



**The following *draft* Minutes of the meeting of the Toronto Police Services Board held on November 07, 2013 are subject to adoption at its next regularly scheduled meeting.**

**The Minutes of the meeting held on October 07, 2013, previously circulated in draft form, were approved by the Toronto Police Services Board at its meeting held on November 07, 2013.**

**MINUTES OF THE PUBLIC MEETING** of the Toronto Police Services Board held on **NOVEMBER 07, 2013** at 1:30 PM in the Auditorium, 40 College Street, Toronto, Ontario.

**PRESENT:**

**Dr. Alok Mukherjee**, Chair  
**Mr. Michael Thompson**, Councillor & Vice-Chair  
**Mr. Michael Del Grande**, Councillor & Member  
**Ms. Marie Moliner**, Member  
**Dr. Dhun Noria**, Member  
**Ms. Frances Nunziata**, Councillor & Member  
**Mr. Andrew Pringle**, Member

**ALSO PRESENT:**

**Mr. William Blair**, Chief of Police  
**Mr. Karl Druckman**, City of Toronto - Legal Services Division  
**Ms. Deirdre Williams**, Board Administrator

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 07, 2013**

**#P254. TORONTO POLICE SERVICES BOARD – PROPOSED 2014 NET  
OPERATING BUDGET**

The Board was in receipt of the following report October 30, from Michael Thompson, Acting Chair:

Subject: TORONTO POLICE SERVICES BOARD – PROPOSED 2014 NET  
OPERATING BUDGET

Recommendations:

It is recommended:

- 1 THAT the Board approve a proposed 2014 net operating budget of \$2,358,200 which is an increase of 3.6 % over a 2013 budget of \$2,275,900,
- 2 THAT the Board forward this report to the City's Deputy City Manager and Chief Financial Officer for information; and,
- 3 THAT the Board forward this report to the City's Budget Committee for approval.

Financial Implications:

The proposed 2014 net operating budget, recommended in this report, represents an increase of 3.6 % over a 2013 budget of \$2,275,900. The Toronto Police Services Board (TPSB) 2014 operating budget request is a net amount of \$2,358,200. This request includes the 2014 impact of the Senior Officers' Organization and Toronto Police Association salary settlement.

Background/Purpose:

The Toronto Police Services Board's 2014 operating budget target, as recommended by the City, is a 0% increase over the 2013 approved net operating budget.

The Board's Budget Sub-Committee (BSC), at its meeting on October 16, 2013, reviewed its preliminary budget request noting that 3.3% (\$75,000) of the requested increase is a result of two new initiatives approved by the Board. The BSC recommended that the budget be approved by the Board.

At a special in camera meeting held on October 29, 2013, the Board agreed to reduce the budget for new initiatives from \$75,000 to \$60,000. Consequently, the new initiatives account for 2.6% of the requested 3.6% increase.

What follows is a discussion of the two new initiatives and a review of the issues that the BSC considered in making the determination that the new initiatives cannot be absorbed in the existing budget.

Discussion:

*New initiatives:*

*Performance Management*

The Board directed that \$25,000 be included in its 2014 to enable the Board to issue a Request for Proposal (RFP) for assistance in facilitating the Board's performance management process during 2014. Details of this new initiative are contained in confidential Board Minute C170/13.

*Interdepartmental Chargeback – Audit Services*

At its meeting in June 2013 the Board received a presentation with respect to the City of Toronto's Shared Services Study. The Board also approved a number of recommendations including the following:

Given that the Board does not have its own internal auditors, the City Manager be requested to advise whether the City's Internal Audit services can be made available to the Board, upon request, to conduct audits with respect to the Toronto Police Service (Min. P158/13 refers)

Following the June 2013 Board meeting, Chair Mukherjee communicated the Board's motion to City Manager Joe Pennachetti. Mr. Pennachetti arranged for the Chair to meet with Ms Ruvani Schaubel, Director, Internal Audit, for the City of Toronto.

