



**Public Meeting**

**Thursday May 17, 2018**

**Auditorium – Police Headquarters  
1:00 PM**

**PUBLIC MEETING – AGENDA**  
Thursday, May 17, 2018 at 1:00 PM  
Auditorium 40 College Street, 2<sup>nd</sup> Floor

[www.tpsb.ca](http://www.tpsb.ca)

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1. Call to Order
2. Declarations of Interest under the *Municipal Conflict of Interest Act*.
3. Confirmation of the Minutes from the meeting held on April 18, 2018
4. Election of Vice-Chair

Presentation(s)

5. **Annual Report: Corporate Risk Management - 2017**

*Staff Superintendent Randy Carter will deliver a presentation with respect to this report.*

Items for Consideration

6. April 6, 2018 from Mark Saunders, Chief of Police  
**Re: Request for Funds – Expansion of The Walkabout Program into 52, 14 and 55 divisions**
7. April 10, 2018 from Andy Pringle, Chair  
**Re: Request for Special Funds – The Gatehouse’s “Healing the Voice Within” art exhibit and fundraiser ticket purchase – October 4, 2018**
8. April 14, 2018 from Mark Saunders, Chief of Police  
**Re: Request for Special Funds: Black Youth Leadership Conference (Fall 2018)**
9. April 27, 2018 from Andy Pringle, Chair  
**Re: Canadian Association of Police Governance (CAPG) 2018 Annual Conference**

10. May 2, 2018 from Mark Saunders, Chief of Police  
**Re: Antares T.D.C. – Vendor of Record for Vehicle Auxiliary Battery - Management System**
11. May 3, 2018 from Mark Saunders, Chief of Police  
**Re: Master Purchase Agreement Extension and Vendor of Record – Intergraph Canada Ltd.**
12. May 3, 2018 from Mark Saunders, Chief of Police  
**Re: Contract Extension – Vendor of Record for Closed Circuit Television (C.C.T.V.) System Equipment Supply, Installation and Maintenance**
13. May 3, 2018 from Mark Saunders, Chief of Police  
**Re: Contract for the Supply and Delivery of Uniform Clothing – The Uniform Group**
14. May 3, 2018 from Mark Saunders, Chief of Police  
**Re: 2018 Operating Budget Variance for the Toronto Police Service, Period Ending March 31, 2018**
15. April 13, 2018 from Mark Saunders, Chief of Police  
**Re: 2018 Operating Budget Variance for the Toronto Police Service, Parking Enforcement Unit, Period Ending March 31, 2018**
16. May 3 2018 from Mark Saunders, Chief of Police  
**Re: 2018 Capital Budget Variance Report for the Toronto Police Service, Period Ending March 31, 2018**
17. April 18 2018 from Andy Pringle, Chair  
**Re: Operating Budget Variance Report for the Toronto Police Services Board, Period Ending March 31, 2018**

## Consent Agenda

18. November 30, 2017, from Andy Pringle, Chair  
**Re: Minutes of the Central Joint Health and Safety Committee**
19. April 26 2018 from Andy Pringle, Chair  
**Re: City Council Recommendations: Keeping Toronto Safe by Ammunition Control**
20. April 9, 2018 from Mark Saunders, Chief of Police  
**Re: Quarterly Report: Occupational Health and Safety Update for January 1, 2018 to March 31, 2018**
21. April 5, 2018 from Mark Saunders, Chief of Police  
**Re: Semi-Annual Report: Publication of Expenses – July to December 2017**
22. April 24, 2018 from Mark Saunders, Chief of Police  
**Re: Annual Report: April 1, 2017 to March 31, 2018 – Grant Applications and Contracts**
23. April 25, 2018, from Councillor Chin Lee  
**Re: Resignation from the Toronto Police Services Board**

## Adjournment

## Next Meeting

Date: Thursday, June 21, 2018 at 1:00 PM

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**Members of the Toronto Police Services Board**

Andy Pringle, Chair  
Uppala Chandrasekera, Member  
Jim Hart, Councillor & Member

Ken Jeffers, Member  
Marie Moliner, Member  
John Tory, Mayor & Member

<https://www.ontario.ca/laws/statute/90m50>



## Toronto Police Services Board Report

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April 9, 2018

To: Chair and Members  
Toronto Police Services Board

From: Mark Saunders  
Chief of Police

**Subject: Annual Report: Corporate Risk Management - 2017**

### **Recommendation(s):**

It is recommended that the Toronto Police Services Board (T.P.S.B.) approve the amendment of the obsolete Minutes to compress this report, remove any data that is also presented by other appropriate units, and reconfigure this report to capture more pertinent and trending information.

### **Financial Implications:**

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

### **Background / Purpose:**

The Corporate Risk Management (C.R.M.) Annual Report fulfils the Toronto Police Service's (T.P.S.'s) compliance with reporting requirements regarding public complaints, civil litigation, charges under the *Police Services Act* (P.S.A.), use of force, Special Investigations Unit (S.I.U.), and suspect apprehension pursuits. It also reports on the achievements of members of the T.P.S. as recognized through T.P.S. awards. Attached is the C.R.M. Annual Report for 2017.

C.R.M. is responsible for promoting a competent and well-disciplined professional police service. It does so by providing training and awareness on critical issues, investigating allegations of misconduct, collecting and analysing data related to various aspects of a member's duties, and recognizing member's achievements with formal awards. To fulfil these functions, in 2017 C.R.M. was comprised of four units: Professional Standards (P.R.S.), Professional Standards Support (P.S.S.), Legal Services (L.S.V.), and the Toronto Police College (T.P.C.). Each unit was comprised of specialized sub-units responsible for a variety of functions. The attached annual report includes a short description of each unit and the initiatives undertaken by each of those units over the reporting period.

**Discussion:**

The C.R.M. Annual Report will show a decrease of 44.1% of intentional discharges. Other trends the report details are:

- an increase the number of public complaints
- an increase in the notifications of civil actions against the T.P.S.B., the T.P.S. and its members;
- an increase in the number of Human Rights applications;
- a decrease in the number of penalties imposed for P.S.A. charges;
- a decrease in the number of officers charged under the P.S.A.;
- an increase in the number of Use of Force incidents;
- a decrease in the number of incidents in which the S.I.U. invoked its mandate;
- a decrease of S.I.U. invoking its mandate to investigate deaths;
- an increase in the number of Suspect Apprehension Pursuits.

**Conclusion:**

In summary, this report provides the T.P.S.B. with an overview of the statistics gathered between January 1 and December 31, 2017.

Deputy Chief Barbara McLean, Human Resources Command, will be in attendance to answer any questions that the T.P.S.B. may have regarding this report.

A brief presentation will be provided by Staff Superintendent Randolph Carter regarding this report.

Respectfully submitted,

Mark Saunders, O.O.M.  
Chief of Police

MS:kw

Filename: 2017 CRM Annual Report Board Letter.docx



## **Executive Summary**

### **Corporate Risk Management**

Corporate Risk Management (C.R.M.) provides support to the Toronto Police Service (T.P.S.), ensuring that prescribed T.P.S. standards concerning the administration, promotion, and support of professionalism are advanced with the goal to strengthen public trust. C.R.M. also provides a liaison function to other T.P.S. units and committees such as the Disciplinary Hearings Office, Business Intelligence & Analytics, the Use of Force Review Committee, the Service Vehicle Collision and Pursuit Reduction Committee, as well as to external agencies such as the Office of the Independent Police Review Director (O.I.P.R.D.) and the Special Investigations Unit (S.I.U.). Reporting to the Deputy Chief of Human Resources Command, under the direction of a Staff Superintendent, C.R.M. is comprised of Professional Standards (P.R.S.), Professional Standards Support (P.S.S.), Legal Services (L.S.V.), and the Toronto Police College (T.P.C.).

### **Mission Statement**

While the T.P.S. is transforming to a new, modern model of policing, C.R.M. remains focused on the T.P.S.'s goals: be where the public needs the T.P.S. the most, embrace partnerships to create safe communities and to focus on the complex needs of a large city by working to reduce risk and liability to the T.P.S. and the Toronto Police Services Board (T.P.S.B.), promoting the overall wellness of our members, and ultimately ensuring that the citizens of Toronto are receiving police services that are of the highest professionalism.

### **Synopsis**

The C.R.M. Annual Report provides statistical comparisons and trend analysis on the following topics: civil litigation, external applications to the Human Rights Tribunal of Ontario, public complaints, *Police Services Act* (P.S.A.) charges, use of force reporting, S.I.U. investigations, and suspect apprehension pursuits. This report will also provide an overview of the initiatives undertaken by C.R.M. in 2017.

### **Methodology**

The data contained in this report is taken from the Professional Standards Information System (P.S.I.S.). P.S.I.S. was implemented in 2003 to collect data to proactively identify and analyze trends surrounding the practices, conduct, ethics, and integrity of T.P.S. members. The P.S.I.S. software is designed specifically for the law enforcement community and contains data pertaining to complaints, civil litigation, human rights applications, use of force reports, suspect apprehension pursuits, Service vehicle collisions, and S.I.U. investigations. Analysis and Assessment (A&A), within P.S.S., is responsible for maintaining the data integrity of P.S.I.S. and producing statistical and trend analysis reports for the T.P.S. The information is used for a variety of purposes, including the development of targeted training programs, to ensure compliance with

T.P.S. procedures, and to provide information on the performance of members and the T.P.S. as a whole.

## **2017 – The Year in Review**

The initiatives undertaken by the units within C.R.M. cited below, support C.R.M.'s overall commitment to promoting professional and ethical conduct and reducing risk and liability to the T.P.S.

### **Awards**

The T.P.S. believes in recognizing the hard work, bravery and the overall professionalism that is consistently exhibited by our members throughout the year. In 2017, 8 award ceremonies were hosted by the T.P.S. and the Toronto Police Services Board (T.P.S.B.) in which 708 awards were presented to members of the T.P.S., the community, and other police services. In addition, 461 T.P.S. members received awards from external agencies. Recipients are recognized individually or in groups for acts of excellence, bravery, altruism, innovative contributions to community policing, public safety, and professional excellence. Two of the awards are highlighted below:

#### **Robert Qualtrough Memorial Award**

In keeping with the T.P.S.'s commitment to community engagement, the Robert Qualtrough Memorial Award is presented annually by the T.P.S.B. to community and T.P.S. members who have demonstrated excellence and leadership through their participation. This year the award was presented to Staff Sergeant Warren Wilson (7270), Detective Stacie Branton (99802), Constables William Boag (3456), Jason Larmer (99752), and Jennifer Metzger (90170) of 55 Division, Constable Stacey Jennings (9353) of the Mounted Unit, and community members Joanne Cameron and Paula Del Cid for their contribution to the launch of Victim Services Unit in 55 Division which began in March of 2014. Officers in the unit provide support, referrals, and information to victims, witnesses and their families. As a result of these contacts and the knowledge gained, the officers are able to efficiently refer victims to the services and support they require. The unit also works with victims to provide safety planning when necessary in order to improve their confidence and feeling of security.

#### **Police Officer of the Year**

Every year the Toronto Board of Trade recognizes the T.P.S. Police Officer of the Year. This year the award was presented to Staff Sergeant Joe Matthews (1199) of Intelligence Services. He was recognized for saving the life of a shooting victim in August of 2015. Staff Sergeant Matthews provided first aid to the victim while being confronted by a hostile crowd. Throughout he maintained his composure and provided the victim with the necessary first aid.

### **Wellness**

The T.P.S. is committed to the overall wellness of its members. One of the most important messages from the public during the consultative process of the

Transformational Task Force was that they felt that there needed to be significant change in the culture of accountability within the T.P.S. going forward. One aspect of this culture change is an enhanced awareness for members on how to identify indicators that a fellow member may be in need of support, not only to prevent future misconduct but to support the member's overall wellness. C.R.M. supports this change in culture by administering the T.P.S.'s early intervention program and by facilitating the Road to Mental Readiness Program (R.2.M.R.).

## **Early Intervention**

The early intervention program is a proactive process that seeks to identify members exhibiting atypical performance characteristics. An alert is generated when a member meets or exceeds a pre-determined threshold. This process is intended as a non-disciplinary approach to guide and support members that may be at risk for entering the disciplinary process. Once an alert is triggered, the incidents contained in the alert, and the identified member's conduct history are manually reviewed. If concerns are identified, the member's unit is provided with a comprehensive Early Intervention Report (E.I.R.) to assist the management team in developing strategies to guide and support the member. Strategies include heightened monitoring, training, re-assignment, and/or referral to the Employee and Family Assistance Program. In 2017, there were 387 alerts triggered in relation to members and 76 E.I.R.'s generated.

## **Mental Health Commission of Canada (M.H.C.C.) - Road to Mental Readiness Program (R.2.M.R.)**

In 2017, officers throughout the T.P.S. attended the R.2.M.R. program. This course was created to spark transformational culture change and better mental health for T.P.S. members, in an effort to improve the quality of members' work-life and also to enhance customer service and promote better engagement with our communities. Police leaders and officers who have been trained in R.2.M.R. have a better understanding of mental health issues, and as a result, are better equipped to find positive resolutions when dealing with persons in crisis. R.2.M.R. is designed to help decrease the stigma, increase the awareness of, and create a common language that is recognizable throughout the organization surrounding mental health. Policing can be a stressful occupation and police officers also deal with the same day to day concerns as the rest of society such as family obligations, finances, and health. R.2.M.R. provides officers with strategies on coping with and managing the stress in their daily lives. R.2.M.R. also provides a platform for officers to have a conversation about suicide, suicide risks, and the signs to look for in both themselves and their colleagues.

## **Administering Public Complaints**

The T.P.S. believes that a fair and open public complaints process is integral to maintaining the trust of the public. Professional Standards acts as a liaison between the T.P.S. and the O.I.P.R.D. and ensures that all public complaints forwarded to the T.P.S. are investigated thoroughly and professionally. P.R.S. actively promotes the public complaint process and works with T.P.S. members to resolve matters, where

appropriate, through the O.I.P.R.D.'s local resolution program, customer service resolution program, informal resolution program, and mediation program.

All of these programs encourage T.P.S. members and members of the public to resolve differences through communication. This dialogue strengthens the relationship between the T.P.S. and the public and enhances public trust in the T.P.S.. The programs can also lead to learning opportunities for all parties which can have lasting positive effects on both complainants and involved officers.

## **Mediation**

The T.P.S. was one of the first services in Ontario to volunteer for the O.I.P.R.D.'s enhanced mediation program. Mediation is a voluntary, confidential process where the respondent officer and the complainant meet with the assistance of a neutral, third-party mediator. The mediator facilitates the process, but does not take sides or lay blame. The parties share their views of what happened, discuss their concerns, and each play an active role to reach a mutually agreeable resolution. In 2017, the T.P.S. participated in 6 successful mediations.

In general, those that participate view the process very favourably. Complainants feel they have been given the opportunity to express how they feel and officers state they value the opportunity to acknowledge a complainant's sentiments and clear up any misunderstandings that may have arisen from the incident leading to the complaint. Both parties have expressed that they feel appreciative that they are each able to be seen as individuals and leave the interaction feeling that the matter has been resolved positively.

## **Driver Training**

A police officer spends thousands of hours driving on the roads of Toronto. C.R.M. continues to administer the T.P.S.'s Police Vehicle Operations (P.V.O.) program to promote safe and professional driving, reduce the number of T.P.S. vehicle collisions, and limit the number of suspect apprehension pursuits.

## **Safe Driving Course**

In 2017 the T.P.C. through P.V.O. delivered "Safe Driving" training day sessions to front-line officers throughout the T.P.S. These sessions provided refresher training on speed, emergency response, distraction, and seatbelt use. This training uses cases studies and videos to examine factors such as motivation, attitudes, perceptions, and values. In 2017, every T.P.S. member who attended a P.V.O. course received a follow-up correspondence which provided access to a number of driving resources including reference manuals, videos, and easy to follow driving tips in an engaging format which encourage positive driving behaviour.

## **Suspect Apprehension Pursuit (S.A.P.) Training**

During 2017, P.V.O. continued to deliver specialized decision based driver training programs, developed by subject matter experts, using driving simulation to train officers

in S.A.P. to specifically meet the needs of the T.P.S. The instruction includes interactive classroom activities, practical in-car training, and the use of a driving simulator. P.V.O. provides training for front line officers, supervisors, and civilian communications personnel. This training is accredited by the Ministry of Community Safety and Correctional Services. The training ensures members are conversant with T.P.S. procedure, with a focus on identifying risks associated with pursuits and instruction on alternative strategies. S.A.P. training is incorporated into all emergency vehicles driving instruction. Refresher training is required every two years.

## **Simulator**

The T.P.S. has been using driving simulation to enhance the delivery of training to front-line officers since 2014. The T.P.S. is the only police service in Ontario that currently uses a driving simulator, making the T.P.S. a leader within Ontario in this type of training. Training scenarios were developed from issues identified through analysis of Service vehicle collisions, S.A.P. statistics, and in-car camera video. During the training, officers are able to drive in, and observe, a variety of common emergency response and S.A.P. scenarios reinforcing classroom lectures and discussions.

## **Technology**

C.R.M. uses new and evolving technology extensively as a risk management tool. Technology such as the In-Car Camera System (I.C.C.S.) is used for a variety of purposes, including; to review suspect apprehension pursuits; Service vehicle collisions; and to monitor interactions between officers and members of the public. The Automated Vehicle Locator (A.V.L.) equipment installed in Service vehicles is used to provide data relating to seat belts, vehicle speed, vehicle location, and other information related to the use of the Service vehicle. The information provided by these two systems is used in investigations, and for the development of training and educational initiatives.

## **In-Service Training Program (I.S.T.P.)**

In 2017 the T.P.C. continued to administer the I.S.T.P. The training focused on the T.P.S.'s commitment to delivering bias-free police services and a continued emphasis on crisis resolution and de-escalation techniques.

## **Freedom from Bias**

In the '*The Way Forward*' report the T.P.S. heard from the community that they wanted a police service that was fair and impartial and that stressed transparency and genuine communication when dealing with members of the public. The T.P.S. has committed to improved police accountability and delivering police services where there is zero tolerance for bias, racism, and discrimination.

In 2017, officers at I.S.T.P. received training that stressed enhanced cultural competence and which aimed to improve officers' capacity to lawfully engage Toronto residents, particularly from racialized communities, in a professional, ethical, and customer-service-oriented approach. The training included an emphasis on officers' legal authorities and responsibilities in relation to community engagement and

specifically dealt with *Ontario Regulation 58/16 - Collection of Identifying Information in Certain Circumstances (C.I.I.C.C.)*. Officers received instruction on emotional intelligence and critical thinking in relation to investigative detention, especially as it relates to observing and articulating legal grounds. Officers were exposed to a variety of real life situations through live action role-playing and video scenarios. These exercises, and the de-briefing sessions that followed, provided officers the opportunity to think critically about their course of action while identifying reasonable steps that may improve efficiency and effectiveness, enhance community trust, and avoid racially biased policing.

## **De-Escalation Crisis Intervention – Zero Deaths**

The Honourable Frank Iacobucci underlined the need for the T.P.S. to create a “statement of commitments” in his report *Police Encounters with People in Crisis*. The commitments would emphasize de-escalation of potentially violent encounters between police and people in crisis or those experiencing mental health issues in order to preserve life and if possible, achieve a goal of zero deaths.

In the ‘*The Way Forward*’ report, the T.P.S. strengthened its commitment to a more effective approach in dealing with mental health issues in the community. The 2017 I.S.T.P. emphasized crisis negotiation and de-escalation throughout. Officers participated in negotiator workshops that focused on active listening skills, rapport building, and conveying empathy in order to improve the officers’ ability to influence a subjects’ behaviour. Officers were then evaluated on their ability to apply the de-escalation strategies that are aimed at fostering positive and long lasting communication techniques with people in crisis. The overall goal was to provide officers the skills to de-escalate situations to where minimal or no force would have to be used.

## **Judicial Comments**

In 2013, as a result of a T.P.S.B. recommendation, C.R.M. began tracking and reporting comments from the judiciary regarding officer conduct and testimony. In 2017, five (5) complaints were investigated and all five (5) were substantiated and resolved at the unit level.

## **Public Contact**

The residential population of Toronto is estimated at 2.88 million; however the daytime population increases to approximately 3.5 million. The T.P.S. uniform strength for 2017 was 5,013 officers who were involved in 2.9 million documented contacts.

It is important to consider the amount of interaction T.P.S. members have with members of the public when evaluating the statistics presented in this report. The total number of public complaints filed represents less than 0.1% of documented contacts.



# CORPORATE RISK MANAGEMENT Annual Report

2017

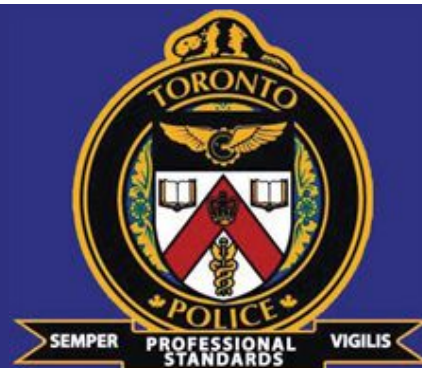


**Toronto Police Service**

To Serve and Protect

**Professional Standards**

Semper Vigilis



Statistical information included in the Corporate Risk Management Annual Report has been compiled from data contained in the Professional Standards Information System (P.S.I.S.), with additional data from the following units:

- Awards
- Governance
- Human Resources
- Professional Standards
- Legal Services
- Prosecution Services
- Special Investigations Unit Liaison
- Toronto Police College

The data contained in this report includes records entered into P.S.I.S. between January 1 and December 31, 2017.



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## Corporate Risk Management

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## **2017 – The Year in Review**

The initiatives undertaken by the units within C.R.M. cited below, support C.R.M.'s overall commitment to promoting professional and ethical conduct and reducing risk and liability to the T.P.S.

### **Awards**

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### **Wellness**

The T.P.S. is committed to the overall wellness of its members. One of the most important messages from the public during the consultative process of the Transformational Task Force was that they felt that there needed to be significant change in the culture of accountability within the T.P.S. going forward. One aspect of

this culture change is an enhanced awareness for members on how to identify indicators that a fellow member may be in need of support, not only to prevent future misconduct but to support the member's overall wellness. C.R.M. supports this change in culture by administering the T.P.S.'s early intervention program and by facilitating the Road to Mental Readiness Program (R.2.M.R.).

## **Early Intervention**

The early intervention program is a proactive process that seeks to identify members exhibiting atypical performance characteristics. An alert is generated when a member meets or exceeds a pre-determined threshold. This process is intended as a non-disciplinary approach to guide and support members that may be at risk for entering the disciplinary process. Once an alert is triggered, the incidents contained in the alert, and the identified member's conduct history are manually reviewed. If concerns are identified, the member's unit is provided with a comprehensive Early Intervention Report (E.I.R.) to assist the management team in developing strategies to guide and support the member. Strategies include heightened monitoring, training, re-assignment, and/or referral to the Employee and Family Assistance Program. In 2017, there were 387 alerts triggered in relation to members and 76 E.I.R.'s generated.

## **Mental Health Commission of Canada (M.H.C.C.) - Road to Mental Readiness Program (R.2.M.R.)**

In 2017, officers throughout the T.P.S. attended the R.2.M.R. program. This course was created to spark transformational culture change and better mental health for T.P.S. members, in an effort to improve the quality of members' work-life and also to enhance customer service and promote better engagement with our communities. Police leaders and officers who have been trained in R.2.M.R. have a better understanding of mental health issues, and as a result, are better equipped to find positive resolutions when dealing with persons in crisis. R.2.M.R. is designed to help decrease the stigma, increase the awareness of, and create a common language that is recognizable throughout the organization surrounding mental health. Policing can be a stressful occupation and police officers also deal with the same day to day concerns as the rest of society such as family obligations, finances, and health. R.2.M.R. provides officers with strategies on coping with and managing the stress in their daily lives. R.2.M.R. also provides a platform for officers to have a conversation about suicide, suicide risks, and the signs to look for in both themselves and their colleagues.

## **Administering Public Complaints**

The T.P.S. believes that a fair and open public complaints process is integral to maintaining the trust of the public. Professional Standards acts as a liaison between the T.P.S. and the O.I.P.R.D. and ensures that all public complaints forwarded to the T.P.S. are investigated thoroughly and professionally. P.R.S. actively promotes the public complaint process and works with T.P.S. members to resolve matters, where appropriate, through the O.I.P.R.D.'s local resolution program, customer service resolution program, informal resolution program, and mediation program.

All of these programs encourage T.P.S. members and members of the public to resolve differences through communication. This dialogue strengthens the relationship between the T.P.S. and the public and enhances public trust in the T.P.S.. The programs can also lead to learning opportunities for all parties which can have lasting positive effects on both complainants and involved officers.

## **Mediation**

The T.P.S. was one of the first services in Ontario to volunteer for the O.I.P.R.D.'s enhanced mediation program. Mediation is a voluntary, confidential process where the respondent officer and the complainant meet with the assistance of a neutral, third-party mediator. The mediator facilitates the process, but does not take sides or lay blame. The parties share their views of what happened, discuss their concerns, and each play an active role to reach a mutually agreeable resolution. In 2017, the T.P.S participated in 6 successful mediations.

In general, those that participate view the process very favourably. Complainants feel they have been given the opportunity to express how they feel and officers state they value the opportunity to acknowledge a complainant's sentiments and clear up any misunderstandings that may have arisen from the incident leading to the complaint. Both parties have expressed that they feel appreciative that they are each able to be seen as individuals and leave the interaction feeling that the matter has been resolved positively.

## **Driver Training**

A police officer spends thousands of hours driving on the roads of Toronto. C.R.M. continues to administer the T.P.S.'s Police Vehicle Operations (P.V.O.) program to promote safe and professional driving, reduce the number of T.P.S. vehicle collisions, and limit the number of suspect apprehension pursuits.

### **Safe Driving Course**

In 2017 the T.P.C. through P.V.O. delivered "Safe Driving" training day sessions to front-line officers throughout the T.P.S. These sessions provided refresher training on speed, emergency response, distraction, and seatbelt use. This training uses cases studies and videos to examine factors such as motivation, attitudes, perceptions, and values. In 2017, every T.P.S. member who attended a P.V.O. course received a follow-up correspondence which provided access to a number of driving resources including reference manuals, videos, and easy to follow driving tips in an engaging format which encourage positive driving behaviour.

### **Suspect Apprehension Pursuit (S.A.P.) Training**

During 2017, P.V.O continued to deliver specialized decision based driver training programs, developed by subject matter experts, using driving simulation to train officers in S.A.P. to specifically meet the needs of the T.P.S. The instruction includes interactive classroom activities, practical in-car training, and the use of a driving simulator. P.V.O.

provides training for front line officers, supervisors, and civilian communications personnel. This training is accredited by the Ministry of Community Safety and Correctional Services. The training ensures members are conversant with T.P.S. procedure, with a focus on identifying risks associated with pursuits and instruction on alternative strategies. S.A.P. training is incorporated into all emergency vehicles driving instruction. Refresher training is required every two years.

## **Simulator**

The T.P.S. has been using driving simulation to enhance the delivery of training to front-line officers since 2014. The T.P.S. is the only police service in Ontario that currently uses a driving simulator, making the T.P.S. a leader within Ontario in this type of training. Training scenarios were developed from issues identified through analysis of Service vehicle collisions, S.A.P. statistics, and in-car camera video. During the training, officers are able to drive in, and observe, a variety of common emergency response and S.A.P. scenarios reinforcing classroom lectures and discussions.

## **Technology**

C.R.M. uses new and evolving technology extensively as a risk management tool. Technology such as the In-Car Camera System (I.C.C.S.) is used for a variety of purposes, including; to review suspect apprehension pursuits; Service vehicle collisions; and to monitor interactions between officers and members of the public. The Automated Vehicle Locator (A.V.L.) equipment installed in Service vehicles is used to provide data relating to seat belts, vehicle speed, vehicle location, and other information related to the use of the Service vehicle. The information provided by these two systems is used in investigations, and for the development of training and educational initiatives.

## **In-Service Training Program (I.S.T.P.)**

In 2017 the T.P.C. continued to administer the I.S.T.P. The training focused on the T.P.S.'s commitment to delivering bias-free police services and a continued emphasis on crisis resolution and de-escalation techniques.

## **Freedom from Bias**

In the '*The Way Forward*' report the T.P.S. heard from the community that they wanted a police service that was fair and impartial and that stressed transparency and genuine communication when dealing with members of the public. The T.P.S. has committed to improved police accountability and delivering police services where there is zero tolerance for bias, racism, and discrimination.

In 2017, officers at I.S.T.P. received training that stressed enhanced cultural competence and which aimed to improve officers' capacity to lawfully engage Toronto residents, particularly from racialized communities, in a professional, ethical, and customer-service-oriented approach. The training included an emphasis on officers' legal authorities and responsibilities in relation to community engagement and specifically dealt with *Ontario Regulation 58/16 - Collection of Identifying Information* in

*Certain Circumstances* (C.I.I.C.C). Officers received instruction on emotional intelligence and critical thinking in relation to investigative detention, especially as it relates to observing and articulating legal grounds. Officers were exposed to a variety of real life situations through live action role-playing and video scenarios. These exercises, and the de-briefing sessions that followed, provided officers the opportunity to think critically about their course of action while identifying reasonable steps that may improve efficiency and effectiveness, enhance community trust, and avoid racially biased policing.

## **De-Escalation Crisis Intervention – Zero Deaths**

The Honourable Frank Iacobucci underlined the need for the T.P.S. to create a “statement of commitments” in his report *Police Encounters with People in Crisis*. The commitments would emphasize de-escalation of potentially violent encounters between police and people in crisis or those experiencing mental health issues in order to preserve life and if possible, achieve a goal of zero deaths.

In the ‘*The Way Forward*’ report, the T.P.S. strengthened its commitment to a more effective approach in dealing with mental health issues in the community. The 2017 I.S.T.P. emphasized crisis negotiation and de-escalation throughout. Officers participated in negotiator workshops that focused on active listening skills, rapport building, and conveying empathy in order to improve the officers’ ability to influence a subjects’ behaviour. Officers were then evaluated on their ability to apply the de-escalation strategies that are aimed at fostering positive and long lasting communication techniques with people in crisis. The overall goal was to provide officers the skills to de-escalate situations to where minimal or no force would have to be used.

## **Judicial Comments**

In 2013, as a result of a T.P.S.B. recommendation, C.R.M. began tracking and reporting comments from the judiciary regarding officer conduct and testimony. In 2017, five (5) complaints were investigated and all five (5) were substantiated and resolved at the unit level.

## **Public Contact**

The residential population of Toronto is estimated at 2.88 million; however the daytime population increases to approximately 3.5 million. The T.P.S. uniform strength for 2017 was 5,013 officers who were involved in 2.9 million documented contacts.

It is important to consider the amount of interaction T.P.S. members have with members of the public when evaluating the statistics presented in this report. The total number of public complaints filed represents less than 0.1% of documented contacts.

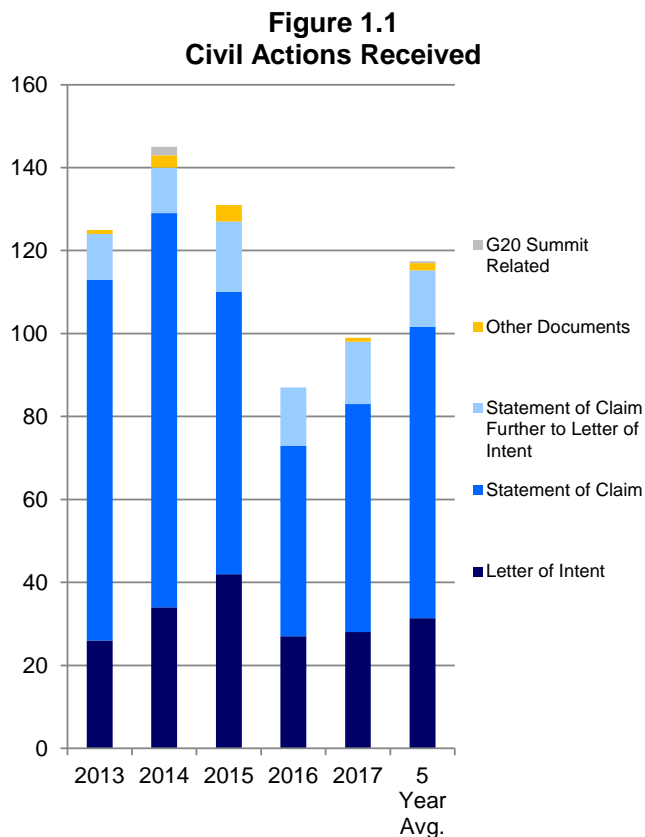


## Civil Litigation

Legal Services (L.S.V.) is responsible for overseeing all civil actions commenced against the T.P.S.B., the Chief of Police, and T.P.S. members. Claims are made on the basis of allegations of false arrest, negligent investigation, malicious prosecution, misfeasance in public office, excessive use of force, Service vehicle collisions, and violations of the *Canadian Charter of Rights and Freedoms*.

## Trend Analysis

In 2017, L.S.V. received 99 civil actions and potential claims against the T.P.S.B. and T.P.S. members. There was a 13.8% increase in 2017 compared to 2016, where a total of 87 civil actions and potential claims were received (Figure 1.1). Of the 99 civil actions received in 2017, 70 Statements of Claim were served. This is a 16.7% increase from the 60 claims served in 2016. (Figure 1.1), but a decrease of 16.9% when compared to the 5 year average.



## Human Rights

Human Rights applications filed at the Human Rights Tribunal of Ontario (H.R.T.O.) by a member of the public against the T.P.S.B., the Chief of Police, the T.P.S., or one of its members, are managed by L.S.V. These applications relate to the provision of services and an alleged breach of the *Ontario Human Rights Code* (O.H.R.C).

## Trend Analysis

### Human Rights Applications Received

In 2017, there were 43 Human Rights applications in relation to 42 separate incidents filed against the T.P.S.B., the Chief of Police, the T.P.S., or T.P.S. members by members of the public. This is an increase from 21 applications filed in 2016.

In 2009, the Human Rights Case Review Committee (H.R.C.R.C.) was formed to review and assess T.P.S. related human rights matters. The H.R.C.R.C. meets to review new complaints and identify common trends with the intention of creating proactive action plans to reduce future potential complaints.

<b>Figure 2.1</b> <b>Grounds of Discrimination Alleged in</b> <b>Human Rights Applications</b>						
	2013	2014	2015	2016	2017	5 Year Avg.
Race	15	15	17	11	22	16.0
Colour	13	14	16	11	17	14.2
Ancestry	7	9	10	6	13	9.0
Place of Origin	7	7	11	6	11	8.4
Citizenship	2	6	4	1	7	4.0
Ethnic Origin	10	9	11	6	18	10.8
Disability	7	6	17	12	21	12.6
Creed	2	6	3	3	5	3.8
Sex	5	2	6	4	11	5.6
Sexual Solicitation	0	0	0	1	3	0.8
Sexual Orientation	1	0	0	0	2	0.6
Gender Identity**	2	1	2	1	1	1.4
Gender Expression**	0	1	2	0	4	1.4
Family Status	0	1	0	2	2	1.0
Marital Status	1	0	1	1	4	1.4
Age	4	3	7	3	13	6.0
Associated with a Person Identified by a Prohibited Ground ***	0	1	1	3	2	1.4
Reprisal***	4	3	7	8	9	6.2
<b>Total applications filed</b>	<b>25</b>	<b>32</b>	<b>35</b>	<b>21</b>	<b>43</b>	<b>31.2</b>

\*Applicants can select multiple grounds in each application.

