements to the evaluation of the MCIT program being carried out by the Centre for Research on Inner City Health, St. Michael's Hospital.
- ▶ Establish a major case response protocol between divisions and Detective Operations which clearly defines lead and shared responsibilities for investigations falling within the mandate of a Detective Operations unit.
- ▶ The Human Resources & Performance Management unit was established and staffed and efforts in co-ordination, management and execution of activities such as performance evaluation and management, leadership development, professional development, succession planning, etc. are on-going.
- ▶ Continued to access existing performance management and personnel development processes and tools to identify and address limitations, as recommended in the Chief's Internal Organizational Review.
- ▶ Implemented a pilot project to assess and evaluate the operational benefits of using body-worn cameras throughout the Toronto Police Service and the different body-worn cameras currently in the market.
- ▶ Continued to implement, upgrade, and support the Service's integrated records and information management (Versadex) and disclosure management (eJust) systems.
- ▶ Continued to improve the ability of the public to report to police through expansion of on-line reporting capabilities and capacity, through upgrade of telephone and network infrastructure to support next generation 9-1-1, and through planning and upgrade toward text to 9-1-1 for hearing impaired community.
- ▶ Continued to assess and implement recommendations from Operation ReBoot to maximize the efficient and effective use of cyber-technology to continually improve the quality of police investigations and services.
- ▶ The Computer Cyber Crime section of Intelligence Services was established to ensure the Service's capacity to process computers and cell phones related to offences in an effective and in a timely manner.

What We Achieved:

**Table 2 Goal, Performance Objective/Indicator, 2013 Baseline, 2014 and 2015 Results, and Change**

Goal	Performance Objective/Indicator	Baseline (2013)	2014 Result	2015 Result	Change (2013-2015)	Status
Align Service programs with core or priority service requirements to ensure Service resources are used most efficiently.	criteria developed for assessing program alignment	---	not yet available	on-going	---	□
	process developed for assessing program alignment	---	not yet available	on-going	---	□
	Service programs assessed	---	not yet available	not yet available	---	□
Continue to assess and invest in operational processes and partnerships to improve effectiveness, efficiency, and sustainability of operations.	operational processes mapped and reviewed for efficiencies	---	not yet available	4	---	✓
	number of operational partnerships to which resources have been allocated*	---	39	107	+174%	✓
	number of recommendations implemented from various reviews to improve effectiveness, efficiency, or sustainability of operations	---	167	240	+44%	✓
Set measurable standards to optimize service delivery and resource appropriately, including, but not limited to, standards relating to response time to calls for service and resource use/deployment (for example, use of specialized teams such as MCIT, supervisors, centralized investigative units, etc.).	response time standards set	---	not yet available	on-going	---	□
	appropriate level of resources determined based on response time standards	---	not yet available	not yet available	---	□
	resource use/deployment criteria reviewed and established	---	not yet available	not yet available	---	□

\*Results do not include partnerships formed for the purpose of administration or that support best practices and efficiencies (e.g. Communications, Training, Fleet Management, etc.).

Goal	Performance Objective/Indicator	Baseline (2013)	2014 Result	2015 Result	Change (2013-2015)	Status
<p>Improve human resource management and accountability within the Service, including the development of:</p> <ul style="list-style-type: none"> <li>personnel evaluation and monitoring processes/tools that better reflect expectations relating to member performance,</li> <li>management/leadership training that enables supervisors to better manage and guide member performance, and</li> <li>comprehensive succession planning processes for both uniform and civilian members.</li> </ul>	personnel appraisal processes/tools revised	---	on-going	on-going	---	□
	increased proportion of members who say they understand what's expected of them	97%	96%	96%	-1%	✗
	management/leadership training revised	---	on-going	on-going	---	□
	increased proportion of supervisors who say they feel better able to manage the performance of those they supervise	89%	90%	88%	-1%	✗
	succession planning processes established	---	on-going	on-going	---	□
	increased proportion of members who say they believe supervisors and managers are held accountable for their actions	57%	56%	53%	-4%	✗
<p>Use and invest in technology to support administrative, operational, and investigative improvements and efficiencies.</p>	new or upgraded technology introduced to and being used in the Service	---	20**	44	---	✓
	increased proportion of members who say that technology has improved their ability to carry out their work	86%	89%	89%	+3%	✓
	increase in number of technology-related recommendations implemented to support administrative, operational, and investigative improvements and efficiencies	---	2**	16	---	✓
Continue to develop and improve the Service's capacity to deal with crimes committed	increase in officer perception of Service ability to investigate crimes involving or using technology	78%	82%	80%	+2%	✓

involving or using technology.	increase in proportion of officers receiving training on investigation of crimes that involve or use technology	37%	42%	44%	+7%	✓
	increase in number of occurrences flagged as 'cybercrime related'	not available	750	741	-1%	✗

\*\*Results revised from 2014 Toronto Police Service Performance Report.

# High Quality, Professional Service to the Community

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Beyond the legislated requirements to provide a full range of policing services to our community, the Toronto Police Service is committed to providing the highest quality, professional services possible, both to members of our community and to members of the organization. Improving the public's trust and confidence in the Police Service is essential. The Service will continue to work to ensure that services delivered are bias-free and accountable, and we will promote internal and external service excellence through innovation, skills development, experience, and respect.

## Our Goals Were:

- ▶ Continue to grow and support a diversity of perspectives within the Service.
- ▶ Assess and use the knowledge, experiences, and skills of members to improve the delivery of services to and interactions with the community.
- ▶ Define, develop, communicate, and implement a customer service strategy.
- ▶ Deliver professional, ethical, bias-free service, both to members of the public and within the organization.
- ▶ Implement organizational and operational changes that address concerns of bias, discrimination, and profiling, including racial profiling, to improve public trust and confidence.
- ▶ Review and improve application of training and professional development processes to ensure that members have opportunities to improve and continually develop the range of skills and cultural competencies needed to police effectively within the City of Toronto.

## Examples of How We Are Addressing the Goals:

- ▶ Continued to encourage members to provide innovative ideas that address unit-level or Service-level issues or problems by providing
- ▶ Continued to develop a comprehensive Service-wide inventory of member skills, abilities, and experience relevant to the organization, accessible to police managers/supervisors to facilitate a more effective use of resources.
- ▶ Continued to encourage the practice of multi-unit case-conferencing and debriefing to share knowledge, experiences, and lessons learned from different perspectives.
- ▶ Researched the most effective way to develop the organizational culture to enhance delivery, through person-to-person interactions, both between Service members and with the community, with the objective of increasing Service member and public engagement. Based on the information collected, developed and continue to implement a comprehensive customer service strategy.

- ▶ Developed and continued work on the delivery of a communication plan that tells both members of the Service and members of the community about the goals and expectations of the new customer service strategy.
- ▶ Developed corporate training standards for the customer service strategy that can be used to inform members and recruits, and encourage a different way of thinking about providing customer service.
- ▶ Continued the implementation of the recommendations from the Police and Community Engagement Review (PACER) that support professional, ethical, and bias-free service both to the community and within the Service.
- ▶ Continued to implement the recommendations from the evaluation carried out by the Diversity Institute, Ryerson University, of the Human Rights Project Charter, which aimed to identify and eliminate any discrimination that may exist in Board or Service policies and practices, and to identify and eliminate any discrimination that may exist in the provision of policing services.
- ▶ Continued to enhance, at the unit level and at the Toronto Police College, learning related to delivery of professional, bias-free service, including Fair and Impartial Policing and the Intercultural Development Program.
- ▶ Continued the implementation of the recommendations from the Police and Community Engagement Review (PACER) that address changes to governance, performance and information management, operations, training, etc.
- ▶ Continued to ensure that supervisors are available to provide guidance and assistance to front-line members, and that supervisors hold accountable those members who behave in an inappropriate or unprofessional manner; the Uniform Constable Performance Management Pilot Project was launched in 43 Division in September 2015.
- ▶ Continued to encourage unit commanders to establish career development opportunities within their units and to support member application for short-term career development positions in other units.
- ▶ Continued to ensure that all training opportunities support the delivery of effective services and are allocated fairly and transparently to members.
- ▶ Continued to encourage unit commanders to provide, as practicable, opportunities for members to take on more challenging projects or tasks within their current position.

What We Achieved:

**Table 3 Goal, Performance Objective/Indicator, 2013 Baseline, 2014 and 2015 Results, and Change**

Goal	Performance Objective/ Indicator	Baseline (2013)	2014 Result	2015 Result	Change (2013-2015)	Status
Continue to grow and support a diversity of perspectives within the Service.	increase in member perception that their work is valued	66%	71%	68%	+2%	✓
	increase in member perception of management openness to suggestions for improved/alternate service provision	45%	52%	50%	+5%	✓
	increase in management perception that members are more willing to offer suggestions for improved/alternate service provision	74%	80%	79%	+5%	✓
Assess and use the knowledge, experiences, and skills of members to improve the delivery of services to and interactions with the community.	increase in member perception that their skills, knowledge, and experience are being used effectively	76%	77%	74%	-2%	✗
	improvement in member perception of quality of service delivered to the community	22%	24%	18%	-4%	✗
	increase in community satisfaction with police during contact	83%	88%	83%	---	✗
	increase in victim satisfaction with the way officers dealt with the incident	73%	85%	83%	+10%	✓
Define, develop, communicate, and implement a customer service strategy.	customer service strategy defined and developed	---	completed	completed	---	✓
	internal and external communication plan developed and implemented	---	on-going	on-going	---	□
	customer service strategy implemented	---	on-going	completed in part	---	□
	increase in member awareness of the Service's customer service strategy	---	not yet available	82%	---	✓
	increase in community awareness of the Service's customer service strategy	---	not yet available	not yet available	---	□

Goal	Performance Objective/ Indicator	Baseline (2013)	2014 Result	2015 Result	Change (2013-2015)	Status
Deliver professional, ethical, bias-free service, both to members of the public and within the organization.	decrease in number of public complaints	726	597	587	-19%	✓
	decrease in number of internal complaints	574	537	498	-13%	✓
	increase in community perception of officer professionalism during contact	82%	84%	81%	-1%	✗
	increase in community perception of bias-free service provided by officers during contact	85%	80%	81%	-4%	✗
	increase in victim perception of officer professionalism	83%	91%	86%	+3%	✓
	increase in victim perception of bias-free service provided by officers	79%	85%	94%	+15%	✓
	increase in member perception of professionalism within the Service when making requests of other members/units	89%	87%	86%	-3%	✗
	increase in member perception of bias-free service provided by other members/units	87%	87%	88%	+1%	✓
Implement organizational and operational changes that address concerns of bias, discrimination, and profiling, including racial profiling, to improve public trust and confidence.	increase in community perception that TPS officers are trustworthy	87%	86%	86%	-1%	✗
	increase in proportion of the community who are confident that TPS officers treat people fairly	78%	79%	75%	-3%	✗
	increase in proportion of the community who are confident that, overall, TPS officers do a good job	92%	93%	92%	---	✗
	decrease in community perception that Toronto Police officers target members of minority or ethnic groups for enforcement	32%	34%	43%	+11%	✗
Review and improve application of training and professional development processes to ensure that members have opportunities to improve and continually develop the range of skills and	increase in member perception of the availability of opportunities for professional development	65%	68%	64%	-1%	✗
	increase in member perception of job enrichment opportunities	61%	65%	61%	---	✗
	increase in community perception of police effectiveness in improving public safety/security	84%	85%	85%	+1%	✓

cultural competencies needed to police effectively within the City of Toronto.	increase in community perception of police effectiveness in reducing crime and disorder	79%	79%	80%	+1%	✓
	increase in members who attended the Toronto Police College for training who said they applied what they had learned	81%	82%	79%	-2%	✗

12. June 20, 2016 from Andy Pringle, Chair

**Re: Annual Report – 2015 Annual Specified Procedures Report**  
**Subject: Toronto Police Services Special Fund – Annual Specified Procedures Report for the Year Ended December 31, 2015**

**Recommendation(s):**

It is recommended that the Board receive the annual Specified Procedures Report, performed by Price Waterhouse Coopers LLP.

**Financial Implications:**

There are no financial implications associated with the recommendation contained in this report.

**Background/Purpose:**

Attached is the Specified Procedures Report which provides results of the audit of the Police Services Board Special Fund, for the year ended December 31, 2015. The audit is performed by independent external auditors, to assist the Board in evaluating the application and disbursement procedures and processes related to the Special Fund. It was determined that an audit that assesses the Special Fund procedures and processes is a more useful approach, as it tests the degree to which the Board is adhering to its policy governing the Special Fund.

The 2015 review selected 26 disbursements for testing, representing 25% of the total number of annual disbursement for 2015. The disbursements were tested against the application and disbursement procedures of the Special Fund Policy. Specifically, the review examined practices related to obtaining Board approval, accurate cheque amounts and tracking, submission of Board reports and appropriate signatories on Special Fund cheques. As well, an additional 26 disbursements were reviewed and tested against the policy's general administrative procedures which included criteria related to timing of funding, fund balance, exceptions to the policy and revenue sources. The audit revealed that the Board is in compliance with the administrative processes as outlined in the Special Fund Policy.

A copy of the auditor's findings is attached to this report.

**Conclusion:**

Therefore, it is recommended that the Board receive the annual Specified Procedures Report, performed by Price Waterhouse Coopers LLP.

June 15, 2016

**To the Toronto Police Services Board:**

We have performed the procedures agreed with you and enumerated in Appendix 1 to this report with respect to the Toronto Police Services Board Special Fund (TPSB Special Fund).

The procedures were performed solely to assist you in evaluating the application and disbursement procedures and processes related to the TPSB Special Fund for the year ended December 31, 2015.

As a result of applying the procedures detailed in Appendix 1, we set out our findings in our report attached as Appendix 2.

Because the above procedures do not constitute an audit of the account balances or transactional activity within the TPSB Special Fund as at and for the year ended December 31, 2015, we express no opinion on these account balances as at December 31, 2015 or the transactional activity for the year ended December 31, 2015. Had we performed additional procedures or had we performed an audit of the account balances and transactional activity of the TPSB Special Fund, other matters might have come to our attention that would have been reported to you.

This report has been prepared solely for the use of the Toronto Police Services Board, and should not be used by anyone other than this specified party. Any use that a third party makes of this report, or any reliance or decisions made based on it, are the responsibility of such third party. We accept no responsibility for any loss or damages suffered by any third party as a result of decisions made or actions taken based on this report.

**Chartered Professional Accountants, Licensed Public Accountant**

## ***Appendix 1: Specified Procedures***

### **Application and disbursement procedures**

Haphazardly select 25% of the number of annual disbursements (cheques) from the Toronto Police Services Board Special Fund (TPSB Special Fund) general ledger and:

1. Ensure that Board approval has been obtained for the disbursement.
2. Ensure that the cheque amount agrees to the approved amount, and that such amount is recorded in the TPSB Special Fund general ledger (book of accounts).
3. Ensure that a Board report which includes an overview of the funding proposal is submitted to the Board for approval in accordance with the TPSB Special Fund Policy.
4. Ensure that the cheque is signed by the appropriate signatories in accordance with the TPSB Special Fund approval guidelines and policies.

### **General procedures**

5. Haphazardly select ten disbursements from the TPSB Special Fund and ensure that the funding is provided prior to the date of the event/activity, as specified in the funding application.
6. Haphazardly select six bank statements and ensure that the account balance does not fall below \$150,000 during the period covered by the statement, as set out in the TPSB Special Fund Policy.
7. Request the Board office to provide a listing of disbursements which were exceptions to the policy, and ensure that the Board approved the disbursement despite the exception by reference to the Board minutes.
8. Haphazardly select ten deposits within the bank statements and ensure that they are from authorized revenue sources as allowed by the Police Services Act.

## Appendix 2: Findings

1.-4. We haphazardly selected 26 disbursements from the TPSB Special Fund bank statements for testing, itemized below, for the year ended December 31, 2015, representing 25% of the total number of annual disbursements for the year ended December 31, 2015.

For each disbursement selected, we completed procedures 1 through to 4 and have noted no exceptions.

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Disbursements (cheque numbers)

1007	1009	1013	1016	1020	1032	1047
1048	1049	1050	1056	1057	1059	1061
1065	1071	1075	1080	1081	1082	1085
1087	1095	1098	1105	1110		

5. We haphazardly selected ten disbursements, itemized below, from the TPSB Special Fund bank statements and ensured that the funding was provided prior to the date of the event/activity, as specified in the funding application.

For each disbursement selected, we have noted no exceptions.

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Disbursements (cheque numbers)

1009	1013	1020	1032	1047
1048	1082	1087	1095	1098

6. We haphazardly selected six bank statements of the TPSB Special Fund, itemized below, and ensured that the account balance did not fall below \$150,000 during the period covered by the statement, as set out in the TPSB Special Fund Policy.

We have noted no exceptions as a result of completing this procedure.

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Monthly Bank statements

February 2015	April 2015	June 2015
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Monthly Bank statements

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August 2015	October 2015	December 2015
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7. Based on enquiry of Etheline Komoseng (Executive Assistant to the Chair, Toronto Police Services Board) & Joanne Campbell (Executive Director, Toronto Police Services Board), there were six exceptions to the policy, itemized below, during the year ended December 31, 2015. We have reviewed the minutes of the Board meeting outlining the exception. No issues noted as a result of completing this procedure. No further exceptions to report.

The following are exceptions as they do not fall into one of the six approved categories according to the Toronto Police Services Board Special Fund policy:

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Exceptions to the Policy

Description	Board minutes reviewed
Ontario Association of Police Services Boards - costs to support the 2015 OAPSB Conference	BM - May 14, 2015
Canadian Association of Police Governance Annual Conference	BM - June 18, 2015
Estate of Sunnybrook - costs to support 1.5 day Board governance retreat during May 2015	BM - April 16, 2015
The Arts & Letters Club of Toronto - costs to support 1.5 day Board governance retreat during May 2015	BM - April 16, 2015
The York Club - costs to support 1.5 day Board governance retreat during May 2015	BM - April 16, 2015
KPMG LLP - costs to support 1.5 day Board governance retreat during May 2015	BM - April 16, 2015

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We haphazardly selected ten deposits to the TPSB Special Fund, itemized below, and ensured that they were from authorized revenue sources as allowed by the Police Services Act.

We have no exceptions to report as a result of completing this procedure.

Deposit Date	Revenue Source
March 6, 2015	Unclaimed Cash
March 30, 2015	Unclaimed Cash
April 10, 2015	Unclaimed Cash
April 10, 2015	Unclaimed Cash
May 25, 2015	Police Auction Proceeds
June 29, 2015	Unclaimed Cash
June 29, 2015	Unclaimed Cash
July 17, 2015	Unclaimed Cash
August 7, 2015	Unclaimed Cash
September 16, 2015	Unclaimed Cash

13. July 04, 2016 from Mark Saunders, Chief of Police  
**Re: Triennial Report - 2016 Skills Development and Learning Plan**

**Subject: Triennial Report – Skills Development and Learning Plan**

**Recommendation:**

It is recommended that the Board receive this report.

**Financial Implications:**

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

**Background / Purpose:**

At its meeting of September 28, 2000, the Board requested that every three years the Chief of Police provide the Board with the Service Procedure which implements Adequacy Standards Regulation Policy A1-002 Skills Development and Learning Plan (Min. No. P416/00 refers).

**Discussion:**

The Toronto Police Service (Service) has had a Skills Development and Learning Plan (S.D.L.P.) in place since December 2000. The plan is regularly reviewed and updated by the Unit Commander, Toronto Police College (T.P.C.) to ensure it remains consistent with changing legislation, policy, technology and workforce development needs. The plan, as articulated in Procedure 14-01, was last received by the Board at its meeting of August 13, 2013, (Min. No. P185/13 refers).

The objective of the plan is to help ensure the highest quality of service for the citizens of Toronto by identifying the training requirements for positions within the Service. The plan also helps members to obtain the skills development and learning opportunities they require to deliver high quality, safe and effective police services.

The Service is committed to the development of its staff and the continual enhancement of the capacities of the Service, and to the management and mitigation of risk. Training is an integral component of this risk-management strategy; it provides a foundation for member development, and an ongoing platform for new skill and knowledge acquisition. Training also provides a mechanism for solving identified problems.

The S.D.L.P. has been reviewed repeatedly and amended to incorporate many of the recommendations made by the Employment Systems Review reports, and the Final Report of the Specialized Policing Functions Project (S.P.F.P.). The Service is committed to ensuring that all members achieve and maintain the knowledge, skills, abilities and confidence to carry out their duties. As part of this commitment, the S.P.F.P. was created to develop a framework for the ongoing development of Service members and to ensure that the associated risks are managed effectively. The development framework supports competent performance of the mission of the Service by ensuring that members achieve and maintain the knowledge, skills, abilities, and confidence to carry out their duties, while ensuring that no unqualified member is assigned to a specialized position in contravention of mandated standards.

An additional focus of the project was to advance the concept of long-term job satisfaction and career enhancement for all members through cataloguing and disseminating the many diverse and challenging work opportunities within the Service. The development framework supports the retention of members by identifying high-quality, relevant and accessible learning opportunities appropriate to members' current roles and future development. This helps police officers and civilian members to become more aware of the various specialized functions within the Service and enhance their own careers by completing mandatory training and developing their skills and abilities to meet future job requirements.

The Ministry of Community Safety and Correctional Services accredits training for positions such as:

- Tactical Response Officers;
- Major Incident Commanders;
- Scenes of Crime Officers;
- Communications Officers; and
- Criminal Investigators

Service Procedure 14-01 titled "Skills Development and Learning Plan – Uniform" was developed through the S.P.F.P. and S.D.L.P., and addresses adequacy standards in these areas. Incorporating the S.D.L.P. into a Service procedure ensures that this important document is more accessible to members and their supervisors. This procedure was last approved and issued on February 8, 2016, and a copy has been appended to this report as Appendix A.

In response to the approved recommendations outlined in the Police and Community Engagement Review (P.A.C.E.R.) Report and R.O. 2014.02.19-0229-P.A.C.E.R., further development has been introduced in the Probationary Constable Training program. Prior to the completion of probation, in addition to completing one

compressed work week cycle in Divisional Traffic, probationary constables assigned to divisional policing are also required to complete two compressed work week cycles in the Community Response Unit (C.R.U.). A compressed work week cycle is five weeks in length.

Further, as part of the ongoing skills development plan, following the successful completion of the probationary period and prior to reclassification to second class constable, or earlier at the discretion of the Unit Commander, divisional officers are assigned to two compressed work week cycles in the C.R.U. (an increase from one compressed work week cycle). Traffic Services officers are assigned to two compressed work week cycles in the Transit Patrol Unit (an increase from one compressed work week cycle).

These additional C.R.U. assignments afford officers exposure to diverse communities and to police activities that focus on prevention and interpersonal activities. The development of officers' interpersonal skills is a priority, as it benefits them in all aspects of their career.

The long-term benefits to the Service and its members that result from the S.D.L.P. are enhanced by other training programs that evolve continually. Recent examples that impact the individual and collective competencies of Service members include the training resulting from the P.A.C.E.R. process, the Fair and Impartial Policing program, partnerships with the mental health community in the development of police methods and training, and the enhancement of face-to-face and electronic training. The S.D.L.P. is one of the cornerstones of the training and development of Service members, but that development also continues to be enhanced by complementary initiatives.

The T.P.C. will be working with the Governance section of the Risk Management Unit to update one section of the current S.D.L.P. procedure with respect to training for front-line supervisors, which has changed recently. The College has adopted the front-line supervisors program offered by the Ontario Police College, and added material to it that is specific to our community and to the Service. The next version of the S.D.L.P. procedure will reflect this change.

## **Conclusion:**

Service Procedure 14-01, titled "Skills Development Learning Plan – Uniform", incorporates current legislation and key recommendations from Employment Systems Review reports, the P.A.C.E.R. and the Final Report of the Specialized Policing Functions Project.

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

## PERSONNEL

### 14 – 01 Skills Development and Learning Plan – Uniform

New  Amended  Reviewed – No Amendments

Issued: R.O. 2016.02.08–0158

Replaces: R.O. 2015.02.12–0156

#### Rationale

Section 33 of *Ontario Regulation 3/99, Adequacy and Effectiveness of Police Services*, made under the *Police Services Act* (O.Reg. 3/99) requires every police service to have a skills development and learning plan. This Procedure and the Toronto Police Service Skills Development and Learning Plan (Plan) meet the requirements of O. Reg. 3/99.

This Plan establishes a process for succession planning at the unit level and provides guidance to police officers, supervisors and management for career planning and staff development. Training and skills development for generalist, specialist and support functions for the rank levels of constable through staff sergeant are also addressed.

#### Governing Authorities

**Provincial** Police Services Act  
Police Services Act, O.Reg. 266/10, Suspect Apprehension Pursuits  
Police Services Act, O.Reg. 268/10 Part VI, Unsatisfactory Work Performance  
Police Services Act, O.Reg. 3/99, Adequacy and Effectiveness of Police Services  
Police Services Act, O.Reg. 926/90, Equipment and Use of Force

**Other** Policing Standards Manual

#### Associated Service Governance

Number	Name
TPSB AI-002	Skills Development and Learning Plan
<u>2.1.1(u)</u>	Standards of Conduct – Part III – Members – General Responsibilities
<u>2.7.2(b)</u>	Standards of Conduct – Part III – Unit Commanders – Personnel
<u>14-02</u>	Evaluations, Reclassifications and Appraisals – Uniform
<u>14-03</u>	Probationary Constable/Field Training
<u>14-34</u>	Transfer – Police Officer
<u>14-36</u>	Participation in a Learning Opportunity
<u>16-01</u>	Service and Legislative Governance and Legal Agreements
<u>17-11</u>	Toronto Police Service Intranet (TPSnet)
	<u>Service Priorities, Goals, and Strategies</u>
	<u>Toronto Police Service Competency Dictionary</u>

## **Forms**

<b>Number</b>	<b>Name</b>	<b>Authorization Level</b>
<a href="#">TPS 503</a>	Application for Transfer – Police Officer	Unit Commander
<a href="#">TPS 526</a>	Generalist Constable Development Program – Investigative Training Activity Checklist	Supervisor
<a href="#">TPS 527</a>	Generalist Constable Development Program – Interpersonal Skills Training Activity Checklist	Supervisor
<a href="#">TPS 528</a>	Generalist Constable Development Program – Performance Appraisal For Constables	Unit Commander / Second in Command
<a href="#">TPS 649</a>	Internal Correspondence	Police Officer

## **Definitions**

- [Candidate Pool](#)
- [Learning Opportunity](#)
- [Long-Term Placement](#)
- [Selection Process](#)
- [Short-Term Placement](#)
- [Specialized Policing Function](#)
- [Succession Plan](#)

## **Procedure**

### **Adequacy Standards**

Section 33 of *Ontario Regulation 3/99, Adequacy and Effectiveness of Police Services*, made under the *Police Services Act* (O.Reg. 3/99) requires every police service to have a skills development and learning plan that addresses

- the Plan's objectives
- the implementation of a program to coach or mentor new police officers
- the development and maintenance of the knowledge, skills and abilities of members of the police service, including
  - the police service's criminal investigators
  - members of the police service who provide investigative support functions, (scenes of crime analysis, forensic identification, canine tracking, technical collision investigation and reconstruction, breath analysis, physical surveillance, electronic interception, video and photographic surveillance, polygraph and behavioural science)
  - members of a public order unit, and
- members of the police service who provide any emergency response service referred to in S. 21 and 22 of the Regulation (tactical unit, hostage rescue team, major incident commanders, crisis negotiators, police explosive forced entry technicians, explosive disposal technicians and preliminary perimeter control and containment).

## **Objectives**

The objective of the Plan is to ensure the highest quality of service for the citizens of Toronto by

- describing the skills or training requirements for various positions within the Toronto Police Service (Service)
- assisting police officers to get the skills development and learning opportunities they need in order to provide high-quality, safe and effective service.

## **Responsibility of the Toronto Police College**

The Toronto Police College (TPC) is accountable and responsible for all training programs throughout the Service. As part of its mandate, the TPC shall

- provide leadership in the development and delivery of training
- ensure and enforce appropriate management and compliance with standards
- ensure integration of information technology support and financial controls
- evaluate all training courses including those courses delivered by specialized units in order to ensure that the length and content of all such courses are appropriate
- ensure training methods reflect best practices and are the most cost effective available.