\*\*As of June 19, 2012, the O.H.R.C. was amended to include two new prohibited grounds of discrimination.

\*\*\*Not ground of discrimination, but also prohibited by the O.H.R.C..

## Classification of Applications

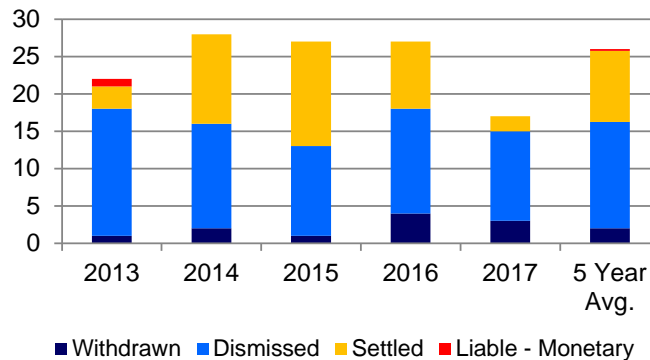
An applicant can allege discrimination on multiple grounds in a single Human Rights application. Figure 2.1 compares the grounds of discrimination alleged in Human Rights applications for 2013 through 2017.

In 2017, the grounds of race, disability, and ethnic origin were the most common categories of alleged discrimination, with 22 applicants alleging discrimination based on race, 21 applicants alleging discrimination based on disability, and 19 applicants alleging discrimination based on ethnic origin.

## Resolution of Applications

In 2017, the T.P.S.B. and T.P.S. were not found liable in breach of the O.H.R.C.. The H.R.T.O. has also never ordered any public interest remedies from the T.P.S.B. or a T.P.S. member. There were 17 Human Rights applications resolved by the H.R.T.O. in 2017. Of those 17 applicants, 3 were withdrawn by the applicant, 12 were dismissed by the H.R.T.O., and 2 were settled prior to an H.R.T.O. hearing. Figure 2.2 compares the resolutions of the applications for 2013 through to 2017.

**Figure 2.2**  
**Resolution of Human Rights**  
**Applications**



## Public Complaints

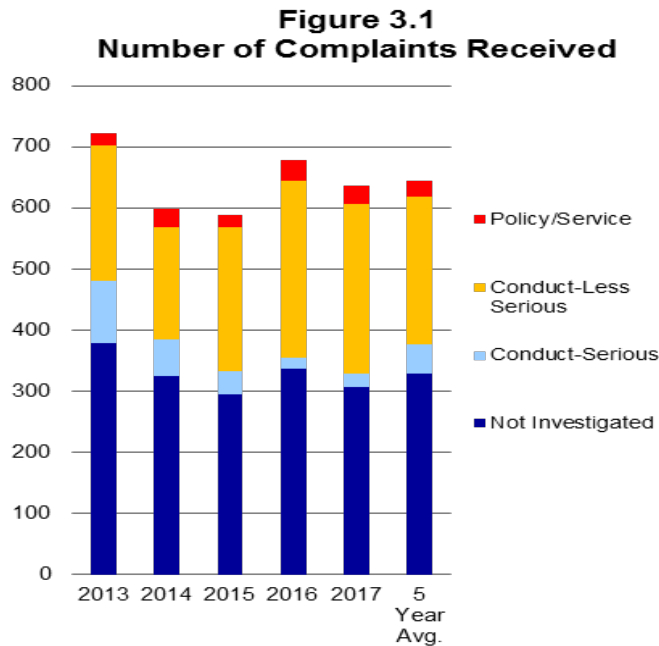
The Ontario *Police Services Act* (P.S.A.) governs all police services across the province. Section 80 of the P.S.A. defines police misconduct, which includes any violation of the Code of Conduct described in *Ontario Regulation 268/10*. The Code of Conduct categorizes misconduct as Discreditable Conduct, Insubordination, Neglect of Duty, Deceit, Breach of Confidence, Corrupt Practice, Unlawful or Unnecessary Exercise of Authority, Damage to Clothing or Equipment, and Consuming Drugs or Alcohol in a Manner Prejudicial to Duty. *Ontario Regulation 3/99* requires every Chief of Police to prepare an annual report for their T.P.S.B. reflecting information on public (external) complaints. This section of the report addresses that annual reporting requirement.

## The Office of the Independent Police Review Director (O.I.P.R.D.)

The O.I.P.R.D. is an independent civilian oversight agency responsible for receiving, managing, and overseeing all public complaints against police officers in Ontario. It ensures complaints are dealt with in a transparent, effective, and fair manner for both the public and the police. Investigation of complaints received by the O.I.P.R.D. may be conducted by O.I.P.R.D. investigators, an outside police service, or the police service in question. The O.I.P.R.D. reviews all complaints to determine their classification as a conduct, policy, or service complaint. Section 60 of the P.S.A. grants the O.I.P.R.D. the discretion to screen out complaints, if the complaint is found to be frivolous, vexatious, or made in bad faith. The complaints that are screened out by the O.I.P.R.D. are captured as 'not investigated' in this report.

## Trend Analysis

In 2017, a total of 638 public complaints were received concerning the conduct of uniform members, the policies of, or the services provided by the T.P.S. Of the 638 complaints, 325 were investigated and 313 were screened out by the O.I.P.R.D. The total number of complaints (both investigated and screened out) represents a decrease of 6.2% when compared to 2016 and a decrease of 1.2% when compared to the five-year average (Figure 3.1).



### Sub-Classification of Complaints based on Alleged Misconduct

The P.S.A. Code of Conduct is used by the T.P.S. as a means of sub-classifying conduct complaints received by the O.I.P.R.D. A single complaint may involve one or more subject officer who, in turn, may be accused of more than one category of misconduct. The most serious allegation in a single complaint is used to sub-classify the complaint as a whole. It should be noted that a public complaint is classified on the initial allegations provided by the complainant and information gathered during the intake process. Complaint classifications and sub-classifications may be revised based on subsequent investigative findings.

In 2017, Discreditable Conduct was cited more frequently than any other type of misconduct, comprising 56% of complaints investigated, compared to the five-year trend of 53.3%. This broad sub-classification captures conduct that may bring discredit to the T.P.S. but does not fall within one of the more specific classifications.

Allegations of Unlawful or Unnecessary Exercise of Authority accounted for 19.1% of investigated complaints in 2017, a decrease compared to the five-year average of 25.2% of investigated complaints. Allegations of Neglect of Duty have decreased from 14.2% in 2016 to 13.2% in 2017. Figure 3.2 details the sub-classifications of investigated complaints received in 2017.

<p align="center"><b>Figure 3.2</b> <b>Alleged Misconduct - Investigated Complaints</b></p>												
	2013		2014		2015		2016		2017		5 Year Avg.	
	#	%	#	%	#	%	#	%	#	%	#	%
Breach of Confidence	1	0.3	1	0.4	1	0.3	1	0.3	1	0.3	1	0.3
Corrupt Practice	0	0.0	0	0.0	1	0.3	1	0.3	4	1.2	1.2	0.4
Deceit	2	0.6	0	0.0	2	0.7	2	0.6	1	0.3	1.4	0.4
Discreditable Conduct	202	58.4	149	54.8	144	49.0	163	48.1	182	56.0	168	53.3
Insubordination	5	1.4	1	0.4	2	0.7	4	1.2	2	0.6	2.8	0.9
Neglect of Duty	25	7.2	24	8.8	33	11.2	48	14.2	43	13.2	34.6	11.0
Unlawful or Unnecessary Exercise of Authority	88	25.4	69	25.4	92	31.3	86	25.4	62	19.1	79.4	25.2
Policy/Service	23	6.6	28	10.3	19	6.5	34	10.0	30	9.2	26.8	8.5
<b>Total</b>	<b>346</b>	<b>100</b>	<b>272</b>	<b>100</b>	<b>294</b>	<b>100</b>	<b>339</b>	<b>100.0</b>	<b>325</b>	<b>100</b>	<b>315.2</b>	<b>100.0</b>

Figure 3.3 shows investigated complaints received in 2017 that have been sub-classified as Discreditable Conduct, further categorized by specific charges under the P.S.A. Code of Conduct.

<p align="center"><b>Figure 3.3</b> <b>Discreditable Conduct</b></p>												
	2013		2014		2015		2016		2017		5 Year Avg.	
	#	%	#	%	#	%	#	%	#	%	#	%
Discrimination	5	2.5	8	5.4	6	4.2	10	6.1	6	3.3	7.0	4.2
Profane language re: individuality	2	1.0	0	0.0	0	0.0	1	0.6	1	0.5	0.8	0.5
Incivility	44	21.8	22	14.8	31	21.5	32	19.6	25	13.7	30.8	18.3
Contravene P.S.A.	5	2.5	0	0.0	1	0.7	0	0.0	0	0.0	1.2	0.7
Acts in a disorderly manner	146	72.3	119	79.9	106	73.6	120	73.6	150	82.4	128.2	76.3
<b>Total</b>	<b>202</b>	<b>100.0</b>	<b>149</b>	<b>100.0</b>	<b>144</b>	<b>100.0</b>	<b>163</b>	<b>100.0</b>	<b>182</b>	<b>100.0</b>	<b>168.0</b>	<b>100.0</b>

## Dispositions of Investigated Complaints

To date, 37.2% of the investigated complaints received in 2017 have been concluded with a disposition of unsubstantiated, a decrease from 49.6% in 2016. It should be noted that 13.8% of 2017 complaint files remain open and that as these files are concluded, the disposition numbers will be affected.

Complaint withdrawals represent 16% of concluded 2017 complaints, compared to 18.3% in 2016. Informal resolutions made up 20.6% of complaints concluded in 2017, compared to 19.2% in 2016 and from the five-year average of 21.9%.

The number of complaints where misconduct is identified continues to represent a small proportion of all investigated complaints. Misconduct has been identified in 5.8% of concluded complaints thus far, an increase from 5% in 2016 (Figure 3.4).

Figure 3.4 Disposition - Investigated Complaints												
	2013		2014		2015		2016		2017		5 Year Avg.	
	#	%	#	%	#	%	#	%	#	%	#	%
Informal Resolution	72	20.8	67	24.6	74	25.2	65	19.2	67	20.6	69.0	21.9
Misconduct Identified	19	5.5	14	5.1	12	4.1	17	5.0	19	5.8	16.2	5.1
Not in the Public Interest	1	0.3	0	0.0	0	0.0	1	0.3	0	0.0	0.4	0.1
Policy/service - Action Taken	3	0.9	0	0.0	3	1.0	4	1.2	3	0.9	2.6	0.8
Policy/service - No Action Required	8	2.3	12	4.4	5	1.7	17	5.0	18	5.5	12.0	3.8
Unsubstantiated	179	51.7	132	48.5	148	50.3	168	49.6	121	37.2	149.6	47.5
Withdrawn	64	18.5	47	17.3	52	17.7	62	18.3	52	16.0	55.4	17.6
Investigation not Concluded*	0	0.0	0	0.0	0	0.0	5	1.5	45	13.8	10.0	3.2
<b>Total</b>	<b>346</b>	<b>100.0</b>	<b>272</b>	<b>100.0</b>	<b>294</b>	<b>100.0</b>	<b>339</b>	<b>100.0</b>	<b>325</b>	<b>100.0</b>	<b>315.2</b>	<b>100.0</b>

\*Number is anticipated to decrease as complaints are concluded, this will effect the final dispositions.

## Time Taken to Conclude Investigations

For all investigated complaints received in 2017, 86.2% have been concluded to date. Of the concluded investigations, 45.7% were completed within 90 days, an increase from 39.5% in 2016 and an increase to the five-year average of 41.0%. Figure 3.5 compares the time taken to conclude complaints that were received between 2013 and 2017.

Figure 3.5  
Days to Conclude Investigated Complaints

	2013	2014	2015	2016	2017	5 Year Avg.
0 to 30 days	42	39	37	41	39	39.6
31 to 60 days	45	38	38	48	48	43.4
61 to 90 days	44	36	46	43	41	42
91 to 120 days	74	42	60	66	73	63
121 to 150 days	59	39	41	47	34	44
151 to 180 days	35	20	29	22	24	26
Over 180 days	47	58	43	67	21	47.2

## Comparison to Other Police Services

The O.I.P.R.D. releases an annual report on the number of external complaints they receive in relation to all Ontario police services. The O.I.P.R.D. report includes complaints carried over from the previous year. Figure 3.6, depicts the information contained in the 2016-2017 O.I.P.R.D. annual report, comparing the T.P.S. to other municipal police services with a population over 100,000.

Figure 3.6 OIPRD Statistics* - Comparison to other Police Services									
Police Service	Number of Officers	Type of Complaint			Total Complaints	Screened Out	Investigated	Total Complaints per 100 Officers	Investigated Complaints per 100 Officers
		Conduct	Policy	Service					
Durham Regional	861	94	0	4	98	41	57	11.4	6.6
Hamilton	840	109	0	6	115	54	61	13.7	7.3
Kingston	201	33	0	2	35	16	19	17.4	9.5
London	582	100	7	9	116	60	56	19.9	9.6
Niagara Regional	706	125	0	2	127	62	65	18.0	9.2
Ottawa	1,239	242	1	12	255	122	133	20.6	10.7
Peel Regional	1,967	222	2	5	229	87	142	11.6	7.2
Toronto	5,366	837	6	51	894	389	505	16.7	9.4
Waterloo Regional	767	96	0	3	99	50	49	12.9	6.4
York Regional	1,598	160	0	10	170	84	86	10.6	5.4
Total Complaints**	23,981	3,370	25	166	3,561	1,562	1,998	14.8	8.3

\*Statistics from OIPRD Annual Report April 1, 2016, to March 31, 2017

\*\*This number includes all Police Services in Ontario, not just the ones detailed above.



## Police Service Act Charges

Part V of the P.S.A. outlines the complaint process and defines misconduct. Part V also defines the responsibilities of the Chief of Police, or designate, with respect to alleged officer misconduct and outlines the penalties and resolution options in the event that serious misconduct is proven in a police tribunal. The T.P.S. Tribunal is governed by the *Statutory Powers Procedure Act* of Ontario.

The objectives of police discipline are to correct unacceptable behaviour, deter others from similar behaviour and, most importantly, maintain public trust. In keeping with the legislation, those matters deemed more serious are made the subject of a public disciplinary hearing in the T.P.S.'s Tribunal. Conduct issues deemed to be of a less-serious nature may be managed at the unit level. The following data relates to matters that were handled at the Tribunal.

## Trend Analysis

### Officers Charged in 2017

In 2017, 35 officers were charged by Prosecution Services, a decrease from 37 officers charged in 2016 which is also comparable to the five-year average of 35.6 officers. In 2017 the average number of charges per officer remained the same as 2016 and the 5 year average at a rate of 1.9 charges per officer. Figure 4.1 shows both the number of officers charged and the number of charges per officer.

**Figure 4.1**  
**Officers Charged**

	2013	2014	2015	2016	2017	5 Year Avg.
<b>Number of Officers</b>	37	36	33	37	35	35.6
<b>Total Charges</b>	67	69	65	76	73	70
<b>Charge/officer ratio</b>	1.8	1.9	2.0	1.9	1.9	1.9

### Category of Charges Laid in New Cases

In 2017, a total of 73 P.S.A. charges were laid in relation to 35 officers. Of the charges laid, 46.6% were for Discreditable Conduct, which is a decrease from 59.2% in 2016. The percentage of charges for Insubordination has increased from 22.4% in 2016 to 28.8% in 2017. There was an increase in charges for Neglect of Duty from 11.8% in 2016, to 20.5% in 2017.

### Duty Status in New Cases and Precipitating Factors

The 35 officers charged in 2017, resulted in 44 new cases; 28 cases were a result of on-duty incidents, while 16 cases were a result of off-duty incidents (Figure 4.2).

**Figure 4.2**  
**Duty Status and Precipitating Factors 2017**

Other Factors Affecting Charges	On-duty		Off-duty	
	#	%	#	%
Alcohol/Drugs	2	4.5	4	9.1
Assault	1	2.3	1	2.3
CPIC Abuse	3	6.8	0	0.0
Domestic Assault	0	0.0	3	6.8
OIPRD Ordered	5	11.4	2	4.5
Other PSA Violation	17	38.6	6	13.6
<b>Total</b>	<b>28</b>	<b>63.6</b>	<b>16</b>	<b>36.4</b>

### Cases Concluded

There were 32 cases involving 27 officers concluded in the Tribunal in 2017. The list below details when each closed case commenced:

- 2017 – 11 cases
- 2016 – 15 cases
- 2015 – 3 cases
- 2014 – 1 case
- 2013 – 2 cases

### Disposition of Cases

In 2017, 32 cases concluded in the Tribunal. Of those 32 cases, 13 cases involving 11 officers were concluded with a guilty plea, 2 cases were stayed, and 17 cases were withdrawn.

Charges may be withdrawn or stayed by the prosecutor due to the resignation or retirement of the officer, part of a plea agreement, or because the matter was resolved at the unit level. In addition, matters may be withdrawn when there is no reasonable prospect of conviction. Figure 4.3 depicts the disposition of the cases concluded in 2016 and 2017.

**Figure 4.3**  
**Disposition of Cases**

Disposition	2016		2017	
	#	%	#	%
Acquitted	1	2.1	0	0.0
Dismissed	0	0.0	0	0.0
Found Guilty	24	51.1	0	0.0
Guilty Plea	8	17.0	13	40.6
Stayed	3	6.4	2	6.3
Withdrawn	11	23.4	17	53.1
<b>Total # of Cases</b>	<b>47</b>	<b>100.0</b>	<b>32</b>	<b>100.0</b>

## Penalties Imposed for P.S.A. Convictions

In 2017, there were a total of 15 penalties imposed in relation to 11 officers. The penalties imposed were in regards to the following allegations:

- Discreditable Conduct: 8
- Insubordination: 5
- Neglect of Duty: 2

The Penalties Imposed for P.S.A. Convictions is further illustrated in Figure 4.4.

**Figure 4.4**

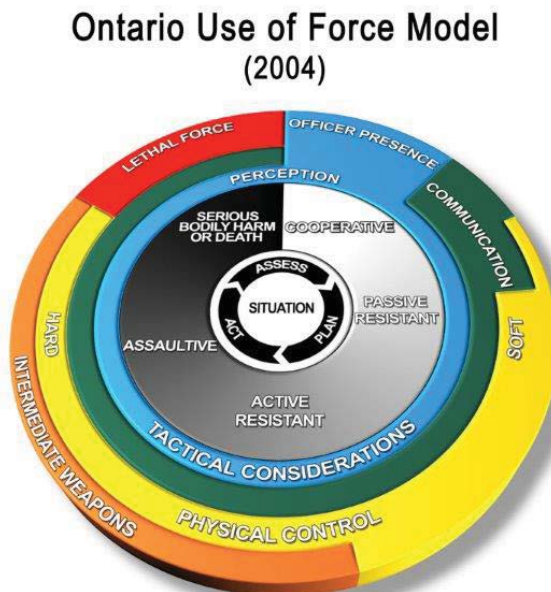
Penalties Imposed for <i>PSA</i> Convictions	
<b>Discreditable Conduct</b>	
1 Officer:	Forfeiture of 3 days or 24 hours concurrent with Insubordination penalty
1 Officer:	Forfeiture of 7 days or 56 hours and forfeiture of 6 days or 48 hours for concurrent penalties
1 Officer:	Forfeiture of 9 days or 72 hours
1 Officer:	Forfeiture of 15 days or 120 hours and forfeiture of 15 days or 120 hours for concurrent penalties
1 Officer:	Gradation from 1st to 2nd class PC for 12 months
1 Officer:	Gradation from 1st to 3rd class PC for 9 months
<b>Insubordination</b>	
1 Officer:	Forfeiture of 3 days or 24 hours
1 Officer:	Forfeiture of 3 days or 24 hours concurrent with Discreditable Conduct penalty
1 Officer:	Forfeiture of 7 days or 56 hours
1 Officer:	Forfeiture of 15 days or 120 hours
1 Officer:	Gradation from 1st to 2nd class PC for 5 months concurrent with Neglect of Duty penalty
<b>Neglect of Duty</b>	
1 Officer:	Forfeiture of 7 days or 56 hours
1 Officer:	Gradation from 1st to 2nd class PC for 6 months concurrent with Neglect of Duty penalty

## Use of Force

Police officers may be required to use force to protect the public and themselves and, as such, are granted authority by the *Criminal Code* to use as much force as is necessary to carry out their duties. Regulations issued by the Ministry of Community Safety and Correctional Services specifically address the use of force in the performance of policing duties with a focus on ensuring sufficient and appropriate training for all officers.

### The Ontario Use of Force Model

The Ontario Use of Force Model depicts the process by which an officer assesses, plans, and responds to situations that threaten officer and public safety. The provincial model was developed to assist in the training of officers and act as a reference when making decisions about the use of force option most reasonable, relative to the circumstances as perceived at that point in time. It outlines the incident assessment process and notes the situation, subject behaviours, tactical considerations, and officers' perception to be dynamic factors that contribute to the determination of use of force. Assessment of these factors assists in understanding why, for example, two officers may respond differently in similar situations.



The officer continuously assesses the situation and selects the most reasonable option relative to those circumstances as perceived at that point in time.

## Training Requirements

The Equipment and Use of Force Regulation (*Ontario Regulation 926/10*) prohibits a member of a police service from using force on another person unless the member has successfully completed the prescribed training course on use of force. Use of force re-qualification is mandatory for every member who uses, or may be required to use, force or carries a weapon. The use of force training courses provided by the T.P.S. meet, or exceed, the requirements that are set out by the Ministry of Community Safety and Correctional Services. Each member is required to pass a requalification course every 12 months

## Reporting

*Ontario Regulation 926/10* and T.P.S. Procedure 15-01 Use of Force compels each member involved in an incident to submit a Use of Force Report (U.F.R.) to the Chief of Police whenever the member:

- Uses physical force on another person that results in an injury that requires medical attention
- Draws a handgun in the presence of a member of the public, excluding a member of the police force while on duty
- Discharges a firearm
- Points a firearm regardless of whether the firearm is a handgun or a long gun
- Uses a weapon other than a firearm on another person

Additionally, members are required to submit a U.F.R. and a C.E.W. report (T.P.S. Form 584) to the Chief of Police when a C.E.W. is used by the member:

- As a demonstrated force presence
- In drive stun mode or full deployment, whether intentionally or otherwise

A Team U.F.R. is restricted to members of the Emergency Task Force (E.T.F.) and the Public Safety Unit (P.S.U.). An incident in which force was actually used, including the demonstrated force presence of a C.E.W., requires a separate U.F.R. from each individual member involved.

Reports are forwarded to the T.P.C. and reviewed by the Use of Force analyst to assist in identifying possible equipment or training issues and to further develop the annual use of force requalification program.

## Trend Analysis

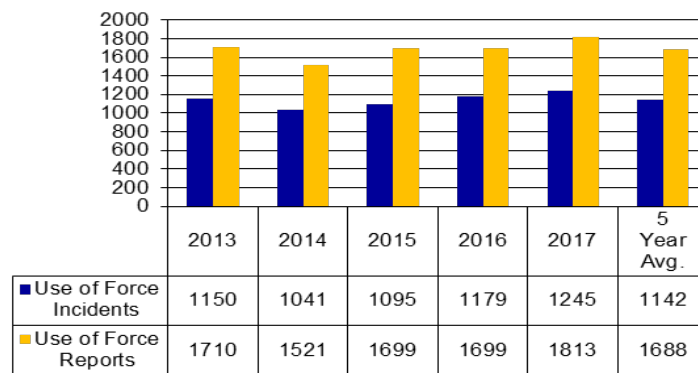
The use of force incidents detailed in this report pertains to T.P.S. members only and includes only those incidents that require the submission of a U.F.R. This group includes both officers and certain civilian members who have received training in use of force (such as court officers) as extracted from P.S.I.S. on March 16, 2018, and contains all information available at that time.

Please note that for every incident where use of force is used, multiple officers may attend the incident. Any officer that uses force is required to submit a report, thus possibly creating more than one U.F.R. reports per incident. The U.F.R. is a representation of the specific officer's role and interpretation of the situation of the incident, and therefore must be done on an individual basis. In any given situation, an officer may also use multiple force options in relation to any number of subjects.

## Use of Force Incidents and Reports

In 2017, 1813 U.F.R.s were submitted, representing 1245 use of force incidents. The number of incidents has increased 5.6% compared to 2016. This is also an increase of 9% when compared to the five-year average. Figure 5.1 compares the number of reports submitted and the number of incidents annually from 2013-2017.

**Figure 5.1**  
**Use of Force Incidents and Reports**



## Reason for Use of Force

The U.F.R. issued by the Ministry of Community Safety and Correctional Services permits the selection of multiple reasons for the use of force. The Ontario Use of Force Model indicates that officer safety is essential to ensuring the primary objective of using force which is public safety. However, P.S.I.S., in which the U.F.R. statistics are entered, permits the selection of only one reason for the use of force. The data entry process is to enter the first reason selected on the U.F.R.

The order for “reasons” on the report is as follows: protect self, protect public, effect arrest, prevent commission of offence, prevent escape, accidental, destroy animal, and other. For this reason, ‘protect self’ was selected as the main reason for using force at 44.3% and ‘effect arrest’ was selected in 41.4% of U.F.R.s submitted in 2017.

<p><b>Figure 5.2</b> <b>Initial Reason for Use of Force</b></p>				
Initial Reason for Use of Force	2016		2017	
	#	%	#	%
Accidental	9	0.8%	6	0.5%
Destroy An Animal	18	1.5%	11	0.9%
Effect Arrest	448	38.0%	515	41.4%
Other	26	2.2%	29	2.3%
Prevent Commission Of Offence	12	1.0%	14	1.1%
Prevent Escape	20	1.7%	19	1.5%
Protect Public	91	7.7%	100	8.0%
Protect Self	555	47.1%	551	44.3%
<b>Total # of Incidents</b>	<b>1179</b>	<b>100.0%</b>	<b>1245</b>	<b>100.0%</b>

### Perceived Weapons Carried by Subject

Officers are trained to complete U.F.R.s identifying what weapons they perceived at the time force was used. In 2017, weapons were perceived to be carried by 88.2% of subjects, which is an increase from 86.9% in 2016. In 2017, 24.5% of subjects were perceived to be carrying edged weapons, comparable to 25.4% in 2016. Subjects perceived to be armed with firearms represented 63.6% of subjects in 2017, an increase compared to 57.4% of subjects in 2016. Subjects may be perceived to be carrying multiple weapons in a single incident.

<p><b>Figure 5.3</b> <b>Perceived Weapons Carried by Subject</b></p>				
Type of Weapon	2016		2017	
	#	%	#	%
<b>Animal - No Weapon</b>	5	0.4	4	0.3
<b>Baseball Bat/Club</b>	24	2.0	30	2.4
<b>Bottle</b>	4	0.3	7	0.6
<b>Knife/Edged Weapon</b>	300	25.4	305	24.5
<b>Firearms</b>				
Handgun	105	8.9	92	7.4
Rifle	32	2.7	32	2.6
Semi-Automatic	474	40.2	569	45.7
Shotgun	30	2.5	43	3.5
Other-Firearm	36	3.1	56	4.5
<b>None</b>	155	13.1	147	11.8
<b>Other*</b>	38	3.2	71	5.7
<b>Unknown</b>	601	51.0	586	47.1

## Summary of Injuries

Officers are required to record any injuries sustained by any party in a use of force incident and whether medical attention was required as a result. Reports submitted for 2017 indicate that citizens were injured in 17.1% of incidents (213 of 1245).

In 2017, 1 death occurred in relation to an incident that involved force being used, a decrease from 4 deaths in 2016. The case is still under investigation by the S.I.U. and it has yet to be determined if the death was directly associated to the use of force.

Officers were injured in 6.4% of use of force incidents in 2017 (80 of 1245), compared to 6.1% of incidents (72 of 1179) in 2016. Officers required medical attention in 54 incidents in 2017, compared with 38 incidents in 2016, which represents an increase of 42.1%. Figure 5.4 further illustrates injuries in relation to use of force.

**Figure 5.4**  
**Use of Force Injuries per Incident**

<b>Subject Injuries</b>		
	<b>2016</b>	<b>2017</b>
No Injuries	962	1032
Injuries	217	213
Total Incidents	1179	1245
<b>Medical Attention Required</b>		
	<b>2016</b>	<b>2017</b>
No	16	20
Yes	202	193
Total Injuries	217	213

<b>Officer Injuries</b>		
	<b>2016</b>	<b>2017</b>
No Injuries	1107	1165
<b>Injuries</b>	<b>72</b>	<b>80</b>
Total Incidents	1179	1245
<b>Medical Attention Required</b>		
	<b>2016</b>	<b>2017</b>
No	34	26
Yes	38	54
Total	72	80

## Officer Assignments

In 2017, general patrol was the most common assignment of an officer at the time of a use of force incident (51.1%), comparable to the previous year. The second most common duty of an officer was classified as tactical (28.3%), the majority of which involved the E.T.F. In 2017, investigations, in relation to both 'Drugs' and 'Other', represented a combined total of 9.1% of officer assignments. Figure 5.5 further illustrates the type of assignments at the time of incident.



**Figure 5.5**  
**Officer Assignment at Time of Incident**

<b>2017</b>	<b>#</b>	<b>%</b>
Directed Patrol	13	0.7
Foot Patrol	34	1.9
Crowd Control	1	0.1
General Patrol	927	51.1
Investigation - Drugs	15	0.8
Investigation - Other	151	8.3
Off-Duty	0	0.0
Other Type Of Assignment	127	7.0
Paid Duty	8	0.4
PDS/Mounted	7	0.4
Special OPS (eg. G&G,ROPE)	3	0.2
Tactical	513	28.3
Traffic Patrol	14	0.8
<b>Total # of Reports</b>	<b>1813</b>	<b>100.0</b>

### Category of Incidents

Weapon calls accounted for 24.2% of use of force incidents in 2017, which represented the largest proportion of use of force incidents during this reporting period. Warrant related calls accounted for the second largest category at 21.1%. Use of force incidents categorized as 'other' accounted for 9.7% of those that occurred in 2017. This category includes homicide calls, address checks, and other types of calls for service. This is illustrated in Figure 5.6

**Figure 5.6**  
**Category of Incidents Where Force Used**

<b>Type of Incident</b>	<b>2016</b>		<b>2017</b>	
	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>
Animal Related	19	1.6	13	1.0
Arrest/Prisoner Related	38	3.2	36	2.9
Assault/Serious Injury	45	3.8	42	3.4
Break And Enter	40	3.4	43	3.5
Domestic Disturbance	44	3.7	50	4.0
Drug Related	26	2.2	26	2.1
EDP	93	7.9	120	9.6
Pursuit	9	0.8	6	0.5
Robbery Call	57	4.8	65	5.2
Search Warrant/Warrant Related	243	20.6	263	21.1
Stolen Vehicle	23	2.0	39	3.1
Suspicious Person Call	14	1.2	8	0.6
Traffic Stop	26	2.2	34	2.7
Unknown Trouble Call	17	1.4	27	2.2
Wanted Person	35	3.0	51	4.1
Weapons Call	310	26.3	301	24.2
Other	140	11.9	121	9.7
<b>Total # of Incidents</b>	<b>1179</b>	<b>100.0</b>	<b>1245</b>	<b>100.0</b>

## Use of Force Options

As required by O. Reg. 926/10 of the P.S.A. officers must report use of force. The type of force used most frequently that required reporting was 'point firearm', followed by 'physical control' tactics. Physical control tactics only require a report if the subject receives medical attention. Of note, in 2017, there were 19 intentional firearm discharges, which is a 44.1% decrease from 34 in 2016.

<b>Figure 5.7</b>				
<b>Use of Force Options Employed</b>				
<b>Type of Force Used</b>	<b>2016</b>		<b>2017</b>	
	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>
<b>Conducted Energy Weapons</b>				
<i>Demonstrated Presence</i>	179	10.5	184	10.1
<i>Drive Stun</i>	20	1.2	13	0.7
<i>Full Deployment</i>	125	7.4	111	6.1
<b>Physical Control</b>				
<i>Hard</i>	61	3.6	151	8.3
<i>Soft</i>	357	21.0	414	22.8
<i>Both Hard &amp; Soft</i>	68	4.0		
<b>Firearm</b>				
<i>Discharge - Intentional</i>	34	2.0	19	1.0
<i>Pointed at Person</i>	971	57.2	1003	55.3
<i>Drawn Only</i>	162	9.5	185	10.2
<b>Impact Weapons Used</b>				
<i>Hard</i>	16	0.9	33	1.8
<i>Soft</i>	20	1.2	26	1.4
<i>Both Hard &amp; Soft</i>	1	0.1		
<b>Less Lethal Shotgun</b>				
<i>Less Lethal Discharge</i>	4	0.2	11	0.6
<i>Less Lethal Point at Person</i>	32	1.9	48	2.6
<b>Oleoresin Capsicum Spray</b>	47	2.8	53	2.9
<b>Other Type of Force</b>	3	0.2	3	0.2
<b>Police Dog</b>	9	0.5	7	0.4
<b>Total Use of Force Reports</b>				
	<b>2016</b>		<b>2017</b>	
	<b>1699</b>		<b>1813</b>	

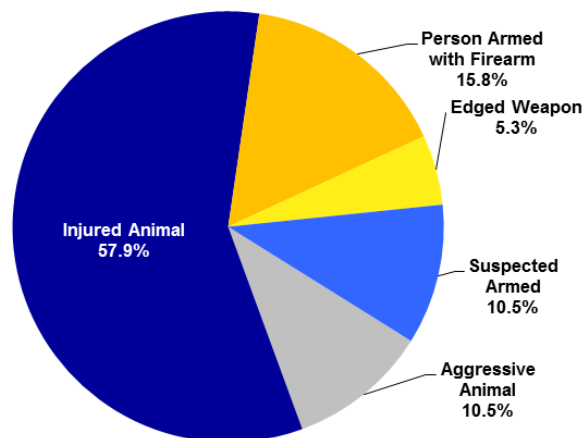
## Firearm Discharges

In 2017, there were 19 intentional firearm discharges, which is a 44.1% decrease from 34 in 2016.

Incidents of firearm discharges in 2017 (Figure 5.8):

- 11 incidents of injured/suffering animals
- 2 incidents involving an aggressive animal
- 6 incidents involving armed suspects
  - 3 armed with firearms
  - 1 edged weapons
  - 2 suspected armed

**Figure 5.8**  
**Incidents of Firearm Discharge**



## Less Lethal Options

### Conducted Energy Weapons

Uniform frontline supervisors, members of the E.T.F., and supervisors in high-risk units such as the Hold-Up Squad, Intelligence Services, Organized Crime Enforcement, and the Fugitive Squad carry C.E.W.'s.

C.E.W. training continues to be delivered by instructors who are certified on the specific device approved by the T.P.S. Initial training for approved members involves a minimum of 12 hours of instruction including theory, practical scenarios, and a practical and written examination. All training is conducted in accordance with the guidelines established by the Ministry of Community Safety and Correctional Services. Recertification training takes place at least once every 12 months, in accordance with Ministry guidelines and O. Reg. 926/10 of the P.S.A.

In 2017, there were 308 U.F.R. reports where a C.E.W. was used, a decrease from 324 reports received in 2016.

### Less Lethal Shotgun

In April 2016, in an effort to reduce the loss of life and to provide an increased level of officer and public safety, the T.P.S. deployed the less-lethal shotgun as an intermediate extended range impact weapon. This initiative was undertaken in compliance with *Ontario Regulation 926/10* and section 14 of the P.S.A., "Equipment and Use of Force".

The less lethal shotgun, which discharges a projectile consisting of a cloth bag filled with granular metal, operates on the premise of pain-compliance or incapacitation. It is intended to establish control of a subject and increases the opportunity for officers to resolve potentially violent situations from a greater distance; thereby, there is less potential for causing serious bodily harm or death than other justifiable force options.

Initial training for approved members involves a minimum of 10 hours of instruction including theory, practical scenarios, and a practical and written examination. Recertification training takes place at least once every 12 months, in accordance with Ministry guidelines and *Ontario Regulation 926/10* of the P.S.A.. At the conclusion of 2017, the T.P.S. had 393 officers qualified as less-lethal shotgun operators.

Less lethal shotguns were used in 59 use of force incidents in 2017. This represents an increase from 2016 but cannot be compared, as 2016 was only a partial year. In 11 of those incidents the device was discharged. In the remaining 48 incidents the device was only pointed at a person.

## Less Lethal: In the News

Below are examples where officers successfully deployed less lethal options in the field.

### Knife-Wielding Man Apprehended Safely

by Ron Fanfair, Toronto Police Service

When officers arrived at the call for a man in a mental health crisis in the Keele Street and Wilson Avenue area, they found a man walking on the residential street armed with two knives. Constable Kristen Yarlett, who was close by, was among the first officers on the scene.

“When I got there, I could see the man coming towards me with the knives. There was no way I could back up because there was construction going on nearby,” she said. “So I exited my vehicle and told him about seven-to-eight times to drop the knives.”

The man refused and instead advanced towards the officer who tried to communicate with the man.

“I was standing behind the car with my weapon drawn and he was close to the front door of the car,” she said. “That was how close we were.”

Sergeant Bryan Maharaj arrived shortly afterward and deployed his C.E.W. in an effort to disarm the man. “That didn’t have an effect on the man,” said Yarlett. “He just ripped out the prongs and started to head in the direction of the sergeant.” The C.E.W. did not affect the man because both prongs did not make a connection. As Maharaj was backing up, he fell over construction debris and broke his ankle. “The man was charging in the direction of the fallen sergeant and I continued to tell him to drop the knives,” said Yarlett. “Once we got him away from the sergeant, medical personnel were able to come in and take the sergeant away to hospital.”

Yarlett, Constable Victoria Brewer and other officers were able to contain the man until Sergeant Eric Hembruff arrived with another C.E.W.

“The man was cornered between two buildings and the P.D.S. officer deployed his C.E.W. and brought him to the ground,” said Yarlett. The man was apprehended under the *Mental Health Act*.

Inspector Colin Greenaway said the officers worked well as a team facing a potentially fatal threat. “I am very proud of how our officers conducted themselves yesterday. All of the attending officers used tactical communications, de-escalating techniques, accompanied with distance and time, to await a second officer who had a C.E.W.” Greenaway said. “If not for the second attending sergeant, the other officers may have been faced with having to use deadly force.” Greenaway said officers have received new training to help de-escalate scenarios where a person is in a mental health crisis but the officers went above and beyond to ensure everyone was safe.

## **Less Lethal Shotgun: In the News**

**by Ron Fanfair, Toronto Police Service**

Quick and decisive action by a Toronto officer probably saved the life of a woman who had been surrounded and attacked by three guard dogs in a locked compound. The woman had decided to cut through the property as a shortcut when she was met by the dogs there to provide security.

Nearing the end of their shift, Constables Michael Avelar and Gurpreet Pannu were heading back to 13 Division station when they received an unknown trouble call. They rushed to the scene where they found passersby shouting from the fence at the dogs as they bit the woman. There were multiple calls to 9-1-1.

“When we pulled up outside the compound, there were about 30 people screaming, ‘Help! Help!’,” said Avelar, noting the victim’s screams had drawn people from a nearby building out to their balconies. “I could also hear the woman faintly saying, ‘Help me, I am dying’. My partner was trying to take aim at the dogs through the fence, but it was hard.”

At that point, Avelar decided to scale the nine-foot fence, calling for his partner’s less-lethal shotgun once he reached the top. Jumping down to the ground, he found himself less than ten feet from the dogs who circled the woman, gnawing at her as she lay in the fetal position.

“I yelled at them first to see if they would back off, but they didn’t,” he said. He then trained the weapon on a dog and fired, striking it. The dog that was hit and one of the other dogs ran off. “The sound must have scared the second one away,” said Avelar, noting despite it being less lethal, the shotgun still makes a similar noise to a gunshot.

“I shot the remaining dog once and he turned to look up at me,” he said, of the tense standoff with the largest of the dogs. “I discharged another round and hit him again and he ran off.”

Fired from a shotgun with bright orange markings to indicate it is less lethal, the sock round is aimed at the centre mass of a person or animal to inflict pain but not penetrate the skin.

Paramedics arrived within a few minutes to treat the woman who had many wounds, as did the superintendent of the property who was able to give additional emergency responders access through the main gate.

Sergeant Frederick Kozar praised Avelar’s bravery. “He put his life in danger,” he said. “That was a huge decision he made to jump the fence with those vicious dogs inside there. He relied on his training and instinct. Anything that gives you an option over lethal force is fantastic and I am glad that he had a less lethal weapon and was able to deploy it. If he didn’t, there wouldn’t have been another option but a Glock.”

Avelar said he was fortunate to have the less lethal option at his fingertips. “If the dogs had moved and I somehow managed to hit the woman, she would have survived,” he said, of using the sock round rather than a bullet. “I thought it was the best option to save her that day.”

It was the first time Avelar used the less lethal weapon since training.

“For an animal scenario, it was really effective and I think it was the best option at the time,” he added.

## Special Investigations Unit

The Ontario Special Investigations Unit (S.I.U.) is a civilian law enforcement agency, independent of the police, with a mandate to maintain confidence in Ontario's police services by assuring the public that police actions resulting in serious injury, death, or allegations of sexual assault are subjected to rigorous, independent investigations. Any incident which may reasonably fall within the mandate of the S.I.U. must be reported to the S.I.U. by the police service involved.

### Trend Analysis

In 2017, the S.I.U. invoked its mandate to investigate 92 incidents, compared with 74 incidents in 2016. Of the incidents occurring in 2017: 17 cases were concluded with the subject officer(s) being exonerated; the S.I.U. withdrew its mandate in 19 cases; 3 cases resulted in officers being charged criminally; and investigations are ongoing in the remaining 53 cases (Figure 6.1). The S.I.U. withdraws its mandate in cases that do not meet the threshold for an S.I.U. investigation, such as where the injury was not as serious or the actions of the officer did not contribute to the injury.

**Figure 6.1**  
**Number of SIU Investigations**

	2013	2014	2015	2016	2017	5 Year Avg.
Mandate Withdrawn	24	19	15	18	19	19
Officer Exonerated	47	43	61	50	17	43.6
Officer Charged	3	3	4	5	3	3.6
Ongoing	0	0	0	1	53	10.8
<b>Total</b>	<b>74</b>	<b>65</b>	<b>80</b>	<b>74</b>	<b>92</b>	<b>77</b>

The number of custody incidents increased to 59 in 2017, from 40 in 2016. The number of firearm related incidents has decreased from 6 incidents in 2016 to 2 in 2017. Figure 6.2 below provides a five-year perspective on S.I.U. investigations of T.P.S. officers.

The S.I.U. invoked its mandate to investigate 5 deaths in 2017 which is a 54.5% decrease when compared to 11 deaths in 2016. Officers were exonerated in relation to 3 deaths, and 2 investigations are still ongoing.

To date, 3.3% of 2017 incidents investigated by the S.I.U. resulted in officers being charged criminally, a decrease when compared to the five-year average of 4.7%.

**Figure 6.2**  
**Reasons for SIU Investigations**

	2013		2014		2015		2016		2017		5 Year Avg.	
	Death	Injury	Death	Injury	Death	Injury	Death	Injury	Death	Injury	Death	Injury
Firearm incident	5	7	1	1	3	4	3	3	0	2	2.4	3.4
Vehicle incident	0	4	1	8	0	6	1	7	0	9	0.4	6.8
Custody incident	2	50	4	34	6	50	5	40	5	59	4.4	46.6
Allegation of Sexual Assault	N/A	6	N/A	16	N/A	11	N/A	13	N/A	17	N/A	12.6
Other Death or Injury	0	0	0	0	0	0	2	0	0	0	0.4	0
<b>Total</b>	<b>7</b>	<b>67</b>	<b>6</b>	<b>59</b>	<b>9</b>	<b>71</b>	<b>11</b>	<b>63</b>	<b>5</b>	<b>87</b>	<b>7.6</b>	<b>69.4</b>



## Section 11 Investigations

Pursuant to Section 11 of *Ontario Regulation 267/10*, the Chief of Police conducts an administrative investigation into any incident in which the S.I.U. is involved. The administrative investigation is intended to examine the policies of, and/or services provided by, the police service along with the conduct of its police officers. To carry out these investigations, subject matter experts are drawn from various units within the T.P.S., including Homicide, Sex Crimes, Traffic Services, and P.R.S.

### Comparison to Other Police Services

The S.I.U. releases an annual report on the number of investigations where they invoked its mandate in relation to all Ontario police services. Figure 6.3 depicts the information from the S.I.U. Annual Report that compares the T.P.S. to other municipal police services serving a population of 100,000 or more.

**Figure 6.3**  
**SIU Statistics\* - Comparison to other Police Services**

Police Service	Number of Officers	Firearm		Custody		Vehicle		Sexual Assault Complaint	Other	Total Investigated	Cases per 100 Officers
		Injury	Death	Injury	Death	Injury	Death				
Durham Regional	861	0	0	6	0	1	0	2	0	9	1.0
Hamilton	840	1	0	12	0	1	0	1	0	15	1.8
Kingston	201	0	0	3	2	0	0	1	0	6	3.0
London	582	0	0	3	2	0	0	0	0	5	0.9
Niagara Regional	706	0	0	12	2	3	0	1	0	18	2.5
Ottawa	1,239	0	0	8	1	2	0	2	0	13	1.0
Peel Regional	1,967	1	1	11	2	3	0	0	0	18	0.9
Toronto	5,366	3	3	41	5	6	1	13	2	74	1.4
Waterloo Regional	764	1	1	8	0	1	0	7	0	18	2.4
York Regional	1,598	1	0	9	0	0	1	2	0	13	0.8
Total Investigated by SIU**	26,168	7	7	197	25	37	8	43	3	327	1.2

\*Statistics from SIU Annual Report 2016 complete year.

\*\*This number includes all Police Services in Ontario, not just the ones detailed above.

\*\*\* Police Service "Number of Officers" statistics from Stats Canada from May 15, 2015.

## ***Suspect Apprehension Pursuits (S.A.P.)***

The Ontario Ministry of Community Safety and Correctional Services has established detailed guidelines regarding police pursuits, including when and how pursuits are to be commenced or continued, supervisory obligations during the pursuit process, and reporting requirements.

Recognizing the inherent risk to both officers and members of the public when pursuits are initiated, the T.P.S. has undertaken a number of strategies to reduce the number of pursuits and has developed targeted training to enhance safe driving practices.

### ***Ontario Regulation 266/10***

Legislation governing police pursuits in Ontario is found in *Ontario Regulation 266/10*, entitled Suspect Apprehension Pursuits (S.A.P.). According to the regulation, a S.A.P. occurs when a police officer attempts to direct the driver of a motor vehicle to stop, the driver refuses to obey the officer and the officer pursues in a motor vehicle for the purpose of stopping the fleeing motor vehicle or identifying the fleeing motor vehicle or an individual in the fleeing motor vehicle.

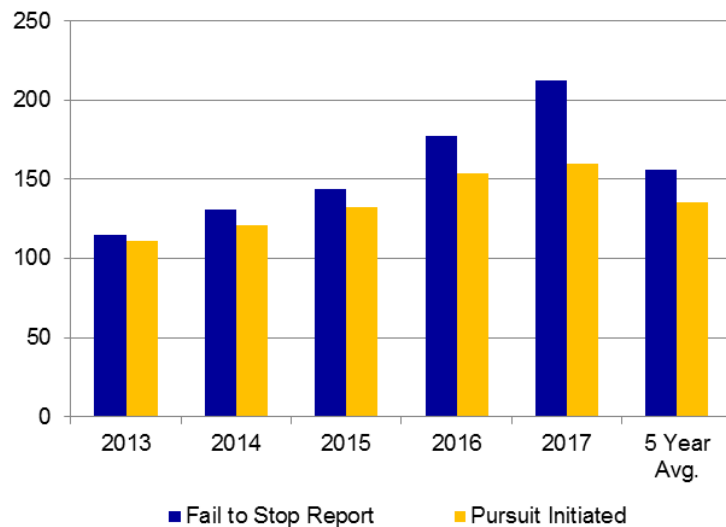
The regulation allows an officer to pursue, or continue to pursue, a fleeing vehicle that fails to stop if the officer has reason to believe that a criminal offence has been committed, or is about to be committed, or for the purposes of motor vehicle identification, or the identification of an individual in the vehicle.

The regulation further requires that each police service establish written procedures on the management and control of S.A.P. T.P.S. Procedure 15-10 (Suspect Apprehension Pursuits) was amended specifically to address this requirement. The regulation also directs every officer who initiates a pursuit to complete a provincial Fail to Stop report. The report provides a comprehensive description of the pursuit, including the reasons for and the results of the pursuit, charge information, and the environmental conditions prevailing at the time of the pursuit.

## **Trend Analysis**

In every case in which motorist fails to stop when directed by police, the officer must submit a Fail to Stop report. In 2017, 212 of such reports were submitted, representing a 19.8% increase from 2016 and a 35.7% increase from the five-year average. In 2017, when the motorist failed to stop, officers engaged in a pursuit 75.5% of the time. This is a decrease from the five-year average of 86.9%.

**Figure 7.1**  
**Fail to Stop Reports and Pursuits Initiated**



### Primary Police Vehicle

T.P.S. Procedure 15-10 outlines that officers operating an unmarked motor vehicle shall not engage in a pursuit unless a marked motor vehicle is not readily available and the officer believes that it is necessary to engage in a pursuit (for reasons defined in O. Reg. 266/10). There were 5 pursuits initiated in 2017 in which officers were in unmarked vehicles, this is a decrease when compared with 2016 where 21 pursuits were initiated by officers in unmarked vehicles and below the 5 year average of 11.8% unmarked vehicles involved in pursuits.

### Reasons for Initiating Pursuits

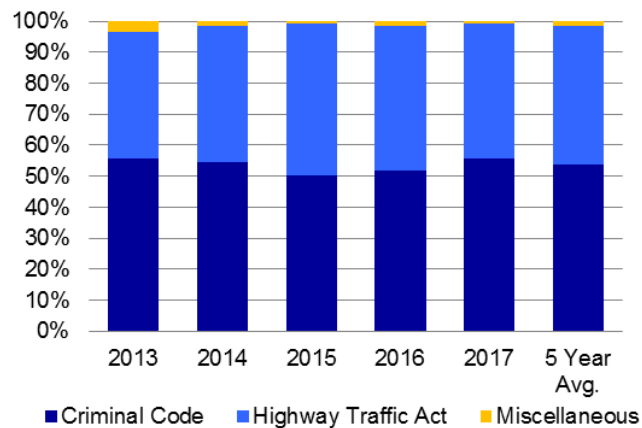
Of the 160 pursuits initiated in 2017, 55.6% resulted from the commission of a *Criminal Code* offence. Within the *Criminal Code* category, the majority of pursuits were initiated as a result of the dangerous operation of a motor vehicle or a stolen vehicle. Pursuing a stolen vehicle has remained a top reason for initiating a pursuit under the *Criminal Code* over the last five years. In 2017, there were 30 pursuits for stolen vehicles, compared to the five-year average of 20.4 pursuits. This highlights why the T.P.S. continues to deliver S.A.P. training on an ongoing basis to reinforce the potential risks and unique challenges associated with engaging in the pursuit of a stolen vehicle.

Of the pursuits initiated in 2017, 43.8% resulted from the commission of a *Highway Traffic Act* (H.T.A.) offence. This represents a decrease from 2016 (46.8%) and an decrease from the five-year average (44.9%). Within the H.T.A. category, the most common reason for initiating a pursuit was in relation to a moving violation, representing 28.8% of all pursuits initiated in 2017. Moving violations have consistently been the

most common reason for initiating a non-criminal pursuit over the last five years, representing 27.1% of all pursuits.

Miscellaneous circumstances, including reports from the public and suspicious vehicles, accounted for 0.6% of pursuits initiated, as indicated in Figure 7.2 and Figure 7.3.

**Figure 7.2**  
**Pursuit Initiation Reasons**



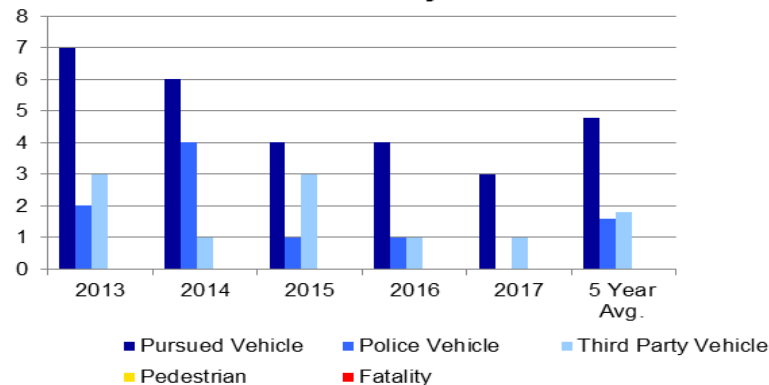
**Figure 7.3**  
**Pursuit Initiation Reason**

	2013		2014		2015		2016		2017		5 Year Avg.	
	#	%	#	%	#	%	#	%	#	%	#	%
<b>Criminal Code</b>												
Break and Enter	2	1.8	2	1.7	1	0.8	2	1.3	2	1.3	1.8	1.3
Operation	22	19.8	21	17.4	21	15.8	14	9.1	24	15.0	20.4	15.0
Impaired Operation	8	7.2	7	5.8	13	9.8	10	6.5	5	3.1	8.6	6.3
Other	14	12.6	13	10.7	15	11.3	28	18.2	24	15.0	18.8	13.8
Robbery	2	1.8	1	0.8	2	1.5	5	3.2	4	2.5	2.8	2.1
Stolen Vehicle	14	12.6	22	18.2	15	11.3	21	13.6	30	18.8	20.4	15.0
<b>Sub-total</b>	<b>62</b>	<b>55.9</b>	<b>66</b>	<b>54.5</b>	<b>67</b>	<b>50.4</b>	<b>80</b>	<b>51.9</b>	<b>89</b>	<b>55.6</b>	<b>72.8</b>	<b>53.6</b>
<b>Highway Traffic Act</b>												
Equipment Violation	11	9.9	6	5.0	10	7.5	14	9.1	9	5.6	10	7.4
Moving Violation	19	17.1	37	30.6	40	30.1	42	27.3	46	28.8	36.8	27.1
Other	14	12.6	6	5.0	13	9.8	14	9.1	11	6.9	11.6	8.5
R.I.D.E.	0	0.0	0	0.0	1	0.8	0	0.0	0	0.0	0.2	0.1
Suspended Driver	1	0.9	4	3.3	1	0.8	2	1.3	4	2.5	2.4	1.8
<b>Sub-total</b>	<b>45</b>	<b>40.5</b>	<b>53</b>	<b>43.8</b>	<b>65</b>	<b>48.9</b>	<b>72</b>	<b>46.8</b>	<b>70</b>	<b>43.8</b>	<b>61.0</b>	<b>44.9</b>
<b>Miscellaneous</b>												
Other	1	0.9	0	0.0	1	0.8	1	0.6	1	0.6	0.8	0.6
Report from Public	1	0.9	0	0.0	0	0.0	0	0.0	0	0.0	0.2	0.1
Suspicious Vehicle	2	1.8	2	1.7	0	0.0	1	0.6	0	0.0	1	0.7
<b>Sub-total</b>	<b>4</b>	<b>3.6</b>	<b>2</b>	<b>1.7</b>	<b>1</b>	<b>0.8</b>	<b>2</b>	<b>1.3</b>	<b>1</b>	<b>0.6</b>	<b>2</b>	<b>1.5</b>
<b>Total</b>	<b>111</b>	<b>100.0</b>	<b>121</b>	<b>100.0</b>	<b>133</b>	<b>100.0</b>	<b>154</b>	<b>100.0</b>	<b>160</b>	<b>100.0</b>	<b>135.8</b>	<b>100.0</b>

## Collisions and Pursuit Related Injuries

In 2017, 16 pursuits resulted in collisions, representing 10% of all pursuits initiated. Of the 160 pursuits in 2017, 3 (1.9%) resulted in injuries with a total of 4 individuals injured: 3 individuals in the pursued vehicle, and 1 individual in a third party vehicle. The 4 injuries in 2017 is a decrease compared to 6 injuries in 2016 (Figure 7.4).

**Figure 7.4**  
**Pursuit Related Injuries**



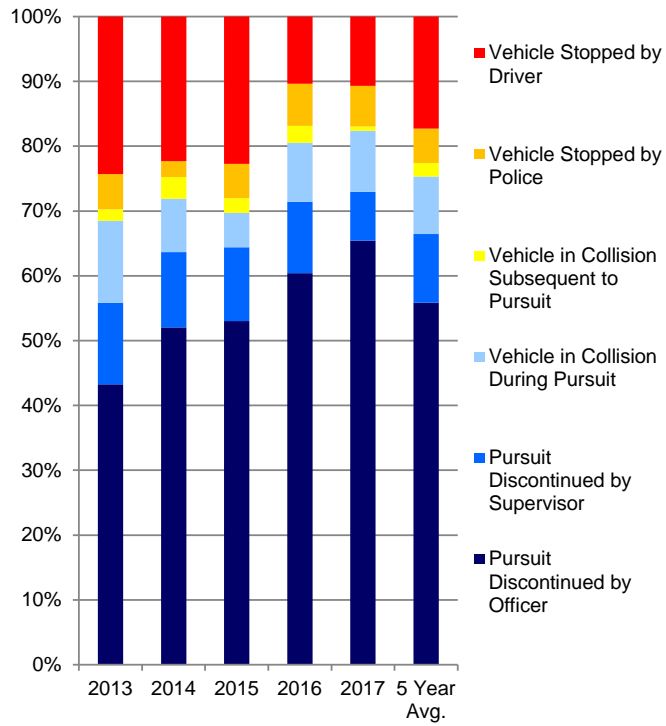
## Charges Laid in Initiated Pursuits

In 2017, of the 160 pursuits initiated, 47 resulted in charges being laid in relation to offences under the *Criminal Code*, the H.T.A., and/or other statutes, compared to 53 in 2016. The 160 pursuits in 2017 resulted in 58 individuals being charged with *Criminal Code* offences and 28 with H.T.A. offences, compared to 58 and 30 respectively in 2016. In total, 259 combined *Criminal Code* and H.T.A. charges were laid in 2017, comparable to 263 charges in 2016. *Criminal Code* charges constituted the majority of charges laid in 2017 (77.5%).

## Results of Initiated Pursuits

Over the past five years there has been a shift in officer decision making and vehicle pursuits. In 2013, 43.2% of pursuits were discontinued by the pursuing officer. In 2017, that number has increased to 65.6%. This is a positive trend which can be attributed to the training and technological enhancements implemented by the T.P.S. to assist officers with pursuit situations. In 2017, when a pursuit was initiated by officers, the suspect driver stopped their vehicle 10.6% of the time. This represents a decrease in suspect driver compliance compared to the five year average of 17.4%.

**Figure 7.5  
Pursuit Results**



## **Glossary of Terms**

### **Civil Litigation Definitions**

The breach of a right that is afforded under the *Charter of Rights and Freedoms*.

#### **False Arrest**

An arrest made without proper legal authority.

#### **Malicious Prosecution**

To succeed in a claim for malicious prosecution, a plaintiff must establish:

- That the defendant initiated the proceedings
- That the proceedings terminated in favor of the plaintiff
- The absence of reasonable and probable cause
- Malice, or a primary purpose other than that of carrying the law into effect.

#### **Negligent Investigations**

To succeed in a claim for negligent investigation, a plaintiff must establish that:

- The investigating officers owed the plaintiff a duty of care
- The investigating officers failed to meet the standard of care
- The plaintiff suffered compensable damage, and
- The damage was caused by the investigating officers' negligent act or omission.

#### **Excessive Use of Force**

A police officer has the right to use as much force as reasonably necessary to carry out his or her law enforcement duties. Excessive use of force would be any use of force that is more than reasonably necessary in the circumstances

### **Police Services Act Definitions**

#### **Discreditable Conduct**

2(1)(a)(i) Fails to treat or protect a person equally without discrimination.

2(1)(a)(ii) Uses profane, abusive or insulting language that relates to a person's individuality.

2(1)(a)(iii) Is guilty of oppressive or tyrannical conduct towards an inferior in rank.

2(1)(a)(iv) Uses profane, abusive or insulting language to any other member of the Service.

2(1)(a)(v) Uses profane, abusive or insulting language or is otherwise uncivil to a member of the public.

2(1)(a)(vi) Willfully or negligently makes any false complaint or statement against any member of the Service.

2(1)(a)(vii) Assaults any other member of the Service.

2(1)(a)(viii) Withholds or suppresses a complaint or report against a member of the Service or about the policies of, or services provided by, the Service.

2(1)(a)(ix) Accused, charged or found guilty of an indictable criminal offence or criminal offence punishable upon summary conviction.

2(1)(a)(x) Contravenes any provision of the Act or the regulations.

2(1)(a)(xi) Acts in a disorderly manner or in a manner prejudicial to discipline or likely to bring discredit upon the reputation of the Service.

### **Insubordination**

2(1)(b)(i) Is insubordinate by word, act or demeanour.

2(1)(b)(ii) Without lawful excuses, disobeys, omits or neglects to carry out any lawful order.

### **Neglect of Duty**

2(1)(c)(i) Without lawful excuse, neglects or omits promptly and diligently to perform a duty as a member of the Police Service.

2(1)(c)(ii) Fails to comply with any provision of *Ontario Regulation 267/10* (Conduct and Duties of Police Officers Investigations by the Special Investigations Unit).

2(1)(c)(iii) Fails to work in accordance with orders, or leaves an area, detachment, detail or other place of duty, without due permission or sufficient cause.

2(1)(c)(iv) By carelessness or neglect permits a prisoner to escape.

2(1)(c)(v) Fails, when knowing where an offender is to be found, to report him or her or to make due exertions for bringing the offender to justice.

2(1)(c)(vi) Fails to report a matter that is his or her duty to report.

2(1)(c)(vii) Fails to report anything that he or she knows concerning a criminal or other charge, or fails to disclose any evidence that he or she, or any person within his or her knowledge, can give for or against any prisoner or defendant.

2(1)(c)(viii) Omits to make any necessary entry in a record.

2(1)(c)(ix) Feigns or exaggerates sickness or injury to evade duty.

2(1)(c)(x) Is absent without leave from or late for any duty, without reasonable excuse.



2(1)(c)(xi) Is improperly dressed, dirty or untidy in person, clothing or equipment while on duty.

### **Deceit**

2(1)(d)(i) Knowingly makes or signs a false statement in a record.

2(1)(d)(ii) Willfully or negligently makes a false , misleading or inaccurate statement pertaining to official duties

2(1)(d)(iii) Without lawful excuse, destroys or mutilates a record or alters or erases any entry in a record.

### **Unlawful or Unnecessary Exercise of Authority**

2(1)(g)(i) Without good and sufficient cause makes an unlawful or unnecessary arrest.

2(1)(g)(ii) Uses any unnecessary force against a prisoner or other person contacted in the execution of duty.

### **Consuming Drugs or Alcohol in a Manner Prejudicial to Duty**

2(1)(i)(i) Is unfit for duty, while on duty, through consumption of drugs or alcohol.

2(1)(i)(ii) Is unfit for duty when he or she reports for duty, through consumption of drugs or alcohol. 2(1)(i)(iii) Except with the consent of a superior officer or in the discharge of duty, consumes or receives alcohol from any other person while on duty.

2(1)(i)(iv) Except in the discharge of duty, demands, persuades, or attempts to persuade another person to give or purchase or obtain for a member of the police force any alcohol or illegal drugs while on duty.

## **Use of Force Definitions**

### **Demonstrated Force Presence - C.E.W.**

The C.E.W. is utilized as a demonstration of force only, and does not make contact with the subject. The C.E.W. may be un-holstered, pointed in the presence of the subject, sparked as a demonstration, and/or have its laser sighting system activated.

### **Drive Stun Mode – C.E.W.**

The C.E.W. is utilized by direct contact with the subject and the current applied; the probes are not fired.

### **Full Deployment – C.E.W.**

The C.E.W. is utilized by discharging the probes at a subject and the electrical pulse applied.

## **Less Lethal Shotgun**

The Less Lethal Shotgun is an intermediate extended range impact weapon which may provide the opportunity for police officers to resolve potentially violent situations at a greater distance with less potential for causing serious bodily harm or death than other use of force options.



## Toronto Police Services Board Report

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April 6, 2018

To: Chair and Members  
Toronto Police Services Board

From: Mark Saunders  
Chief of Police

**Subject: Request for Funds – Expansion of The Walkabout Program into 52, 14 and 55 Divisions**

### **Recommendation(s):**

It is recommended that the Toronto Police Services Board (Board) approve expenditure not to exceed \$6,500.00 from the Board's Special Fund to cover expenses incurred for the expansion of 51 Division's award-winning partnered street outreach program, The Walkabout, into 52, 14 and 55 Divisions.

### **Financial Implications:**

Funding to cover the costs of this project would be drawn from the Board's Special Fund and would not exceed \$6,500.00.

### **Background / Purpose:**

The Walkabout is an initiative in 51 Division that aims to develop relationships between the Toronto Police Service (T.P.S.) and the Aboriginal community. The program started in 2016 after concerns were raised by the business community on Yonge Street regarding ongoing challenges with public intoxication and fighting among chronically street-involved individuals in the neighbourhood – many of whom were Indigenous.

Our experience has taught us that enforcement is not always a viable option in these situations so we turned to the Aboriginal community for support. With the help of Frances Sanderson, the Executive Director at Nishnawbe Homes, we were able to connect with Andrew Wesley, a respected Elder with a particular interest in street homelessness. After several meetings between the police, Downtown Yonge Business Improvement Area (B.I.A.) and Andrew Wesley, the program was initiated.

Partnering one or two uniformed police officers with Elders, The Walkabout engages street-involved individuals along Yonge Street, its parallel laneways, alleyways and parks. This approach allows members of the Aboriginal community to see Elders working hand in hand with T.P.S. for one common goal: community safety. This not only

gives the police some credibility at the street level, but allows for conversations about the availability of supportive services. Any questions are answered honestly and in an open forum. Elders will in fact share Teachings on the street if requested. The approach is especially unique because the Elders are able to talk about topics like residential schools, "The Sixties Scoop", family challenges and addictions.

### **Discussion:**

Downtown Yonge B.I.A. provides honoraria for Elders, who participate on a voluntary basis, as well as T.T.C. tokens which have been given out since the end of 2017. In addition, we have held two "Feasts" (in summer and in winter) which provide food and drink for The Walkabout's stakeholder group. Drumming, teachings and – during the winter – donations of warm weather accessories are also included.

After the first successful summer in 2016, which focused on Yonge Street around Dundas, The Walkabout expanded into 51 Division proper. Officers and Elders started walking around Allan Gardens, The Sanctuary, and into the Moss Park area. This has strengthened the relationship with chronically homeless Aboriginal people living in the parks.

An unintended but very positive outcome of The Walkabout is that several Aboriginal agencies, which have historically kept themselves at arms' length from the police, are now interested in getting involved. There is a greater sense of cooperation, more positive interactions and a greater sense of collaboration towards the T.P.S.

In 2017, The Walkabout was recognized with both a Mayor's Community Safety Award and a Board Teamwork Commendation.

Downtown Yonge B.I.A. has already committed \$2,000 to The Walkabout in 2018, which will cover the honoraria and transit tokens for two Elders in 51 Division, as well as one Feast, likely to be held in Allen Gardens during the summer.

#### The Walkabout Expansion Budget

Honoraria for Elders (6)	\$ 3,600.00
T.T.C. tokens for Elders (6)	\$ 500.00
Feasts (6)	\$ 1,600.00
Summer baseball caps for Elders (8)	\$400.00
Winter toques for Elders (8)	\$ 400.00
<b>Total:</b>	<b>\$6,500.00</b>

Deputy Chief Peter Yuen, Communities and Neighbourhoods Command, will be in attendance to answer any questions the Board may have concerning this report.

Respectfully submitted,  
*Mark Saunders*

Mark Saunders, O.O.M.  
Chief of Police



## Toronto Police Services Board Report

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April 10, 2018

To: Chair and Members  
Toronto Police Services Board

From: Andy Pringle  
Chair

**Subject: Request for Special Funds – The Gatehouse’s “Healing the Voice Within” art exhibit and fundraiser ticket purchase – October 4, 2018**

### **Recommendation(s):**

It is recommended that:

1. as an exception to its Special Fund policy, the Board approve the purchase of tickets for each interested Board member or staff member and a guest to attend The Gatehouse’s 3<sup>rd</sup> annual fundraiser to be held on October 4, 2018; and,
2. the Board authorize the use of the Toronto Police Services Board crest by The Gatehouse for the purpose of promoting the 2018 “Healing the Voice Within” fundraiser.

### **Financial Implications:**

The tickets for this event are \$75.00 each. The current balance of the Special Fund is approximately \$719,000.

### **Background / Purpose:**

The Gatehouse, located at 3101 Lakeshore Blvd. West, Toronto, is a unique community based centre. It provides support, resources and advocacy on behalf of those impacted by childhood sexual abuse. It is the only community-based setting that provides services for adults, children and youth in one location. The Gatehouse offers services and programs to children/youth, families, investigating officers and child welfare personnel to support the investigation of child sexual abuse cases. Also, The Gatehouse provides both a safe place for children to disclose abuse to police and child welfare personnel, as well as support services and programs for adults whose lives

have been affected by childhood sexual abuse. It has been designated by police services as a best practice site for conducting investigations related to childhood sexual abuse.