## **Skills Development Learning System**

The knowledge, skills and abilities of officers is developed and maintained through the Skills Development Learning System (SDLS) with the continued support of supervisory officers and training staff.

The SDLS is a strategic and systematic training and staff development program, administered by the TPC and based on risk management principles, legislated requirements and professional operational needs. Training, educational leaves of absence, developmental job laterals and other learning opportunities are allocated to train members to do their jobs better or develop them for future probable assignments.

The SDLS makes use of internal and external police training resources along with the broader educational sector, which includes community colleges, universities, training partnerships and flexible training delivery methods.

The SDLS includes

- an ongoing systematic Service-wide training needs assessment
- a training design and approval system to ensure that training needs are addressed by course offerings
- a comprehensive and consistent appraisal system for training programs
- a reporting system to allow management to assess the quantity, value and relevance of all training initiatives.

## **Uniform Deployment**

Unit Commanders shall ensure that staff development initiatives do not create additional deployments in excess of the allowable maximum number as determined through the factored Staffing and Deployment Model.

## **Unit Succession Plan**

Unit Commanders shall ensure that a succession plan, based on anticipated vacancies, changeover

dates, individual skill sets, staffing initiatives and emergent needs, is created to

- maintain a candidate pool for short term assignment to specialized policing functions within the unit as part of the Generalist Constable Development Program
- maintain a candidate pool for long term assignment to specialized policing functions as part of specialist training
- ensure the orderly rotation of qualified officers into specialized job functions prioritizing the following factors in placement considerations
  - satisfactory job performance
  - readiness to accept additional responsibilities
  - achievement of the minimum competency levels for constable from the *Toronto Police Service Competency Dictionary* ([Competency Dictionary](#))
  - seniority

### **Training**

All training must be evaluated according to the process established by the TPC and all courses must be approved by and on record with the TPC.

Unit Commanders shall ensure that the total cost of all training for their respective unit is summarized, accounted and budgeted for including training provided by specialised units, divisional training sergeants, conferences and seminars.

### **Priorities**

All staff development opportunities must support the goals of the Service. Training shall be provided on a priority basis. Lower priority courses shall not be provided when there are shortfalls in meeting the demands for high priority courses.

Learning opportunities shall be allocated according to the following priorities

<b>Priority</b>	<b>Rationale</b>
1	required by Legislation or Service Governance
2	required to ensure member or public safety
3	cost-effective training allowing officers to improve current job performance
4	training is desirable to develop an officer for future probable work assignment
5	personal interest

Officers shall not generally be permitted to attend Service-sponsored training in areas not relevant to their current and/or anticipated short-term future responsibilities.

### **Qualifications**

Course pre-requisite qualifications are clearly identified in the relevant Course Training Standard. Officers shall meet the course pre-requisite qualifications before attendance at training is permitted. Officers shall attend training when and as scheduled.

### **Mandatory Training and Qualifications**

Both mandatory and optional training courses are listed in the TPC calendar. Unit training sergeants, in conjunction with the TPC, have a responsibility to coordinate all training for officers, ensuring timely assignment and completion of mandatory components.

Mandatory qualifications for specialized policing job functions have been benchmarked in the Position Specification Sheets. The specification sheets are reviewed annually and available to officers through the TPC website located on the Service intranet ([TPSnet](#)).

### **Skills Development for Police Constables**

Skills development for police constables consists of 5 areas

1. probationary constable training
2. ongoing skills development
3. Generalist Constable Development Program
4. specialized training
5. long term constable development.

#### **1. Probationary Constable Training**

Service Procedure [14-03](#) establishes the process by which probationary constables shall be coached and mentored as required by Policing Standards Guideline AI-002 of the [Policing Standards Manual](#).

Upon placement in the field following completion of the training components at the Ontario Police College and the TPC, the development of probationary constables shall include the following

- at least 2 full Compressed Work Week (CWW) cycles working with a different coach officer for each cycle; an optional third CWW cycle is available for probationary constables requiring assistance in meeting the performance standards
- performance appraisals at the completion of CWW cycles 1, 2 (coach officer), and 3, 5, 7, 9 (sergeant)
- continued monitoring and assessment during the 12-month period of probation
- probationary constables deployed to Traffic Services (TSV) shall complete CWW cycles 1 and 2 at a division before being re-assigned to TSV
- probationary constables deployed to TSV shall be placed for one CWW cycle in the Traffic Enforcement Unit prior to the completion of probation
- prior to the completion of probation, probationary constables assigned to divisional policing shall successfully complete
  - 1 CWW cycle in Divisional Traffic
  - 2 CWW cycles in the Community Response Unit (CRU)

#### **2. Ongoing Skills Development**

Following the successful completion of the probationary period and prior to reclassification to second class constable, or earlier at the discretion of the Unit Commander

- divisional officers shall be assigned to 2 CWW cycle in the CRU
- TSV officers shall be assigned to 2 CWW cycle in the Transit Patrol Unit (TPU)

Constables at any level of experience may be considered for assignment to developmental opportunities as part of their ongoing duties with appropriate supervision and direction including

- assisting with search warrants and at crime scenes
- assisting with investigations (e.g., canvassing, scribe duties, witness interviewing, etc.)
- case preparation and writing skills development
- community policing initiatives and special events
- beat patrol
- bicycle patrol
- selective traffic enforcement
- station duty position

### **3. Generalist Constable Development Program**

#### **3.1 Overview**

Completion of the Generalist Constable Development Program (GCDP) is mandatory.

The purpose of the GCDP is to improve the overall skills and abilities of constables and to optimize their performance in the patrol function. The GCDP also provides a foundation for further specialized training for those interested in assignments to specialized policing functions.

The GCDP consists of 2 separate 6-month developmental assignments plus an educational component.

The 2 developmental assignments shall be completed consecutively. To meet the exigencies of the Service or when deemed necessary by the Unit Commander, the developmental assignments can be separated by an assignment to primary response duties upon the approval of the respective Staff Superintendent/Director.

#### **3.2 Eligibility**

Only constables who have achieved second or first class status may be considered for entry into the GCDP. Selection for placement in the GCDP shall be made by the Unit Commander based on measurable performance criteria and competence of the constable in the current job assignment.

Unit Commanders should target the completion of the GCDP for every constable before 7 years of service is attained. Where more time is required, Unit Commanders shall ensure that every constable completes the GCDP before 10 years of service is attained.

#### **3.3 Accreditation Process**

Where qualifying standards exist, constables placed in a training assignment should obtain the prescribed training prior to placement whenever possible. If pre-qualification is not possible, Unit Commanders shall ensure the prescribed training is acquired as soon as practicable after placement.

The accreditation process for investigative functions shall include successful completion of the prescribed training and 6 months within a related training assignment. Where the member has successfully completed the accreditation process and the final assessment supports that they have demonstrated the necessary knowledge, skills and abilities to competently perform the investigative function, the member shall be accredited.

Mandatory qualifications and accreditations for specialist functions are set out in the individual position specifications available to officers through the TPSnet. The position specifications are updated annually.

Constables who are not properly accredited must work under the direction of an accredited member. Unaccredited officers may assist accredited officers, but cannot be assigned sole responsibility for a file or case without acquiring proper credentials.

#### **3.4 Performance Appraisal**

Officers shall comply with Procedure 14-02 regarding performance appraisals for the GCDP.

#### **3.5 Developmental Assignments**

##### **3.5.1 Investigative Skills Development**

Six-month training assignment in 1 of the following areas

- divisional detective office
- fraud
- hit and run
- major crime
- specialized investigative unit (where available)
- suspension investigations
- traffic collision investigation
- warrants
- youth bureau/youth services

### **3.5.2 Interpersonal Skills Development**

Six-month training assignment in 1 of the following areas

- community relations
- community response
- crime prevention
- divisional alternate response
- station duty
- traffic complaints investigation, divisional traffic response
- police mini-stations and sub-stations
- field planning offices
- Divisional Policing Support Unit – Community Mobilization
- Communications Services – Primary Response Intake Management Entry
- Corporate Communications
- Employment – Staffing & Recruitment
- Toronto Police Operations Centre
- Traffic Services
- other assignments which increase interpersonal skills and satisfy the intent of this program.

### **3.5.3 Educational Component**

As part of their ongoing development, constables must successfully complete the decentralized and roll call training modules each year as well as any mandatory e-learning initiatives.

The Service is committed to being a learning organization and all officers are encouraged to participate in learning opportunities to further their knowledge, skills and abilities to assist with career planning goals. Constables at all stages of their careers are encouraged to seek learning opportunities, both internal and external to the Service, as defined in this procedure and Procedure 14-36.

## **4. Specialized Training**

Assignment to specialized training or a specialized policing function is not mandatory.

Constables seeking specialized training must be prepared to accept a role of increased responsibility, which includes assisting in the training of constables assigned as part of the GCDP.

At the unit level, constables must apply for specialized training and/or assignment to specialized policing functions by submitting a TPS 649 to the Unit Commander. Successful completion of qualifying training or otherwise acquiring qualifying standards does not ensure a member of placement in a specialized assignment.

Unit Commanders shall ensure that a selection process, based on measureable criteria including overall job performance, competence of the applicant in the current job assignment and consultation with the applicant's supervisors is established to determine the selection of constables for specialist assignments.

Constables seeking opportunities in specialized functions in other than their assigned unit shall comply with any published Routine Order regarding such opportunities and submit a TPS 503 as required by Procedure 14-34.

Once a constable has obtained the necessary specialist qualifications, assignment to a relevant specialist policing function is possible. In anticipation of a long-term assignment, qualified constables may be assigned to a specialist function on a short term basis in order to gain practical experience.

A long-term assignment to a specialist function shall not exceed the maximum time established by the unit-specific tenure policy, unless a longer period is authorized in writing by the respective Staff Superintendent/Director. Upon completion of a long-term assignment, constables shall return to a patrol assignment for a minimum of 6 months before any other assignment is considered.

**NOTE:** *While completion of the GCDP is a pre-requisite for specialized training, the Service recognizes that some constables who have not completed the GCDP may possess certain knowledge, skills or abilities that would benefit a specific area of the Service; as such, the utilization of these constables prior to the completion of the GCDP is not prohibited.*

## **5. Long-Term Constable Development**

Recognizing that individuals develop at different rates due to varying interests and opportunities, the following benchmarks have been developed as guidelines for the training, experience, performance and personal characteristics expected in a high performing generalist constable.

The intent of the guidelines are to optimize the delivery of policing services to the community as well as provide job satisfaction and personal growth through continuous learning and development.

The guidelines set out the preferred optimal training, experience and performance standards that constables should work towards in the course of their career, using 10 years of service as a target for attaining most of the guideline standards.

Achievement of the guideline standards must be a cooperative process involving the constable, supervisors and unit management, using the annual performance appraisal process.

### **5.1 Training**

- completion of the GCDP, including qualification as a criminal investigator
- completion of training courses and assignments in the areas of
  - community mobilization
  - school liaison, school resource
  - traffic generalist
  - at scene collision investigation, where interested and qualified
  - coach officer, where interested and qualified
  - scenes of crime officer (SOCO), where interested and qualified
  - specialist investigative training (domestic violence, sexual assault, child abuse, etc.) relevant to job assignment
  - other specialized training relevant to job assignment
- committed to continuous learning by having undertaken personal and professional learning opportunities including post secondary degree or diploma programs, as well as specific police related training

## 5.2 Experience

- extensive organizational awareness
- achievement orientation
- wide-ranging experience in varied assignments in both divisional and specialist units
- completion of a long term assignment in the divisional CRU
- completion of a long term assignment in an investigative function including the training of constables as part of the GCDP
- coach officer, where interested and qualified
- scenes of crime officer (SOCO), where interested and qualified
- general traffic investigations (carries out routine investigations and has experience in court testimony)
- acts as a mentor to less experienced members, even outside the role of coach officer
- works with diverse communities and shows cultural competence through personal interactions and developing community contacts

## 5.3 Personal Characteristics

- exemplifies the Service's Core Values
- self-motivated and dependable
- accepts additional responsibilities
- retains composure and a calm demeanour in stressful situations
- problem solver
- takes reasonable action
- able to mentor and act as an informal leader among peers
- able to support community based policing functions
- articulate, superior written and verbal communication skills
- works cooperatively with members of the Service and the diverse community on a wide range of policing matters
- meets the levels of competence appropriate for constables as found in the Competency Dictionary

## 5.4 Professional Behaviour and Knowledge

- demonstrated understanding of and commitment to the Service Priorities
- thorough understanding of laws, legislation and Service Governance affecting policing duties
- thorough knowledge of law enforcement principles including reasonable grounds, search and seizure, articulable cause, arrest and release, and use of force
- demonstrated skills in note-taking, crime scene management, evidence and property management
- self-disciplined, compliance with the Standards of Conduct
- demonstrated analytical abilities
- able to identify and understand fairly complex problems and apply appropriate solutions to them
- shares mutual respect with peers, supervisors and members of the public

## Skills Development for Probationary Sergeants

During their probationary period sergeants shall undertake a 5-part training process consisting of

1. Operational Issues Training
2. Unit Orientation and Supervisory Skills Development

3. Leadership Enhancement Training
4. Stand-alone Supervisory Skills Training
5. Capstone Session

#### **1. Operational Issues Training**

Prior to field placement probationary sergeants shall receive a 1-week in-class training session focusing on operational and risk management issues.

#### **2. Unit Orientation and Supervisory Skills Development**

Each probationary sergeant shall receive a developmental checklist identifying supervisory experiences for use as a guide to the activities that should be undertaken or reviewed during the probationary period. The goal of the checklist is to focus the probationary sergeant on developing a balanced and complete set of supervisory skills.

#### **3. Leadership Enhancement Training**

Upon completion of approximately 6 months of field experience probationary sergeants shall receive 3 weeks of in-class leadership training.