## **Discussion:**

Since opening its doors in June 1998, The Gatehouse has provided services to over 15,000 people, at no cost to the users. The Gatehouse does not duplicate services but fills the gaps between services that are not readily available to the victim. From 2011-2014 collectively, 351 child abuse investigation interviews have been conducted at The Gatehouse, with approximately 95% of usage from Toronto Police Divisions. As well, other agencies and police services including Peel, Halton, and the OPP have used The Gatehouse. Additionally, The Gatehouse deliver presentations at the Toronto Police College in the Child Abuse Investigators course to raise awareness of The Gatehouse and the services offered. Toronto Police officers have participated in two day training aligned with the police service training initiatives related to mental and community health. In addition to supporting investigations, The Gatehouse offers a number of innovative programs and initiatives aimed at supporting and sustaining new ways of living and new paths for recovery; and work with a myriad of community and social services organizations. The feedback on that training has set the stage for more ongoing training opportunities for members of the Toronto Police Service with The Gatehouse.

Ongoing sustainable funding is the greatest challenge faced by The Gatehouse. Despite extensive time spent fundraising, The Gatehouse does not receive core or ongoing funding from any one source. As a community based organization The Gatehouse relies on fundraising and in-kind support to operate. Financial support from the Toronto Police Service Board in 2011 allowed The Gatehouse to update equipment through the purchase of state of the art audio/video recording equipment used to conduct investigative interviews. Additional financial contributions from the Board totalling \$150,000 over three years, subsidizing The Gatehouse's core funding from 2015-2017.

In addition, in 2016 and in 2017, the Board contributed a total of \$10,000 in the form of sponsorship for the Healing the Voices Within fundraiser. In total, since 2008, the Board has provided \$325,000 to The Gatehouse.

I am in receipt of correspondence from Ms Maria Barcelos, The Gatehouse, Executive Director, requesting support in the form of sponsorship of \$10,000 for The Gatehouse's annual Healing the Voice Within art exhibit and fundraiser. The event is a one of a kind art exhibit being held to give voice to sexual abuse survivors, promote awareness about the important work of The Gatehouse and raise much needed funds for its programs and services. The exhibit will be held on the evening of October 4, 2018, from 7:00 pm to 10:00 pm at The Liberty Grand, Toronto.

**Conclusion:**

In 2017, I discussed with Ms Barcelos the practical and policy limitations on the Board's ability to provide ongoing, sustaining funding; however, I believe it is important for Board members to support the work of The Gatehouse. I encourage all Board members to actively show support for this partnering agency by attending the October 4, 2018 event. Therefore, I am recommending that the Board purchase tickets for each interested Board member or staff member and their guest to attend the fundraiser.

Respectfully submitted,

Andy Pringle  
Chair





## Toronto Police Services Board Report

---

April 14, 2018

To: Chair and Members  
Toronto Police Services Board

From: Mark Saunders  
Chief of Police

**Subject: Request for Special Funds: Black Youth Leadership Conference (Fall 2018)**

### **Recommendation(s):**

It is recommended that the Toronto Police Service's Board (the Board) approve of the request for funds for the Black Youth Leadership Conference from the Board's Special Fund in the amount of \$9,000.00, less the amount of any funds returned to the Board if not used.

### **Financial Implications:**

The Board's Special Fund will be reduced by \$9,000.00, which is the total cost of the expenditures related to the annual event listed in this report

### **Background / Purpose:**

Cooperative measures between young members of marginalized communities in the Greater Toronto Area (G.T.A.) and the Toronto Police Service (the Service) have the unique potential to address the historical issue of tenuous police-youth relations. Over the years, the Service has been engaged in countless interactions with community members and the way in which policing has been dealt with in specific communities has been a focus of increased public scrutiny. Encounters between police officers and the Black population, particularly Black youth, has systemically escalated into incidents with a negative impact for all individuals involved—this results in the deterioration of community-police relations. To be a successful police service, it is important that the Service continually work to mend fractured relationships and to ensure that all members of the community feel protected and have trust in the police.

The Board's Special Fund Policy (Policy Number 112 – Special Fund) directs, in part:

*It is the policy of the Toronto Police Services Board with respect to the approval of expenditures from the Special Fund that expenditures will fall within one of the following five categories:*

1. *Community Outreach*
2. *Awards and Recognition Programs*
3. *Toronto Police Amateur Athletic Association*
4. *Fitness Facilities*
5. *Consultative Committees*

Funding for the Black Youth Leadership Conference falls under the Community Outreach category which defines a Community Outreach Initiative as:

- a. *Initiatives benefiting children and/or youth and/or their families. Initiatives must involve members of the Toronto Police Service. For example, the project must reduce the need for policing intervention or strengthen the relationship between police and the community, particularly with marginalized youth; and*
- b. *Initiatives addressing violence prevention or prevention of repetition of violence or the root causes of violence. Initiatives must involve members of the Toronto Police Service.*

This report is requesting funds from the Board's Special Fund to support an initiative benefiting youth while involving members of the Service. The mandate of this conference is to provide a direct line of contact between Toronto police officers and the youth in the Black community who may feel that they are experiencing barriers in access to the Service and to reduce the number of negative interactions between the police and the marginalized youth of our city.

## **Discussion:**

During the past few months, community surveys were conducted by the Black Chief Consultative Committee, as well as an array of youth-led action research organized from various ethno-racial and cultural meetings across the G.T.A. Their stories have challenged our perception of youth-police encounters and have motivated us to rethink the way we interact with the community. This initiative seeks to place the lived experiences and perspectives of Black youth at the center of the conference in an effort to engage the youth in open and honest conversations about police practices, relations, and accountability.

Primarily, the goals and objectives for the Black Youth Leadership Conference are to:



It is therefore recommended the Board approve expenditures not to exceed \$9,000.00 from the Boards Special fund to cover expenses incurred for the Black Youth Leadership Conference, less the amount of any funds not used and returned to the Board.

Deputy Chief Peter Yuen will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

Mark Saunders, O.O.M.  
Chief of Police



## Toronto Police Services Board Report

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April 27, 2018

To: Chair and Members  
Toronto Police Services Board

From: Andy Pringle  
Chair

**Subject: Canadian Association of Police Governance (CAPG) 2018 Annual Conference**

### **Recommendation(s):**

1. That, as an exception to its Special Fund policy, the Board approve an expenditure in the amount of \$10,000.00 from the Board's Special Fund to sponsor the Canadian Association of Police Governance ("CAPG") 2018 Annual Conference and;
2. That the Board approve the conference attendance and cost-related expenditures for interested Board members and Board staff members to attend the CAPG 2018 Annual Conference and Annual General Meeting

### **Financial Implications:**

If the Board approves the recommendation contained in this report, the Special Fund will be reduced by \$10,000.00. The current balance of the Special Fund is approximately \$720,597.

Additionally, funds are available within the business travel account of the Board's 2018 operating budget to fund the expenditures of interested Board members and Board staff members.

### **Background / Purpose:**

Each year, CAPG hosts an annual conference which is one of only two annual opportunities for professional development for Board members and staff. This conference provides an opportunity for networking with Boards from across Canada.

The theme this year is "Police Governance Reform: The Age of Enlightenment." The conference will be held in Winnipeg, Manitoba from August 7 – 11, 2018.

The sessions will cover a broad range of topics relevant to the Board.

In conjunction with the conference, the CAPG also holds its Annual General Meeting (AGM) at this time. Members discuss issues, consider resolutions and elect officers of the organization at this AGM.

A sponsorship package and the full conference program from CAPG are attached for your consideration. It is customary for the association to seek sponsorship from member boards. TPSB has historically been a supporter of this important national conference, along with its fellow large boards and commissions.

Conclusion:

It is, therefore, recommended that the Board:

1. approve an expenditure in the amount of \$10,000.00 from the Board's Special Fund to sponsor the Canadian Association of Police Governance ("CAPG") 2018 Annual Conference and;
2. approve the conference attendance and cost-related expenditures for interesting Board members and Board staff members to attend the CAPG 2018 Annual Conference and Annual General Meeting

Respectfully submitted,

A handwritten signature in black ink, appearing to be 'A. Pringle', with a long horizontal line extending from the end of the signature.

Andy Pringle  
Chair



April 24, 2018

Chair Andrew Pringle  
Toronto Police Services Board  
40 College Street  
Toronto, ON M5G 2J3

Dear Chair Pringle,

**Re: 2018 CAPG CONFERENCE – “Police Governance Reform: The Age of Enlightenment”**

I am writing to tell you about the 2018 Annual Conference of the Canadian Association of Police Governance (CAPG). The Conference begins with a two-day First Nations Police Governance Conference Council (FNPGC) from Tuesday, August 7 to Wednesday, August 8. The FNPGC program includes thought provoking sessions looking at Indigenous Policing through many lenses. It will also have hands on sessions where delegates will be able to bring back useful tools for their own First Nations governance authorities. The two days culminates with a Prairie Cultural Evening on Wednesday evening that will bring dancers, drummers, jiggers and performers from many indigenous communities together to showcase their talent and host a pow wow.

From Thursday, August 9 to Saturday, August 11, the CAPG conference takes place with the theme ‘Police Governance Reform: The Age of Enlightenment’. The opening keynote is Karyn McCluskey from Community Justice Scotland and she will talk about some of the transformations taking place in the UK.

The CAPG conference will look at ensuring your strategic plan for your police services is the right one; unfounded sexual assaults and the role of police governance; police governance and politics as well as workshops on evaluating your chief of police and more. The closing session on Saturday, August 11 featuring Dr. Katy Kamkar will present best practice guidelines for employers on return to work / stay at work for employees with mental health conditions and operational stress injuries. This is one topic that impacts police services and boards/commissions across the country.

As you see the Conference Committees have pulled together an excellent balance in each

program that gives our delegates rich dialogue, useful tools and knowledge that can be applied in their own police governance role as well as cultural and social opportunities to network and get to see what Winnipeg has to offer.

I write to you today to ask for your support to help us offset the cost of putting on this first-rate conference. Your contribution helps keep the registration fees for our delegates to a level that even the smallest of police boards and commissions are able to afford. Our members have shown their generosity and commitment by sponsoring coffee breaks, hospitality suites, lunches or simply contributing whatever their budget can manage. There are a variety of exceptional sponsorship opportunities available that can be tailored to give you the high level of recognition and visibility you deserve.

Sponsorship of a CAPG Conference isn't simply about money. It is about delivering a message to your peers that you are a champion of excellence in the governance of municipal police in Canada and that you believe in the values of integrity, transparency and accountability. It is also an opportunity to raise your boards profile, through branding and recognition of your commitment to civilian governance and social responsibility.

I invite you to position yourself as a leader and take up our offer to sponsor CAPG 2018.

We are sincerely grateful for any contributions you are able to make and we commit to making the conference experience unique and rewarding for everyone who attends.

So please mark August 7 to August 11, 2018 in your calendar as you won't want to miss the exciting line up of speakers and presenters who will educate, inform and entertain in Winnipeg. Visit the CAPG Conference website at <http://capgconference.ca/> to download the most up to date information, check out travel discounts and find out how to register.

We look forward to seeing you in Winnipeg!

Sincerely,

A handwritten signature in black ink, appearing to read 'Jennifer Malloy', with a stylized, flowing script.

Jennifer Malloy  
CAPG Executive Director



# 29<sup>th</sup> ANNUAL CAPG CONFERENCE

Winnipeg, Manitoba August 2018

## 2018 CONFERENCE SPONSORSHIP



### Canadian Association of Police Governance

78 George Street, Suite 204  
Ottawa, Ontario K1N 5W1  
[www.capgconference.ca](http://www.capgconference.ca)

tel. 613.344.2384  
fax. 613.344.2385  
[communications@capg.ca](mailto:communications@capg.ca)

Dedicated to Excellence in Police Governance in Canada Since 1989



INNOVATION



PROACTIVITY



COLLABORATION

INCLUSION

## ABOUT THE CAPG

### Who We Are

The Canadian Association of Police Governance (CAPG) is the only national organization dedicated to excellence in police governance in Canada. Since 1989, the CAPG has worked diligently to achieve the highest standards as the national voice of civilian oversight of municipal police. Our Association has grown to represent 75% of municipal police services throughout Canada.

### Our Mission

The Canadian Association of Police Governance works collaboratively and proactively with members and partners to enhance civilian governance of policing in Canada.

## ABOUT THE CONFERENCE

### 29 Years of Commitment

Now entering its 29<sup>th</sup> year, the Annual CAPG Conference is held over a three day period during which delegates are encouraged to network, discuss, engage, and discover the rich community we continue to foster.

The conference offers a variety of learning and networking activities, including:

- Inspiring speakers and networking reception.
- Engaging and interactive plenary and small group discussions with thought leaders and field experts.
- Skill building workshops to help delegates develop concrete skills.

### WHAT PEOPLE ARE SAYING...

Excellent information from across the Country on many aspects of issues facing police today.

The topics are always interesting and important for the overall policing function in Canada.

I was quite impressed with the variety and scope of the speakers and panelists.

I can say that your conference was very well organized and presented. I have been to a LOT of conferences, and this struck me as top notch.

I'm a new kid on the block and I wasn't sure what to expect. But I thoroughly enjoyed it and brought back with me considerably more insight.

## SPONSORSHIP BENEFITS

We strive to make the conference a valuable experience for all of our sponsors. We offer four standard levels of sponsorship to meet a variety of budgets and objectives. However, we recognize that you may have unique sponsorship needs and we'd be happy to work with you to customize a package that offers the level of engagement and return on investment you are looking for.

### Brand Exposure

Sponsors receive recognition and thanks on all conference materials, on the CAPG's public website, social media sites, and newsletter. Sponsors will also have the opportunity to include branded giveaways in the delegates' packages, and leave a lasting impression with delegates by being a front-and-centre presence at the Conference.

### Network

By sending company delegates, your organization will have the opportunity to connect with leading voices in police governance and will have access to the latest research, discussions and interests within the community.

### Connect With a National Audience

Engage with a national audience, with hundreds of delegates attending from across North America. Become part of our community!

## STANDARD SPONSORSHIP STREAMS

### PLATINUM Sponsor

\$10,000

Prioritized listing as a Platinum Sponsor on all printed and on-line media, including the conference website, program and/or schedule-at-a-glance, e-blasts, and post-conference report. Also includes:

1. Five (5) minute speaking opportunity to introduce one keynote speaker.
2. Two (2) complimentary conference registrations including evening activities.
3. One (1) insert in delegate and companion welcome bags.
4. Company logo featured on splash page of conference app.
5. Logo on banner in plenary room.
6. Logo on poster at registration desk.
7. Logo and recognition at one (1) evening activity.
8. Recognition in the fall edition of Board Connection, the CAPG quarterly newsletter.
9. Prioritized Recognition on social media.

### GOLD Sponsor

\$5,000

Prioritized listing as a Gold Sponsor on all printed and on-line media, including the conference website, program and/or schedule-at-a-glance, e-blasts, and post-conference report. Also includes:

1. Listing on the conference app.
2. One (1) complimentary conference registration, including evening activities.
3. Logo on banner in plenary room.
4. Recognition in the fall edition of Board Connection, the CAPG quarterly newsletter.
5. Recognition on CAPG's social media profiles.

### SILVER Sponsor

\$2,500

Listing as a Silver Sponsor on all printed and on-line media, including the conference website, program and/or schedule-at-a-glance, e-blasts, and post-conference report. Also includes:

1. Recognition in the fall edition of Board Connection, the CAPG quarterly newsletter.
2. Recognition on CAPG's social media profiles.

### BRONZE Sponsor

\$1,000

Listing as a Bronze Sponsor on all printed and on-line media, including the conference website, program and/or schedule-at-a-glance, e-blasts, and post-conference report.

### PEWTER Sponsor

\$250 - \$500

1. Listing on the CAPG website.
2. Listing in conference program.
3. Listing in post-conference report.

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Do you want to design an engaging  
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thought of?

Contact us to discuss the possibilities  
or if you have any questions or need  
additional information.

## CONTACT CAPG

Jennifer Malloy  
**Executive Director**

jmalloy@capg.ca  
tel – 613-344-2384  
fax – 613-344-2385

**Canadian Association of Police Governance**  
78 George Street, Suite 204  
Ottawa, Ontario K1N 5W1

Check Us Out



[www.capg.ca](http://www.capg.ca)





## Toronto Police Services Board Report

---

May 2, 2018

To: Chair and Members  
Toronto Police Services Board

From: Mark Saunders  
Chief of Police

**Subject: Antares T.D.C. – Vendor of Record for Vehicle Auxiliary Battery - Management System**

### **Recommendation(s):**

It is recommended that the Toronto Police Services Board (Board):

- 1) approve Antares T.D.C. as the vendor of record for the supply of vehicle auxiliary battery management systems for an one-year period effective May 1, 2018, with four one-year renewal options, at the discretion of the Chief of Police; and
- 2) 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.

### **Financial Implications:**

The Vehicle and Equipment Reserve in the Toronto Police Service's (Service) 2018-2027 approved Capital Budget Program (Min. No. P227/17 refers) provides funding for the lifecycle replacement of vehicles and related equipment. This includes funding for the transfer and replacement of vehicle electronics and associated accessories necessary for the operations of the vehicle communication electronics. Approximately 80-100 vehicles equipped with Mobile Work Station (M.W.S.), In-Car Camera (I.C.C.), and Automatic Vehicle Location (A.V.L.) equipment are life cycled annually. The annual cost to replace the auxiliary battery management system is approximately \$130,000 per year, or \$650,000 over the five year contract term, assuming all of the options of exercised.

The estimates are subject to change if the number of vehicles life cycled each year is adjusted.

## **Background / Purpose:**

The Telecommunications Services Unit manages the installation and maintenance of all electronic equipment in all Service vehicles. Electronic equipment in Service vehicles has seen a significant increase in quantity and complexity over the past 20 years. Since 1990, the Service's vehicles have gone from being equipped with a radio and simple computer terminal to:

- the use of a remote mount radio;
- M.W.S. with keyboard;
- drivers licence reader;
- printer;
- integrated I.C.C. with multiple cameras, wireless microphones;
- on-vehicle data storage and automatic wireless downloads;
- A.V.L. equipment;
- wireless modems; and
- multiple associated antennas, devices, mounts and cabling.

For the reliable operation of all this equipment, the power supplied from the main vehicle battery was found to be inadequate and the need for installing an auxiliary battery in the trunk was identified. The power management system is required to manage the recharging of the auxiliary battery, which if not adequately charged could result in the failure of the A.V.L., M.W.S. and I.C.C. systems. It also ensures that the main vehicle battery is not overly drained by the power drawn from all of the equipment, which could result in a dead battery and a non-operational vehicle.

The purpose of this report is to establish a Vendor of Record (V.O.R.) for the supply of the vehicle auxiliary battery management system.

## **Discussion:**

With the advent of the I.C.C. system in 2008, an auxiliary battery was installed in the trunk of Service vehicles mainly to provide electrical power to the A.V.L., I.C.C., and M.W.S. equipment. This permitted the effective download of all I.C.C. video files while the vehicle was parked at a police divisional facility. The auxiliary battery is only charged when the vehicle is running and, due to the urban environment of Toronto and the shorter drive times to calls for service, the auxiliary battery often did not receive adequate charging to operate effectively. Several technical solutions were trialed and the most effective method was found to be a vehicle auxiliary battery management system.

There are currently about 500 vehicles which require the various data and communications systems that need to be kept powered 'ON' for a duration of two hours from the auxiliary battery after the vehicle engine is turned 'OFF'.

A Request for Quote (R.F.Q.) was prepared and issued for the required auxiliary battery management system on November 16, 2017 by Purchasing Services. The R.F.Q. (# 1208044-17) was posted on the MERX website and closed on December 28, 2017. The Service received two responses, and only the response from Antares T.D.C. met all the mandatory criteria of the R.F.Q.

Based on a review of the technical specifications of the Antares TDC auxiliary battery management system, it was determined that the system meets the Service's needs.

It should be noted that if a significant change to the primary response vehicle outfitting occurs, this requirement may no longer be required. For this reason, the contract term will be reviewed annually, and the exercise of the extension option will also be subject to the Service being satisfied with the performance of the vendor.

## **Conclusion:**

Providing reliable electrical power to all the electronic equipment and systems in Service vehicles is of paramount importance. It will ensure the operation and performance of all critical tools officers require to perform their public safety duties, while also ensuring officer safety and accountability.

Approval is therefore being requested to utilize Antares T.D.C. for the supply of the auxiliary battery management system for the Service's vehicle fleet.

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

Respectfully submitted,

Mark Saunders, O.O.M.  
Chief of Police

CB/vfb

Filename: Antares TDC VOR Vehicle Auxiliary Battery Mngt Sys V10.docx



## Toronto Police Services Board Report

---

May 3, 2018

To: Chair and Members  
Toronto Police Services Board

From: Mark Saunders  
Chief of Police

**Subject: Master Purchase Agreement Extension and Vendor of Record – Intergraph Canada Ltd.**

### **Recommendations:**

It is recommended that the Toronto Police Services Board (Board):

- (1) approve the extension of the Master Purchase Agreement with Intergraph Canada Ltd. (Intergraph) as the vendor of record for the supply and delivery of software and professional services for the Toronto Police Service's (Service) Computer Aided Dispatch System for a three year term commencing July 10, 2018 to July 9, 2021; and
- (2) 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.

### **Financial Implications:**

Since 2001 (earliest data available), the Service has spent \$8.7 Million (M) with Intergraph Canada for the software acquisition and professional services related to the Service's Intergraph Computer Aided Dispatch System (I.C.A.D.).

The estimated expenditure during this new three-year Master Purchase Agreement (M.P.A.) extension, for the period of July 10, 2018 to July 9, 2021, is estimated at \$750,000. This estimate is based on the average spend for the last three years of approximately \$250,000 annually, on software and professional services.

The cost to acquire software and professional services are budgeted and approved on a project by project basis. Any purchases of goods and services that are required from Intergraph would follow standard Service procurement and finance procedures.

It should be noted that the M.P.A., for software and professional services does not include maintenance for the mission critical I.C.A.D system. Maintenance services are covered by a separate five year agreement which expires on December 31, 2021 at an estimated cost of \$3.7M, and which was approved by the Board in 2016 (Min. No. P275/16 refers).



In addition, the future requirements for Next Generation 9-1-1 (N.G. 9-1-1) would be part of a separate project and contractual arrangement.

### **Background / Purpose:**

The I.C.A.D. used by the Service's Communications Services was purchased in December, 1991. It is an integrated package of software from Intergraph Canada Ltd. (Intergraph) that provides call taking, dispatching and historical recording of information, allowing for the timely handling and recording of 9-1-1 and other related calls for service.

As originally planned, components of this system have been upgraded regularly to keep the system current with new technology, thereby ensuring 9-1-1 calls are handled effectively and without interruption. Lifecycle upgrades were performed in 1999, 2003, 2008, 2013 and 2017.

### **Discussion:**

The software of the I.C.A.D. system and the services required to maintain and support it can only be provided by Intergraph. Intergraph is the manufacturer and sole supplier of the software and services and does not authorize third party agents or consultants to provide services or resell products. The Service also has a maintenance agreement in place with Intergraph that expires on December 31, 2021.

The I.C.A.D. is a critical public safety system used by the Service's Communication 9-1-1 Centre. Since its implementation in 1994, the system has provided all the necessary functionality for the efficient handling of all calls for service and fully meets the Service's requirements. Over the next few years, the Service will need to purchase additional software products and services to integrate I.C.A.D. with the new Motorola Portable Radio Global Positioning System (G.P.S.), adopt the modern Internet Protocol (I.P.) based 9-1-1 data networks to enable delivery of multimedia to 9-1-1 and provide N.G. 9-1-1 functionality.

At its meeting held on June 15, 2012, the Board approved Intergraph as the vendor of record for I.C.A.D. software products and services as well as the overall terms and conditions for all such purchases from Intergraph through a M.P.A. (Min. No. P151/12 refers).

At its meeting on September 17, 2015, the Board approved the extension of the M.P.A. with Intergraph for a three-year term ending on July 9, 2018 (Min. No. P246/15 refers).

This M.P.A. would continue to be used for all future purchases of goods and services from Intergraph. Consequently, there would not be a need to have separate terms and conditions for each individual purchase.

Representatives from Information Technology Services (I.T.S.), in consultation with Purchasing Services and the City's Legal Division, were actively involved in the development of the 2012 Agreement with Intergraph. Key provisions of the Agreement include:

- General principles governing the contractual relationship between the Board and Intergraph;
- Definition of the standard of care and skill to be used by Intergraph in performing the services;
- Identification of the responsibility of Intergraph for its personnel and subcontractors, if any;
- Establishment of both parties' confidentially and security obligations;
- Establishment of the high level structure for payments and invoicing;
- Identification of the right to use of the software source code in specified circumstances;
- Establishment of a process to resolve disputes, including escalation of disputed matters from the project managers to the executive level;
- Establishment of the warranties on the standards of services and the meeting of the Service's requirements;
- Provisions of indemnity obligations for Intergraph for harm to the Service in carrying out the project (subject to limitation of liability) and violation of a third party's intellectual property rights; and
- Identifying termination rights in the event of breach of the Agreement.

Any purchases of goods and services that are required from Intergraph would follow standard Service procurement procedure, be based on Intergraph's quotations, and approved in accordance with the Financial Control By-law.

### **Conclusion:**

The Board's approval for the extension of the Master Purchase Agreement with Intergraph for a three year term will allow for the continued modernization and transformation of the Communication Services 9-1-1 Centre to meet public safety needs, and will facilitate the purchase of goods and services required in this regard.

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

Respectfully submitted,

Mark Saunders, O.O.M.  
Chief of Police

JD/vfb

Filename: Master Purchase Agreement Extension Intergraph Canada Ltd.docx



## Toronto Police Services Board Report

---

May 3, 2018

To: Chair and Members  
Toronto Police Services Board

From: Mark Saunders  
Chief of Police

**Subject: Contract Extension – Vendor of Record for Closed Circuit Television (C.C.T.V.) System Equipment Supply, Installation and Maintenance**

### **Recommendations:**

It is recommended that the Toronto Police Services Board:

- 1) approve the first option year extension with Met-Scan Canada Limited as the Vendor of Record for all closed circuit television systems equipment, hardware, software, and professional services, for the period July 1, 2018 to June 30, 2019; and
- 2) 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.

### **Financial Implications:**

The Board approved Met-Scan Canada Limited as the Vendor of Record (V.O.R.) for a period of five years commencing July 1, 2013 to June 30, 2018, with three additional one year options. The maintenance cost was estimated at \$1,150,000 over the five year contract period, or about \$230,000 annually, based on the existing number of Close Circuit Television (C.C.T.V.) devices at the time (Min. No. P193/13 refers). The cost to meet ad hoc requirements or to replace or purchase additional equipment to meet the Service's requirements was not included, as it would be difficult to estimate with any degree of certainty. However, any purchase of equipment or services would be subject to the availability of funds in the Service's operating or capital budget.

### *Maintenance and Repair Services:*

The estimated maintenance cost of the Toronto Police Service (Service) infrastructure is based on currently installed equipment, at the time of budget preparation, and funds are included in the annual operating budget request. During the initial five year contract term, the Service has spent \$1.1 Million (M) or about \$220,000 annually for preventative maintenance, licencing and repairs during the initial contract term. The 2018 approved operating budget is \$220,000 for these requirements, and the same amount will be included in the 2019 operating budget request.

### *Lifecycle Replacement of Equipment and Additional Equipment Purchases:*

Under this contract, the Service has expended \$1.6M over the first five years of the contract or, on average, about \$320,000 annually for the replacement of existing C.C.T.V. systems. This is based on each C.C.T.V. system's lifecycle replacement plan, and funded from the Service's Vehicle and Equipment Reserve in the approved capital program.

Over the last five years, the Service has also expended \$463,000 or, on average, about \$93,000 per year for additional C.C.T.V. systems equipment, as well as associated design and installation services. These costs were approved on a project-by-project basis, and funded from the Service's respective annual operating budget.

### **Background / Purpose:**

The Service has a requirement to maintain C.C.T.V. systems at various facility locations, prisoner booking areas, detention facilities and the public space C.C.T.V. areas. The Service's Telecommunications Services Unit (T.S.U.) is responsible for the maintenance of this equipment to ensure it is in good working order. The number of C.C.T.V. systems within the Service has increased significantly over the last few years with no corresponding increase in support staff.

To ensure the security cameras are in good working order and to minimize repair work, it is important that maintenance on the camera systems is done on a regular basis and not be subject to other work priorities. Utilizing an external vendor to perform regular preventative maintenance on the Service's security cameras is an efficient and cost-effective way of providing this service, and allows internal staff to focus on their on-going core work and responsibilities.

To meet its day to day and ad hoc requirements, the Service issued a Request for Proposal in 2012 for all C.C.T.V. system equipment, hardware, software, maintenance and professional services. Following an evaluation of the bids received, the Service recommended and, at its meeting on August 13, 2013, the Board approved Met-Scan Canada Limited (Met-Scan) as the V.O.R. The contract was for a period of five years commencing July 1, 2013 to June 30, 2018, with three additional one year options at the discretion of the Board (Min. No. P193/13 refers).

The purpose of this report is to obtain Board approval to exercise the first one-year renewal option.

### **Discussion:**

The Service currently has approximately 3,500 C.C.T.V. devices that are mostly maintained by Service technicians. Equipment to be supported includes detention area, in-building security, booking halls, front desk and public space C.C.T.V. systems, as well as interview rooms and miscellaneous multimedia equipment located in the training and conference rooms.

### *Acquisition of Hardware, Software and Services:*

Met-Scan, as the V.O.R., provides the Service with all required equipment, hardware, software and services for the C.C.T.V. system requirements. These requirements may include the installation of complete C.C.T.V. systems in any new facilities, and any additions/changes to current systems due to renovations or other Service requirements. Met-Scan's contract includes an itemized equipment price list for items typically required by the Service.

A majority of the existing C.C.T.V. systems within the Service are based on obsolete analog technology and operate in isolation of each other. With the C.C.T.V. industry moving to digital Internet Protocol (I.P.) based formats, Information Technology Services (I.T.S.) has developed a consolidated C.C.T.V. lifecycle plan using lifecycle funds. This plan will allow numerous C.C.T.V. systems to leverage existing infrastructure and networks to maximize available funds and reduce operating costs.

### *Maintenance Services:*

Preventative maintenance on the C.C.T.V. systems is critical to ensure that these systems are in good working order. The contract with Met-Scan includes regular preventative maintenance and a cost schedule for all projected maintenance replacement items and repair services. Any unscheduled repairs, maintenance and/or new C.C.T.V. installations are authorized based on the submission of detailed quotes from the vendor.

The Service is satisfied with the vendor's performance during this contract period. However, as this contract will now be entering its sixth year and as technology continues to evolve, it would be prudent to go to the market before the next option year extension. To this end, the Service intends to issue a Request for Proposal in the fourth quarter of 2018 to establish a new contract or contracts to meet the Service's C.C.T.V. and related requirements.

### **Conclusion:**

Effective and reliable C.C.T.V. systems are critical to protecting our members, our buildings and the public, as well as ensuring all legislated Service video requirements are met. The current V.O.R. arrangement for C.C.T.V. equipment and services with Met-Scan Canada Ltd. is set to expire on June 30, 2018, and the Service is recommending that the first option year renewal option in the contract be exercised.

This will allow the Service time to develop a R.F.P. for its C.C.T.V. equipment and services requirements and obtain the necessary approvals for a new contract before the first option year period expires.

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

Respectfully submitted,

Mark Saunders, O.O.M.  
Chief of Police

CB/vfb

Filename: Met-Scan First Year Renewal V3.docx



## Toronto Police Services Board Report

---

May 03, 2018

To: Chair and Members  
Toronto Police Services Board

From: Mark Saunders  
Chief of Police

**Subject: Contract for the Supply and Delivery of Uniform Clothing –  
The Uniform Group**

### **Recommendations:**

It is recommended that the Toronto Police Services Board (Board):

- (1) approve the second one-year extension option contract award to The Uniform Group for the supply and delivery of uniform clothing, ending August 31, 2019; and
- (2) authorize the Chief of Police to extend this contract for the final one-year option period effective September 1, 2019 to August 31, 2020.

### **Financial Implications:**

In 2015, the Toronto Police Service (Service) entered into a two-year agreement that included extension options for an additional three, one-year periods. The initial two-year term plus the first one year option period was from September 1, 2015 to August 31, 2018. The estimated cost for this period is \$504,000 and the required funding was included in the respective annual operating budget requests.

The contract value for each of the remaining two one-year option periods is approximately \$335,000 annually, for a total of \$670,000, excluding taxes.

Funding will be included in the Service's 2019 and 2020 annual operating budget requests for this purpose.

The estimated expenditure over the five year term, assuming all of the optional years are exercised, is \$1.17 Million, excluding taxes.

These estimates are based on current Service requirements, and there is no contractual obligation to purchase any minimum quantities.

## **Background / Purpose:**

In the past, in accordance with Purchasing By-Law 147 (By-Law 147), the Service has made purchases utilizing agreements created by a member of the Police Cooperative Purchasing Group (P.C.P.G.), the City of Toronto or Ontario Shared Services. Those purchases, which exceeded \$500,000, were reported to the Board on an annual basis. Board approval was not sought prior to entering into this type of agreement, as the requests for quotes were, in many cases, based on the estimated overall volumes of participating police services.

As part of a review of the current financial control By-Law 147, Purchasing Services in conjunction with the City Solicitor, recently made the determination that Board approval is required when the Service piggybacks onto an existing agreement with an anticipated overall value exceeding \$500,000, even in the case of a P.C.P.G., City of Toronto or Ontario Shared Services agreement.

Although the Service does not anticipate purchasing in excess of \$500,000 in any one year of the contract term with The Uniform Group, the overall expenditure for uniform clothing over the course of the contract exceeds this threshold.

By-Law 147 is in the process of being revised, which will result in recommended changes to this and other provisions for the Board's consideration and approval. However, until that happens, Board approval of these types of purchases is required, which is the purpose of this report.

## **Discussion:**

The Service issued Request for Quotation 1147312-15 in 2015 on behalf of the P.C.P.G., resulting in a contract award to The Uniform Group for the supply and delivery of assorted uniform clothing items. The Service requires a vendor for the supply of these items and it was determined by a panel comprised of P.C.P.G. members that The Uniform Group was the lowest bidder meeting all specifications.

## **Conclusion:**

It is therefore recommended that the Board approve the second one-year extension option of the contract with The Uniform Group, for the supply and delivery of assorted uniform clothing for the period September 1, 2018 to August 31, 2019. In addition, the Board is being asked to provide the Chief with the authority to extend the final one-year extension, provided the Service is satisfied with the performance of the vendor.



Mr. Tony Veneziano, Chief Administrative Officer, will be in attendance to answer any questions the Board may have concerning this report.

Respectfully submitted,

Mark Saunders, O.O.M.  
Chief of Police

File Name: 2018 The Supply and Delivery of Uniform Clothing



## Toronto Police Services Board Report

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May 3, 2018

To: Chair and Members  
Toronto Police Services Board

From: Mark Saunders  
Chief of Police

**Subject: 2018 Operating Budget Variance for the Toronto Police Service, Period Ending March 31, 2018**

### **Recommendations:**

It is recommended that the Toronto Police Services Board (Board):

1. approve a revised 2018 Toronto Police Service (Service) net operating budget of \$996.3 Million (M); and
2. forward a copy of this report to the City's Chief Financial Officer for information and for inclusion in the variance reporting to the City's Budget Committee.

### **Financial Implications:**

At its October 26, 2017 meeting, the Board approved the Service's budget request at \$1,005.3M (Min. No. P227/17 refers), a 0% increase over the 2017 approved operating budget.

Subsequently, Toronto City Council, at its November 7, 2017 meeting, approved the transfer of the Beach Lifeguard Program (effective November 10, 2017) and the School Crossing Guard Program (effective August 1, 2019) to the City of Toronto (City). As a result, the Service's 2017 operating budget has been restated downward by \$9.0M to \$996.3M. This change does not result in reduced available funds to the Service, as any costs the Service incurs during the transition period will be charged back to the City.

Subsequently, City Council, at its February 12, 2018 meeting, approved the Service's 2018 operating budget at \$996.3M, a 0% increase over the restated 2017 operating budget.

### **Background / Purpose:**

The purpose of this report is to obtain Board approval for the revised 2018 Service operating budget, and to provide the Board with the Service's projected year-end variance as at March 31, 2018.

**Discussion:**

As at March 31, 2018, a \$3.8M unfavourable variance is anticipated.

The following chart summarizes the variance by expenditure and revenue category. Details regarding these categories are discussed in the section that follows.

<b>Category</b>	<b>2018 Budget (\$Ms)</b>	<b>Actual to Mar 31/18 (\$Ms)</b>	<b>Projected Year-End Actual (\$Ms)</b>	<b>Fav / (Unfav) (\$Ms)</b>
Salaries	\$751.0	\$184.4	\$747.8	\$3.2
Premium Pay	\$44.0	\$10.8	\$50.3	(\$6.3)
Benefits	\$208.0	\$57.5	\$207.4	\$0.6
Materials and Equipment	\$24.9	\$18.1	\$26.0	(\$1.1)
Services	\$70.6	\$27.8	\$70.9	(\$0.3)
Contributions to / (Draws from) Reserves	\$24.3	\$0.0	\$24.3	\$0.0
Revenue	(\$126.5)	(\$15.6)	(\$126.6)	\$0.1
<b>Total Net</b>	<b>\$996.3</b>	<b>\$283.0</b>	<b>\$1,000.1</b>	<b>(\$3.8)</b>

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

**Salaries:**

A favourable variance of \$3.2M is projected in the salaries category.

<b>Expenditure Category</b>	<b>2018 Budget (\$Ms)</b>	<b>Actual to Mar 31/18 (\$Ms)</b>	<b>Projected Year-End Actual (\$Ms)</b>	<b>Fav / (Unfav) (\$Ms)</b>
Uniform Salaries	\$565.5	\$140.5	\$559.50	\$6.0
<i>72 higher than budgeted separations 2018</i>				\$5.3
<i>2017 higher than budgeted separations carry over</i>				\$2.2
<i>Increased 2018 hiring (140)</i>				(\$1.5)
Civilian Salaries	\$185.5	\$43.9	\$188.3	(\$2.8)
<i>Additional Communications Operators (up to 60)</i>				(\$1.6)
<i>New Special Constables (up to 40)</i>				(\$0.7)

<b>Expenditure Category</b>	<b>2018 Budget (\$Ms)</b>	<b>Actual to Mar 31/18 (\$Ms)</b>	<b>Projected Year-End Actual (\$Ms)</b>	<b>Fav / (Unfav) (\$Ms)</b>
<i>Court Officers (not approved – up to 52)</i>				<i>(\$1.7)</i>
<i>Higher than budgeted Separations</i>				<i>\$1.2</i>
<b>Total Salaries</b>	<b>\$751.0</b>	<b>\$184.4</b>	<b>\$747.8</b>	<b>\$3.2</b>

Uniform Officers - The 2018 approved budget included funding for 60 uniform hires and assumed that there would be 160 uniform officer separations during the year. To date, the Service has experienced a significant increase in resignations and retirements and is forecasting that separations will be well in excess of the 160 budgeted for 2018. As there are multiple factors that impact separations, the Service does not yet have a definitive projection for 2018. However, separations will likely be at least equal to the number in 2017, and therefore 232 separations are projected for the year resulting in a favourable variance of \$5.3M. Actual separations are monitored monthly and the impact of separations will continue to be reported on in future variance reports. In addition, as a result of higher than anticipated separations at the end of 2017 (232 actual for the year versus budgeted of 215), uniform staffing levels at year-end 2017 were lower than assumed at the time the 2018 budget was prepared. The lower than anticipated staffing results in an annualized salary savings of \$2.2M in 2018. As a result of the increased separations, it is necessary to accelerate hiring to maintain staffing at adequate levels. The Service is therefore planning for 200 uniform hires during 2018, which will result in \$1.5M of increased salary costs.

Civilians - The 2018 approved budget assumed that there would be 90 civilian separations during 2018. However, it is very important to note that not filling some civilian position vacancies is not realistic or practical, and would expose the Service to significant risk, in terms of errors and non-compliance with procedures and legislation, and compromises its ability to provide necessary services, efficiently and effectively. Therefore, the 2018 approved budget includes funding for 30 strategic hires. Since the hiring moratorium was enacted early 2016, the Service is down approximately 150 civilian staff (compared to strength) and 330 from the current approved civilian establishment of 2230. Should trends continue, compared to strength, the Service is projected to be down over 200 civilian staff by the end of 2018 since the start of the hiring moratorium.

To date in 2018, the Board has approved an increase of 50 positions to the Communication Operator establishment, as well as the hiring of additional operators so that this critical unit can achieve required response standards. In line with the Way Forward report, the Board has also approved 40 new Special Constable positions to do certain work currently done by uniform officers, allowing uniform officers to focus on their core policing duties.

Neither of these initiatives were included the 2018 operating budget, as full details were not known at the time the budget was developed and approved, and in order to achieve a 0% increase in 2018. The cost of these aforementioned initiatives is \$2.3M in 2018, with an annualized impact of \$8.5M in 2019.

The moratorium has been lifted, and the Service has now reached a point where it needs to increase hiring over and above the 30 strategic hires that were budgeted for 2018. This includes the resumption of the hiring of Court Officers (up to 52), projected to cost approximately \$1.7M in 2018 and \$5M in 2019.

However, as civilian separations have been occurring at a rate greater than planned (projected at 115 versus budget of 90), salary savings due to the accelerated separations are projected to be \$1.2M, resulting in a net \$2.8M unfavourable projection in civilian salaries.

*Premium Pay:*

An unfavourable variance of \$6.3M is projected in the premium pay category.

<b>Expenditure Category</b>	<b>2018 Budget (\$Ms)</b>	<b>Actual to Mar 31/18 (\$Ms)</b>	<b>Projected Year-End Actual (\$Ms)</b>	<b>Fav / (Unfav) (\$Ms)</b>
Uniform	\$39.0	\$9.6	\$45.0	(\$6.0)
Civilian	\$5.0	\$1.2	\$5.3	(\$0.3)
<b>Total Premium Pay</b>	<b>\$44.0</b>	<b>\$10.8</b>	<b>\$50.3</b>	<b>(\$6.3)</b>

Even though uniform premium pay was significantly overspent in 2017, the 2018 operating budget did not include any increases to the uniform premium pay budget in an effort to achieve a zero percent increase over the 2017 operating budget. Currently, the Service is projecting a \$6.0M cost pressure in uniform premium pay. This pressure is mainly a result of the reduced staffing levels and recent high profile cases. The Service will endeavour to reduce its premium pay spending to come closer to budget. However, it must be noted that premium pay is subject to the exigencies of policing and the aforementioned pressures as well as continued police presence required at special events will make this difficult to achieve.

Additional premium pay is also incurred as units address critical workload issues resulting from a significant number of civilian staff vacancies across the Service. Civilian overtime and call-backs are authorized when required to: ensure deadlines are met; key service levels maintained; and tasks completed in order to ensure risks are mitigated and additional hard dollar costs are avoided. At this time, the projected unfavourable civilian premium pay variance is \$0.3M.

The projected higher than budgeted premium pay expenditures have been partially offset by savings in uniform and civilian salaries.

*Benefits:*

A favourable variance of \$0.6M is projected in this category.

<b>Expenditure Category</b>	<b>2018 Budget (\$Ms)</b>	<b>Actual to Mar 31/18 (\$Ms)</b>	<b>Projected Year-End Actual (\$Ms)</b>	<b>Fav / (Unfav) (\$Ms)</b>
Medical / Dental	\$45.3	\$7.9	\$45.3	\$0.0
O.M.E.R.S. / C.P.P. / E.I. / E.H.T.	\$128.2	\$39.4	\$127.6	\$0.6
Sick Pay Gratuity /C.S.B./L.T.D.	\$18.5	\$6.7	\$18.5	\$0.0
Other (e.g., W.S.I.B., life insurance)	\$16.0	\$3.5	\$16.0	\$0.0
<b>Total Benefits</b>	<b>\$208.0</b>	<b>\$57.5</b>	<b>\$207.4</b>	<b>\$0.6</b>

Medical/Dental costs are currently trending higher than budget. However, no variance is projected at this time, as it is not known if these trends will continue to year-end. In addition, medical and dental benefit claims vary significantly throughout the year. Service staff monitors spending closely and any variances will be reported to the Board in future variance reports. Favourable variances in the OMERS/C.P.P. /E.I. /E.H.T. category is a result of reduced staffing levels.

*Materials and Equipment:*

An unfavourable variance of \$1.1M is projected in this category.

<b>Expenditure Category</b>	<b>2018 Budget (\$Ms)</b>	<b>Actual to Mar 31/18 (\$Ms)</b>	<b>Projected Year-End Actual (\$Ms)</b>	<b>Fav / (Unfav) (\$Ms)</b>
Vehicles (gas, parts)	\$11.0	\$9.3	\$11.0	\$0.0
Uniforms	\$3.5	\$3.1	\$4.2	(\$0.7)
Other Materials	\$4.5	\$2.1	\$4.5	\$0.0
Other Equipment	\$5.9	\$3.6	\$6.3	(\$0.4)
<b>Total Materials &amp; Equipment</b>	<b>\$24.9</b>	<b>\$18.1</b>	<b>\$26.0</b>	<b>(\$1.1)</b>

Service consumption for gasoline has been lower than estimated, but gas prices have been greater than budgeted and any savings from lower consumption could be more than offset by an increase in price. The unfavourable variance in uniforms is a result of the increased hiring described above. The unfavourable variance in other equipment is a result of several small budget pressures, for example new equipment for bicycles.

*Services:*

An unfavourable variance of \$0.3M is projected in this category.

<b>Expenditure Category</b>	<b>2018 Budget (\$Ms)</b>	<b>Actual to Mar 31/18 (\$Ms)</b>	<b>Projected Year-End Actual (\$Ms)</b>	<b>Fav / (Unfav) (\$Ms)</b>
Legal Indemnification	\$2.4	\$0.2	\$2.4	\$0.0
Uniform Cleaning Contract	\$1.1	\$1.1	\$1.1	\$0.0
Courses / Conferences	\$2.4	\$0.8	\$2.4	\$0.0
Clothing Reimbursement	\$1.5	\$0.0	\$1.5	\$0.0
Computer / Systems Maintenance	\$18.4	\$14.2	\$18.4	\$0.0
Phones / cell phones / 911	\$4.3	\$1.2	\$4.3	\$0.0
Caretaking / maintenance utilities	\$20.0	\$0.0	\$20.0	\$0.0
Other Services	\$20.5	\$10.3	\$20.8	(\$0.3)
<b>Total Services</b>	<b>\$70.6</b>	<b>\$27.8</b>	<b>\$70.9</b>	<b>(\$0.3)</b>

Unfavourable variance in Other Services is due mainly to additional costs associated with increased hiring.

*Contributions to / (Draws from) Reserves:*

A net zero variance is projected in this category.

<b>Reserves Category</b>	<b>2018 Budget (\$Ms)</b>	<b>Actual to Mar 31/18 (\$Ms)</b>	<b>Projected Year-End Actual (\$Ms)</b>	<b>Fav / (Unfav) (\$Ms)</b>
Sick Pay Gratuity	\$11.3	\$0.0	\$11.3	\$0.0
Insurance	\$10.9	\$0.0	\$10.9	\$0.0
Vehicle & Equipment	\$19.3	\$0.0	\$19.3	\$0.0
Central Sick	\$3.6	\$0.0	\$3.6	\$0.0
Post-Retirement Health	\$0.8	\$0.0	\$0.8	\$0.0
Legal	\$1.7	\$0.0	\$1.7	\$0.0
<b>Contribution to Reserves</b>	<b>\$47.6</b>	<b>\$0.0</b>	<b>\$47.6</b>	<b>\$0.0</b>
<b>Draws from Reserves:</b>				
Sick Pay Gratuity	(\$14.0)	\$0.0	(\$14.0)	\$0.0
Central Sick	(\$4.2)	\$0.0	(\$4.2)	\$0.0
Post-Retirement Health	(\$1.2)	\$0.0	(\$1.2)	\$0.0
Legal	(\$3.2)	\$0.0	(\$3.2)	\$0.0
Modernization	(\$0.7)	\$0.0	(\$0.7)	\$0.0
<b>Draws from Reserves</b>	<b>(\$23.3)</b>	<b>\$0.0</b>	<b>(\$23.3)</b>	<b>\$0.0</b>

<b>Reserves Category</b>	<b>2018 Budget (\$Ms)</b>	<b>Actual to Mar 31/18 (\$Ms)</b>	<b>Projected Year-End Actual (\$Ms)</b>	<b>Fav / (Unfav) (\$Ms)</b>
<b>Contributions to / (Draws from) Reserves</b>	<b>\$24.3</b>	<b>\$0.0</b>	<b>\$24.3</b>	<b>\$0.0</b>

As part of the annual operating budget process, the Board and Council approve contributions to and expenditures from reserves. The various reserves are established to provide funding for anticipated expenditures to be incurred by the Service, and to avoid large swings in costs from year to year. The Service contributes to and/or draws from the following reserves: City Sick Pay Gratuity; City Insurance; Vehicle and Equipment; Central Sick; Post-Retirement Health; and Legal.

The above figures do not include the Board's request to the City's Chief Financial Officer for contributions to the Service's reserves from the City's overall 2017 year-end operating surplus. This request is awaiting approval, and includes \$3.5M to the Modernization Reserve; \$3M to the Vehicle & Equipment Reserve; \$1M to the Legal Reserve; and \$0.5M to the Healthcare Spending Reserve.

The adequacy of reserves is reviewed annually, based on the Service's estimated spending and asset replacement strategies. Contributions are made and expensed to the operating budget accordingly. At this time, no variance is anticipated.

#### *Revenue:*

A favourable variance of \$0.1M is projected in this category.

<b>Revenue Category</b>	<b>2018 Budget (\$Ms)</b>	<b>Actual to Mar 31/18 (\$Ms)</b>	<b>Projected Year-End Actual (\$Ms)</b>	<b>Fav / (Unfav) (\$Ms)</b>
Recoveries from City	(\$17.5)	(\$0.9)	(\$17.5)	\$0.0
Other Government grants	(\$51.9)	(\$5.3)	(\$51.9)	\$0.0
Fees (e.g., paid duty, alarms, reference checks)	(\$12.4)	(\$2.7)	(\$12.4)	\$0.0
Secondments	(\$2.4)	(\$0.9)	(\$2.8)	\$0.4
Other Revenues (e.g., prisoner return)	(\$10.0)	(\$1.4)	(\$9.7)	(\$0.3)
Paid Duty - Officer Portion	(\$24.7)	(\$4.4)	(\$24.7)	\$0.0
Miscellaneous Revenue	(\$7.6)	\$0.0	(\$7.6)	\$0.0
<b>Total Revenues</b>	<b>(\$126.5)</b>	<b>(\$15.6)</b>	<b>(\$126.6)</b>	<b>\$0.1</b>

The projected favourable variance in Secondments is a result of secondments to assist the Province and R.C.M.P. being greater than budgeted.



The unfavourable variance in Other Revenues is a result of reduced prisoner return recoveries, due to the increased reliance by the Province on the Toronto South Detention Centre rather than super jails beyond the City, for which the Province reimburses transportation costs.

In September 2017, the Ministry of Community Safety and Correctional Services released a call for applications for funding under the 2018/2019 Policing Effectiveness and Modernization (P.E.M.) grant. Under this grant, funds are to be used to support modernization initiatives that improve the efficiency and effectiveness of community safety and policing services. The Service's 2018 operating budget assumed \$7.6M of provincial funding that could be applied against existing expenditures. This amount was budgeted as miscellaneous revenue. Should the Service's grant applications be approved, the miscellaneous revenue budgeted will be achieved with grant revenue from the P.E.M. grant.

#### *Cannabis Legislation Impact:*

With the impending new legislation for the legalization of cannabis, the Service anticipates both one-time and ongoing unbudgeted financial impacts. Many of the details are not yet known surrounding the change in legislation and its impacts on policing. However, based on the experiences of other jurisdictions where cannabis has been legalized, there will be significant impacts to front-line demands for service, administration and support, training and equipment. As requested, cost estimates have been provided to the City for discussions with the Province. The estimated costs are very preliminary, and the Service will continue to review the impacts, as more information becomes known. No costs or recoveries are reflected in the Service variance report related to cannabis impacts.

#### **Conclusion:**

As at March 31, 2018, the Service is projecting an unfavourable variance of \$3.8M.

Expenditures and revenues will continue to be closely monitored throughout the year, and potential mitigating actions identified to assist the Service in coming in on budget by year end.

The Board will be kept apprised through the variance reporting process or ad hoc reports, as necessary and appropriate.

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

Respectfully submitted,

Mark Saunders, O.O.M.  
Chief of Police

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## Toronto Police Services Board Report

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April 13, 2018

To: Chair and Members  
Toronto Police Services Board

From: Mark Saunders  
Chief of Police

**Subject: Operating Budget Variance Report for the Toronto Police Service Parking Enforcement Unit, Period Ending March 31, 2018**

### **Recommendation:**

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

### **Financial Implications:**

At its October 26, 2017 meeting, the Board approved the Parking Enforcement Unit's (P.E.U.) 2018 operating budget at a net amount of \$46.7 Million (M) (Min. No. P227/17 refers), a zero percent increase over the 2017 operating budget. Subsequently, Toronto City Council, at its February 12, 2018 meeting, approved the P.E.U.'s 2018 operating budget at the same amount.

### **Background / Purpose:**

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

The purpose of this report is to provide information on the P.E.U.'s 2018 projected year-end variance as at March 31, 2018.

### **Discussion:**

As at March 31, 2018, a favourable variance of \$2.1M is projected to year end.

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

<b>Category</b>	<b>2018 Budget (\$Ms)</b>	<b>Actual to Mar 31/18 (\$Ms)</b>	<b>Projected Year-End Actual (\$Ms)</b>	<b>Fav/(Unfav) (\$Ms)</b>
Salaries	\$30.8	\$7.0	\$28.7	\$2.1
Premium Pay	\$2.6	\$0.6	\$2.9	(\$0.3)
Benefits	\$7.4	\$1.3	\$7.3	\$0.1
<b>Total Salaries &amp; Benefits</b>	<b>\$40.8</b>	<b>\$8.9</b>	<b>\$38.9</b>	<b>\$1.9</b>
Materials & Equipment	\$1.4	\$0.3	\$1.4	\$0.0
Equipment	\$0.0	\$0.0	\$0.0	\$0.0
Services	\$6.0	\$1.0	\$6.0	\$0.0
Revenue (e.g. T.T.C., towing recoveries)	(\$1.5)	(\$0.2)	(\$1.7)	\$0.2
<b>Total Non-Salary</b>	<b>\$5.9</b>	<b>\$1.1</b>	<b>\$5.7</b>	<b>\$0.2</b>
<b>Total Net</b>	<b>\$46.7</b>	<b>\$10.0</b>	<b>\$44.6</b>	<b>\$2.1</b>

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

#### **Salaries & Benefits (including Premium Pay):**

A favourable projection of \$1.9M is projected in salaries and benefits. P.E.U. generally schedules one recruit class per year and hires the appropriate number of officers to ensure that, on average, it is at its full complement of officers during the year. The size of the recruit class is based on projected separations for the year.

One of the Board approved recommendations from The Way Forward report is to assess whether viable alternative service delivery options exist to the current parking enforcement operation. Hiring for the P.E.U. has therefore been placed on hold pending this assessment, resulting in the projected salary savings. The favourable variance in benefits is also a result of reduced staffing levels.

Nearly all premium pay at the P.E.U. is related to enforcement activities, attendance at court and the backfilling of members attending court. With respect to enforcement activities, premium pay is utilized to staff special events or directed enforcement activities. The opportunity to redeploy on-duty staff for special events is minimal, as this will result in decreased enforcement in the areas from which they are being deployed. Directed enforcement activities are instituted to address specific problems. All premium pay expenditures are approved by supervisory staff and carefully controlled. An unfavourable variance of \$0.3M is projected in premium pay at this time. This variance is due to recoverable activities, resulting in a favourable revenue variance, as discussed below.

**Non-salary Expenditures:**

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

**Revenue:**

Revenues include towing recoveries, contribution from reserves and recoveries from the Toronto Transit Commission (T.T.C.) and the Rogers Centre. The recoveries from the T.T.C. are for premium pay expenditures that are incurred to enforce parking by-laws on T.T.C. right of ways, which are necessitated by the continuing weekend subway closures for signal replacements maintenance. The recoveries from the Rogers Centre are for premium pay expenditures to conduct extra parking enforcement duties during Blue Jays games. A favourable variance of \$0.3M is projected for these recoveries; however, the T.T.C. and Rogers Centre recoveries have a net zero impact as they are a direct reimbursement of billed premium pay expenditures.

**Conclusion:**

As at March 31, 2018, the P.E.U. operating budget is projected to be \$2.1M under spent at year end.

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

Respectfully submitted,



Mark Saunders, O.O.M.

Chief of Police

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## Toronto Police Services Board Report

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May 3, 2018

To: Chair and Members  
Toronto Police Services Board

From: Mark Saunders  
Chief of Police

**Subject: 2018 Capital Budget Variance Report for the Toronto Police Service, Period Ending March 31, 2018**

**Recommendation(s):**

It is recommended that the Toronto Police Services Board (Board):

- (1) approve a 2018 cash flow transfer of \$1.34 Million to the Enterprise Business Intelligence (E.B.I.) project to offset the 2016 unspent carry forward of \$1.34 Million (M) that is required in 2018 to complete the E.B.I project, from the following 2018 cash flow sources:
  - \$750,000 from the Conducted Energy Weapon project;
  - \$94,000 from the Radio Replacement project; and
  - \$500,000 from the Parking Handheld Administrative Penalty System project;
- (2) approve the advancement of \$3.49M in 2019 cash flow to 2018 for the Peer to Peer site project, funded by the deferral of the following 2018 cash flows:
  - \$2.6 Million from Debt and \$797,000 from Development Charges from the 54/55 Amalgamation project; and
  - \$100,000 from the State of Good Repair project;
- (3) approve the advancement of 2020 cash flow to 2018 in the amount of \$200,000 for 32 Division project (part of facility realignment) funded by the deferral of the 2018 cash flow for the same amount from 54/55 Amalgamation project; and
- (4) forward a copy of this report to the City's Chief Financial Officer for consideration of Recommendations 1, 2 and 3, as part of the City's overall Capital Variance Report to the City's Budget Committee for three months ending March 31, 2018.

**Financial Implications:**

Toronto City Council, at its meeting of February 12, 2018, approved the Toronto Police Service's (Service) 2018-2027 capital program at a net amount of \$20.9M for 2018, and a net total of \$220.4M for 2018-2027. The net available funding in 2018 is \$33.6M, which includes the 2017 carry forward of \$12.7M.

As at March 31, 2018, the Service is projecting total net expenditures of \$33.4M compared to \$33.6M in available funding (a spending rate of 99.2%).

**Background / Purpose:**

The purpose of this report is to provide the Board with the status of the Service's capital projects as at March 31, 2018.

**Discussion:**

Attachment A provides the Service's approved 2018-2027 capital program.

**Status of Capital Projects:**

Attachment B provides a status summary of the ongoing projects from 2017 as well as projects that started in 2018. Any significant issues or concerns have been highlighted below in the "Key Highlights/Issues" section of this report.

**Key Highlights / Issues:**

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

- Green – on target to meet project goals (scope/functionalities), and on budget and schedule, no corrective action required;
- Yellow – at risk of not meeting certain goals, some scope, budget and/or schedule issues, and minimal corrective action required; and
- Red – high risk of not meeting goals, significant scope, budget and/or schedule issues, and extensive corrective action required.

The subsequent section summarizes key 2018 – 2027 capital project updates. Summary information includes status updates as at the time of writing this report.

The impact of the adjustments recommended in this report are shown in those projects impacted.

## 54/55 Divisions Amalgamation

Project Name	Carry Forward from 2017	2018 Cash Flow			YE Variance (Over)/ Under	Carry Forward to 2019	Total Project Cost		Status	Overall Project Health
		Budget	Available to Spend	Year End Projection			Budget	Life to Date		
54/55 Divisions Amalgamation - Excludes budget change request	7,000.0	2,800.0	9,800.0	500.0	9,300.0	9,300.0	39,873.0	451.1	Delayed	Red
54/55 Divisions Amalgamation - Includes budget change request	6,203.0	0.0	6,203.0	500.0	5,703.0	5,703.0	39,873.0	451.1	Delayed	Red

### *Project Description:*

The amalgamation of 54 and 55 Divisions is the first step in the phased facilities realignment strategy recommended by the Transformational Task Force in its action plan: *The Way Forward Report*. The amalgamation of these divisions into one district facility will reduce the long-term costs of operating and maintaining two structures, and will support the recommendations for a modernized, economical and more efficient public safety delivery model. The current plan is to return the 54 and 55 division properties to the City once the new consolidated facility is built.

### *Work to date:*

Following many months of consultations with various stakeholders, the recommended site (current Toronto Transit Commission's Danforth Garage located at 1627 Danforth Avenue), for the consolidated district facility was presented to the Board for approval at its January 2018 meeting (Min. No. P12/18 refers).

Subsequent to Board approval, the City's Executive Committee and City Council approved the recommended site on January 24, 2018 and January 31, 2018, respectively.

Since a master planning exercise still has to be initiated, the majority of the funding for this project is not required in 2018. Accordingly, from the \$9.8M in available funding, it is requested that the Board approve a transfer of \$2.6M of debt funding and \$797,000 from Development Charges funding (D.C.) to the Peer to Peer Site project, as well as a transfer of \$200,000 to the 32 Division renovation project (part of Facility realignment project).

From the remaining \$6.2M, it is projected that \$500,000 will be utilized for architectural consulting services and a master planning exercise, and the rest will be carried forward to 2019.

### *Future Planned Activities:*

A master planning exercise will be initiated and led by the City of Toronto Planning Division. It will include community consultants, technical studies, the exploration of other potential partners and Toronto Transit Commission (T.T.C.) use of the site and other conceptual site plans. The Service's Facilities Management unit will commence the procurement process to acquire a consultant to finalize the building program and



eventual design of the building and will continue to liaise with representatives from the City and the T.T.C.

The status of project will remain Red until project timelines are determined following the completion and results of the master planning process.

### ***TPS Archiving***

Project Name	Carry Forward from 2017	2018 Cash Flow			YE Variance (Over)/ Under	Carry Forward to 2019	Total Project Cost		Status	Overall Project Health
		Budget	Available to Spend	Year End Projection			Budget	Life to Date		
TPS Archiving	0.0	650.0	650.0	650.0	0.0	0.0	650.0	0.0	On Time	Green

### ***Project Description:***

This project provides funding for the establishment of an archiving function at the Service's property and evidence site because of increasing storage requirements. Legislation requires the Service to store certain documentation for periods beyond the current year. For example, "cold case" files must be retained for a minimum of 25 years and financial records must be retained for seven years. The relatively new requirement for video storage is also increasing.

The Service currently stores its archival records and files at City Archives. However, the City is also experiencing space pressures within its storage facility. Assuming a ten percent growth annually, storage requirements within five years would be substantial. Therefore, using an existing Service facility for the archiving of records is a prudent solution, particularly if the City were to limit space or expand on a cost recovery basis.

### ***Work to Date:***

Following a competitive procurement process that was advertised on MERX, RediRack Montreal was awarded the design, supply and installation of racking for the project.

### ***Future Planned Activities:***

Racking installation is expected to commence by the end of the second quarter 2018, with an anticipated completion in the third quarter of 2018.

## **41 Division**

Project Name	Carry Forward from 2017	2018 Cash Flow			YE Variance (Over)/ Under	Carry Forward to 2019	Total Project Cost		Status	Overall Project Health
		Budget	Available to Spend	Year End Projection			Budget	Life to Date		
41 Division	0.0	395.0	395.0	395.0	0.0	0.0	38,928.0	0.0	On Time	Green

***Project Description:***

The planned construction of a new two story building on the existing 41 Division site will provide the Service with a district facility at the corner of Birchmount and Eglinton Avenues, an optimal site that is easily accessible with ample area for future expansion.

***Work to Date:***

A feasibility study was completed in January 2018 outlining options for a phased demolition and construction of the new building.

***Future Planned Activities:***

During the construction, personnel will continue to occupy a portion of the existing building and portable offices, when required, to allow for uninterrupted business continuity.

The Service's Facilities Management unit is proceeding to retain the services of an architectural consulting firm to prepare the building design documentation.

***32/33 Divisions Amalgamation***

Project Name	Carry Forward from 2017	2018 Cash Flow			YE Variance (Over)/ Under	Carry Forward to 2019	Total Project Cost		Status	Overall Project Health
		Budget	Available to Spend	Year End Projection			Budget	Life to Date		
32 Division - Excludes budget change request	0.0	0.0	0.0	200.0	-200.0	0.0	11,940.0	0.0	On Time	Yellow
32 Division - Includes budget change request	0.0	200.0	200.0	200.0	0.0	0.0	11,940.0	0.0	On Time	Yellow

***Project Description:***

The Transformational Task Force *Action Plan: The Way Forward Report* outlines a phased realignment of divisional boundaries and facilities, including the consolidation of the existing 17 Divisions into 10 Districts, providing enhanced flexibility to move officers to where they are most needed.

Part of the phased redesign of the Service's divisional structure includes the amalgamation of 32 and 33 Divisions into a District Headquarters facility. The existing 32 Division will be designated as the District Headquarters and will be renovated to support the neighbourhood policing focus of both 32 and 33 Divisions, and will more closely meet the needs of the Service for a suitable police facility in the central north district.

The renovation of 32 Division will address a number of A.O.D.A. issues, including the installation of an elevator, universal washroom, increased circulation spaces, door widening and door operators, while improving overall building functionality. The interior redesign of 32 Division will optimize the use of available space, while improving the overall efficiency of the building and the movement of both personnel and persons in

custody. It will also include the consolidation of Criminal Investigations Bureau (C.I.B.) that includes full prisoner management that cannot be accommodated with the current cell capacity.

It is important to note that once the renovations are completed at 32 Division, the facility will be capable of accommodating staff from both 32 and 33 Division at which time the 33 Division building can be re-purposed to meet other Service needs or returned to the City.

*Work to Date:*

The Service's Purchasing Services Unit issued a Request for Quotation (R.F.Q.) to the current vendors of record to secure an interior design consultant for 32 Division. The bid responses are under review by Facilities Management and Purchasing Services' staff to determine the successful bidder and put forward an award recommendation.

This project is part of facility realignment with an estimated project cost of \$11.9M. It is requested that the Board approve the advancement of \$200,000 of funding in order to initiate work in 2018. Future year cash flow requirements will be adjusted as part of the 2019-2028 Capital program.

*Future Planned Activities:*

The project team will work with the successful vendor to identify building program requirements and to develop the schematic interior design for the new 32 District Headquarters. The consultants will also conduct an assessment and provide a report regarding the potential for installation of a parking structure. It is anticipated that construction will commence Q1 2019.

Project status is Yellow until Service receives City Council approval to adjust for the advancement of funding. The Board will be kept apprised of the status of this project through the capital variance reporting process.

**Peer-to-Peer Site (Disaster Recovery Site)**

Project Name	Carry Forward from 2017	2018 Cash Flow			YE Variance (Over)/ Under	Carry Forward to 2019	Total Project Cost		Status	Overall Project Health
		Budget	Available to Spend	Year End Projection			Budget	Life to Date		
Peer to Peer Site - Excludes budget change request	2,527.4	7,759.0	10,286.4	13,786.4	-3,500.0	0.0	19,924.3	6,836.8	On Time	Yellow
Peer to Peer Site - Includes budget change request	3,324.4	10,462.0	13,786.4	13,786.4	0.0	0.0	19,924.3	6,836.8	On Time	Yellow

*Project Description:*

This project provides funding for a new Peer-to-Peer facility. The Service's current peer-to-peer data centre is co-located with the City's main data centre in a City-owned and managed facility. The current location has significant space and power requirement issues, which affect both the City and the Service. In addition, the current line-of-sight

distance from the primary site is seven kilometers, which is significantly less than the industry minimum standard of 25 kilometers for disaster recovery sites.

*Work to Date:*

2016 – 2017 activities included completing the real estate transaction, execution of the site plan agreement, tendering process for the major construction work, completion of foundation and masonry block installation and start of the structural steel and roof decking work.

From an overall project perspective, the project is ahead of schedule, and therefore, the cash flow budget of \$3.5M in 2019 will be required in 2018 to complete the construction. The advancement of this funding from 2019 to 2018 will be achieved by utilizing the capital funding from the projects that are behind schedule (54/55 Amalgamation) or where funding is not required. It should be noted that the total project budget for Peer-to-Peer facility project would remain the same.

The Service is therefore requesting a transfer of \$2.6M from debt funding and \$797,000 from D.C. funding from the 54/55 Amalgamation project and \$100,000 from S.O.G.R., to the Peer-to-Peer project to enable substantial completion of this project in 2018.

*Future Planned Activities:*

Construction is expected to be substantially complete in the 4<sup>th</sup> quarter of 2018 with equipment fit up and occupancy in the 2<sup>nd</sup> quarter of 2019.

Project status is changed from Green to Yellow until the Service receives City Council approval for funding advancement.

**Transforming Corporate Support**

Project Name	Carry Forward from 2017	2018 Cash Flow			YE Variance (Over)/ Under	Carry Forward to 2019	Total Project Cost		Status	Overall Project Health
		Budget	Available to Spend	Year End Projection			Budget	Life to Date		
Transforming Corporate Support	1,509.0	1,300.0	2,809.0	2,809.0	0.0	0.0	8,742.5	3,636.6	Delayed	Yellow

*Project Description:*

Closely aligned with the ongoing restructuring of the Service's human resource function, this project involves upgrading and enhancing the Service's Human Resource Management System (H.R.M.S.) and its capabilities to better support the Service's needs. It will also provide the Service with the tools to execute several of the modernization initiatives recommended by the Transformational Task Force, as well as other continuous improvement and service enhancements.