#### **4. Stand-alone Supervisory Skills Training**

Upon notification of their placement on the promotional list for the rank of sergeant, the constable shall arrange for their completion of the following supervisory training components

- Conducted Energy Weapon
- Occupational Health & Safety for Supervisors
- Use of Force
- Pursuit Driving for Supervisors
- Business Systems

#### **5. Capstone Session**

This session includes a combination of the following components

- operational, academic and philosophical issues
- Service Mission and Vision
- wellness
- addresses by the Chief and the Toronto Police Association

#### **Skills Development for Supervisory Officers**

The Service recognizes that it is best served by a supervisory staff with a breadth of experience and training that permits supervisory officers at all levels to effectively manage, mentor, teach, discipline and problem solve with those they supervise.

Specialized training for supervisory officers consists of enhanced supervision and leadership training in combination with placement in supervisory, administrative and investigative assignments, as well as learning opportunities as defined in this procedure and Procedure 14-36. Training for specialized technical skills is generally provided to supervisory officers upon assignment to a specific job function.

14. June 27, 2016 from Andy Pringle, Chair

**Re: Toronto Police Services Board 2017 to 2019 Business Plan**

**Subject: Toronto Police Services Board 2017 to 2019 Business Plan**

**Recommendation(s):**

1. The Board agree that the Transformational Task Force's (the "Task Force") anticipated Final Report be accepted as the Toronto Police Services Board's ("the Board") 2017 to 2019 Business Plan,
2. The Task Force's stakeholder consultations, which will inform its final report include, at a minimum: City Council, school boards, community organizations and groups, businesses and members of the public,
3. The Task Force ensure that its final report include: a facilities plan, an information technology plan, a resource plan as well as performance objectives and indicators consistent with the requirements of the Board's Business Plan policy; and,
4. In accordance with the Board's' City Council Protocol, the Board forward a copy of this report to the City's Executive Committee for its information.

**Financial Implications:**

There are no financial implications arising from the consideration of the recommendations contained in this report

**Background / Purpose:**

In February 2016, the Transformational Task Force began work on a plan to modernize the Toronto Police Service. In the Interim Report, the Task Force is proposing a vision of excellence and leadership for the Service that will be expanded upon in its final report. The Interim Report describes a modern vision and initial steps in a plan that aligns strategy, actions, and financial imperatives.

**Discussion:**

It is anticipated that the Task Force will complete its final report in December 2016 and that it will be considered by the Board at its January 2017 public meeting.

As the Task Force works towards its final report it will be continuing to identify, explore and study other measures needed to achieve its vision in a fiscally responsible manner. The final report will describe those additional measures along with human resources and collective agreement impacts. The final report will also address the human resource, technology, and other investments that will be required to support its recommendations. A critical part of the final report will focus on ensuring that transformation takes place. The report will include recommendations to strengthen the Service's capacity to implement modernization, including project management, change management, and quarterly, public reporting to the Board in order to demonstrate progress toward implementation.

Given that the final report will be a multi-year plan, it is proposed that the Board agree to accept the Transformational Task Force's final report as its 2017 to 2019 Business Plan. The recommendations in this report when implemented will ensure that the Task Force's final report will be in compliance with the Board's Business Plan policy.

**Conclusion:**

It is proposed that the Board accept the Task Force's final report as its 2017 to 2019 Business Plan. For that reason, it is specifically recommended that stakeholder consultations are broad, comprehensive and accessible, that the final report includes an information technology plan, a resource plan and that it include performance objectives and indicators consistent with the Board's Business Plan policy and with O. Reg.3/99, *Adequacy and Effectiveness of Police Services*.

15. June 07, 2016 from Andy Pringle, Chair

**Re: Board Policies – Grievance Settlements, Legal Indemnification Claims, Civil Proceedings for Injured Workers and Coroners’ Inquests**

**Subject: BOARD POLICIES: GRIEVANCE SETTLEMENTS, LEGAL INDEMNIFICATION CLAIMS, CIVIL PROCEEDINGS FOR INJURED WORKERS AND CORONERS’ INQUESTS**

**Recommendation(s):**

It is recommended that the Board approve the amended draft policies appended to this report.

**Financial Implications:**

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

**Background/Purpose:**

The Board, in consultation with the Toronto Police Service, conducted a review of the foregoing policies with the objective of streamlining the regulatory environment within the Service. Also attached for consideration is a new Coroners’ Inquests Policy.

**Discussion:**

The policy review resulted in amendments to the Legal Indemnification Claims and Grievance Settlements policies. The current policies as well as the amended draft policies are attached for consideration. For ease of reference, amendments have been grey-shaded in the draft policies. Also attached is a chart which provides additional details regarding each amendment. A review of the Civil Proceeding for Injured Workers policy resulted in no amendment to the policy at this time.

The Coroners’ Inquests Policy is a new policy which outlines and formalizes the Board’s current processes with respect to Coroners’ Inquests.

**Conclusion:**

The policies attached for approval will supersede any prior versions in existence. It is, therefore, recommended that the Board approve the attached amended Legal

Indemnification Claims and Grievance Settlements policies and the new Coroners' Inquests Policy.



## TORONTO POLICE SERVICES BOARD

### GRIEVANCE SETTLEMENTS (DRAFT)

<b>DATE APPROVED</b>	May 1, 2000	Minute No: P159/00
<b>DATE(S) AMENDED</b>	November 15, 2010	Minute No: P292/10
<b>DATE REVIEWED</b>	November 15, 2010	Minute No: P292/10
<b>REPORTING REQUIREMENT</b>	Labour Relations Manager, to report to Board annually (February Board meeting).	
<b>LEGISLATION</b>	<i>Police Services Act</i> , R.S.O. 1990, c.P.15, as amended, s. 31(1)(c).	
<b>DERIVATION</b>		

It is important to the Toronto Police Services Board (Board) that employees are treated fairly and receive prompt resolution to their grievances. Accordingly, the Board delegates the responsibility for the resolution of all grievances to the Manager of Labour Relations. For the purposes of this policy, a grievance is a difference concerning the interpretation, application, administration or alleged violation of the provisions of the collective agreement.

This policy establishes the delegation and levels of authority to be followed when grievances are submitted by members of the Service.

It is the policy of the Board that:

#### Levels of Authority

1. The Board delegates the authority to approve all grievance settlements relating to non-monetary issues to the Manager of Labour Relations;
2. The Board delegates the authority to approve all accounts for labour relations counsel and all monetary grievance settlements up to \$25,000 to the Manager of Labour Relations;
3. The Board delegates the authority to approve all accounts for labour relations counsel and all monetary grievance settlements up to \$100,000 to the Director, Human Resources;

4. The Board delegates the authority to approve all accounts for labour relations counsel and all monetary grievance settlements over \$100,000 and up to \$250,000 to the Chair, together with the Vice Chair, of the Board;
5. In the absence of either the Chair or the Vice Chair, the Board member acting as the Chair or the Vice Chair is delegated this authority;
6. All accounts for labour relations counsel and all monetary grievance settlements over \$250,000 require the approval of the Board. The report submitted for Board consideration must contain a summary of the issue and the rationale for the recommended resolution;

#### Retention

7. Labour Relations will retain all grievance settlements;

#### Reporting of Grievance Settlements

8. Labour Relations will provide an annual statistical report outlining the status of all grievances for review at the February Board meeting each year;
9. The report will contain the following information:
  - a. Number of grievances received in previous year
  - b. Number of grievances settled, withdrawn or dismissed
  - c. Types of grievances
  - d. Legal costs expended on grievance activity
10. Labour Relations will provide a semi-annual report summarizing the grievances and employment related complaints to the Human Rights Tribunal of Ontario (HRTO) at the February and August Board meetings each year;
11. The report will be in the form of a chart outlining the status of all outstanding grievances and HRTO complaints and will contain the following information:
  - a. Grievance stage i.e. Step 2, conciliation, arbitration

- b. Form of Resolution, for example, arbitration award, minutes of settlement, withdrawn, etc.
12. The report will include a narrative identifying any key policy issues about which the Board should be aware and which have a substantial impact on the collective agreements;
13. Labour Relations will also provide a copy of all arbitration awards and minutes of settlement to the Chair of the Board on an ongoing basis.



## TORONTO POLICE SERVICES BOARD

### GRIEVANCE SETTLEMENTS

<b>DATE APPROVED</b>	May 1, 2000	Minute No: P159/00
<b>DATE(S) AMENDED</b>	November 15, 2010	Minute No: P292/10
<b>DATE REVIEWED</b>	November 15, 2010	Minute No: P292/10
<b>REPORTING REQUIREMENT</b>	Director, Human Resources Management, to report to Board annually (February Board meeting).	
<b>LEGISLATION</b>	<i>Police Services Act</i> , R.S.O. 1990, c.P.15, as amended, s. 31(1)(c).	
<b>DERIVATION</b>		

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

#### Levels of Authority

1. The Board delegates the authority to approve all grievance settlements relating to non-monetary issues to the Director, Human Resources Management, together with the Manager, Labour Relations;
2. The Board delegates the authority to approve all monetary grievance settlements up to \$100,000 to the Director, Human Resources Management, together with the Manager, Labour Relations;
3. The Board delegates the authority to approve all monetary grievance settlements over \$100,000 and up to \$250,000 to the Chair together with the Vice Chair. In the event of the absence of either the Chair or the Vice Chair, the Board may designate a third member of the Board as signatory during such an absence;
4. All monetary grievance settlements over \$250,000 require the approval of a quorum of the Board. The Board report must contain a summary of the issue and the rationale for the recommended resolution;

#### Retention

5. Labour Relations will retain all grievance settlements;

#### Reporting of Grievance Settlements

6. Labour Relations will provide an annual statistical report outlining the status of all grievances for review at the February Board meeting each year;
7. The report will contain the following information:
  - a. Number of grievances received in previous year
  - b. Types of grievances
  - c. Grievance stage i.e. Step 2, conciliation, arbitration
  - d. Form of Resolution i.e. arbitration award, minutes of settlement, withdrawn, etc.
8. The report will be in the form of a chart outlining the status of all grievances received in the reporting year;
9. The report will include a narrative identifying any key policy issues about which the Board should be aware; and
10. In addition to providing the report, Labour Relations will provide a copy of all arbitration awards and minutes of settlement to the Chair of the Board on an ongoing basis. It is the responsibility of the Director, Human Resources Management, to report to the Board any grievance settlements that have a substantial impact on collective agreements.



## TORONTO POLICE SERVICES BOARD

### LEGAL INDEMNIFICATION CLAIMS (DRAFT)

<b>DATE APPROVED</b>	May 1, 2000	Minute No: P156/00
<b>DATE(S) AMENDED</b>	November 15, 2010	Minute No: P292/10
<b>DATE REVIEWED</b>	November 15, 2010	Minute No: P292/10
<b>REPORTING REQUIREMENT</b>	Manager of Labour Relations to report to Board annually	
<b>LEGISLATION</b>	<i>Police Services Act</i> , R.S.O. 1990, c.P.15, as amended, s. 31(1)(c), s. 50 Uniform Collective Agreement Article 12.01(a-c) & 12.06(a)	
<b>DERIVATION</b>		

As permitted by the *Police Services Act* (s. 50) and in accordance with the terms of the various collective agreements, the Toronto Police Services Board (Board) is responsible for approving and paying legal accounts submitted by members of the Toronto Police Service (Service), for necessary and reasonable legal costs for members who qualify. The Board is committed to supporting members of the Service who face legal proceedings as a result of acts done in the attempted performance in good faith of their duties, and to ensuring they are provided with legal representation.

This policy establishes the delegation and levels of authority to be followed when requests for legal indemnification are submitted for approval by members of the Service.

Therefore, it is the policy of the Board that:

1. The Manager of Labour Relations is responsible for processing all legal indemnification applications in accordance with Board policy and the applicable provisions of the collective agreements;
2. The Manager of Labour Relations will submit all recommendations for denial of legal indemnification to the Board for its consideration;
3. The Manager of Labour Relations will submit an annual report to the Board regarding legal indemnification claims and claims processing at the March Board meeting each year;

## Levels of Authority

4. The Board delegates the authority to approve the payment of eligible legal indemnification claims in amounts up to \$25,000 to the Manager of Labour Relations;
5. The Board delegates the authority to approve the payment of eligible legal indemnification claims in amounts up to \$100,000 to the Director, Human Resources;
6. The Board delegates the authority to approve the payment of eligible legal indemnification claims in amounts over \$100,000 and up to \$250,000 to the Chair, together with the Vice Chair, of the Board;
7. In the absence of either the Chair or the Vice Chair, the Board member acting as the Chair or the Vice Chair is delegated this authority;
8. All legal indemnification claims in amounts over \$250,000 require the approval of the Board;
9. In determining the amount of a claim for approval purposes, all of the legal indemnification claims for one member for one related set of events shall be considered together as one claim.



## TORONTO POLICE SERVICES BOARD

### LEGAL INDEMNIFICATION CLAIMS

<b>DATE APPROVED</b>	May 1, 2000	Minute No: P156/00
<b>DATE(S) AMENDED</b>	November 15, 2010	Minute No: P292/10
<b>DATE REVIEWED</b>	November 15, 2010	Minute No: P292/10
<b>REPORTING REQUIREMENT</b>	Director, Human Resources Management, to report to Board semi-annually.	
<b>LEGISLATION</b>	<i>Police Services Act</i> , R.S.O. 1990, c.P.15, as amended, s. 31(1)(c).	
<b>DERIVATION</b>		

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

1. The Chief of Police will approve legal indemnification of Service members as long as such payments fall within the approved operating budget allocation;
2. All recommendations for denial of legal indemnification will be provided to the Board for approval;
3. Director, Human Resources Management, will submit semi-annual reports to the Board regarding legal indemnification and these reports will include comment on any key issues for the Board's information;

#### Delegation - Up to \$100,000

4. The Director, Human Resources Management together with the Manager, Labour Relations will approve payment of all accounts for labour relations counsel, legal indemnification claims and accounts relating to inquests up to \$100,000;

#### Delegation - \$100,000 - \$250,000

5. The Chair together with the Vice Chair of the Board will approve payment of all accounts for labour relations counsel, legal indemnification and accounts relating to inquests over \$100,000 and up to \$250,000;
6. In the event of the absence of either the Chair or Vice Chair, the Board may designate a third member of the Board as a signatory during the absence of the Chair or Vice Chair; and

Delegation - \$250,000 and Above

7. All accounts for labour relations counsel, legal indemnification claims and accounts relating to inquests over \$250,000 will require approval by the Board.