### *Work to Date:*

Additional functionality implemented as part of Phase I of the project, concluded in March 2017 and was related to the H.R.M.S upgrade. Phase II implementation is currently underway.

At the conclusion of 2017, the project accomplished the following Phase II activities:

Operational enhancements and production support: Streamlining and modernization of critical biweekly payroll processes, consolidation of administrative pay groups, updates to benefit carrier interfaces, integration of 6000+ retirees benefit information into the H.R.M.S. for ongoing benefits administration and the generation of automated employee performance review notices.

Talent Management Tools: Enhancement of Member and Manager H.R.M.S. services. Since its launch in 2017, over 1700+ training sessions were administered on-line using these new H.R.M.S. tools resulting in over 20,000 on-line training registrations for internal Toronto Police College/Service courses that otherwise would have been administered centrally and/or processed manually. In addition, other improvements have continued to enhance the Service's ability to collect much-needed data and analytics while simultaneously increasing resource capacity in highly administrative Service departments/areas.

A new on-line H.R.M.S. dashboard was developed and introduced to supervisory and management personnel to deliver key analytics in support of workforce planning as well as front-line management and deployment decisions.

### *Future Planned Activities:*

As the project progresses into 2018 and beyond, resources will continue to focus on the conclusion of phase II which includes:

- the redesign of the core foundational system to support workforce analytics and reporting;
- the phasing in of the centralization of job data entry into Employee Records to ensure the long-term maintenance of H.R.M.S. data; and
- the delivery of an H.R.M.S. data mart to support robust reporting and analytics.

In addition, 2018 will be heavily focused on the planning phase of Phase III: the Time and Labour implementation project which involves replacing the Service's Time Reporting Management System (T.R.M.S.) with new H.R.M.S. functionality, and moving from current two systems to one "cradle to grave" system.

The status of this project remains Yellow due to some delays and resource constraints which have had no direct impact on budget at this point but continue to impact planned timelines.

As Phase II initiatives wrap-up and the project planning phase begins for the Phase III, more precise budget requirements and implications for 2018 will be defined.

### ***Enterprise Business Intelligence (E.B.I.)***

Project Name	Carry Forward from 2017	2018 Cash Flow			YE Variance (Over)/ Under	Carry Forward to 2019	Total Project Cost		Status	Overall Project Health
		Budget	Available to Spend	Year End Projection			Budget	Life to Date		
Enterprise Business Intelligence - Excludes budget change request	2,811.0	1,000.0	3,811.0	5,154.4	-1,343.4	-1,343.4	10,216.0	5,212.6	On Time	Yellow
Enterprise Business Intelligence - Includes budget change request	4,154.4	1,000.0	5,154.4	5,154.4	0.0	0.0	10,216.0	5,212.6	On Time	Yellow

### ***Project Description:***

The E.B.I. system solution represents a set of methodologies, processes, architectures, and technologies that transform raw data into consistent, reliable and useful information used to enable effective strategic, tactical, and operational insights and analysis, as well as decision-support information.

### ***Work to Date:***

The contract for this initiative was awarded to I.B.M. and the project was formally started in December 2016. After a challenging project start, a change request was signed on January 31, 2018 to reflect updated scope items including the number of data models and data sources involved and new delivery dates.

The Service received Micro Design documents for three data sources: Enterprise Case and Occurrence Processing System (e.C.O.P.S.), Criminal Information Processing System (C.I.P.S.), and Versadex.

Because of the initial challenges, the project timeline was delayed, and a total of \$1.34M, which was unspent, had to be returned to the City in accordance with the City's one-year carry forward rule. However, as this project still requires this funding to complete the project scope in 2018, a transfer of funds from other projects to the E.B.I. project can be accommodated as follows:

- The Service ordered 400 C.E.W.s following the Board approval at its meeting of February 22, 2018 (Min. No. P19/18 refers). Since funding was available and approved by the Ministry of Community Safety and Correctional Service's Police Effectiveness and Modernization (P.E.M.) grant, capital funds for the C.E.W.s were no longer required and the reallocation of these funds is requested;
- The Service reduced the cost of the Parking Handheld Administrative Penalty System (A.P.S.) by \$500,000 due to effective negotiation with the vendor, and the reallocation of these funds is requested; and
- To accommodate the remaining project-funding shortfall, a transfer \$94,000 from the Radio Replacement project is requested.

The project's health from scope and timing perspective is now trending to Green however the project status is Yellow until the Service receives City Council approval to adjust for the 2016 unspent carry forward of \$1.34M that is required to complete this project.

***Future Planned Activities:***

The Service will be reviewing the Micro Design documents and work is expected to continue on the design and development aspects of the project. The Board will continue to be kept apprised of the status of this project through the variance reporting process.

***Radio Replacement Project***

Project Name	Carry Forward from 2017	2018 Cash Flow			YE Variance (Over)/ Under	Carry Forward to 2019	Total Project Cost		Status	Overall Project Health
		Budget	Available to Spend	Year End Projection			Budget	Life to Date		
Radio Replacement - Excludes budget change request	0.0	4,779.0	4,779.0	4,685.0	94.0	94.0	39,440.7	14,201.4	On Time	Green
Radio Replacement - Includes budget change request	0.0	4,685.0	4,685.0	4,685.0	0.0	0.0	39,346.7	14,201.4	On Time	Green

***Project Description:***

This project is for the replacement and acquisition of mobile and portable radios. Currently, the Service's Telecommunications Services Unit (T.S.U.) maintains approximately 5,000 mobile/portable radio units.

Although the lifecycle for these radios is ideally seven years, the Service has extended the replacement lifecycle to ten years, in order to reduce capital costs. While the extension of this lifecycle to ten years has resulted in some incremental operating (repair and maintenance) costs, there is still an overall cost benefit to the Service.

***Work to date:***

Following a competitive procurement process, the Board approved the contract award to Motorola Inc. at its October 26, 2017 meeting (Min. No. P232/17 refers).

The initial purchase of radios was completed in December 2017 and those radios are currently being deployed.

***Future Planned Activities:***

The number of radios required within the Service will be adjusted, as necessary, during the term of the project in response to changing operational requirements, the decline in uniform members and the impact of T.T.F. related initiatives, as appropriate.

An additional order of radios will be issued later in 2018, in accordance with the radio replacement lifecycle.

In order to accommodate the funding short fall in the E.B.I. project, it is requested to transfer \$94,000 from the Radio Replacement project.

### ***Connected/Mobile Officer Initial Phase***

Project Name	Carry Forward from 2017	2018 Cash Flow			YE Variance (Over)/ Under	Carry Forward to 2019	Total Project Cost		Status	Overall Project Health
		Budget	Available to Spend	Year End Projection			Budget	Life to Date		
Connected Officer	1,717.3	0.0	1,717.3	1,717.3	0.0	0.0	24,200.0	1,417.3	On Time	Green

### ***Project Description:***

The Way Forward report recommended that the Service make investments to enable officers to work with smart devices. This includes a full application suite and e-notebook, as well as updating existing applications to a mobile environment which allows officers to be connected at all times to the most current operational information.

As we move forward and modernize, the Service will be strategically placing officers throughout neighbourhoods to serve the growing demands of the city. The mobile technology will allow us to move beyond the facility footprint of past models. Technologically connected officers will have new mobile devices, which can access the information they require from anywhere. With functions that will ultimately allow officers to file reports, make calls, correspond via email, and access databases, there will be a reduced reliance on the use of workstations at police stations and in vehicles, and increased time spent in communities.

### ***Work to date:***

The initial phase of the project estimated to cost \$2.6M, included a proof of concept (P.O.C.) and the acquisition of 700 devices. Funding for this phase was provided by a grant from the Ministry of Community Safety and Correctional Service's Police Effectiveness and Modernization (P.E.M.) grant. The 2017-2026 gross and net capital program was adjusted with no impact on debt funding to account for this cost.

### ***Future Planned Activities:***

The total capital project cost is estimated at \$24.2M. At this point, there is no funding identified within the 2018-2027 capital program. However, \$500,000 was identified from 2018/2019 P.E.M. II to continue with the project. Activities in 2018 include continuing to deploy the acquired devices and further evolving and maturing the mobile Officer model and its associated processes and applications.

This is an important modernization initiative, and the Service is reviewing how it can be accommodated in the 2019-2028 capital program request, so that a full and sustained rollout to officers can be achieved.



### **Body Worn Cameras (B.W.C.) Initial Phase**

Project Name	Carry Forward from 2017	2018 Cash Flow			YE Variance (Over)/ Under	Carry Forward to 2019	Total Project Cost		Status	Overall Project Health
		Budget	Available to Spend	Year End Projection			Budget	Life to Date		
Body Worn Camera - Initial Phase	487.4	0.0	487.4	487.4	0.0	0.0	500.0	22.8	Delayed	Yellow

#### ***Project Description:***

This project involved exploring the benefits, challenges, and issues surrounding the use of body worn cameras. In keeping with Service's commitment to maintain public trust and provide professional and unbiased policing, a pilot project was conducted to test, evaluate and report on equipping front line officers with B.W.C.s.

#### ***Work to Date:***

In February 2015, the Service started a 12-month pilot project that was conducted between February 2015 and March 2016, to explore the benefits, challenges, and issues surrounding the use of body worn cameras. A report and presentation was received at the Board's September 2016 meeting, concluding that that B.W.C.s was strongly supported by the community as well as our officers. However, the costs to implement and operate a B.W.C. program were significant. The estimated cost of operating the system, using on premise storage (as cloud technology was not available in Canada at that time), would vary depending on the number of officers that will be deployed with the cameras. If the Service were to equip all frontline uniform officers, the cost at that time was estimated at approximately \$85M over ten years (Min. No. P228/16 refers).

#### ***Future Activities:***

Implementing a body worn camera program within the Service will involve significant one-time (capital) and on-going (camera and infrastructure replacement, transcription image storage management, including retrieval, administration, etc.) operating costs. The Service is therefore moving forward very carefully with a potential body worn camera system, including consideration of cloud storage as part of a potential solution. As this is a large and complex procurement, it is important that a well-crafted procurement strategy is in place that ensures the Service's and the Board's interests are protected, both short and long-term. The procurement strategy is comprised of a three-step process that includes the issuance of a Request for Information (R.F.I.) with an anticipated release date of May 2018, followed by a Request for Qualification (R.F.Q.) and finally a non-binding Request for Proposal (R.F.P.).

Each document issued will be reviewed by the fairness commissioner engaged to provide guidance and advice on the procurement process. The Board will be kept apprised of this project through the capital variance report process.

## State of Good Repair (S.O.G.R.)

Project Name	Carry Forward from 2017	2018 Cash Flow			YE Variance (Over)/ Under	Carry Forward to 2019	Total Project Cost		Status	Overall Project Health
		Budget	Available to Spend	Year End Projection			Budget	Life to Date		
State-of-Good-Repair - Excludes budget change request	2,227.4	4,400.0	6,627.4	6,527.4	100.0	0.0	on-going	on-going	On Time	Green
State-of-Good-Repair - Includes budget change request	2,227.4	4,300.0	6,527.4	6,527.4	0.0	0.0	on-going	on-going	On Time	Green

### Project Description:

S.O.G.R. funding is utilized to maintain the safety, condition and of existing buildings as well as technology upgrade. The Service has developed a work-plan to use these funds to optimize service delivery and enhance efficiencies for both buildings and technology improvements.

### Work to date:

Some of the major projects that are in progress in 2018 include:

- Renovations to enable the Realignment of Facilities
- Relocation of Barn Swallows
- Lighting Retrofit Initiative
- Flooring Replacement at various locations
- Interior Painting at various locations
- Millwork/Kitchenette replacement at various locations

### Future Planned Activities:

The 2018 work plan will be submitted to Command for approval in April 2018. The Board will be kept apprised of this project through the capital variance report process.

## Expansion of Conducted Energy Weapon (C.E.W)

Project Name	Carry Forward from 2017	2018 Cash Flow			YE Variance (Over)/ Under	Carry Forward to 2019	Total Project Cost		Status	Overall Project Health
		Budget	Available to Spend	Year End Projection			Budget	Life to Date		
Conducted Energy Weapon (C.E.W.) - Excludes budget change request	750.0	0.0	750.0	0.0	750.0	0.0	750.0	0.0	Complete	Green
Conducted Energy Weapon (C.E.W.) - Includes budget change request	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Complete	Green

### Project Description:

C.E.W.s are handheld less-lethal weapons which have proven to be a less injurious force option that has helped to safely resolve violent and potentially violent incidents. The Service currently has 545 C.E.W.s issued to uniform front line supervisors, and selected members of specialized units.

*Work to Date:*

The 2017 capital program included the acquisition and deployment of additional C.E.W.s to selected uniform frontline police constables and constables from designated specialized units.

After a community consultation, the acquisition of additional C.E.W.s was approved by the Board at its of February 22, 2018 meeting (Min. No. P19/18 refers).

The Service ordered 400 C.E.W.s following Board approval and these were received by March 31, 2018. P.E.M. funding was available and approved by the Ministry of Community Safety and Correctional Services to cover the cost of these devices. As the capital funds for the C.E.W.s is no longer required, a reallocation of these funds to the E.B.I. project is being recommended to the Board for approval through this variance report.

*Future Planned Activities:*

The balance of the year will be spent on training officers that will be issued a C.E.W. with the first training session to be held on May 15, 2018.

***Parking Handheld – Administrative Penalty System (A.P.S) Project (\$5.5M total project cost = \$2.5M from Debt + \$2.97M Lifecycle replacement from Reserve)***

Project Name	Carry Forward from 2017	2018 Cash Flow			YE Variance (Over)/ Under	Carry Forward to 2019	Total Project Cost		Status	Overall Project Health
		Budget	Available to Spend	Year End Projection			Budget	Life to Date		
Parking Handheld A.P.S. (debt portion only) - Excludes budget change request	2,348.4	0.0	2,348.4	1,792.4	556.0	0.0	2,550.0	492.2	On Time	Green
Parking Handheld A.P.S. (debt Portion only) - Includes budget change request	1,848.4	0.0	1,848.4	1,792.4	56.0	0.0	2,050.0	492.2	On Time	Green

*Project Description:*

Based on City Council's decision at its July 2016 meeting, the City changed the governance and administrative requirements to establish an A.P.S. for parking violations (i.e. parking tickets) which will include an Administrative Penalty Tribunal. This change was effective August 28, 2017.

By implementing an administrative penalty system for parking by-law violations, the City of Toronto, as well as the Province of Ontario, will ensure that parking bylaw matters are resolved through a streamlined process administered by the City without the requirement of utilizing a court process under the *Provincial Offences Act*.

*Work to Date:*

Phase one of this project, completed in 2017, included changing the existing system, tag design and business processes to accommodate A.P.S. requirements. The R.F.P.

process completed in 2017 for phase two, includes the implementation of the new system to accommodate A.P.S. requirements that includes photo evidence.

The Board approved the award of the contract at its August 2017 meeting (Min. No. P189/17refers).

*Future Planned Activities:*

This new system is being implemented as an enhancement to the planned handheld lifecycle replacement project.

The target implementation date is estimated for the second quarter of 2018.

Because of effective negotiations with the vendor, approximately \$500,000 in savings has been achieved. A reallocation of these funds to the E.B.I. project is being recommended to the Board for approval through this variance report.

**Vehicle and Equipment Lifecycle Replacements**

Project Name	Carry Forward from	2017 Cash Flow			YE Variance (Over)/ Under	Carry Forward to 2018	Total Project Cost		Status	Overall Project
		Budget	Available to	Year End			Budget	Life to Date		
Vehicle Replacement	1,300.6	6,129.0	7,429.6	7,429.6	0.0	0.0	On-going	On-going	On-going	Green
IT- Related Replacements	4,373.5	12,569.0	16,942.5	16,873.6	68.9	68.9	On-going	On-going	On-going	Green
Other Equipment	4,999.0	2,362.0	7,361.0	5,419.5	1,941.6	1,941.6	On-going	On-going	On-going	Green
<b>Total Lifecycle Projects</b>	<b>10,673.1</b>	<b>21,060.0</b>	<b>31,733.1</b>	<b>29,722.6</b>	<b>2,010.5</b>	<b>2,010.5</b>				

*Project Description:*

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

It is important to note that new systems (e.g. In-Car Camera program) that have been implemented over the years and continually increasing and different (e.g. video) storage requirements have put significant pressure on this Reserve, as the amount of equipment that is required continues to increase year over year.

*Work to Date:*

The projected under-expenditure for 2018 is \$2M, all of which will be carried forward to 2019 as these funds are still required to complete lifecycle projects.

Significant variances are:

- \$1M – Electronic Surveillance - Plans are dependent on our partner agencies. Discussions are underway.
- \$.5M – Livescan Machines - Delayed lifecycle purchase of livescan machines as they must be R.C.M.P. compliant and compatible with our new Automated Fingerprint System which will be purchased in 2019.
- \$.4M – Locker Replacement – There is currently no Vendor of Record for lockers.

*Future Planned Activities:*

Various lifecycle projects such as vehicles, workstations, furniture and locker, mobile workstation replacement projects will continue their regular lifecycle in 2019 and beyond. While the Service has taken steps to create efficiencies, the amount of equipment that must be replaced continues to increase. Consequently, even with increased planned contributions, current planned spending would leave the Vehicle and Equipment Reserve in an overdrawn position in 2019. Service staff will continue to review all projects' planned expenditures to address the future pressures, including additional contributions that may be required.

**Conclusion:**

As at March 31, 2018, the Service is projecting total net expenditures of \$33.4M compared to \$33.6M in available funding (a spending rate of 99.2%).

As a result of the delays in the E.B.I. project, unspent funding was lost due to the City's one-year carried forward rule. This has necessitated a request to the Board for the transfer of funds from other projects in the Service's approved capital program to the E.B.I. project, so the project can be completed in 2018.

In addition, the fact the Peer to Peer site project is ahead of schedule, funds had to be advanced to 2018 for this project from projects where funding could be deferred or no longer required.

In both of the aforementioned cases, the project budget remained the same.

Projects will continue to be monitored on an ongoing basis and the Board will be kept apprised of any major issues as projects progress.

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

Respectfully submitted,

Mark Saunders, O.O.M.  
Chief of Police

: mg

Filename: 2018\_Q1\_capital\_variance.docx

**2018-2027 Capital Program Request (\$000s) - Council Approved Feb. 12, 2018**

**Attachment A**

Project Name	Plan to end of 2017	2018	2019	2020	2021	2022	Total 2018-2022 Request	2023	2024	2025	2026	2027	Total 2023-2027 Forecast	Total 2018-2027 Program	Total Project Cost
<b>Projects In Progress</b>															
State-of-Good-Repair - Police		4,400	4,400	4,530	3,925	4,400	21,655	4,400	4,400	4,400	4,400	4,400	22,000	43,655	43,655
Transforming Corporate Support	4,435	1,300	1,700	1,000			4,000			0	0	0	0	4,000	8,435
Peer to Peer Site (Disaster Recovery Site)	8,665	7,759	3,500	0	0	0	11,259	0	0	0	0	0	0	11,259	19,924
54/55 Amalgamation	7,448	2,800	18,000	11,625			32,425							32,425	39,873
Conducted Energy Weapon (CEW)	750	0	0	0	0	0	0	0	0	0	0	0	0	0	750
Body Worn Camera - Initial phase	500	0	0	0	0	0	0	0	0	0	0	0	0	0	500
Parking Handheld Administrative Penalty System (A.P.S.)	2,550	0	0	0	0	0	0	0	0	0	0	0	0	0	2,550
Enterprise Business Intelligence	9,216	1,000	0	0	0	0	1,000	0	0	0	0	0	0	1,000	10,216
TPS Archiving	50	650	0	0	0	0	650	0	0	0	0	0	0	650	700
Radio Replacement	14,141	4,779	3,664	4,949	6,074	4,544	24,010	42	1,026	226	0	14,141	15,435	39,445	53,586
<b>Total, Projects In Progress</b>	<b>47,755</b>	<b>22,688</b>	<b>31,264</b>	<b>22,104</b>	<b>9,999</b>	<b>8,944</b>	<b>94,999</b>	<b>4,442</b>	<b>5,426</b>	<b>4,626</b>	<b>4,400</b>	<b>18,541</b>	<b>37,435</b>	<b>132,434</b>	<b>180,189</b>
<b>Upcoming Projects</b>															
41 Division		395	9,561	16,622	9,850	2,500	38,928							38,928	38,928
Automated Fingerprint Identification System (A.F.I.S.) Replacement	0	0	3,053	0	0	0	3,053	0	0	0	0	0	0	3,053	3,053
Facility Realignment	0	0	0	7,000	11,211	14,528	32,739	15,240	10,617	12,459	12,906	0	51,222	83,961	83,961
Property & Evidence Warehouse Racking	0	0	0	40	0	0	40	1,000	0	0	0	0	1,000	1,040	1,040
<b>Total, Upcoming Capital Projects:</b>	<b>0</b>	<b>395</b>	<b>12,614</b>	<b>23,662</b>	<b>21,061</b>	<b>17,028</b>	<b>74,760</b>	<b>16,240</b>	<b>10,617</b>	<b>12,459</b>	<b>12,906</b>	<b>0</b>	<b>52,222</b>	<b>126,982</b>	<b>126,982</b>
<b>Total Gross Debt Funded Capital Projects:</b>	<b>47,755</b>	<b>23,083</b>	<b>43,878</b>	<b>45,766</b>	<b>31,060</b>	<b>25,972</b>	<b>169,759</b>	<b>20,682</b>	<b>16,043</b>	<b>17,085</b>	<b>17,306</b>	<b>18,541</b>	<b>89,657</b>	<b>259,416</b>	<b>307,171</b>
<b>Other than debt expenditure (Draw from Reserve) for Life Cycle Replacement</b>															
<b>Total Reserve Projects:</b>	<b>233,529</b>	<b>21,060</b>	<b>31,508</b>	<b>27,387</b>	<b>20,106</b>	<b>26,425</b>	<b>126,486</b>	<b>24,656</b>	<b>38,133</b>	<b>25,397</b>	<b>23,097</b>	<b>26,098</b>	<b>137,381</b>	<b>263,867</b>	<b>497,395</b>
<b>Total Gross Projects</b>	<b>281,284</b>	<b>44,143</b>	<b>75,386</b>	<b>73,153</b>	<b>51,166</b>	<b>52,397</b>	<b>296,245</b>	<b>45,338</b>	<b>54,176</b>	<b>42,482</b>	<b>40,403</b>	<b>44,639</b>	<b>227,038</b>	<b>523,283</b>	<b>804,566</b>
<b>Funding Sources:</b>															
Vehicle and Equipment Reserve	(233,529)	(21,060)	(31,508)	(27,387)	(20,106)	(26,425)	(126,486)	(24,656)	(38,133)	(25,397)	(23,097)	(26,098)	(137,381)	(263,867)	(497,396)
Funding from Development Charges	(28,476)	(2,134)	(3,741)	(12,641)	(2,320)	(5,204)	(26,040)	(10,542)	(1,814)	(578)	0	0	(12,934)	(38,974)	(67,450)
<b>Total Funding Sources:</b>	<b>(524,010)</b>	<b>(23,194)</b>	<b>(35,249)</b>	<b>(40,028)</b>	<b>(22,426)</b>	<b>(31,629)</b>	<b>(152,526)</b>	<b>(35,198)</b>	<b>(39,947)</b>	<b>(25,975)</b>	<b>(23,097)</b>	<b>(26,098)</b>	<b>(150,315)</b>	<b>(302,840)</b>	<b>(564,845)</b>
<b>Total Net Debt-Funding Request:</b>	<b>(485,453)</b>	<b>20,949</b>	<b>40,137</b>	<b>33,125</b>	<b>28,740</b>	<b>20,768</b>	<b>143,719</b>	<b>10,140</b>	<b>14,229</b>	<b>16,507</b>	<b>17,306</b>	<b>18,541</b>	<b>76,723</b>	<b>220,443</b>	<b>239,720</b>
<b>5-year Average:</b>							<b>28,744</b>						<b>15,345</b>	<b>22,044</b>	
<b>City Target:</b>		<b>20,949</b>	<b>40,137</b>	<b>33,125</b>	<b>28,740</b>	<b>20,768</b>	<b>143,719</b>	<b>13,314</b>	<b>19,492</b>	<b>13,560</b>	<b>16,658</b>	<b>13,700</b>	<b>76,724</b>	<b>220,443</b>	
<b>City Target - 5-year Average:</b>							<b>28,744</b>						<b>15,345</b>	<b>22,044</b>	
<b>Variance to Target:</b>		<b>(9)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(9)</b>	<b>3,174</b>	<b>5,263</b>	<b>(2,947)</b>	<b>(648)</b>	<b>(4,841)</b>	<b>1</b>	<b>0</b>	
<b>Cumulative Variance to Target</b>			<b>(9)</b>	<b>(9)</b>	<b>(9)</b>	<b>(9)</b>		<b>3,173</b>	<b>8,436</b>	<b>5,489</b>	<b>4,841</b>	<b>0</b>			
<b>Variance to Target - 5-year Average:</b>							<b>(9)</b>						<b>0</b>	<b>0</b>	

\* These projects have returned funding to the City due to one year carry forward rule. These amounts are not reflected in the total project cost.

## Attachment B

## 2018 Capital Budget Variance Report as at December 31, 2018 (\$000s)

Project Name	Carry Forward from 2017	2018 Cash Flow			YE Variance (Over/ Under	Lost Funding	Carry Forward to 2019	Total Project Cost		Overall Project Health	Comments
		Budget	Available to Spend	Year End Projection				Budget	Life to Date		
Debt - Funded Projects											
Facility Projects:											
54/55 Divisions Amalgamation	7,000.0	2,800.0	9,800.0	500.0	9,300.0	0.0	9,300.0	39,873.0	451.1	Red	Carry forward is due to delay in acquiring the appropriate site. A site was located and recommendation was made and endorsed to the Council on January 31, 2018. A master planning exercise will take place in 2018.  Funds from this project were used in 2016 to acquire services and data sets from Enviroics Analytics (E.A.) to inform the development of workload modelling, neighbourhood and divisional demographic profiles and territorial optimization tools to support the work and recommendations of the Transformational Task Force (T.T.F.)
TPS Archiving	0.0	650.0	650.0	650.0	0.0	0.0	0.0	650.0	0.0	Green	Vendor of Record secured. Relocation of storage boxes and memo books from City Archives to Property Unit to be completed in 2018.
41 Division	0.0	395.0	395.0	395.0	0.0	0.0	0.0	38,928.0	0.0	Green	A feasibility study was completed outlining options for a phased demolition and construction of the new building.
Information Technology Projects:											
Peer to Peer Site	2,527.4	7,759.0	10,286.4	13,786.4	-3,500.0	0.0	-3,500.0	19,924.3	6,836.8	Yellow	Tendering process for major construction trades has concluded and construction is underway. The construction is expected to be substantially complete in the 4th quarter of 2018 with equipment fit up and occupancy in the 2nd quarter of 2019.
Transforming Corporate Support	1,509.0	1,300.0	2,809.0	2,809.0	0.0	0.0	0.0	8,742.5	3,636.6	Yellow	Phase I concluded - H.R.M.S. was completely upgraded ; a four-year blueprint for future technology enhancements was approved for Phase II. Phase II- In 2018 and beyond, resources will continue to focus on the redesign of the core foundational system and heavy focus on the planning phase of Phase III: the Time and Labour implementation project which involves replacing the Service 's Time Reporting Management System (T.R.M.S.) with new H.R.M.S. functionality. Delay was due to resource constraints which will continue to impact planned timelines
Enterprise Business Intelligence	2,811.0	1,000.0	3,811.0	5,154.4	-1,343.4	0.0	-1,343.4	10,216.0	5,212.6	Yellow	In 2017,\$1.3M was returned to the City due to one year carry forward rule; however, funds are still required in 2018 to complete the project scope. The Project Change Request was signed and the project shedule was updated.
Radio Replacement	0.0	4,779.0	4,779.0	4,685.0	94.0	0.0	94.0	39,440.7	14,201.4	Green	The Board approved the contract award to Motorola Inc. at its October 26, 2017 meeting. The initial purchase of radios was completed in December 2017 and the radios are currently being deployed. An additional order of radios will be executed later in 2018.
Connected Officer	1,717.3	0.0	1,717.3	1,717.3	0.0	0.0	0.0	24,200.0	1,417.3	Green	Proof of Concept and the acquisition of 700 devices was completed by March 31, 2018 from P.E.M. grant funding.
Body Worn Camera - Initial Phase	487.4	0.0	487.4	487.4	0.0	0.0	0.0	500.0	22.8	Yellow	Complete scope of this project is being reviewed. Acquiring the external expertise required to effectively oversee, manage and analyse the B.W.C. non-binding R.F.P. process is in progress.
Replacements/ Maintenance/ Equipment Projects:											
State-of-Good-Repair	2,227.4	4,400.0	6,627.4	6,527.4	100.0	0.0	100.0	on-going	on-going	Green	Some of the projects within S.O.G.R. are on hold until decisions from transformational task force around facility realignment is made
Conducted Energy Weapon (C.E.W.)	750.0	0.0	750.0	0.0	750.0	0.0	0.0	750.0	0.0	Green	C.E.W.'s were purchased from the Policing Effectiveness and Modernization grant.
Parking Handheld A.P.S.	2,348.4	0.0	2,348.4	1,792.4	556.0	556.0	0.0	2,550.0	492.2	Green	Phase II includes implementation of new system to accommodate A.P.S. requirements for photo evidence. Vendor has moved ahead with customizations, Toronto Parking Authority mobile payment check development is in progress. The target implementation date is 2nd quarter of 2018.
Total Debt - Funded Projects	21,378	23,083	44,461	38,504	5,957	556	4,651	185,774	32,271		
Lifecycle Projects (Vehicle & Equipment Reserve)											
Vehicle Replacement	1,300.6	6,129.0	7,429.6	7,429.6	0.0	0.0	0.0	On-going	On-going		
IT- Related Replacements	4,373.5	12,569.0	16,942.5	16,873.6	68.9	0.0	68.9	On-going	On-going		
Other Equipment	4,999.0	2,362.0	7,361.0	5,419.5	1,941.6	0.0	1,941.6	On-going	On-going		
Total Lifecycle Projects	10,673.1	21,060.0	31,733.1	29,722.6	2,010.5	0.0	2,010.5				
Total Gross Expenditures	32,051.0	44,143.0	76,194.0	68,227.0	7,967.1	556.0	6,661.1				
Less other-than-debt Funding											
Funding from Developmental Charges	(7,000.0)	(2,134.0)	(9,134.0)	(3,431.0)	(5,703.0)	0.0	(5,703.0)				
Funding from PEM Grant - Connected Officer	(1,717.3)	0.0	(1,717.3)	(1,717.3)	0.0	0.0	0.0				
Vehicle & Equipment Reserve	(10,673.1)	(21,060.0)	(31,733.1)	(29,722.6)	(2,010.5)	0.0	(2,010.5)				
Total Other-than-dcbt Funding	(19,390.5)	(23,194.0)	(42,584.5)	(34,870.9)	(7,713.5)	0.0	(7,713.5)				
Total Net Expenditures	12,660.6	20,949.0	33,609.6	33,356.0	253.6	556.0	(1,052.4)				





## Toronto Police Services Board Report

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April 18, 2018

To: Chair and Members  
Toronto Police Services Board

From: Andy Pringle  
Chair

**Subject: Operating Budget Variance Report for the Toronto Police Services Board, Period Ending March 31, 2018**

### **Recommendations:**

It is recommended that:

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

### **Financial Implications:**

At this time, the Board is anticipating a zero variance on its 2018 operating budget.

### **Background / Purpose:**

The Board, at its October 26, 2017 meeting, approved the Toronto Police Services Board's 2018 operating budget at a net amount of \$2,309,100 (Min. No. P227/17 refers), a zero increase over the 2017 operating budget. Subsequently, Toronto City Council, at its February 12, 2018 meeting, approved the Board's 2018 operating budget at the same amount.

The purpose of this report is to provide information on the Board's 2018 projected year-end variance.

### **Discussion:**

The following chart summarizes the variance by category of expenditure.

<b>Expenditure Category</b>	<b>2018 Budget (\$000s)</b>	<b>Actual to Mar 31/18 (\$000s)</b>	<b>Projected Year-End Actual (\$000s)</b>	<b>Fav/(Unfav) (\$000s)</b>
Salaries & Benefits	\$1,037.2	\$254.1	\$1,037.2	\$0.0
Non-Salary Expenditures	\$1,271.9	\$483.3	\$1,271.9	\$0.0
Total	\$2,309.1	\$737.4	\$2,309.1	\$0.0

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

As at March 31, 2018, a zero variance is anticipated. Details are discussed below.

#### **Salaries & Benefits**

Year-to-date expenditures are consistent with the budget and therefore no year-end variance is projected at this time.

#### **Non-salary Budget**

The majority of the costs in this category are for arbitrations/grievances and City charge backs for legal services.

The Toronto Police Services Board cannot predict or control the number of grievances filed or referred to arbitration as filings are at the discretion of bargaining units. In order to deal with this uncertainty, the 2018 budget includes a \$529,000 contribution to a Reserve for costs of independent legal advice. Fluctuations in legal spending will be dealt with by increasing or decreasing the budgeted reserve contribution in future years' operating budgets so that the Board has funds available in the Reserve for these variable expenditures.

#### **Conclusion:**

As at March 31, 2018, a zero variance is projected.

Respectfully submitted,

Andy Pringle  
Chair



## *Central Joint Health and Safety Committee*

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### **- PUBLIC MINUTES -**

**November 30, 2017  
40 College Street, 7<sup>th</sup> Floor Board Room  
1:00 PM**

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#### **Meeting No. 61**

##### **Members Present:**

Chair Andy Pringle, TPSB & Co-Chair, CJHSC  
Mr. Jon Reid, TPA & Co-Chair, CJHSC  
Mr. Brian Callanan, TPA  
Deputy Chief Barb McLean, TPS Command  
Mr. Tony Veneziano, TPS Command

##### **Also Present:**

Mr. Rob Duncan, A/Manager, Occupational Health & Safety  
Karlene Bennett, TPSB  
Danielle Doody, TPA

##### **Chair for this meeting:**

Jon Reid, Director, TPA, and Co-Chair, CJHSC

##### **Opening of the Meeting:**

1. Mr. Reid welcomed the group to the meeting, and called the meeting to order at 1:03pm.
2. Mr. Veneziano thanked the group, and shared that this will be his last CJHSC Meeting, as he will transition the role to Deputy Chief McLean.
3. The Committee approved the public and confidential minutes from the meeting held on August 21, 2017.

##### **The Committee considered the following matters:**

### 1. NEW FORD TAURUS INTERCEPTOR SCOUT CARS

Deputy Chief McLean shared the concerns brought forward that many of the service's taller members (defined as 6'2" or greater) were having difficulty entering and exiting the Ford Taurus Scout cars. A survey was conducted, and 323 of the 2,220 front line members (approx. 15%) identified as this height or taller.

To address these concerns, Supervisor's Ford Explorers will be swapped on an ad-hoc basis, as needed at each division.