## TORONTO POLICE SERVICES BOARD

### CIVIL PROCEEDINGS FOR INJURED WORKERS

<b>DATE APPROVED</b>	March 22, 2007	Minute No: P105/07
<b>DATE(S) AMENDED</b>	June 18, 2009 November 15, 2010	Minute No: C171/09 Minute No: P292/10
<b>DATE REVIEWED</b>	November 15, 2010	Minute No: P292/10
<b>REPORTING REQUIREMENT</b>		
<b>LEGISLATION</b>	<i>Police Services Act</i> , R.S.O. 1990, c.P.15, as amended, s. 31(1)(c).	
<b>DERIVATION</b>	Rule 6.5.10 – Civil Proceedings	

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

1. When members are injured while on duty and elect to take personal proceedings against a third party instead of accepting benefits under the *Workplace Safety and Insurance Act*, such members will promptly inform the Board in writing of their intention to take such action and complete the necessary documents; and
2. In instances where members wish to request to enter into an agreement to de-elect Workplace Safety and Insurance Board benefits in order to commence a civil action, the Chair has the authority to enter into such agreements, on behalf of the Board, subject to review and approval as to form by the City of Toronto Legal Services Division.



## TORONTO POLICE SERVICES BOARD

### CORONERS' INQUESTS - **NEW**

<b>DATE APPROVED</b>		Minute No: Pxxx/00
<b>DATE(S) AMENDED</b>		
<b>DATE REVIEWED</b>		
<b>REPORTING REQUIREMENT</b>		
<b>LEGISLATION</b>	<i>Police Services Act</i> , R.S.O. 1990, c.P.15, as amended, s. 31(1)(c). <i>Coroners Act</i> , R.S.O. 1990, c. C-37.	
<b>DERIVATION</b>	Minute No: C161/93 Minute No: P496/95	

The interest of the Toronto Police Services Board at Coroners' inquest proceedings is to ensure that all the relevant information surrounding the death is fully explored with a view to supporting recommendations directed at preventing deaths in similar circumstances. The Board recognizes that in addition to making recommendations directed towards the Service or the Board, Coroners' juries can also make recommendations directed to other organizations that could impact policing.

City Council has directed the City of Toronto Legal Services Division not to represent individual police officers in any future inquests, with the exception of situations where the conduct of the officer is not in question or an issue, and to assess, on a case-by-case basis, whether joint legal representation of the Chief of Police and the Police Services Board, or representing only the Chief or the Board at future inquests, is appropriate on the circumstances of the case.

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

1. Upon being notified of an inquest, the Board will request City of Toronto Legal Services Division to prepare a report to the Board;
2. City of Toronto Legal Services Division will review the merits of each case and advise the Board about any concerns related to the conduct of the police officer(s) and recommend whether the Board, the Chief and the Officer(s) can have joint or separate representation;

3. Unless otherwise directed by the Board, the Chair is authorized to provide instructions on behalf of the Board to the City of Toronto Legal Services Division, as required during the inquest;
4. Within six months of the release of the jury's recommendations, the Chief of Police will report to the Board on all of the jury recommendations that impact policing; and
5. The Board Administrator will forward the Board's response to the Coroner.

POLICY NAME	POLICY ITEM NO.	EXISTING POLICY	POLICY ITEM NO.	AMENDED POLICY
Grievance Settlements		No preamble		Preamble added
	1	Human Resources Director (HR. Dir.) and Labour Relations Manager (LBR MRG.) have authority to approve non-monetary grievances	1	Authority to approved non-monetary grievances changed to LBR MRG only.
			2	<u>New</u> - LBR MRG. given authority to approve counsel and monetary settlement up to \$25,000
	2	LBR MRG and HR Dir can approve settlements up to \$100,000	3	Removed LBR MRG. HR Dir can approve accounts for counsel and monetary grievance settlements up to \$100,000
	3	Current language states in absence of Chair and V/Chair's the Board may delegate a Board member as signatory	4 and 5	-Added the wording 'accounts for labour relations counsel' to grievance settlement wording. -updated language to be consistent with Board policy which provides that designated acting Chair and V/Chair have delegated authority to act on behalf of the Board
	4	Wording states 'grievance settlements' over \$250,000 require approval of a quorum of the Board	6	-Added 'accounts for labour relations counsel' -Changed 'quorum of the Board' to 'approval of the Boar.'
			9	Added the following items to annual reporting requirements: number of grievances settled, withdrawn, dismissed and legal costs expended.

POLICY NAME	POLICY ITEM NO.	EXISTING POLICY	POLICY ITEM NO.	AMENDED POLICY
Legal Indemnification Claims	10	HR Dir responsible for reporting settlement that have substantial impact	10, 11 and 12	-Added requirement to provide semi-annual reporting and types of information to be reported -LBR MRG is now responsible for reporting settlement that have substantial impact
		No preamble		-Preamble added -Updated collective agreement reference point
	1-3	Currently Chief is responsible for processing claims; and HR Dir is responsible for reporting to the Board	1-3	Responsibility for processing legal indemnification applications, notifying Board of denial of Legal Indem. and annual reporting is delegated to LBR MGR
		Current heading is titled "Delegation"		Heading changed to "Levels of Authority"
			4	<u>New</u> - LBR MGR. given authority to approve claims up to \$25,000
	4	LBR MGR. and HR Dir have authority to approve claims up to \$100,000	5	HR Dir has authority to approve claims up to \$100,000
	5	Chair and V/Chair approve payment of all accounts for labour relations counsel, legal indem and inquest	6	Chair and V/Chair approve payment of eligible legal indem claims – language changed to remove "all accounts for labour relations counsel and inquest"
6	Current language states 'in the absence of Chair or V/Chair's the Board may designate signatory to a third Board Member.'	7	updated language to be consistent with Board policy which provides that designated acting Chair and V/Chair have delegated authority to act on behalf of the Board	

POLICY NAME	POLICY ITEM NO.	EXISTING POLICY	POLICY ITEM NO.	AMENDED POLICY
Civil Proceeding for Injured Workers		Reviewed - no amendments	9	<u>New</u> - Language added to clarify the process for considering multiple claims. 'In determining the amount of a claim for approval purposes,... shall be considered together as one claim.'
Coroners' Inquests Policy		New Policy		

16. June 02, 2016 from Andy Pringle, Chair

**Re: City of Toronto Council Recommendation – Update on Paid Duty Activities**

**Subject: CITY OF TORONTO COUNCIL RECOMMENDATIONS – UPDATE ON PAID DUTY ACTIVITIES**

Recommendation:

It is recommended that:

1. the Board approve City Council recommendations 1, and 2
2. the Board authorise the Chair to communicate the Board's position to the Minister of Transportation
3. the Board receive City Council recommendation 5 and 8,
4. the Board refer City Council recommendations 3, 4, 6 and 7 to the Transformational Task Force for consideration in the preparation of its final report to the Board
5. the Board forward a copy of this report to the City's Executive Committee for its information.

Financial Implications:

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

Background/Purpose:

City Council, at its meeting on May 3, 4 and 5, 2016 adopted the following:

1. City Council request the Province of Ontario to amend Section 134(1) and (2) of the Highway Traffic Act to permit alternatives to police officers, such as special constables, peace officers, municipal officers, and other authorized officials, to direct traffic and close highways.
2. City Council request the Province of Ontario to amend Ontario Traffic Manual Book 7 Temporary Conditions to remove language that states that paid duty officers must be used to control traffic within 30 metres of an intersection with active signals.
3. City Council request the Toronto Police Services Board to develop guidelines for paid duty policing, in consultation with the appropriate City officials to align the guidelines with City permit requirements, and with consideration of suggestions made by special event organizers to reduce costs and improve service set out in Attachment A to the report (April 4, 2016) from the City

Manager, and to report to Executive Committee on the outcome.

4. City Council request the Toronto Police Services Board and the General Manager, Transportation Services, in consultation with the Toronto Police Service, to enter into a new Memorandum of Understanding regarding guidelines for traffic control during road occupancy before the end of the second quarter of 2016.
5. City Council direct the City Manager, in consultation with stakeholders, to develop an implementation plan to appoint special constables under the Police Services Act with authority to direct traffic under the Highway Traffic Act, in anticipation of amendments to Section 134 of the Highway Traffic Act.
6. City Council request the Toronto Police Services Board to report the total amount of paid duty charges to third parties working on behalf of the City annually from 2011 to 2015.
7. City Council request the Toronto Police Services Board to report the paid duty wage rate and how it compared to the rate of inflation annually from 2004 to 2015.
8. City Council request the Toronto Police Services Board to request the Auditor General to add a review of the Toronto Police Services Paid Duty Program to the 2016 Work Plan or the 2017 Work Plan.

Discussion:

In adopting the above-noted recommendations, the City of Toronto Council considered the following communications: (April 4, 2016) Report from the City Manager on Update on Paid Duty Activities (<http://www.toronto.ca/legdocs/mmis/2016/ex/bgrd/backgroundfile-91848.pdf>) and Attachment A: Special Event and BIA Users of Paid Duty Survey Results (<http://www.toronto.ca/legdocs/mmis/2016/ex/bgrd/backgroundfile-91849.pdf>).

Given that the Transformational Task Force Interim Report has recommended an overhaul of the paid duty system, I suggest that an audit, as proposed in Council's recommendation No. 8 is not warranted at this time. In the interim, it would be my proposal that the Board endorse City Council's recommendations for legislative change which would have the effect of providing more flexibility and more efficiency in the ways that traffic direction services are offered. I would also propose that the Transformational Task Force be requested to address the remaining Council motions as part of its final report to the Board.

Conclusion:

I recommend that the Board approve the recommendations set out in this report.

17. June 27, 2016 from Andy Pringle, Chair  
**Re: City of Toronto Council Recommendation – 2015 Annual Hate/Bias Crime Statistical Report**

**Subject: CITY OF TORONTO COUNCIL RECOMMENDATION –  
2015 ANNUAL HATE/BIAS CRIME STATISTICAL REPORT**

**Recommendation(s):**

It is recommended that the Board request that the Chief of Police consider the feasibility of Council's recommendations and report to the Board on the results of his review.

**Financial Implications:**

There are no financial implications arising from the Board's consideration of this report.

**Background/Purpose:**

City Council, at its meeting on June 7, 8 and 9, 2016 considered a report from me forwarding the Toronto Police Service 2015 Annual Hate/Bias Crime Statistical Report. The Council decision is available at this link:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX15.22>.

**Discussion:**

In considering this report, City Council adopted the following recommendations:

- 1. City Council request the Toronto Police Services Board to request the Chief of Police to consider:**
  - a. issuing the Annual Hate/Bias Crime Statistical Report in a format compatible to the Open by Default Standard of the Province of Ontario;**
  - b. commencing with the 2015 Report, having the Annual Hate/Bias Crime Statistical Report placed in the City of Toronto Open Data Portal as a dataset; and**
  - c. submitting a progress report to the Toronto Police Service Board on July 21, 2016.**

**Conclusion:**

I recommend that the Board request that the Chief of Police consider the feasibility of Council's recommendations and report to the Board on the results of his review.

18. June 27, 2016 from Andy Pringle, Chair

**Re: City of Toronto Council Recommendation – Request for Provincial Review of Special Investigations Unit Processes for Cases Involving Individuals Living with Mental Illnesses**

**Subject: CITY OF TORONTO COUNCIL RECOMMENDATION – REQUEST FOR PROVINCIAL REVIEW OF SPECIAL INVESTIGATIONS UNIT PROCESSES FOR CASES INVOLVING INDIVIDUALS LIVING WITH MENTAL ILLNESSES**

**Recommendation(s):**

It is recommended that the Board request that the Chief of Police arrange for a presentation to be made to the City's Disability, Access and Inclusion Advisory Committee with respect to how police are trained to interact with persons with disabilities.

**Financial Implications:**

There are no financial implications arising from the Board's consideration of this report.

**Background/Purpose:**

City Council, at its meeting on June 7, 8 and 9, 2016 considered a communication from the Disability, Access and Inclusion Advisory Committee regarding a request for a Provincial review of the Special Investigations Unit. This item is available at <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX15.21>.

**Discussion:**

In considering the proposals from the Disability, Access and Inclusion Advisory Committee, Council approved a motion requesting a Provincial review of the SIU focussed on how the SIU conducts investigations involving individuals living with mental illness or experiencing a mental health crisis.

In addition, Council approved the following motion:

**City Council request the Toronto Police Services Board to request the Chief of Police to give a presentation to the Disability, Access and Inclusion Advisory Committee on how the police are trained to interact with persons with disabilities.**

**Conclusion:**

I recommend that the Board request that the Chief of Police arrange for a presentation to be made to the City's Disability, Access and Inclusion Advisory Committee with respect to how police are trained to interact with persons with disabilities.

19. June 27, 2016 from Andy Pringle, Chair

**Re: City of Toronto Council Recommendation – Social Procurement Program**

**Subject: CITY OF TORONTO COUNCIL RECOMMENDATION – SOCIAL PROCUREMENT PROGRAM**

**Recommendation(s):**

It is recommended that the Board request that the Chief of Police review the Social Procurement Program to determine whether any procedure or practice changes are warranted.

**Financial Implications:**

There are no financial recommendations arising from the Board's consideration of this report.

**Background/Purpose:**

City Council at its meeting on May 3, 4 and 5, 2016 considered a report entitled the "City of Toronto Social Procurement Program". The report is available at <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX14.8>

**Discussion:**

Among other recommendations, Council requested that City Agencies and City Corporations develop and implement similar programs and policies

**Conclusion:**

I recommend that the Chief of Police review the Social Procurement Program to determine whether any procedure or practice changes are warranted.

20. July 04, 2016 from Mark Saunders, Chief of Police  
**Re: New Job Description – Business Systems Specialist, Strategy Management**

**Subject: New Job Description – Business Systems Specialist, Strategy Management**

**Recommendation(s):**

It is recommended that the Board approve the attached new civilian job description and classification for the position of Business Systems Specialist, Strategy Management Office (A10054).

**Financial Implications:**

A Court Officer C62 (40 hour) position (with a salary range of \$68,572 to \$78,521) will be deleted and replaced with the Business Systems Specialist position (with a salary range of \$79,434 to \$91,730). This establishment change will result in additional salary and benefit costs of approximately \$17,000 annually.

It is important to note that it will cost approximately \$200,000, if we continue to use an external contractor to carry out these required services, which is more than double the cost of the permanent position being recommended for approval by the Board.

**Background / Purpose:**

The functions of this position are currently being carried out by a contractor from Modis Canada Inc. Due to the continuing needs of the Service, this contract has been extended twice. Given the importance of maintaining the Service's core business system, it has been determined that the continued need for daily support, analysis, training and quality assurance of both Service operational systems and business requirements is such that a full time Business Systems Specialist is required to ensure continuous efficiency and improvement in this area.

**Discussion:**

The Service's records management system (Versadex) is our core business system that is critical to and enables front line and support operations across the Service.

The transition to Versadex represented a significant capital investment on the part of the Service. In order to leverage this investment to its fullest extent, the Service requires the internal capacity to provide continued support across the organization including:

- Re-engineering of business processes and implementation of new capabilities through innovation, research and development;
- The ability to forecast changing business needs that are in line with the Service's strategic goals and objectives;
- The creation of technical documents to assist with guidance, support and training;
- Preparation of plans for the implementation of upgrades, new releases and new functionality and work with the technical support unit in Information Technology Services and business units to carry out these plans;
- The provision of day to day support, issuance of management/resolution services; and
- Bridging business needs and technological capabilities both internally and with external stakeholders.

This function has been carried out by an external contractor and in addition to process change, field support and configuration management, the contractor has acted as a business intelligence development resource. The contract for this contractor is scheduled to end on August 31, 2016. (Min. No. P9/2016 refers).

The overall performance of the system since implementation has been relatively good, and many issues have been rectified. However, in order to realize the full scope of the system, reassessment and implementation of new capabilities will be ongoing. To ensure that Versadex is effectively meeting the key needs of members and the Service, and that further improvements are enabled, a dedicated internal subject matter expert is required. The majority of agencies that use Versadex have a Systems Analyst job position that fulfils this important role.

The new job description for the Business Systems Specialist, Strategy Management is attached. The position has been evaluated using the Service's job evaluation plan and has been determined to be a Class A10 (35 hour) position within the Unit "A" Collective Agreement. The current salary range for this position is \$79,434 to \$91,730 per annum effective July 1, 2016.

**Conclusion:**

The Versadex records management system is the core business system for the Service.

In order to properly support the administration of the system and take on-going action to sustain and enhance the system, a resource is required in the Service's Strategy Management Office, where ownership of the system resides.

As part of the project lifecycle and system evolution, the Service has been using an external contractor to provide the required services. The cost of using an external contractor for this important role is much more expensive than creating an internal position to carry out these responsibilities on an on-going basis.

To mitigate the financial impact, the Service is deleting an existing court officer position and replacing it with a Business System Specialist position.

The Service is therefore recommending that the Board approve the job description and classification for the position of Business Systems Specialist, Strategy Management Office (A10054).

Subject to Board approval, the Toronto Police Association will be notified accordingly, as required by the collective agreement, and this position will be staffed in accordance with established procedure.

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.



## Toronto Police Service

### Job Description

**Date Approved:**

**Board Minute No.:**

**Total Points:** 507.5

**Pay Class:** A10

**Job Title:** Business Systems Specialist

**Job No.:** A10054

**Branch:** Chief of Police

**Supersedes:** New

**Unit:** Strategy Management

**Hours Of Work:** 35

**Shifts:** 1

**Section:** Corporate Projects/Business Change Management

**No. of Incumbents In This Job:** 1

**Reports To:** Staff Sergeant, Business Change Management

**Date Prepared:** 2016.04.26

#### Summary of Function:

Responsible for ensuring that the Toronto Police Service's operational systems are effectively supported through the development, implementation and administration of system enhancements and upgrades; responsible for daily support, including troubleshooting of technical problems, analysis of business requirements, table maintenance, testing, complex query reports and quality assurance; responsible for creating user documentation, courseware and delivering training; responsible for ensuring continuous improvement of the operational systems, working with internal stakeholders, vendors and third parties.

#### Direction Exercised:

Supports end users of operational systems, including providing training as required.

#### Machines and Equipment Used:

Workstation with associated software and other office equipment as required.

## **Duties and Responsibilities:**

1. Analyzes user and application needs, determines and evaluates solutions and approaches to meet those needs, selects the optimal technology solution, develops, tests and implements application enhancements, new modules, fix/support patches and upgrades.
2. Consults with users to identify and document software/system purpose, work flow, output needs and determines overall functional, technical system requirements and specifications, and provides guidance, support and training when necessary.
3. Plans, designs, develops, tests and creates all technical documents, user manuals and reference material and maintains an updated repository of documentation. Publishes and disseminates this documentation as needed or when updates are made.
4. Develops alternative solutions, conducts feasibility studies and recommends the most suitable solution that aligns with the Service's strategic goals and objectives.
5. Prepares plans for the implementation of upgrades, new releases and new functionality and works with the technical support unit in ITS and business units to carry out these plans.
6. Identifies data sources, constructs data decomposition diagrams, provides data flow diagrams, and documents the process.
7. Investigates application errors and problems and liaises with operational systems service providers to log problem calls, keep current on the latest upgrades, patches, tips, and techniques.
8. Attends meetings and workshops as required with partnering agencies.
9. Researches and recommends possible developmental tools, new technologies, and new methodologies.
10. Creates and executes all aspects of project work plans, and revises as appropriate to meet changing needs and responsibilities.
11. Works with involved stakeholders to arrive at mutually beneficial goals.

12. Creates documentation such as business requirements and change request documents, while maintaining existing documentation, support logs, information guides etc.
13. Creates complex query reports for internal use and business units and maintains comprehensive library of such queries and reports.
14. Maintains knowledge of operational business practices and identifies and promotes best practices within the various operational systems applications.
15. Leads small projects and participates in large projects that require system operational and technical expertise involving the applicable operational system application, project leadership, functional specifications, and configuration of tables and testing.
16. Action day to day operations such as access and controls, ad-hoc questions from the field, system specific queries and troubleshooting.
17. Defines and maintains service level agreements, provides deliverables as per expected targets and manages priority.
18. Performs all other duties, functions and assignments inherent to the position.

**The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.**

21. June 16, 2016 from Mark Saunders, Chief of Police  
Re: **Special Constable Appointments**

**Subject: Special Constable Appointments**

**Recommendation(s):**

It is recommended that the Board approve the appointments of the individuals listed in this report as special constables for the University of Toronto, Scarborough Campus, subject to the approval of the Minister of Community Safety and Correctional Services.

**Financial Implications:**

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

**Background / Purpose:**

Under Section 53 of the *Police Services Act of Ontario*, the Board is authorized to appoint and re-appoint special constables, subject to the approval of the Minister of Community Safety and Correctional Services. Pursuant to this authority, the Board now has agreements with the University of Toronto (U of T), Toronto Community Housing Corporation (T.C.H.C.) and Toronto Transit Commission (T.T.C.) governing the administration of special constables (Min. Nos. P571/94, P41/98 and P154/14 refer).

The Service has received a request from the University of Toronto to appoint the following individuals as special constables:

#1. [Table 2Name of Agency and Special Constable Applicant](#)

<b>Agency</b>	<b>Name</b>
U of T, Scarborough Campus	Deanna Pittman
U of T, Scarborough Campus	Jordan Wells

## Discussion:

The special constables are appointed to enforce the *Criminal Code of Canada*, *Controlled Drugs and Substances Act*, *Trespass to Property Act*, *Liquor Licence Act* and *Mental Health Act* on their respective properties within the City of Toronto.

The agreements between the Board and each agency require that background investigations be conducted on all of the individuals who are being recommended for appointment or re-appointment as special constables. The Service's Employment Unit completed background investigations on these individuals and there is nothing on file to preclude them from being appointed as special constables for a five year term.

The University of Toronto has advised the Service that the above individuals satisfy all of the appointment criteria as set out in their agreements with the Board. The agencies approved strength and current complement is indicated below:

#1. [Table 3 Name of Agency, Approved Strength and Current Number of Special Constables](#)

Agency	Approved Strength	Current Complement
U of T, Scarborough Campus	19	13

## Conclusion:

The Toronto Police Service continues to work together in partnership with the agencies to identify individuals who may be appointed as special constables who will contribute positively to the safety and well-being of persons engaged in activities on T.T.C., T.C.H.C. and U of T properties within the City of Toronto.

Deputy Chief of Police, James Ramer, Specialized Operations Command, will be in attendance to answer any questions that the Board may have with respect to this report.

22. July 04, 2016 from Mark Saunders, Chief of Police

**Re: Joint Procurement for the Provision of Administrative and Underwriting Services for Employee Benefit Plans**

**Subject: Joint Procurement for the Provision of Administrative and Underwriting Services for Employee Benefit Plans**

**Recommendation(s):**

It is recommended that:

- (1) the Board authorize the Chair to execute all required agreements and related documents on behalf of the Board, subject to approval by the City Solicitor as to form, with Green Shield Canada (Green Shield) for the provision of Category A Administrative and Underwriting Services – Extended Health Care and Dental Benefits, for a five-year period, effective January 1, 2017 to December 31, 2021;
- (2) the Board authorize the Chair to execute all required agreements and related documents on behalf of the Board, subject to approval by the City Solicitor as to form, with The Manufacturers Life Insurance Company (Manulife) for the provision of Category B Services – Group Life Insurance, Accidental Death & Dismemberment Insurance and Long Term Disability/Insurance Benefits for a five-year period, effective January 1, 2017 to December 31, 2021; and
- (3) the Board grant authority to the Chief of Police to exercise the options to extend for up to two (2) additional separate one year extensions, from January 1, 2022 to December 31, 2023, pending operational requirements and satisfactory vendor performance in relation to the contract.

**Financial Implications:**

Firm pricing was provided for the five-year term commencing January, 2017 for administrative fees and pooling charges. Insured premiums, however, are costed under both categories, and are only guaranteed for the first three years of the contract, with a commitment that annual increases in the fourth and fifth year would not exceed the lesser of 10% or the annual increase in the Consumer Price Index (All items Toronto). Pricing for the two options years has not been set and is entirely negotiable.

The total estimated cost of the new contracts, for the initial five-year term commencing January 2017 is \$53.5M, before applicable taxes. This amount includes both the Board

and retired employee portions, but excludes the cost of the actual benefit (e.g., dental, drug) reimbursements to members. The net cost to the Board, before applicable taxes, and net of retired employee reimbursement, is approximately \$38M.

The contracts for both Green Shield and Manulife combined are estimated to increase the costs to the Toronto Police Service by \$6.2 M over five years. The five-year increase will be offset by employee/retiree co-pays of approximately \$0.4M. The impact on the 2017 budget will be an increase of approximately \$1.2M for associated costs of the new contract. However, this increase does not include the cost of benefits reimbursed to employees that are expected to increase each year.

### **Background / Purpose:**

The Board provides benefits coverage to more than 13,000 employees and retirees, along with their spouses and eligible dependents. For the purpose of benefits coverage, employees are categorized as members of the Toronto Police Association (T.P.A.) and the Toronto Police Senior Officers' Organization (S.O.O.). A third smaller group of Excluded members receive the same benefits coverage as members of the S.O.O.

Through its benefits provider, the Board provides extended health and dental care on an Administrative Services Only (A.S.O.) Plan basis, meaning that the Board is responsible for paying both the amount of the benefit claim itself, plus an administration fee for the claims adjudication and reimbursement process. In addition, life insurance, accidental death & dismemberment, some retiree benefits and long term disability insurance for certain employee groups are provided on an insured basis, with the provider performing the role of plan insurer.

### Previous Request for Proposal for Benefits

In 2010, the Service, on behalf of the Board, undertook the first joint Request for Proposal (R.F.P.) with the City of Toronto (City) and Toronto Transit Commission (T.T.C.), for the provision of administrative and underwriting services for employee benefit plans which resulted in the three participants awarding the contract for all benefit services to Manulife for the five-year period from January 1, 2012 to December 31, 2016.

The 2010 joint R.F.P. process with the City and the T.T.C. that was used to establish the current contract with Manulife, resulted in lower pricing for all three participants. Therefore, in 2015, as part of continuing shared services efforts, the three participants issued a joint R.F.P. for benefit provider services to cover the 2017 to 2021 period. Details on the joint R.F.P., evaluation process and final results are outlined below.

### Consolidated Procurement – Process and Authorities Required

The joint R.F.P. process undertaken by the Service with the City, is defined as "Consolidated Procurement" under the Board's Financial Control By-law 147. This

consolidated procurement covers the procurement of goods or services undertaken by the City in which the Board participates, but where the City will make the award on behalf of both itself and the Board. Section 17(8) allows the Chief of Police to make an award through consolidated procurement, regardless of dollar value, and only requires that the award be reported to the Board at the next available meeting.

Approval for the City and Board contracts with Green Shield and Manulife is being sought at City Council's July 12, 2016 meeting. However, because each participant is required to issue its own contract to the successful proponents, the purpose of this report is to provide the Board with information on the final results of the R.F.P. process, and to request that the Chair be delegated authority to sign the required agreements.

Furthermore, to mirror the City's request that authority be granted to the City Treasurer to exercise options to extend either contract up to two additional years, the Service is requesting that the Board delegate the authority to also extend the subject contracts, pending operational requirements and based on vendor performance, to the Chief of Police.

## **Discussion:**

### Joint R.F.P. Process

A working team consisting of representatives from the City, T.T.C. and the Service began the R.F.P. writing process in June 2015. The intent was to award a joint R.F.P. with sufficient time to transition to a new provider, if required, by the expiry of the existing agreements on December 31, 2016. This team also formed the evaluation committee, charged with evaluating the proposal responses and recommending the benefits carrier(s) for contract(s) award.

The resulting R.F.P., Provision of Administrative and Underwriting Services for Employee Benefit Plans (City RFP #9105-16-7020) was released on January 11, 2016 and closed on February 16, 2016. It included enhanced requirements related to systems, fraud detection controls and reporting, and disability management processes. The City was responsible for issuing the R.F.P. and acted as the main point of contact during the R.F.P. process. In addition to public advertisement on the City's website, five companies were notified of the R.F.P., four of which purchased the R.F.P. documents from the City, and two of which submitted proposals.