Mr. Veneziano shared that the cost to upgrade from the Taurus to the Explorer is roughly \$10,000/vehicle. He, or Deputy McLean, will report back on how many vehicles this would affect.

Mr. Duncan will look into statistics on any IOD's or repetitive stress injuries specific to these vehicle models.

**Action Taken Since Last Meeting:** N/A – New Item

Status	New Ford Taurus Interceptor Scout Cars
	On-Going
Follow-up	Deputy McLean & Mr. Duncan to report back with statistics to determine if further action is needed.

### 2. BARN SWALLOWS AT THE MARINE UNIT

Deputy Chief McLean shared that the purchasing department has just put out a tender for netting, with the plan to have it installed before the birds are expected to re-nest in the Spring of 2018.

**Action Taken Since Last Meeting:** Purchasing moving forward with tender process.

Status	Barn Swallows at the Marine Unit
	On-Going
Follow-up	Deputy McLean to provide further update at next meeting.

### 3. 31 DIVISION – IMPROVING ACCESS AT THE FRONT ENTRANCE

Deputy Chief McLean updated the committee that construction is currently underway including the new front counter and glassed in area, and expected completion remains as scheduled in February, 2018. These modifications will be AODA compliant.

**Action Taken Since Last Meeting:** Construction has begun, expected completion in February, 2018.

Status	31 Division – Improving Access at the Front Entrance
	On-Going
Follow-up	Deputy McLean to provide further update at next meeting.

#### **4. NEW BUSINESS**

No new matters were brought forward for discussion.

#### **5. NEXT MEETING DATE**

K. Bennet & D. Doody will communicate to set quarterly 2018 meeting dates.

**Meeting was adjourned at 1:34pm.**

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#### **Members of the Central Joint Health and Safety Committee:**

Andy Pringle, Co-Chair Toronto Police Services Board	Jon Reid, Co-Chair Toronto Police Association
Barb McLean, Command Representative, Toronto Police Service	Brian Callanan, Executive Member Toronto Police Association

End



## Toronto Police Services Board Report

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April 26, 2018

To: Members Toronto Police Services Board

From: Andy Pringle  
Chair

**Subject: City Council recommendations: Keeping Toronto Safe by Ammunition Control**

### **Recommendation(s):**

It is recommended that the Board receive the above-noted report and refer it to the Chief of Police for information.

### **Financial Implications:**

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

### **Background / Purpose:**

At its meeting held on March 26 and 27, 2018, City Council considered report with respect to Keeping Toronto Safe by Ammunition Control report.

The minutes detailing the City's consideration of this item are available at this link:  
<http://app.toronto.ca/tmmis/viewPublishedReport.do?function=getCouncilMinutesReport&meetingId=13090>

### **Discussion:**

In considering this item, Council approved the following recommendations:

**1. City Council request the Chief Planner and Executive Director, City Planning to report back as soon as possible and before the end of this term of Council to the Planning and Growth Management Committee, with draft options for a zoning by-law amendment that would have the effect of the City of Toronto regulating, within its borders, the sale, storage, and use of ammunition for firearms, with the exception of ammunition that is stored or used by the Canadian Forces, a police**

**force, or other entity that is authorized to store or use ammunition in connection with a legal obligation imposed by the municipal, the provincial or the federal government;**

**2. City Council request the City Manager and the Executive Director, Municipal Licensing and Standards, in consultation with the Chief of Police, Toronto Police Service, to report on the findings of their review of the powers under the licensing provisions of the City of Toronto Act to regulate/and or limit the sale of ammunition, similar to the regulations implemented for fireworks; and**

**3. City Council request the City Manager, in consultation with the Chief of Police, Toronto Police Service, to conduct a review of existing municipal initiatives in Canada that have as their aim the reduction and/or regulation in the sale, storage, and use of ammunition, and to identify possible regulatory options that may be pursued by the City of Toronto in this regard.**

**Conclusion:**

It is my recommendation the Board receive the above-noted report and refer it to the Chief of Police for information.

Respectfully submitted,

Andy Pringle  
Chair



## Toronto Police Services Board Report

---

April 9, 2018

To: Chair and Members  
Toronto Police Services Board

From: Mark Saunders  
Chief of Police

**Subject: Quarterly Report: Occupational Health and Safety Update  
for January 1, 2018 to March 31, 2018**

### **Recommendation(s):**

It is recommended that the Toronto Police Services Board (Board) receive this report.

### **Financial Implications:**

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

### **Background / Purpose:**

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

The purpose of this report is to update the Board on matters relating to occupational health and safety issues for the first quarter of 2018.

### **Discussion:**

#### **First Quarter Accident and Injury Statistics**

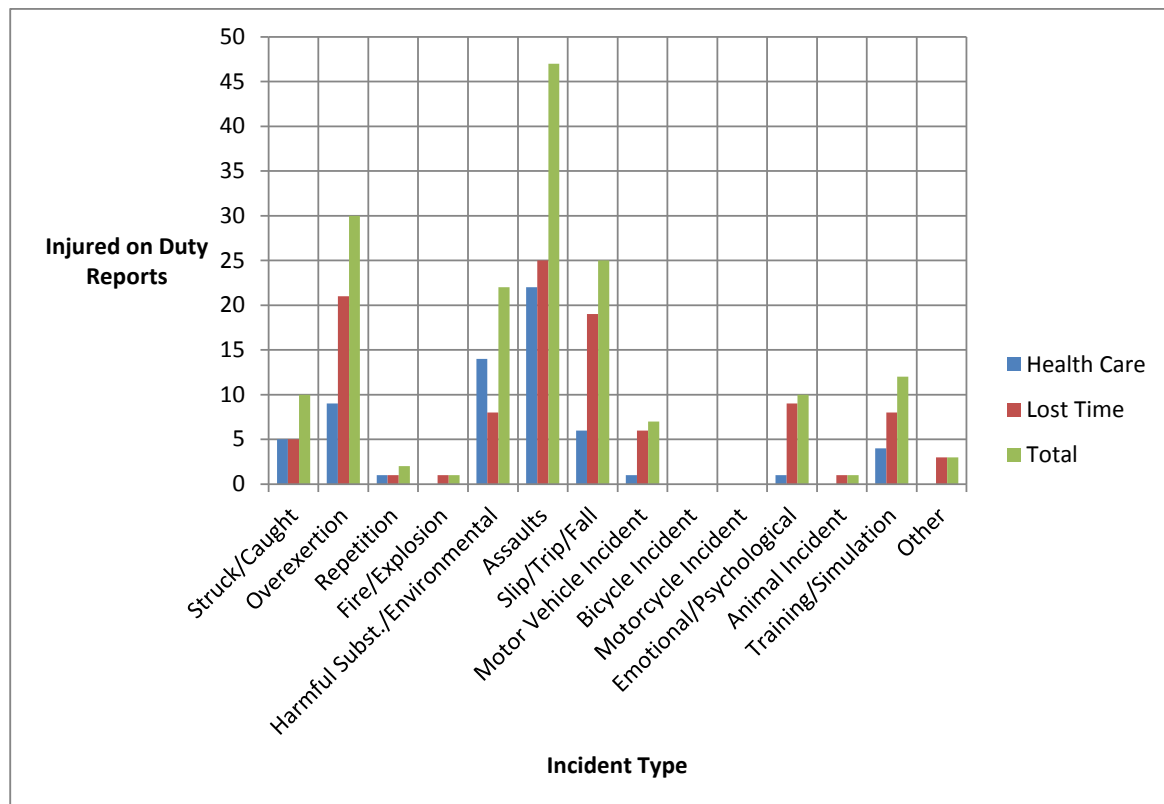
From January 1, 2018 to March 31, 2018, there were 170 reported workplace accidents/incidents involving Service members, resulting in lost time from work and/or health care which was provided by a medical professional. These incidents were



reported as claims to the Workplace Safety and Insurance Board (W.S.I.B.). During this same period, 33 recurrences of previously approved W.S.I.B. claims were reported. Recurrences can include, but are not limited to: ongoing treatment, re-injury, and medical follow-ups, ranging from specialist appointments to surgery.

Injured on Duty reports are classified according to the incident type. The following graph and chart summarize the Injured on Duty reports received by the Wellness Unit during the first quarter of 2018.

*Injured on Duty Reports  
January to March 2018*



<b>Incident Type</b>	<b>Health Care</b>	<b>Lost Time</b>	<b>Q1 2018</b>	<b>Q1 2017</b>
Struck/Caught	5	5	10	25
Overexertion	9	21	30	21
Repetition	1	1	2	5
Fire/Explosion	0	1	1	5
Harmful Substances /Environmental	14	8	22	13
Assaults	22	25	47	53
Slip/Trip/Fall	6	19	25	19
Motor Vehicle Incident	1	6	7	10
Bicycle Incident	0	0	0	0
Motorcycle Incident	0	0	0	0
Emotional/Psychological	1	9	10	5
Animal Incident	0	1	1	2
Training/Simulation	4	8	12	12
Other	0	3	3	5
<b>Totals</b>	<b>63</b>	<b>107</b>	<b>170</b>	<b>175</b>

The top five incident categories are:

1. Assaults: 47 reported incidents
2. Overexertion: 30 reported incidents
3. Slip/Trip/Fall: 25 reported incidents
4. Harmful Substances/Environmental: 22 reported incidents
5. Training/Simulation: 12 reported incidents

The highest category of incidents during this reporting period is the “Assaults” category. Assaults by arrested parties, suspects, or members of the public typically form one of the largest categories of Injured on Duty reports due to the nature of police work. A significant portion of training received by police officers is designed to mitigate the risk of these types of injuries.

The data also shows an increase in the number of approved claims in the “Emotional/Psychological” category. This increase may be attributed in part to the passing of new legislation, Bill 163, *Supporting Ontario’s First Responders Act (Posttraumatic Stress Disorder)*, 2016, which came into force on April 5, 2016. The legislation creates a presumption that posttraumatic stress disorder (P.T.S.D.) diagnosed in first responders is work-related.

An increase was noted in the “Overexertion” category. A review of the incidents revealed that a number of incidents occurred as a result of suspects resisting arrest and/or a foot pursuit. A significant portion of training received by police officers is designed to mitigate the risk of these types of injuries.

In addition, there were 2 separate incidents in the Harmful Substances/Environmental category which each resulted in multiple exposures, resulting in a higher than usual number of incidents in this category.

## **Critical Injuries**

Under Ontario's occupational health and safety regulatory framework, employers have the duty to report all critical injuries and fatalities which occur in the workplace to the Ministry of Labour (M.O.L.), pursuant to *Section 51 of the Occupational Health and Safety Act* and *Ontario Regulation 834*.

A critical injury is defined as an injury of a serious nature that:

- (a) places life in jeopardy,
- (b) produces unconsciousness,
- (c) results in substantial loss of blood,
- (d) involves the fracture of a leg or arm but not a finger or toe,
- (e) involves the amputation of a leg, arm, hand or foot but not a finger or toe,
- (f) consists of burns to a major portion of the body, or
- (g) causes the loss of sight in an eye.

In the first quarter of 2018, there were no new critical injury incidents reported to the M.O.L. For each critical injury incident, an investigation is conducted by the Service independent of the M.O.L. investigation, involving both the injured member's local Joint Health and Safety Committee and the Service's Wellness Unit. In each case, root causes are sought and recommendations are made, where applicable, to reduce the risk of similar incidents in the future.

## **Communicable Diseases**

As part of the Communicable Disease Exposure Surveillance Program, members of the Wellness Unit reviewed reported exposures during the months indicated in the table below. The majority of these exposures did not result in claim submissions to the W.S.I.B. However, there is an obligation to ensure that a communication is dispatched to members of the Service from a qualified designated officer from the Medical Advisory Services team.

In the event that a member requires information or support regarding a communicable disease exposure, they will be contacted by a medical professional from Medical Advisory Services in order to discuss potential risk, consider treatment options as required, and to ensure that the member is supported properly with respect to stress and psychological well-being. The following chart summarizes member exposures to communicable diseases, as well as other potential exposure types including blood and bodily fluids.

*Member Exposure to Communicable Diseases  
January to March 2018*

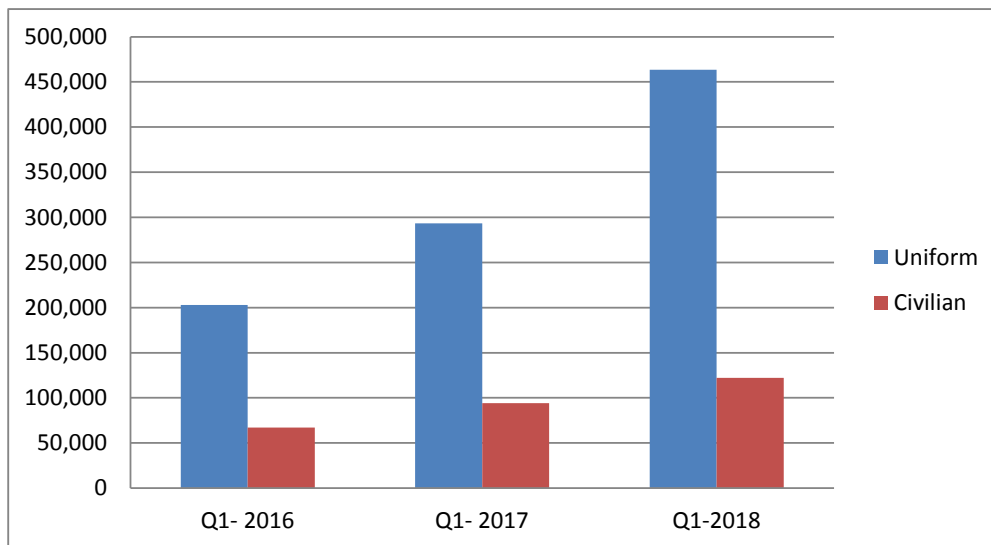
<b>Reported Exposures</b>	<b>January</b>	<b>February</b>	<b>March</b>	<b>Q1 - 2018</b>	<b>Q1 - 2017</b>
Bodily Fluids, Misc.	21	17	18	56	60
Hepatitis A, B, & C	3	2	2	7	10
HIV	3	1	2	6	9
Influenza	0	0	0	0	0
Measles, Mumps, Rubella	0	0	0	0	0
Meningitis	0	0	3	3	0
Staphylococcus Aureus	5	6	3	14	13
Tuberculosis	0	0	5	5	5
Varicella (Chickenpox)	0	0	0	0	0
Bed Bugs	4	4	3	11	14
Other, Miscellaneous	7	6	6	19	25
<b>Total</b>	<b>43</b>	<b>36</b>	<b>42</b>	<b>121</b>	<b>136</b>

Examples of the types of exposures which fall into the category “Other, Miscellaneous” can include, but are not limited to: ringworm, scabies, lice, pertussis, diphtheria, etc.

For the first quarter of 2018, there were a total of 121 reported incidents involving exposures or possible exposures. This represents a decrease of 11% when compared to the first quarter of 2017, in which a total of 136 incidents were reported.

### **Injury and Accident Costs**

As a Schedule 2 employer, the Service paid \$122,300 in W.S.I.B. costs for civilian members and \$463,598 in W.S.I.B. costs for uniform members for the first quarter of 2018.



	Q1 - 2016	Q1 - 2017	Q1 - 2018
Uniform	\$ 202,780	\$ 293,331	\$ 463,598
Civilian	\$ 67,256	\$ 94,309	\$ 122,399

The increase in overall costs over the past two first quarter periods has been attributed in part to the passing into law of the *Supporting Ontario's First Responders Act* in April 2016, which created the presumption of work-relatedness when first responders are diagnosed with P.T.S.D.

### Medical Advisory Services

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

Disability distribution of Service members as of the end of the first quarter of 2018 is summarized in the following chart.

*Member Disabilities: Non-Occupational  
January to March 2018*

Disability Category	End of Q1 – 2018	End of Q1 – 2017
Short Term	69	67
Long Term – L.T.D.	4	4
Long Term – C.S.L.B.	75	74
Total Disability	148	145

### Workplace Violence and Harassment Statistics

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

In the first quarter of 2018, there were four new documented complaints which were categorized by Professional Standards as having the potential to meet the criteria of workplace harassment as defined in the *Occupational Health and Safety Act*.

### Other Occupational Health and Safety Matters

Currently, the Service has 397 certified members, comprised of 277 worker representatives and 120 management representatives. For administrative purposes, uniform management representatives consist of members holding the rank of Staff/Detective Sergeant and above.

**Conclusion:**

This report provides an update to the Board on matters relating to occupational health and safety issues for the first quarter of 2018.

The next quarterly report for the period of April 1, 2018 to June 30, 2018 will be submitted to the Board for its meeting in August 2018.

Deputy Chief Barbara McLean, Human Resources Command, will be in attendance to answer any questions the Board may have regarding this report.

Respectfully submitted,

Mark Saunders, O.O.M.  
Chief of Police

MS:RD:cp

Filename: OHS Board Report – Public – Q1 Jan to Mar 2018



## Toronto Police Services Board Report

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April 5, 2018

To: Chair and Members  
Toronto Police Services Board

From: Mark Saunders  
Chief of Police

**Subject: Semi-Annual Report: Publication of Expenses – July to December 2017**

### **Recommendation:**

It is recommended that the Toronto Police Services Board (Board) receive this report.

### **Financial Implications:**

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

### **Background / Purpose:**

The Board, at its meeting on February 16, 2012, passed a motion requiring that the expenses of Board Members, the Chief, the Deputy Chiefs and Chief Administrative Officer (C.A.O.), excluded members at the level of X40 and above and Toronto Police Service (Service) members at the level of Staff Superintendent and Director, be reported to the Board on a semi-annual basis. The expenses to be published are in three areas:

- business travel;
- conferences and training; and
- hospitality and protocol (Min. No. P18/12 refers).

The purpose of this report is to advise the Board of the expenses incurred by Board and Service members during the period July 1, 2017 to December 31, 2017.

### **Discussion:**

Attached to this report as Appendix A are the expenses, for the second half of 2017, for the applicable Service and Board Members. The publication of this information will be available on the Board's and Service's internet sites.

The expenses of 26 members are included in this report and total \$36,647.

**Conclusion:**

This report contains details for the three categories of expenses incurred by Board and Service members, for the period July 1, 2017 to December 31, 2017.

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

Respectfully submitted,

Mark Saunders, O.O.M.  
Chief of Police

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Expenses Second Half 2017.doc



## Appendix A

Toronto Police Service and Toronto Police Services Board  
Expense Publication Summary  
Period: July 1 to December 31, 2017

Member	Expenses Reported
Bergen, Francis	\$0.00
Campbell, Donald	\$1,038.75
Campbell, Joanne	\$934.55
Carroll, Shelley	\$0.00
Carter, Randolph	\$2,401.02
Chandrasekera, Uppala	\$0.00
Coxon, Shawna	\$1,162.07
Di Tommaso, Mario	\$2,413.80
Farahbakhsh (May), Jeanette	\$2,177.94
Federico, Michael	\$1,000.47
Giannotta, Celestino	\$4,256.09
Jeffers, Ken	\$0.00
Kijewski, Kristine	\$0.00
Lee, Chin	\$0.00
Martin, Kathryn	\$3,185.19
McLean, Barbara	\$517.99
Moliner, Marie	\$0.00
Noria, Dhun	\$0.00
Pringle, Andrew	\$0.00
Pugash, Mark	\$0.00
Ramer, James	\$10,730.04
Saunders, Mark	\$2,917.76
Tory, John	\$0.00
Veneziano, Tony	\$3,609.07
Yeandle, Kimberly	\$250.00
Yuen, Peter	\$52.51
Total Expenditures Reported	<b>\$36,647.25</b>



**Toronto Police Service  
Senior Staff Expenses  
For the period of July 1 to December 31, 2017**

**Unit:** Strategy Management  
**Member:** Bergen, Francis  
**Job Title/Rank:** Staff Superintendent

**Business Travel**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No business travel expenses for this period.	\$0.00
		\$0.00

**Conferences & Training**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No conferences and training expenses for this period.	\$0.00
		\$0.00

**Hospitality & Protocol**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No hospitality and protocol expenses for this period.	\$0.00
		\$0.00

<b>Member Total</b>	<b>\$0.00</b>
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**Toronto Police Service  
Senior Staff Expenses  
For the period of July 1 to December 31, 2017**

**Unit:** Public Safety Operations  
**Member:** Campbell, Donald  
**Job Title/Rank:** Staff Superintendent

**Business Travel**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
September 23	Invictus Games Opening Ceremonies in Toronto, Ontario	\$18.01
September 30	Invictus Games Closing Ceremonies in Toronto, Ontario	\$18.01
November 30	City Hall meeting in Toronto, Ontario	\$18.01
December 1 -3	Canadian Tri Services Emergency Management Committee Meeting in Ottawa, Ontario	\$837.65
		<b>\$891.68</b>

**Conferences & Training**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
October 18 - 19	Federal Bureau of Investigation (F.B.I.) Training in Niagara Falls, Ontario	\$147.07
		<b>\$147.07</b>

**Hospitality & Protocol**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No hospitality and protocol expenses for this period.	\$0.00
		<b>\$0.00</b>

<b>Member Total</b>	<b>\$1,038.75</b>
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**Toronto Police Service  
Senior Staff Expenses  
For the period of July 1 to December 31, 2017**

**Unit:** Toronto Police Services Board  
**Member:** Campbell, Joanne  
**Job Title/Rank:** Executive Director

**Business Travel**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No business travel expenses for this period.	\$0.00
		\$0.00

**Conferences & Training**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
July 13 - 16	Canadian Association of Police Governance (C.A.P.G.) Annual Conference in Montreal, Quebec	\$934.55
		\$934.55

**Hospitality & Protocol**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No hospitality and protocol expenses for this period.	\$0.00
		\$0.00

<b>Member Total</b>	<b>\$934.55</b>
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**Toronto Police Service  
Senior Staff Expenses  
For the period of July 1 to December 31, 2017**

**Unit:** Toronto Police Services Board  
**Member:** Carroll, Shelley  
**Job Title/Rank:** Toronto Police Services Board Member

**Business Travel**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No business travel expenses for this period.	\$0.00
		\$0.00

**Conferences & Training**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No business travel expenses for this period.	\$0.00
		\$0.00

**Hospitality & Protocol**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No hospitality and protocol expenses for this period.	\$0.00
		\$0.00

<b>Member Total</b>	<b>\$0.00</b>
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**Toronto Police Service  
Senior Staff Expenses  
For the period of July 1 to December 31, 2017**

**Unit:** Corporate Risk Management  
**Member:** Carter, Randolph  
**Job Title/Rank:** Staff Superintendent

**Business Travel**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
October 25	St. John Ambulance Awards in Toronto, Ontario	\$28.37
November 19 -21	Canadian Association of Chief of Police (C.A.C.P.) Professional Standards Committee meeting in Victoria, British Columbia	\$1,291.07
		<b>\$1,319.44</b>

**Conferences & Training**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
November 8 -10	Ontario Association of Chiefs of Police (O.A.C.P.) Executive Forum in Toronto, Ontario	\$707.24
November 15	The Institute of Internal Auditors (I.I.A.), Highlights of 2017 Committee of Sponsoring Organizations of the Treadway Commission (C.O.S.O.) Enterprise Risk Management (E.R.M.) Framework session in Toronto, Ontario	\$69.34
		<b>\$776.58</b>

**Hospitality & Protocol**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
December 2	Lao Association of Ontario Annual Holiday event in Markham, Ontario	\$55.00
December 12	Chief's Gala in Toronto, Ontario	\$250.00
		<b>\$305.00</b>

<b>Member Total</b>	<b>\$2,401.02</b>
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**Toronto Police Service  
Senior Staff Expenses  
For the period of July 1 to December 31, 2017**

**Unit:** Toronto Police Services Board  
**Member:** Chandrasekera, Uppala  
**Job Title/Rank:** Toronto Police Services Board Member

**Business Travel**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No business travel expenses for this period.	\$0.00
		\$0.00

**Conferences & Training**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No conferences and training expenses for this period.	\$0.00
		\$0.00

**Hospitality & Protocol**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No hospitality and protocol expenses for this period.	\$0.00
		\$0.00

<b>Member Total</b>	<b>\$0.00</b>
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**Toronto Police Service  
Senior Staff Expenses  
For the period of July 1 to December 31, 2017**

**Unit:** Priority Response Command  
**Member:** Coxon, Shawna  
**Job Title/Rank:** Deputy Chief of Police

**Business Travel**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
September 24	Canadian Police and Peace Officers' 40th Annual Memorial Service in Ottawa, Ontario	\$554.67
October 25	Healing the Voice Within Fundraiser in Toronto, Ontario	\$8.11
November 6 - 7	Canadian Advanced Technology Alliance (C.A.T.A.) Second International Cybercrime Summit in Ottawa, Ontario	\$599.29
		<b>\$1,162.07</b>

**Conferences & Training**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No conferences and training expenses for this period.	\$0.00
		<b>\$0.00</b>

**Hospitality & Protocol**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No hospitality and protocol expenses for this period.	\$0.00
		<b>\$0.00</b>

<b>Member Total</b>	<b>\$1,162.07</b>
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**Toronto Police Service  
Senior Staff Expenses  
For the period of July 1 to December 31, 2017**

**Unit:** Central Field Command  
**Member:** Di Tommaso, Mario  
**Job Title/Rank:** Staff Superintendent

**Business Travel**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
December 8	Furthering Our Communities by Uniting Services (F.O.C.U.S.) Second Annual Conference in Toronto, Ontario	\$10.82
		\$10.82

**Conferences & Training**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
July 15 - 19	Canadian Association of Chief of Police (C.A.C.P.) Conference in Montreal, Quebec	\$2,352.98
		\$2,352.98

**Hospitality & Protocol**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
September 12	26th Chinese Community Based Policing dinner in Toronto, Ontario	\$50.00
		\$50.00

<b>Member Total</b>	<b>\$2,413.80</b>
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**Toronto Police Service  
Senior Staff Expenses  
For the period of July 1 to December 31, 2017**

**Unit:** Human Resources  
**Member:** Farahbakhsh (May), Jeanette  
**Job Title/Rank:** Director

**Business Travel**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
July 14 -16	Canadian Association of Chiefs of Police (C.A.C.P.) Human Resource and Learning Committee meeting in Montreal, Quebec	\$1,325.52
July - December	Meetings at various locations in Toronto, Ontario	\$254.34
		<b>\$1,579.86</b>

**Conferences & Training**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
October 24	Human Resources Professionals Association (H.R.P.A.) Executive Impact Forum in Toronto, Ontario	\$54.25
November 16 -17	Ontario Association of Police Services Boards (O.A.P.S.B.) 2017 Labour Seminar in Mississauga, Ontario	\$543.83
		<b>\$598.08</b>

**Hospitality & Protocol**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No hospitality and protocol expenses for this period.	\$0.00
		<b>\$0.00</b>

<b>Member Total</b>	<b>\$2,177.94</b>
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**Toronto Police Service  
Senior Staff Expenses  
For the period of July 1 to December 31, 2017**

**Unit:** Community Safety Command  
**Member:** Federico, Michael  
**Job Title/Rank:** Deputy Chief of Police

**Business Travel**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
July 11	Caribbean Carnival launch in Toronto, Ontario	\$8.11
July 14 -17	Canadian Association of Chief of Police (C.A.C.P.) Use of Force meeting in Montreal, Quebec	\$935.83
August 16	Meeting at 53 Division in Toronto, Ontario	\$4.50
September 8	Overdose Prevention in Moss Park meeting in Toronto, Ontario	\$8.11
September 9	Outstanding Volunteer Award in Toronto, Ontario	\$3.38
		<b>\$959.93</b>

**Conferences & Training**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No conferences and training expenses for this period.	\$0.00
		<b>\$0.00</b>

**Hospitality & Protocol**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
September 6	Interfaith Council meeting in Toronto, Ontario	\$40.54
		<b>\$40.54</b>

<b>Member Total</b>	<b>\$1,000.47</b>
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**Toronto Police Service**  
**Senior Staff Expenses**  
For the period of July 1 to December 31, 2017

**Unit:** Information Technology Services  
**Member:** Giannotta, Celestino  
**Job Title/Rank:** Director

**Business Travel**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
November 3 - 5	Canadian Association of Chief of Police (C.A.C.P.) Information, Communication and Technology Committee (I.C.T.) meeting in Ottawa, Ontario	\$534.02
		\$534.02

**Conferences & Training**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
September 30 - October 05	Gartner Symposium ITxpo 2017 in Orlando, Florida	\$3,722.07
		\$3,722.07

**Hospitality & Protocol**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No hospitality and protocol expenses for this period.	\$0.00
		\$0.00

<b>Member Total</b>	<b>\$4,256.09</b>
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**Toronto Police Service  
Senior Staff Expenses  
For the period of July 1 to December 31, 2017**

**Unit:** Toronto Police Services Board  
**Member:** Jeffers, Ken  
**Job Title/Rank:** Toronto Police Services Board Member

**Business Travel**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No business travel expenses for this period.	\$0.00
		\$0.00

**Conferences & Training**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No conferences and training expenses for this period.	\$0.00
		\$0.00

**Hospitality & Protocol**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No hospitality and protocol expenses for this period.	\$0.00
		\$0.00

<b>Member Total</b>	<b>\$0.00</b>
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**Toronto Police Service  
Senior Staff Expenses  
For the period of July 1 to December 31, 2017**

**Unit:** Operational Support Services  
**Member:** Kijewski, Kristine  
**Job Title/Rank:** Director

**Business Travel**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No business travel expenses for this period.	\$0.00
		\$0.00

**Conferences & Training**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No conferences and training expenses for this period.	\$0.00
		\$0.00

**Hospitality & Protocol**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No hospitality and protocol expenses for this period.	\$0.00
		\$0.00

<b>Member Total</b>	<b>\$0.00</b>
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**Toronto Police Service  
Senior Staff Expenses  
For the period of July 1 to December 31, 2017**

**Unit:** Toronto Police Services Board  
**Member:** Lee, Chin  
**Job Title/Rank:** Toronto Police Services Board Member

**Business Travel**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No business travel expenses for this period.	\$0.00
		\$0.00

**Conferences & Training**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No conferences and training expenses for this period.	\$0.00
		\$0.00

**Hospitality & Protocol**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No hospitality and protocol expenses for this period.	\$0.00
		\$0.00

<b>Member Total</b>	<b>\$0.00</b>
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**Toronto Police Service  
Senior Staff Expenses  
For the period of July 1 to December 31, 2017**

**Unit:** Detective Operations  
**Member:** Martin, Kathryn  
**Job Title/Rank:** Staff Superintendent

**Business Travel**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
July 14 - 16	Canadian Association of Chief of Police (C.A.C.P.) Law Amendments Committee (L.A.C.) meeting in Montreal, Quebec	\$1,369.20
November 21 - 25	C.A.C.P., L.A.C. meeting in Vancouver, British Columbia	\$1,607.95
		<b>\$2,977.15</b>

**Conferences & Training**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No conferences and training expenses for this period.	\$0.00
		<b>\$0.00</b>

**Hospitality & Protocol**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
November 30	William Bishop Award in Toronto, Ontario	\$208.04
		<b>\$208.04</b>

<b>Member Total</b>	<b>\$3,185.19</b>
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**Toronto Police Service  
Senior Staff Expenses  
For the period of July 1 to December 31, 2017**

**Unit:** Human Resources Command  
**Member:** Mclean, Barbara  
**Job Title/Rank:** Deputy Chief of Police

**Business Travel**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
September 24 - 26	Ontario Association of Chiefs of Police (O.A.C.P.) Board of Directors meeting in Kingston, Ontario	\$286.75
October 13	O.A.C.P. Chief Executive Officer (C.E.O.) Day in Vaughn, Ontario	\$4.50
October 21	Startup Fashion Week (S.F.W.) event in Toronto, Ontario	\$4.50
October 21	Serving with Pride Gala in Toronto, Ontario	\$27.91
November 10	Meeting with the Mayor of Toronto in Toronto, Ontario	\$13.50
December 8	Internal Support Network meeting in Toronto, Ontario	\$7.73
December 24	Metropolitan Community Church of Toronto event in Toronto, Ontario	\$13.50
		<b>\$358.39</b>

**Conferences & Training**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No conferences and training expenses for this period.	\$0.00
		<b>\$0.00</b>

**Hospitality & Protocol**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
September 19	Retirement function in Toronto, Ontario	\$159.60
		<b>\$159.60</b>

<b>Member Total</b>	<b>\$517.99</b>
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**Toronto Police Service  
Senior Staff Expenses  
For the period of July 1 to December 31, 2017**

**Unit:** Toronto Police Services Board  
**Member:** Moliner, Marie  
**Job Title/Rank:** Toronto Police Services Board Member

**Business Travel**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No business travel expenses for this period.	\$0.00
		\$0.00

**Conferences & Training**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No conferences and training expenses for this period.	\$0.00
		\$0.00

**Hospitality & Protocol**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No hospitality and protocol expenses for this period.	\$0.00
		\$0.00

<b>Member Total</b>	<b>\$0.00</b>
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**Toronto Police Service  
Senior Staff Expenses  
For the period of July 1 to December 31, 2017**

**Unit:** Toronto Police Services Board  
**Member:** Noria, Dhun  
**Job Title/Rank:** Toronto Police Services Board Member

**Business Travel**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No business travel expenses for this period.	\$0.00
		\$0.00

**Conferences & Training**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No conferences and training expenses for this period.	\$0.00
		\$0.00

**Hospitality & Protocol**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No hospitality and protocol expenses for this period.	\$0.00
		\$0.00

<b>Member Total</b>	<b>\$0.00</b>
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**Toronto Police Service  
Senior Staff Expenses  
For the period of July 1 to December 31, 2017**

**Unit:** Toronto Police Services Board  
**Member:** Pringle, Andrew  
**Job Title/Rank:** Chair, Toronto Police Services Board

**Business Travel**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No business travel expenses for this period.	\$0.00
		\$0.00

**Conferences & Training**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No conferences and training expenses for this period.	\$0.00
		\$0.00

**Hospitality & Protocol**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No hospitality and protocol expenses for this period.	\$0.00
		\$0.00

<b>Member Total</b>	<b>\$0.00</b>
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**Toronto Police Service  
Senior Staff Expenses  
For the period of July 1 to December 31, 2017**

**Unit:** Corporate Communications  
**Member:** Pugash, Mark  
**Job Title/Rank:** Director

**Business Travel**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No business travel expenses for this period.	\$0.00
		\$0.00

**Conferences & Training**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No conferences and training expenses for this period.	\$0.00
		\$0.00

**Hospitality & Protocol**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No hospitality and protocol expenses for this period.	\$0.00
		\$0.00

<b>Member Total</b>	<b>\$0.00</b>
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**Toronto Police Service**  
**Senior Staff Expenses**  
**For the period of July 1 to December 31, 2017**