### R.F.P. Structure

In order to promote competition and broaden the pool of competitive bids, the 2016 R.F.P. was structured differently from the 2010 document. The 2016 R.F.P. divided the required benefit services into two categories. Category A Services consisted of health and dental benefits, while Category B Services consisted of Group Life Insurance, Accidental Death & Dismemberment Insurance and Long Term Disability /Insurance Benefits. Proponents could submit proposals for either Category A, Category B or for both categories, allowing each category to be evaluated separately. In addition, the

RFP utilized a two-envelope system, whereby proponents were required to submit their proposal pricing in one envelope, and technical proposal/methodology to carry out the work, along with the information to determine their experience and qualifications based on requirements in the R.F.P., in a second envelope. The only caveat to this arrangement was that proposals had to be based on providing the services bid on to all three participants.

As outlined in the R.F.P., technical proposals, for both categories of services, were evaluated out of 100%, based on the following criterion:

Category A	Category B
Executive Summary and Operations Profile	Executive Summary and Operations Profile
Experience and Qualifications	Experience and Qualifications
Proposed Staff Team and Resources	Proposed Staff Team and Resources
Health and Dental Claims Management Process	Disability Claims Management Process
System requirements	System Requirements
Fraud Detection and Reporting	Fraud Detection and Reporting
Financial and Underwriting	Financial and Underwriting
Value Added Services	Value Added Services

The R.F.P. included the weight assigned to each criterion and stated that in order for a proponent to be considered for award of a contract, an overall score of 80% or higher was required. Sub-category thresholds of 80% were applied to Fraud Detection and Reporting, System Requirements and Disability Claims Management (City and T.T.C. only) as these sub-categories are significant priorities for the participants.

In addition, the R.F.P. also included a clause that allowed the participants, at their discretion, to lower any of the technical thresholds by up to 5% in the situation where only one proponent passed the technical thresholds for a particular category of services.

As part of the evaluation process, the R.F.P. allowed for clarifications as required regarding submissions and if needed, an interview with any proponent, with both actions potentially resulting in an adjustment to the final scores.

The pricing envelope was only opened and considered by the evaluation team for those proponents that scored above the minimum 80% threshold. The lowest priced proposal that met the minimum threshold score would be recommended for award. Based on a City Auditor General recommendation, the R.F.P. also requested alternate pricing for administration fees that could include percentage-based, fixed rates or a blended pricing model.

For both categories, firm pricing for administrative fees and pooling charges was provided for the five-year term commencing January 1, 2017. However, insured premiums costed under both categories are only guaranteed for the first three years of

the contract with a commitment that annual increases in the fourth and fifth year would not exceed the lesser of 10% or the annual increase in the Consumer Price Index (All items Toronto). Pricing for the two options years has not been set and is entirely negotiable. For the purpose of costing this contract, no increase or decrease was assumed for administrative fees, while a 2% increase was assumed for insured rates.

### R.F.P. Results

Two companies submitted proposals. Manulife submitted a proposal on Category A and Category B, and Green Shield submitted a proposal on Category A only.

For Category A services, Green Shield was assigned a score that exceeded the minimum 80% overall threshold and exceeded the minimum 80% threshold for System Requirements and Fraud Detection and Reporting.

Manulife did not meet the minimum 80% criterion for System Requirements and Fraud Detection and Reporting. As a result, the clarification and interview process was exercised. Despite adjusted scores, Manulife did not meet the required 80% threshold.

The evaluation team could not reach consensus on whether or not to reduce the minimum threshold by 5% in order to have at least one other Proponent included in the process, and deferred the final decision to the senior executives from all Participants. The senior executives reached final consensus to not invoke the clause, as it was deemed prudent to maintain the higher standard for these critical aspects of service.

As a result, only the pricing envelope for Green Shield was opened for Category A services. The total cost of the Category A services, which includes administration costs, retiree premiums and pooling/out of country premiums is approximately \$39.1M, before applicable taxes, over the five year term of the contract. This cost is offset by retiree reimbursements of \$15.4M, resulting in a \$23.7M net cost to the Board, before applicable taxes.

Since Green Shield has never provided benefits to the participants, the evaluation team checked the references provided with the proposal. All references confirmed that services had been provided satisfactorily and supported the evaluation team's assessment of Green Shield's proposal.

Manulife was the only proponent for Category B services. The evaluation team assigned a score that exceeded the minimum 80% overall threshold and exceeded the minimum 80% threshold for their Disability Claims Management Process and Fraud Detection and Reporting. Pricing for these services, which includes insured and other premiums, will result in a \$14.5M total cost, before applicable taxes, over five years, \$0.1M of which will be borne by the employee group.

At this time, City Council is being requested to only approve the five year contract, based on firm pricing for required services. The optional contract extensions, up to a

maximum of two additional years beyond the initial five year term, will be subject to price negotiations, operational requirements and the provision of satisfactory services to each participant.

### Use of a Fairness Monitor

Given the size and financial impact of the joint R.F.P., a consultant was engaged to act as a fairness monitor, providing oversight and advice throughout the R.F.P. process. The City retained the Ernst & Young Inc. to provide this service. In addition to oversight and advice, the fairness monitor has provided an opinion that indicates that the R.F.P. process was carried out in a fair and reasonable manner. The Fairness Monitor Report has been attached as Appendix A.

### Next Steps

Due to the size and complexity of the Board's benefits plans, a significant amount of work is involved in transitioning to the new health and dental benefits provider. Green Shield, the successful proponent has indicated that their team would manage the transition. However, Service staff will be required to assist in the transfer of files and required information. Although it is anticipated that the transition can be performed with existing staff, a temporary resource may be required, given current vacancies in the Payroll and Benefits Administration unit, existing workload and the Human Resource Management System Transformation project.

Given that Manulife is the existing provider for Category B services, there are no transition requirements.

### **Conclusion:**

The Board provides its members, retirees and their dependents with extended health care, dental, life insurance, accidental death & dismemberment and long term disability benefits through benefits plans negotiated by the Board with the T.P.A. and the S.O.O. A small group of Excluded members are offered the same benefits as S.O.O. members. In 2015, these benefits cost the Service \$47.6M. The Service's 2016 budget includes \$50.5M for these employee and retiree benefits.

In January, 2016, the Service participated in a consolidated procurement process with the City and T.T.C. for the provision of administrative and underwriting services for employee benefit plans. The R.F.P. divided the services into Category A and Category B. Two proponents submitted proposals: Green Shield and Manulife submitted proposals to provide Category A services and Manulife was the only proponent to submit a proposal for Category B services.

Through the efforts of a consolidated evaluation team, overseen by a fairness monitor retained by the City through Ernst and Young Inc., Green Shield has been selected as the successful proponent for Category A services and Manulife for Category B services.

City Council has been requested to award these contracts to the noted proponents at its July 12, 2016 meeting.

As such, the Board is being requested to delegate authority to the Chair to sign the agreements with both organizations on behalf of the Board for a five year contract, which offers set pricing as outlined in the R.F.P. In addition, should the Service engage in successful price negotiations and find the services of the successful proponents satisfactory, the additional two year options will be exercised. The Board is being requested to delegate authority to extend, based on these conditions, to the Chief of Police.

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



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## Fairness Monitor Report re: RFP 9105-16-7020 Benefits Carrier

1. Ernst & Young LLP ("EY") was engaged to act as the Fairness Monitor with respect to RFP 9105-16-7020 Benefits Carrier (the "RFP"). We have completed our engagement to act as Fairness Monitor of the RFP with respect to the provision of a benefits carrier for the City (its agencies, boards and commissions), the TTC and the Toronto Police Services (the "TPS").

### Disclaimer

2. In preparing this Report, EY has been provided with and, in making comments herein, has relied upon the RFP, the Evaluation Committee's (defined below) scoring of the bidders submissions including the clarification answers and the presentation by one of the bidders (the "Information"). EY has not audited, reviewed or otherwise attempted to verify the accuracy or completeness of such information and, accordingly, EY expresses no opinion or other form of assurance in respect of such information contained in this Report.

### Background

3. The evaluation committee (the "Evaluation Committee"), consisted of nine benefit experts from the City, the TTC and TPS. In addition, there were observers from each of the City, the TTC and TPS as well as the representatives from the City's Purchasing and Materials Management Division at each of the meetings or conference calls.
4. Bidders were invited to bid for Category A (Health and Dental Benefits), Category B (LTD, Group Life, and AD&D Benefits) or both Categories A and B. Each Category was to be evaluated separately and each prospective bidder was required to score a minimum of 80% on its technical submission for certain sections and for the proposal overall. The RFP did allow the Evaluation Committee to lower this requirement to 75% in the event that no bidders scored greater than 80% or at the sole discretion of the Evaluation Committee.
5. Any evaluation of the bids or any recommendations with respect to the evaluation of the bids by the Evaluation Committee with respect to the RFP was considered outside the scope of this engagement.

### RFP Process

6. Key dates related to the bid process are as follows:
  - RFP issuance date: January 11, 2016
  - Voluntary Information Session: January 19, 2016
  - Deadline for questions: January 26, 2016
  - Submission Deadline: February 16, 2016
  - Clarification questions issued (both bidders): March 23, 2016

- Deadline for clarification answers (both bidders): March 30, 2016
  - Presentation by Bidder 2: April 18, 2016
7. The Evaluation Committee received two bids from bidders for Category A and one bid from a bidder for Category B (this bidder "Bidder 2" also submitted for Category A). Clarification questions were requested from both bidders and a presentation was requested from the bidder who submitted for Category A and B.
8. EY, as the Fairness Monitor, was fully engaged in the procurement process and was in attendance in person or by conference call during the following steps:

<u>Step</u>	<u>Fair</u> <u>(Yes or No)</u>
1. Development of RFP	yes
2. Development of scoring matrix	Yes
3. Voluntary Information Session	Yes
4. Questions from bidders	Yes
5. Answers provided to all bidders	Yes
6. Clarification questions and answers	Yes
7. Presentation Bidder 2	Yes
8. Evaluation of Bids	Yes

9. As a result of the consensus decision of the Evaluation Committee, Bidder 2 received a score greater than the minimum 80% threshold for Category B, but not for Category A. The other bidder ("Bidder 1") for Category A received a consensus score of the Evaluation Committee greater than the minimum threshold of 80%.
10. The Evaluation Committee reached a consensus decision to not lower the threshold for Bidder 2's bid for Category A. As a result, Bidder 1 was the successful bidder for Category A and Bidder 2 was the successful bidder for Category B.
11. The Evaluation Committee then opened the financial bids and checked the references of Bidder 1 which were found to be satisfactory.
12. The process with respect to the preparation of the RFP as well as the evaluation of the bids received, of the presentation and clarification answers was in accordance with the terms of the RFP, the City's procurement rules, and was fair and reasonable.

23. July 04, 2016 from Mark Saunders, Chief of Police

**Re: Award of Construction Management Services for the Service Peer to Peer Data Centre**

**Subject: Award of Construction Management Services for the Service Peer to Peer Data Centre**

**Recommendation(s):**

It is recommended that:

- (1) the Board award the contract for construction management for the Service's Peer to Peer Data Centre to Eastern Construction Company Limited, at an estimated construction management services fee of \$1,659,581 (including taxes);
- (2) the Board award the construction services contract for the Service's Peer to Peer Data Centre to Eastern Construction Company Limited, at an estimated amount of \$12.9M (including taxes); and
- (3) the Board authorize the Chair to execute the agreements for construction management services and construction services on behalf of the Board, subject to approval as to form by the City Solicitor.

**Financial Implications:**

The capital budget for the Service's Peer to Peer Data Centre is \$20.1M. The construction management services contract is estimated at \$1.7M (including taxes), and will be funded from the approved capital budget for this project.

Based on the proposal from Eastern, the construction services component of the project, which Eastern will be responsible for in its role as the construction manager, is estimated at \$11.7M (including taxes). This is a very rough estimate as detailed drawings are not yet available. This estimate will be refined and adjusted as the working drawings are finalized. The construction services estimate does not include allowances for security, site work, and contingencies. These are estimated at \$1.2M, bringing the total estimated commitment to \$12.9M, including taxes.

Based on the construction management process, Eastern will tender the various construction work to sub-contractors through a competitive process and then bill the Service as the work is completed. Eastern is responsible for overseeing the work and ensuring it is satisfactory and meets the specifications and scope of the project.

Eastern is also responsible for applying value engineering to various aspect of the project to contain and reduce the cost of the construction, wherever possible.

The cost of construction services component is included in the approved capital project for this facility.

### **Background/Purpose:**

This project provides funding for a new Peer to Peer (P2P) facility. The Service's current P2P data centre has significant space and power issues, which put this mission-critical operation at risk and impairs the operations and future growth requirements. In addition, the current line-of-sight distance from the primary site is seven (7) kilometres, which is significantly less than the industry minimum standard of 25 kilometres for disaster recovery/business continuity sites.

For this reason, the Service received approval as part of the 2015 – 2024 capital program to replace the existing P2P with a new facility that would better meet operational requirements. The Board's approval to build a City-owned and Service managed facility was received after an analysis of a number of different options, which were presented and discussed with the Board. The recommended option was the most cost-effective over long-term.

The new P2P facility will be a minimum of 25 kilometres away from the primary data centre and will meet the current and future P2P data centre objectives of sustained and improved operational resiliency. It will be a single purpose built facility providing the required technological capacity, resiliency, security and green sustainability capabilities. The new P2P facility will provide redundant tier three power, cooling and generator redundancy and secure electrical services. It will be a scalable data centre with 10,000 square feet of space for data centre operations, required infrastructure, support and growth.

Following approval of this project by the Board, the Board at its meeting on July 16, 2015, awarded the MMM Group Ltd the architectural design and consulting services contract for the data centre (Minute Number 191/15 refers). To date, the consultant has developed the site selection criteria, reviewed viable potential properties in conjunction with the City of Toronto Real Estate Division and has commenced schematic design drawings. City Real Estate is currently in discussions for the acquisition of a property for the facility.

The purpose of this report is to request that the Board approve the selection of Eastern Construction Company Limited (Eastern) to provide construction management services and construction services for the P2P facility.