**Unit:** Detective Operations  
**Member:** Ramer, James  
**Job Title/Rank:** Deputy Chief of Police

**Business Travel**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
August 2	Toronto Police Association (T.P.A.) meeting in Toronto, Ontario	\$13.50
September 1	Changing of Colours meeting in Toronto, Ontario	\$8.10
September 21 - 22	Developing Canadian Partnerships for Countering Violent Extremism (C.V.E.) meeting in Ottawa, Ontario	\$135.08
September 30	Incident Command Team accommodations for Invictus Games Closing Ceremonies in Toronto, Ontario	\$330.95
October 2- 5	Canadian Integrated Response to Organized Crime (C.I.R.O.C.) and Canadian Association of Chiefs of Police (C.A.C.P.) Organized Crime Committee (O.C.C.) meeting in Vancouver, British Columbia	\$1,771.38
October 6	Republic of China 106th National Day event in Toronto, Ontario	\$27.01
October 19 - 23	Major City Chiefs Association (M.C.C.A.) meeting in Philadelphia, Pennsylvania	\$2,730.43
November 2	Criminal Intelligence Service Ontario (C.I.S.O.) meeting in Toronto, Ontario	\$9.00
November 7 - 8	Ontario Provincial Police (O.P.P.) - Provincial Operations Intelligence Bureau meeting in Muskoka, Ontario (accommodations paid by O.P.P.)	\$67.54
November 17	Mayor's Evening for the Arts in Toronto, Ontario	\$23.40
November 19	Santa Claus parade in Toronto, Ontario	\$7.20
November 13 - 16	South Australia Police Superintendent accommodations in Toronto, Ontario	\$560.96
December 8	Border Enforcement meeting in Toronto, Ontario	\$9.02
		<b>\$5,693.57</b>

**Conferences & Training**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
July 14 - 19	C.A.C.P. Policing in a Digital Society Conference in Montreal, Quebec	\$3,587.51
September 5 - 13	Leadership in Counter Terrorism (L.i.n.C.T.) conference in New York City, New York	\$1,285.13
		<b>\$4,872.64</b>



**Toronto Police Service**  
**Senior Staff Expenses**  
For the period of July 1 to December 31, 2017

**Unit:** Detective Operations  
**Member:** Ramer, James  
**Job Title/Rank:** Deputy Chief of Police

**Hospitality & Protocol**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
October 24	South Australia Police Superintendent meeting in Toronto, Ontario	\$163.83
		\$163.83
<b>Member Total</b>		<b>\$10,730.04</b>



**Toronto Police Service  
Senior Staff Expenses  
For the period of July 1 to December 31, 2017**

**Unit:** Chief's Office  
**Member:** Saunders, Mark  
**Job Title/Rank:** Chief of Police

**Business Travel**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
September 13	Leadership in Counter Terrorism (L.i.n.C.T.) Board of Governors meeting in Washington, District of Columbia	\$356.21
		\$356.21

**Conferences & Training**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
July 13 - 19	Canadian Association of Chief of Police (C.A.C.P.) Conference and Criminal Intelligence Service Canada (C.I.S.C.) National Executive Committee (N.E.C.) meeting in Montreal, Quebec	\$2,462.56
		\$2,462.56

**Hospitality & Protocol**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
July 26	Lunch meeting with the Executive from Pride Parade in Toronto, Ontario	\$98.99
		\$98.99

<b>Member Total</b>	<b>\$2,917.76</b>
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**Toronto Police Service  
Senior Staff Expenses  
For the period of July 1 to December 31, 2017**

**Unit:** Toronto Police Services Board  
**Member:** Tory, John  
**Job Title/Rank:** Mayor/Toronto Police Services Board Member

**Business Travel**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No business travel expenses for this period.	\$0.00
		\$0.00

**Conferences & Training**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No conferences and training expenses for this period.	\$0.00
		\$0.00

**Hospitality & Protocol**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No hospitality and protocol expenses for this period.	\$0.00
		\$0.00

<b>Member Total</b>	<b>\$0.00</b>
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**Toronto Police Service  
Senior Staff Expenses  
For the period of July 1 to December 31, 2017**

**Unit:** Corporate Services Command  
**Member:** Veneziano, Tony  
**Job Title/Rank:** Chief Administrative Officer

**Business Travel**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
November 14	Protecting Smart Cities Roundtable in Toronto, Ontario	\$28.81
		\$28.81

**Conferences & Training**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
October 18 - 19	Major City Chiefs Association (M.C.C.A.) Technology Committee meeting in Philadelphia, Pennsylvania	\$1,229.91
October 23 - 25	Chartered Professional Accountants (C.P.A.) 2017 Public Sector Conference in Ottawa, Ontario	\$2,350.35
		\$3,580.26

**Hospitality & Protocol**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No hospitality and protocol expenses for this period.	\$0.00
		\$0.00

<b>Member Total</b>	<b>\$3,609.07</b>
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**Toronto Police Service  
Senior Staff Expenses  
For the period of July 1 to December 31, 2017**

**Unit:** Priority Response Command  
**Member:** Yeandle, Kimberly  
**Job Title/Rank:** Staff Superintendent

**Business Travel**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No business travel expenses for this period.	\$0.00
		\$0.00

**Conferences & Training**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No conferences and training expenses for this period.	\$0.00
		\$0.00

**Hospitality & Protocol**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
December 12	Chief's Gala in Toronto, Ontario	\$250.00
		\$250.00

<b>Member Total</b>	<b>\$250.00</b>
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**Toronto Police Service**  
**Senior Staff Expenses**  
For the period of July 1 to December 31, 2017

**Unit:** Communities & Neighborhoods Command  
**Member:** Yuen, Peter  
**Job Title/Rank:** Deputy Chief of Police

**Business Travel**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
December 13	Command Team and Strategy Management meeting in Toronto, Ontario	\$22.51
		\$22.51

**Conferences & Training**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
	No conferences and training expenses for this period.	\$0.00
		\$0.00

**Hospitality & Protocol**

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
November 2	Celebrating 50 Years of Service event in Toronto, Ontario	\$30.00
		\$30.00

<b>Member Total</b>	<b>\$52.51</b>
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## Toronto Police Services Board Report

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April 24, 2018

To: Chair and Members  
Toronto Police Services Board

From: Mark Saunders  
Chief of Police

**Subject: Annual Report: April 1, 2017 to March 31, 2018 – Grant Applications and Contracts**

### **Recommendation:**

It is recommended that the Toronto Police Services Board (Board) receive this report.

### **Financial Implications:**

Grant funding fully or partially subsidizes the program for which a grant is intended. Grants with confirmed annual funding at the time of budget development are included in the Toronto Police Service's (Service) operating and capital budgets. Grants that are awarded in-year, result in a budget adjustment to both expenditure and revenue accounts, with a net zero impact on budgets. Any program costs not covered by grants are accounted for in the Service's capital or operating budgets.

For the reporting period of April 1, 2017 to March 31, 2018, the Service was approved for \$21.5 Million (M) in grant funding from the Provincial and Federal governments.

### **Background / Purpose:**

At its meeting of February 28, 2002, the Board granted standing authority to the Chair of the Board to sign all grant and funding applications and contracts on behalf of the Board (Min. No. P66/02 refers).

At its meeting of November 24, 2011, the Board approved that the Chief report annually on grant applications and contracts (Min. No. P295/11 refers).

This annual report covers the period of April 1, 2017 to March 31, 2018.

**Discussion:**

Appendix A provides the details of grant applications submitted, but not necessarily awarded, by the Service.

Appendix B provides the details of new grants awarded and/or contracts and contract amendments signed by the Chair. During the current reporting period, April 1, 2017 to March 31, 2018, the Chair signed thirteen grant contracts, one grant letter and one contract amendment.

**Active Grants:**

As of March 31, 2018, the Service had a total of 16 active grants. Some of these grants were awarded in prior reporting periods, span multiple years and therefore would not be on Appendix A or B described above. The 16 active grants at this point in time are outlined below:

- Youth In Policing Initiative and Youth In Policing Initiative - After School Program
  - \$917,500 for year ending March 31, 2018 - awarded annually;
- Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet
  - \$637,282 annually for four years ending March 31, 2021;
- Reduce Impaired Driving Everywhere (RIDE)
  - \$186,950 for year ending March 31, 2018 – awarded annually;
- Civil Remedies Grant – Toronto Gang Exit Strategy
  - \$25,756 – one-time funding;
- Civil Remedies Grant – Project Holistic Approach
  - \$19,281 – one-time funding;
- Civil Remedies Grant – Human Trafficking Awareness Portal
  - \$49,979 – one-time funding;
- Civil Remedies Grant – 2018 Toronto Front-Line Gang Symposium
  - \$60,000 – one-time funding;
- Community Resilience Fund – Countering Violent Extremism Toronto
  - for three years with \$199,100 for year ending March 31, 2018,
  - \$473,900 for year ending March 31, 2019, and

- \$375,000 for year ending March 31, 2020;
- Supporting Police Response to Sexual Violence and Harassment Grant – Save & Assist Victims with Education (S.A.V.E.) Program
  - for two years with \$75,000 for year ending March 31, 2017; and
  - \$75,000 for year ending March 31, 2018;
- Supporting Police Response to Sexual Violence and Harassment Grant – Project Guide
  - for two years with \$60,500 for year ending March 31, 2017; and
  - \$37,500 for year ending March 31, 2018);
- Ontario's Strategy to End Human Trafficking
  - \$69,600 for year ending March 31, 2018;
- Criminal Intelligence Service Ontario Grant – Technical Investigations
  - \$100,000 – one-time funding;
- Criminal Intelligence Service Ontario Grant – Technical Investigations
  - \$41,173 – one-time funding;
- Proceeds of Crime Front-line Policing Grant – Multi-Sectoral Gang Exit Strategy
  - \$85,000 – one-time funding;
- Youth Justice Fund – Multi-Sectoral Gang Exit Strategy
  - for two years with \$25,000 for year ending March 31, 2018
  - \$25,000 for year ending March 31, 2019; and
- Policing Effectiveness and Modernization “P.E.M.” Grant
  - \$18,913,656 for year ending March 31, 2018 – one-time funding.

**Conclusion:**

This report provides the Board with information on the activity that occurred with respect to grants during the period of April 1, 2017 to March 31, 2018, as well as the active grants in place as at the same date.

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

Respectfully submitted,

Mark Saunders, O.O.M.  
Chief of Police

AD

Filename: annual\_grants\_201805.docx



## Appendix A

### Grant Applications April 1, 2017 to March 31, 2018

Name and Description of Grant	Amount of Funding Requested	Grant Term	Comments
<b>Youth In Policing Initiative and Youth In Policing Initiative - After School Program</b> <ul style="list-style-type: none"> <li>A program to provide summer and after school employment opportunities for youth who are reflective of the cultural diversity of the community.</li> </ul>	\$1,110,500	April 1, 2018 to March 31, 2019	Application submitted to Ministry of Children and Youth Services in March 2018. Awaiting approval.
<b>Proceeds of Crime Front-line Policing Grant “Creating a Safer Ontario through Community Collaboration” – Multi-Sectoral Gang Exit Strategy</b> <ul style="list-style-type: none"> <li>A project, working in collaboration with various partners, such as Humber College, City of Toronto, School Boards. The project creates a centralized hub that will be used as a central point of a referral system to connect identified gang members who wish to exit gangs safely, and identified at-risk persons who may join gangs. The resources are both available internally and externally to aid and assist them in addressing their individual risk factors, reduce gang membership, reduce gang related violent crimes and prevent re-integration of persons within the criminal justice system.</li> </ul>	\$100,000	April 1, 2017 to March 31, 2018	Application submitted to Ministry of Community Safety and Correctional Services in April 2017. Funding approved – see Appendix B.
<b>Proceeds of Crime Front-line Policing Grant “Creating a Safer Ontario through Community Collaboration” – Community-Based Social Return on Investment</b> <ul style="list-style-type: none"> <li>A project, in collaboration with Ryerson University and School Boards, to develop a Social Return on Investment (S.R.O.I.) matrix that can be applied to a variety of the Toronto Police Service's Programs. The development of the S.R.O.I. matrix is necessary for the Service and partners to improve transparency and accountability. Results from the S.R.O.I. analysis would provide valuable feedback to those delivering the programs but more significantly, help the public to understand the value of the Service's work.</li> </ul>	\$100,000	n/a	Application submitted to Ministry of Community Safety and Correctional Services in April 2017. Application was not successful.

## Appendix A

### Grant Applications April 1, 2017 to March 31, 2018

Name and Description of Grant	Amount of Funding Requested	Grant Term	Comments
<p><b>Proceeds of Crime Front-line Policing Grant “Creating a Safer Ontario through Community Collaboration” – Multi-Sectoral Gang Prevention Research &amp; Community Engagement Initiative</b></p> <ul style="list-style-type: none"> <li>As the second and third phase of the Toronto Police Service's gang prevention initiative, this project, working in collaboration with the various partners, such as Humber College, Toronto Community Housing Corporation, and the Ministry of Community Safety and Correctional Services, is to conduct intensive community outreach in efforts to assess various localized and neighborhood gang issues. This information would be provided to the partners to identify which proven and evidence-based preventive measures and strategies would be suitable to continually address the gang issues within a community.</li> </ul>	\$200,000	April 1, 2018 to March 31, 2020	Application submitted to Ministry of Community Safety and Correctional Services in December 2017. Awaiting approval.
<p><b>Proceeds of Crime Front-line Policing Grant “Creating a Safer Ontario through Community Collaboration” – Community Collaboration through Innovation</b></p> <ul style="list-style-type: none"> <li>A project working in collaboration with the Downtown Yonge Business Improvement Areas and Ryerson D.M.Z. It is to design a public facing application to crowdsource input and community driven solutions through engagement with communities across Toronto. With a focus on the enhancement of community safety and well-being, the application will assist in the coordination of service delivery to address the highest priority risks to safety and well-being in each respective community. The project will place a significant emphasis on crime prevention and community strengthening in order to sustain solutions over extended periods.</li> </ul>	\$200,000	April 1, 2018 to March 31, 2020	Application submitted to Ministry of Community Safety and Correctional Services in December 2017. Awaiting approval.

## Appendix A

### Grant Applications April 1, 2017 to March 31, 2018

Name and Description of Grant	Amount of Funding Requested	Grant Term	Comments
<b>Civil Remedies Grant Program - 2018 Toronto Front-Line Gang Symposium</b> <ul style="list-style-type: none"> <li>A project to hold a 3-day symposium to provide approximately 500 front-line uniform officers from the Toronto Police Service and surrounding police services from the Greater Toronto Area, partner agencies and stakeholders, with training on gangs in regards to the practical application of strategies and best practices surrounding gang education, prevention, intervention and suppression. In addition, to increase awareness of the centralized intake hub system, a central point for effective referrals for identified gang members/at-risk persons of joining gangs to social agencies that will be created under the Service's gang prevention initiative.</li> </ul>	\$60,000	November 20, 2017 to March 31, 2018	Application submitted to Ministry of the Attorney General in August 2017. Funding approved – See Appendix B.
<b>Civil Remedies Grant Program - Human Trafficking Enforcement Through Innovation</b> <ul style="list-style-type: none"> <li>A project to acquire training and technology to support investigations in the collection of digital evidence that will provide immediate insight for investigators into the methods which human traffickers conduct their operations, publicize and market their victims, and manage their proceeds of crime.</li> </ul>	\$98,000	n/a	Application submitted to Ministry of the Attorney General in August 2017. Application was not successful.
<b>Civil Remedies Grant Program - Project FED (Fentanyl Enforcement Detection)</b> <ul style="list-style-type: none"> <li>A project to acquire the IONSCAN 600 – a highly sensitive trace detector that identifies a wide range of illegal and controlled narcotics, including fentanyl/analogues. This portable detector would provide investigators with immediate analysis at the scene to identify the presence of fentanyl and this would prove essential where witnesses are not willing to come forward.</li> </ul>	\$42,000	n/a	Application submitted to Ministry of the Attorney General in August 2017. Application was not successful.
<b>Youth Justice Fund – Multi-Sectoral Gang Exit Strategy</b> <ul style="list-style-type: none"> <li>A project to develop a centralized intake hub for youth in conflict with the law who are involved in, or vulnerable to, gang activities in the Greater Toronto area. The hub will be used as a tool for effectively referring youth</li> </ul>	\$50,000	November 1, 2017 to March 31, 2019	Application submitted to Department of Justice Canada in July 2017. Funding approved – See Appendix B.

**Grant Applications**  
**April 1, 2017 to March 31, 2018**

Name and Description of Grant	Amount of Funding Requested	Grant Term	Comments
to partner community based agencies for individualized support, programming and re-integration opportunities to prevent their future involvement in gang related activities.			
<b>Reduce Impaired Driving Everywhere (R.I.D.E.) Grant</b> <ul style="list-style-type: none"> <li>A program to reduce impaired driving.</li> </ul>	\$226,800	April 1, 2017 to March 31, 2018	Application submitted to Ministry of Community Safety and Correctional Services in May 2017. Funding approved – See Appendix B.
<b>Victims Fund – Victims and Survivors of Crime Week – Domestic Homicides – “The Ripple Effect”</b> <ul style="list-style-type: none"> <li>A project to hold a one-day Symposium to raise awareness and provide training to both professionals and the public on the risk factors, lessons learned and the effects of domestic homicides on victims' families and the community.</li> </ul>	\$10,000	n/a	Application submitted to Department of Justice Canada in February 2018. Awaiting approval.
<b>Policing Effectiveness and Modernization (P.E.M.) Grant – Scale Out Storage</b> <p>A project to implement a highly scalable storage system for the Toronto Police Service. will engage Technology and Regulatory expertise to assist in developing the Cloud Strategy. Along with addressing storage requirements, this initiative includes the development of a data governance strategy to address the rules, policies, procedures, roles and responsibilities that guide overall management of the Service's data. Governance will provide the guidance to ensure that data is accurate, consistent, complete, available, and secure.</p>	\$2,972,000	April 1, 2018 to March 31, 2019	Application submitted to Ministry of Community Safety and Correctional Services January 2018. Awaiting approval.
<b>Policing Effectiveness and Modernization (P.E.M.) Grant – Stakeholder Engagement and Culture Change</b> <ul style="list-style-type: none"> <li>The process of changing our organizational culture is multifaceted and long-term; the first step involved the completion of an organizational culture assessment. Upon completion of this assessment through P.E.M. 2017-2018 funding, additional resources are required to facilitate the implementation process and communicate and engage with a variety of stakeholders.</li> </ul>	\$370,000	April 1, 2018 to March 31, 2019	Application submitted to Ministry of Community Safety and Correctional Services January 2018. Awaiting approval.

## Appendix A

### Grant Applications April 1, 2017 to March 31, 2018

Name and Description of Grant	Amount of Funding Requested	Grant Term	Comments
<b>Policing Effectiveness and Modernization (P.E.M.) Grant – Global Search – Part 2 of Phase I</b> <ul style="list-style-type: none"> <li>Global Search is a web-based content search tool that is designed for front-line, investigative, analytics and administrative members to access all of the organizations data/information in a seamless search.</li> </ul>	\$1,500,000	April 1, 2018 to March 31, 2019	Application submitted to Ministry of Community Safety and Correctional Services January 2018. Awaiting approval.
<b>Policing Effectiveness and Modernization (P.E.M.) Grant – Public Safety Response Team (P.S.R.T.)</b> <ul style="list-style-type: none"> <li>Building on the current P.S.R.T. model, this year, and the program will be expanded to integrate with other programs that address social development and risk intervention. Involving multiple sectors working together in the Focus Toronto "situation tables" and by participating in the Community Police Academy and other community programs to enhance information sharing with the community, to forge better partnerships and create an environment of increased trust, cooperation and collaboration.</li> </ul>	\$10,204,656	April 1, 2018 to March 31, 2019	Application submitted to Ministry of Community Safety and Correctional Services January 2018. Awaiting approval.
<b>Policing Effectiveness and Modernization (P.E.M.) Grant – Focusing on Safe Communities and Neighbourhoods</b> <ul style="list-style-type: none"> <li>This program is working on several fronts and includes the following initiatives:               <ol style="list-style-type: none"> <li>1. Service website Improvement - To assist in embracing new, and strengthening existing, partnerships; will create safer communities by raising community awareness about crime/crime prevention activities using modern technologies, call diversion through the website, creation of content management , strengthening social media channels, and incorporating creative new ways to raise awareness and assist the public's ability to interact with the Service.</li> <li>2. Connected Officer -Process Improvement and Sustainability Plan</li> <li>3. Conducted Energy Weapon (C.E.W.) Training</li> <li>4. Full Body Scanner pilot project - To preserve human dignity and reduce human rights issues by hosting a Full Body Scanner pilot project.</li> </ol> </li> </ul>	\$1,750,000	April 1, 2018 to March 31, 2019	Application submitted to Ministry of Community Safety and Correctional Services January 2018. Awaiting approval.
<b>Policing Effectiveness and</b>	\$535,000	April 1, 2018	Application submitted to Ministry of

**Grant Applications**  
**April 1, 2017 to March 31, 2018**

Name and Description of Grant	Amount of Funding Requested	Grant Term	Comments
<b>Modernization (P.E.M.) Grant – Human Resource Transformation to Support a Modern and Sustainable Policing Organization (phase 2)</b> <ul style="list-style-type: none"> <li>The Human Resources pillar developed a three-year plan to modernize the H.R. function and deliver strategic talent and performance programs to support the Service's transformation. They include the following programs for 2018: <ul style="list-style-type: none"> <li>• Revamping the uniform promotional process;</li> <li>• Executive leadership development programs;</li> <li>• Development of Succession Management process; and</li> <li>• Senior H.R. Project Manager to manage the transformation</li> </ul> </li> </ul>		to March 31, 2019	Community Safety and Correctional Services January 2018. Awaiting approval.
<b>Policing Effectiveness and Modernization (P.E.M.) Grant – Enhanced Analytics &amp; Public Safety Data Portal</b> <ul style="list-style-type: none"> <li>Public Safety Data Portal initiative is an enhancement to the phase 1 initiative under 2017/2018 P.E.M. with real-time and more automation and better quality control to allow public access to information. Officers will have access to real time information and can act independently and make better, timelier decisions. Offering technology for communities to anonymously report concerns about officers will also allow the Service to respond more quickly and transparently. This solution will bring the communities together to crowd-source and solve safety problems using their phones.</li> <li>Enhanced Analytics –To assist in developing district modeling for planned deployment of officers to support neighborhood demands. It allows the Service to have an optimal operating model and to provide enhanced timely and accurate information to front line officers. Also involves the development of additional performance metrics and tools to assist senior management to understand workload, personnel and calls for service and assist in analytics /data support for missing person's occurrences and related investigations.</li> </ul>	\$1,012,000	April 1, 2018 to March 31, 2019	Application submitted to Ministry of Community Safety and Correctional Services January 2018. Awaiting approval.
<b>Policing Effectiveness and</b>	\$570,000	April 1, 2018	Application submitted to Ministry of

## Appendix A

### Grant Applications April 1, 2017 to March 31, 2018

Name and Description of Grant	Amount of Funding Requested	Grant Term	Comments
<b>Modernization (P.E.M.) Grant – Modernized Police Training Model</b> <ul style="list-style-type: none"> <li>The Service has entered into a partnership with the Chang School of Continuing Studies at Ryerson University to work on its training model for a modernized police service. The goal is to improve accountability by leveraging the partner organization's ability to bring more academic rigor, additional training and evaluation mechanisms, and research to create new and relevant learning opportunities for students. This initiative is expected to continue new training, new delivery models and recognition of credentials commenced in the 2017/18 P.E.M. Grant project.</li> </ul>		to March 31, 2019	Community Safety and Correctional Services January 2018. Awaiting approval.

## Appendix B

### New Grants Awarded April 1, 2017 to March 31, 2018

Name and Description of Grant	Amount of Funding Approved	Grant Term	Comments
<b>Youth In Policing Initiative and Youth In Policing Initiative - After School Program</b> <ul style="list-style-type: none"> <li>A program to provide summer and after school employment opportunities for youth who are reflective of the cultural diversity of the community.</li> </ul>	\$917,500	April 1, 2017 to March 31, 2018	Service contract already in place with the Ministry of Children and Youth Services for the Youth In Policing Initiative Program was amended for the new fiscal year of the program. Chair's signature is not required on the amendment to the service contract.
<b>Proceeds of Crime Front-line Policing Grant "Creating a Safer Ontario through Community Collaboration"– Multi-Sectoral Gang Exit Strategy</b> <ul style="list-style-type: none"> <li>A project, working in collaboration with various partners (such as Humber College, City of Toronto, School Boards) to create a centralized hub that will be used as a central point of a referral system. It is also to connect identified gang members who wish to exit gangs safely, identified at-risk persons who may join gangs, with resources both internally and externally to aid and assist them in addressing their individual risk factors, reduce gang membership, reduce gang related violent crimes and prevent re-integration of persons within the criminal justice system.</li> </ul>	\$85,000	April 1, 2017 to March 31, 2018	The Chair signed the contract in October 2017.
<b>Youth Justice Fund – Multi-Sectoral Gang Exit Strategy</b> <ul style="list-style-type: none"> <li>A project to develop a centralized intake hub for youth in conflict with the law and who are involved in, or vulnerable to, gang activities in the Greater Toronto area. The hub will be used as a tool for effectively referring youth to partner community based agencies for individualized support, programming and re-integration opportunities to prevent their future involvement in gang related activities.</li> </ul>	\$50,000	November 1, 2017 to March 31, 2019	The Chair signed the contract in December 2017.
<b>Reduce Impaired Driving Everywhere (R.I.D.E.) Grant</b> <ul style="list-style-type: none"> <li>A program to reduce impaired driving.</li> </ul>	\$186,950	April 1, 2017 to March 31, 2018	The Chair signed the contract in July 2017.



## Appendix B

### New Grants Awarded April 1, 2017 to March 31, 2018

Name and Description of Grant	Amount of Funding Approved	Grant Term	Comments
<b>Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet</b> <ul style="list-style-type: none"> <li>Funding to coordinate the increased identification of victims; provide support services to victims of child internet sexual abuse and exploitation; and to assist in preventing the cycle of recurring victimization.</li> </ul>	\$2,549,128	April 1, 2017 to March 31, 2021	The Chair signed the contract in July 2017.
<b>Criminal Intelligence Service Ontario Grant – Technical Investigations</b> <ul style="list-style-type: none"> <li>Funding to be used to offset costs associated with technical investigations, including the purchase of equipment to be used in the investigation of organized and serious crime and to support Joint Forces Operations.</li> </ul>	\$100,000	February 20, 2018 to March 31, 2019	The Chair signed the contract in March 2018.
<b>Criminal Intelligence Service Ontario Grant – Technical Investigations</b> <ul style="list-style-type: none"> <li>Funding to be used to offset costs associated with technical investigations, including training on technical equipment to be used in the investigation of organized and serious crime.</li> </ul>	\$41,173	January 15, 2018 to March 31, 2019	The Chair signed the contract in March 2018.
<b>Civil Remedies Grant Program - Human Trafficking Awareness Portal</b> <ul style="list-style-type: none"> <li>A project involving the creation of a Human Trafficking Awareness Portal (H.T.A.P.), which is a user friendly dashboard portal that will allow Service members to access a clear picture of the scope and indicators of human trafficking.</li> </ul>	\$49,979	April 1, 2017 to March 31, 2018	The Chair signed the contract in June 2017.
<b>Civil Remedies Grant Program - Toronto Gang Exit Strategy</b> <ul style="list-style-type: none"> <li>A program involving the development of a multi-dimensional exit strategy that will focus on youth gang members and victims of violence. Also to provide with the necessary skills and education to successfully leave the gang culture.</li> </ul>	\$25,756	April 1, 2017 to March 31, 2018	The Chair signed the contract in June 2017.

## Appendix B

### New Grants Awarded April 1, 2017 to March 31, 2018

Name and Description of Grant	Amount of Funding Approved	Grant Term	Comments
<b>Civil Remedies Grant Program – Project Holistic Approach</b> <ul style="list-style-type: none"> <li>A program to enhance public safety by working in partnership with our communities and support agencies in reducing violent crimes, victimization and human trafficking in and around illegal gaming houses through effective enforcement, education and victim support.</li> </ul>	\$19,281	April 1, 2017 to March 31, 2018	The Chair signed the contract in June 2017.
<b>Civil Remedies Grant Program – 2018 Toronto Front-Line Gang Symposium</b> <ul style="list-style-type: none"> <li>A project to hold a 3-day symposium to provide approximately 500 front-line uniform officers from the Toronto Police Service and surrounding police services from the Greater Toronto Area, partner agencies and stakeholders, with training on gangs in regards to the practical application of strategies and best practices surrounding gang education, prevention, intervention and suppression. In addition, to increase awareness of the centralized intake hub system, a central point for effective referrals for identified gang members/at-risk persons of joining gangs to social agencies that will be created under the Service's gang prevention initiative.</li> </ul>	\$60,000	November 20, 2017 to March 31, 2018	The Chair signed the contract in December 2017.
<b>Community Resilience Fund – Countering Violent Extremism (C.V.E.) Toronto</b> <ul style="list-style-type: none"> <li>A project to build Countering Violent Extremism (C.V.E.) capacity into 'FOCUS Toronto'. An innovative project led by the Toronto Police Service, City of Toronto, United Way and partnered with local community organizations that aim to reduce crime and improve community resiliency by providing a targeted, wrap around approach to support individuals that are experiencing heightened levels of risk involving anti-social behavior as well as victimization.</li> </ul>	\$1,048,000	December 5, 2017 to June 30, 2020	The Chair signed the contract in December 2017.

## Appendix B

### New Grants Awarded April 1, 2017 to March 31, 2018

Name and Description of Grant	Amount of Funding Approved	Grant Term	Comments
<b>Victims Fund – Victims and Survivors of Crime Week – What About the Children – The Hidden Victim in Domestic Violence</b> <ul style="list-style-type: none"> <li>A project to raise awareness of, and to provide education for professionals and the public on, how children are affected psychologically when they are exposed to living in a home with domestic violence by holding a one-day Symposium.</li> </ul>	\$8,000	n/a	The Chair signed the letter accepting the grant funding in May 2017.
<b>Ontario's Strategy to End Human Trafficking</b> <ul style="list-style-type: none"> <li>Funding to assist police services in coordinating the increased identification of victims, provide support services to victims of human trafficking and exploitation, and assist in preventing the cycle of recurring victimization. The strategy will build capacity and sustainability by establishing a coordinated, strategic plan between police services, Crown attorneys and victim support services in investigating human trafficking and protecting victims.</li> </ul>	\$69,600	October 1, 2017 to March 31, 2018	The Chair signed the contract in February 2018.
<b>Policing Effectiveness and Modernization (P.E.M.) Grant</b> <ul style="list-style-type: none"> <li>Funding to assist the police services in their initiatives that improve their effectiveness and efficiency. The following are the initiatives undertaken by the Service for the 2017/2018 Policing Effectiveness and Modernization (P.E.M.) Grant :               <ol style="list-style-type: none"> <li><b>Human Resource Transformation to support a modern and sustainable policing organization</b> (\$0.8M)- This initiative included funding for a modernized performance management program, development of leadership competencies, updates to job descriptions, H.R. analytics training and funds for a H.R. Project Manager</li> <li><b>Modernization Leadership Training Initiatives</b> (\$0.3M)- Targeted training of personnel in leadership, project management, change management and process improvement to enable Service members to acquire the skills to implement the recommendations of</li> </ol> </li> </ul>	\$18,913,656	April 1, 2017 to March 31, 2018	All approved 2017 /2018, P.E.M. grant applications were included in a single contract with the Ministry of Community Safety and Correctional Services. The Chair signed the contract in October 2017 and signed the contract amendment in March 2018.

**New Grants Awarded  
April 1, 2017 to March 31, 2018**

Name and Description of Grant	Amount of Funding Approved	Grant Term	Comments
<p>3. the Transformation Task Force. <b>Partnership with an Ontario Academic Institution</b> (\$0.5M) - Partnering with Ryerson University to work on a training model for a modernized police service. Professionalization and active accountability by bringing more academic rigor, additional training mechanisms and research to create new and relevant learning opportunities for members.</p> <p>4. <b>Connected Officer (Phase 1)</b> (\$2.6M)-To create a community-centered service delivery model by investing in technology to support and enable members to achieve a greater operating efficiency with intelligence-led activities and greater data awareness. Mobile devices will be a functional tool for officers to enable effective and efficient delivery of service to the communities. The integrated mobile solution results in members spending less time at the station to complete reports and more time in the field responding to priority calls and be where the community needs the service the most.</p> <p>5. <b>Comprehensive Culture change Assessment &amp; Public Engagement Strategy (Phase 1)</b> (\$0.7M) - Critical to the successful implementation of the recommendations found in the Transformational Task Force is the notion of culture change. Grant funding was requested for an organizational culture assessment to understand how both members and the public perceive culture and to assist in determining what aspects of culture needs to be expanded or improved upon. Includes public engagement through Virtual Town Hall meetings for two-way communication to enhance public trust, legitimacy and accountability.</p> <p>6. <b>Enhanced Use of Data and Analytics</b> (\$0.8M)-Enhancing the Service's ability to manage information to meet public expectations, support evidence-based decision making and meet legislative obligations. Includes Master Data Management to drive consistency and accuracy of data and the development of an Intelligence-led Policing Portal to enable front line members' mobile and real-time</p>			

## Appendix B

### New Grants Awarded April 1, 2017 to March 31, 2018

Name and Description of Grant	Amount of Funding Approved	Grant Term	Comments
<p>access to data. Included in this initiative is funding for a single search platform to access complete information which will reduce the risk of missing key data sources which currently exists in numerous search platforms.</p> <p>7. <b>Purchase and Implementation of a Facial Recognition System</b> (\$1M)- A facial recognition system to allow for the identification of criminals in a more effective and efficient manner. This technology compares facial features from a given image to faces within a database.</p> <p>8. <b>Focusing on Safe Communities and Neighbourhoods</b> (\$0.9M)-The research and consultation phase for the design and rollout of a Neighbourhood officer program. A service-centered model where officers focus on communities and neighbourhoods to solve problems locally.</p> <p>9. <b>Public Safety Response Team (P.S.R.T.)</b> (\$10M)-A fluid intelligence-led unit that deploys personnel and resources when and where they are needed most. The team will provide support to front line divisions to alleviate resource pressures and support the Public Order Unit. An immediate response mechanism for extreme events and a search ready team for incidents of missing persons.</p> <p>10. <b>Purchase of Conducted Energy Weapons</b> (\$1.2M)- Purchase of Conducted Energy Weapons for the Service to better strive to achieve zero deaths in the officers' interactions with the members of the public.</p>			



## **Councillor Chin Lee**

### **Scarborough Rouge River – Ward 41**

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25 April 2018

Andy Pringle,  
Chair, Toronto Police Services Board

Ulli Watkiss,  
City Clerk, City of Toronto

#### **Re: Resignation from the Toronto Police Services Board**

This letter is to inform you of my resignation from the Toronto Police Services Board, effective April, 25, 2018, as I will be retiring from City Council in the very near future.

I thank everyone on Staff and the Board for the enjoyable and meaningful time that I have had at TPSB, and I wish everyone the best for the future.

Sincerely,

A handwritten signature in black ink that reads "Chin Lee". The signature is fluid and cursive, with the first and last names clearly distinguishable.

Councillor Chin Lee  
Ward 41 - Scarborough Rouge River

cc: Joanne Campbell  
Mayor John Tory