### **Discussion:**

On April 15, 2016, the Toronto Police Service Purchasing Services Unit issued Request for Proposal (R.F.P.) #1163976-16 for the provision of Construction Manager Services and Construction Services for a P2P Data Centre project (R.F.P.). The R.F.P. was advertised on MERX, an electronic tendering service, designed to advertise opportunities for the procurement of goods and services worldwide. Twenty nine vendors downloaded the R.F.P. document. A mandatory meeting for vendors was held on April 27, 2016 and a total of 12 vendors attended the meeting. The closing date for the R.F.P. was May 16, 2016 and responses were received from the following five proponents:

- Mettko Construction Limited
- The Atlas Corporation
- EllisDon Corporation
- Eastern Construction Company Limited
- Canadian Turner Construction Company Limited

The submissions were subsequently reviewed by the members of the evaluation committee, utilizing the following evaluation criteria:

**Table 4 Construction Manager Evaluation Criteria**

	<b>Construction Management Company (maximum score 100)</b>	<b>Points</b>
1	Statement of Understanding and Project Objectives	5
2	Proponent Profile and Capabilities	25
3	Proponent Project Team Experience	25
4	Project Experience and Client References	5
5	Project Methodology and Managing Client Expectations	25
6	Pricing Schedule – Construction budget: Breakdown and Backup	15
	<b>Total maximum score</b>	<b>100</b>

A two stage, two envelope process was used for this R.F.P. The pricing envelope was not opened until the evaluation committee reviewed and scored all submissions against the technical criteria identified in the R.F.P.

In order to move forward to stage two of the process (pricing), proponents were required to obtain a minimum score of 75%.

As identified in the R.F.P., a best value methodology was used to calculate scores for the technical portion only, where marks were further refined to achieve a weighted score of 70%, while pricing was valued at 30%.

The proposal achieving the highest combined total score of both the technical and pricing components would therefore be the recommended proposal.

Purchasing facilitated the evaluation process and through consensus scoring, the proponent achieving the highest overall score based on the pre-established criteria is Eastern.

Eastern's price of \$1,659,581 (including taxes) consists of a fixed management fee and estimated general conditions. The estimated general conditions cover the disbursement costs that will be incurred by the construction manager to operate the construction site. They include expenditures such as construction trailers, temporary power, staff time and printing.

The Service utilizes a limited-risk method of Construction Management in the completion of the project. Under a limited risk scenario, the construction management firm will assume the role of the "Constructor" as defined by the *Occupational Health and Safety Act*. In order to accomplish this, the Construction Manager (C.M.) must retain the services of the various sub-contractors required to complete the project. All tender documents will be reviewed by Service staff to ensure they adhere to the City's various union agreements, fair wage policy and other requirements. In addition, no purchase order or other such agreement can be issued by the C.M., without the approval of the Service. The construction services component of the project is estimated to cost \$11.7M including taxes, plus allowances for site services, security and contingencies estimated at \$1.2M for a total of \$12.9M (including taxes).

Actual construction work is scheduled to start in the second quarter of 2017. The estimated construction cost will be based on the final facility design and a more detailed estimate prepared by the C.M.

The C.M. will form part of the design team, providing the necessary expertise with respect to value engineering, pricing and budget verifications, constructability and market conditions. The Service has used this process for major capital projects with great success in the past. The Board will be kept apprised on the status of this project, including any significant issues that might arise, through the quarterly capital variance report process.

### **Conclusion:**

Based on a comprehensive analysis of various options and approval of the project by the Board, the Service has embarked on the design and construction of a new P2P data centre that will house its mission critical information systems in a secure and stable environment that meets industry standards. Following the engagement of a design

consultant (approved by the Board in 2015) and the selection of an appropriate site, Service staff began the procurement process to identify a construction management and construction services provider.

The Service utilizes a construction management approach for large capital projects. The selection of a qualified C.M., who will manage the construction of the facility, is critical to the success of the P2P data centre project. The C.M. will be part of the project design team and have input on issues that could impact on the actual construction and cost of the facility.

Based on the results of an in-depth evaluation of submissions obtained through an open and transparent procurement process, Eastern Construction Company Limited is the recommended proponent, having achieved the highest overall score and submitting a proposal that optimizes value to the Service. Eastern will provide the required services at an estimated price of \$1,659,581 (including taxes) for a fixed construction management fee and estimated general conditions. As the C.M., Eastern also assumes the role as Constructor and will engage, manage and pay the various sub-contractors required for the construction and bill the Service accordingly.

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

24. July 04, 2016 from Mark Saunders, Chief of Police  
**Re: Supply and Delivery of Uniform Dress Shirts**

**Subject: The Supply and Delivery of Uniform Dress Shirts**

**Recommendation(s):**

It is recommended that:

1. The Board approve Empire Shirt Ltd. to provide the Toronto Police Service (Service) with uniform dress shirts for the initial period to commence upon approval of the contract award by the Board and end March 8, 2018; and
2. The Board authorize the Chief of Police to execute the remaining two optional years of the existing contract on behalf of the Board, to March 8, 2020, if the Ministry of Community Safety and Correctional Services (M.C.S.C.S.) exercises these option years, and provided the Chief of Police is satisfied with the company's performance under the contract.

**Financial Implications:**

Empire Shirt Ltd. has proposed to supply the Service with uniform dress shirts at an approximate cost of \$736,000 including taxes for the initial two-year term of the contract with an additional \$791,000 including taxes for the two, one year optional terms, if exercised. The total value of the contract including the option years is approximately \$1.5 Million, including taxes. Funds for this purpose are provided for in the Service's annual operating budget. These estimates are based on current Service requirements. However, there is no contractual obligation to purchase any minimum quantities, therefore allowing for budgetary reductions without penalty.

**Background / Purpose:**

In the past, as per Financial By-Law 147, Service purchases made utilizing agreements created by a member of the Police Cooperative Purchasing Group (P.C.P.G.), the City of Toronto or Ontario Shared Services which exceeded \$500,000 were reported to the Board on an annual basis. Board approval was not required prior to entering into this type of agreement.

Recently, Purchasing Services in conjunction with the City Solicitor made the determination that the Financial By-Law does require Board approval when the Service piggybacks onto an existing agreement with an anticipated overall value exceeding

\$500,000 in the case of a P.C.P.G., City of Toronto or Ontario Shared Services agreement. The by-law is being revisited.

**Discussion:**

The Ministry of Community Safety and Correctional Services (M.C.S.C.S.) issued Agreement COS-0036 to Empire Shirt Ltd., effective March 9, 2016, and following a full Request for Quotation process for the supply and delivery of uniform dress shirts. Fleet & Materials Management contacted Purchasing Services and upon confirmation that this process included a valid piggyback clause, Purchasing Services has confirmed that the Service can take advantage of the bulk purchasing pricing included within this agreement.

**Conclusion:**

Following the award by the M.C.S.C.S., it is recommended that the Board approve the Service to utilize this contract for the supply and delivery of uniform dress shirts for an initial term ending March 8, 2018, with the option to extend for an additional two one-year terms 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.

25. July 04, 2016 from Mark Saunders, Chief of Police  
**Re: Property Evidence Lockers – Vendor of Record Contract Extension Option Year**

**Subject: Property Evidence Lockers: Vendor of Record Contract Extension Option Year**

**Recommendation:**

It is recommended that the Board approve the final contract extension for the supply and installation of property evidence lockers, commencing September 1, 2016 and ending August 31, 2017, to Pech Consulting Incorporated.

**Financial Implications:**

The current property evidence lockers are over 18 years old and require replacement. The estimated annual expenditure for the evidence locker lifecycle replacements is \$350,000. This amount is funded from the Service's Vehicle and Equipment Reserve. Although a budget is set annually in order to meet the replacement plan, the actual annual expenditure is subject to available funds.

**Background / Purpose:**

At its meeting of August 15, 2012, the Board approved Pech Consulting Incorporated (Pech) as the Vendor of Record (V.O.R.) for the supply and installation of property evidence lockers for a three year period ending on August 31, 2015 (Min. No. P200/12 refers). The contract included two, one year options, the first of which was extended by the Board at its meeting of June 18, 2015 (Minute Number P161/15 refers).

The Toronto Police Service (Service) has not experienced any performance issues related to the replacement lockers provided by Pech. As a result, the purpose of this report is to request approval to exercise the extension of the final year of the contract to August 31, 2017.

**Discussion:**

On April 17, 2012, Purchasing Services (Purchasing) issued Request for Proposal (R.F.P.) #1127960-12 to select a V.O.R. for the supply, delivery and complete installation of property evidence lockers.

In the mid-1990s, the Property and Evidence Management Unit (P.E.M.U.) implemented the Divisional Locker Management System (D.L.M.S.). The D.L.M.S. consists of a variety of different sized lockers that are wired to a control panel and computer. The computer uses software to track evidence and property while providing a method to identify lockers available for storage of evidence or property.

Due to the fact that the D.L.M.S. is a specialized product that integrates to a software system, it is not an off the shelf product. The D.L.M.S. is installed in 20 Service facilities and to date the Service has replaced the system in all but three buildings. The D.L.M.S. will be replaced in the remaining three facilities by the end of 2017.

Since the beginning of this V.O.R. agreement, the Service has not experienced any delivery, installation or performance issues with Pech over the term. The product that Pech supplies meets the specification set out at the time of tender, and the product installation has and continues to meet the Service's needs.

**Conclusion:**

The Service requires a V.O.R. to supply, deliver and install property evidence lockers. Exercising the final one year extension option with Pech Consulting Services will ensure conformity and consistency with each existing DLMS site, and enable the installation of the DLMS system in all facilities by the end of 2017.

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

26.

(A) Copy of Minute No.P132/16 from the Meeting held on May 19, 2016

Re: Request for Funds – Production, Design and Printing Expenses – Transformational Task Force Interim Report

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE TORONTO POLICE SERVICES BOARD HELD ON MAY 19, 2016**

**#P132 PRODUCTION, DESIGN AND PRINTING EXPENSES – TRANSFORMATIONAL TASK FORCE INTERIM REPORT**

The Board was in receipt of the following report May 18, 2016 from Andy Pringle, Chair:

Subject: PRODUCTION, DESIGN AND PRINTING EXPENSES - TRANSFORMATIONAL TASK FORCE INTERIM REPORT

Recommendation:

It is recommended that, as an exception to its policy governing the Special Fund, the Board approve an expenditure not to exceed \$45,000.00 to cover the costs of production, design and printing of the Transformational Task Force Interim Report.

Financial Implications:

The balance of the Special Fund as at March 31, 2016 was \$1,843,843.00.

Background/Purpose:

In December 2015, the Board established a Transformational Task Force comprised of Toronto Police Service members and community members, co-chaired by me and Chief of Police Mark Saunders. The Board directed that an interim report be submitted to the Board for its meeting on June 17, 2016.

Discussion:

The Transformational Task Force is in the final stages of the preparation of its Interim Report to the Board. Given the scope of the report and the very tight timeframe for its release, I authorized the retention of a professional writer, a graphic design firm and the outsourcing of the printing of the interim report. The cost for these services is roughly estimated to be \$45,000.00. Given that these are unanticipated costs, neither the Board nor the Toronto Police Service has operating funds available for this purpose.

Consequently, I am recommending that the Board agree, to make an exception to permit these expenses to be covered by fund within the Board's Special Fund.

Conclusion:

It is recommended that, as an exception to its policy governing the Special Fund, the Board approve an expenditure, not to exceed \$45,000.00, to cover the costs of production, design and printing of the Transformational Task Force Interim Report.

**The Board approved the foregoing report.**

**Moved by: M. Moliner**  
**Seconded by: C. Lee**

(B) July 06, 2016 from Andy Pringle, Chair  
**Re: Request for Increase – Production, Design and Printing Expenses – Transformational Task Force Interim Report**

**Subject: Toronto Police Services Board Special Fund: Request to Increase the expenditure for the Production, Design and Printing Expenses of the Transformational Task Force Interim Report**

**Recommendation(s):**

It is recommended that, as an exception to its policy governing the Special Fund, the Board approve an increase in the expenditure for the costs of production, design and printing of the Transformational Task Force Interim Report, in an amount not to exceed \$4,000.00.

**Financial Implications:**

If the Board approves the recommendation contained within this report, the Special Fund will be reduced by \$4,000.00. The current balance of the Special Fund as at June 30, 2016 is \$1,424,813.72.

**Background / Purpose:**

At its meeting on May 19, 2016, (BMP132/2016 refers) the Board approved expenditure not to exceed \$45,000.00 to cover the costs of production, design and printing of the Transformational Task Force Interim Report.

To date, the related expenses are as follows:

Sam Goodwin	\$33,900.00
Print Graphic	5,080.00
Total expenses	\$38,980.00

As a result, the balance remaining from the approved expenditure is \$6,020.00.

**Discussion:**

The Board approved an allocation of \$45,000.00 for the writing, design and printing of the Transformational Task Force Interim Report. The approved expenditure of \$45,000.00 did not include the costs of designing a series of fact sheets in support of the Report nor did it anticipate that two print runs would be required for the Report.

The Board is in receipt of an invoice from the graphic designer, in the amount of \$6,949.50 covering the initial work on the Report. Payment of this initial invoice will leave a negative balance of \$929.25 from the approved expenditure of \$45,000.00.

In addition to the above, an additional invoice in an amount not to exceed \$2,850.00 covering costs of the graphic design of the fact sheets is anticipated.

For the above reasons, it is requested that the Board increase the funding for the production of the TTF Interim report by \$4,000.00 bringing the total cost to \$49,000.00.

**Conclusion:**

It is recommended that, as an exception to its policy governing the Special Fund, the Board approve an increase in expenditure not to exceed \$4,000.00 covering costs of production, design and printing of the Transformational Task Force Interim Report.

## **Next Meeting**

Date: Thursday, August 18, 2016  
Time: 1:00 PM

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## **Members of the Toronto Police Services Board**

Andy Pringle, Chair  
Chin Lee, Councillor & Vice-Chair  
Shelley Carroll, Councillor & Member  
Ken Jeffers, Member

Marie Moliner, Member  
Dhun Noria, Member  
John Tory, Mayor & Member

End.