Ms Schaubel and her team are amenable to working with the Board both to develop an appropriate audit policy and to perform audits of the Toronto Police Service, as may be requested by the Board, on a chargeback basis. The Internal Audit Division currently provides similar services to other agencies, boards and commissions associated with the City of Toronto.

The development of the Board's audit policy will be done in consultation with the Board's solicitor, with Ms Schaubel and her staff and with the Chief of Police. The policy will establish the scope of work, address accountability, establish the authority of the auditors including a protocol governing access to information, and the process for the development and approval of audit plans and the reporting of audit findings to the Board. The policy will ensure that there is no conflict with, or duplication of, auditing that may be done by the Auditor General at the request of the Board.

At its September 2013 meeting (Min. P222/13 refers) the Board approved the following:

*It is recommended that the Chair draft, for the Board's consideration, an audit policy reflecting a new collaborative relationship with the City of Toronto Internal Audit Division and also reflecting the Board's existing relationship with the City of Toronto Auditor General*

A budget in the amount of \$35,000 is requested to fund the chargeback to the City for audit services. This amount is an estimate and is dependent upon the adoption by the Board of an audit policy and the subsequent identification of an audit work plan.

*Impact of Further Reductions: Non-salary Accounts*

The Board has very limited options in terms of achieving further reductions. In terms of non-salary accounts, when the amounts allocated for the City Legal chargeback and for external labour relations legal counsel are factored out of the budget, the actual administrative costs proposed in the 2014 budget amount to only \$55,100.

Every administrative account in the Board's budget has been reduced substantially over the past 3 years to arrive at this amount. The proposed 2014 budget represents a 13% decrease in non-salary accounts over the 2011 budget.

The proposed 2014 budget will continue to restrict professional development and learning opportunities for Board members because the budget will only provide sufficient funds for the attendance of a limited number of Board members at the Ontario Association of Police Services Boards' (OAPSB) conference and one individual at the Canadian Association of Police Governance's (CAPG) conference. Funds will continue to be available, however, to allow the Chair to fulfil his responsibilities as Past President of the CAPG.

Catering at full-day Board meetings will continue to be scaled back and will continue to be eliminated, where practical, at all other meetings.

Funds will not be available in the event that the Board requires legal advice other than that which is available from the City of Toronto Legal department or from the Board's contracted labour relations law firm. Similarly, no funds will be available should the Board require any external consulting advice.

It will continue to be difficult to contain expenditures within the proposed legal services accounts. In the view of Human Resources Management which administers these accounts on behalf of the Board, any further reduction will likely mean that the Labour Relations Unit would not meet its anticipated financial obligations. Although recent settlement statistics related to labour disputes and grievances do indicate that fewer matters proceed to hearings, the matters that do proceed to hearings are increasingly complex. These matters tend to consume substantial legal resources, including time for preparation and arbitration. I am also advised that the Board should anticipate new grievances and proceedings arising from any efforts to re-structure or downsize the organization as well as potentially, as a result of the numerous working groups that were established as an outcome of the 2011 to 2014 collective agreement with the Toronto Police Association.

Human Resources Management is anticipating that the costs of labour relations legal matters will rise in 2014. The Board must consider that it cannot prevent grievances or other disputes, and if the current fiscal climate continues, the Board may experience another escalation in grievance

rates similar to that which occurred in 2008. Moreover, as the result of a Request for Proposal, the Board is reminded that it approved a three year representation agreement with Hicks Morley LLP that includes increased fees for legal counsel, which will be reflected in 2014 billings and put further pressure on the 2014 operating budget.

*Impact of Further Reductions: Salary and Benefit Accounts*

The budget request in the Board's salary and benefit accounts, totalling \$1.0 M includes:

\$1,020,100	staff salary/benefits and Board Member remuneration
\$ 2,000	premium pay

Board staff members provide the administrative support to ensure the Board's provision of civilian oversight to the community. As such, the work performed by the staff is fundamentally linked to the Board's ability to provide adequate and effective police services to the community.

Board staff must not only deal with the significant volume of work generated by the Board on a day-to-day basis but also manage on-going strategic, proactive policy initiatives; both are areas that are critical in meeting the Board's legislative mandate.

Currently, with the Board's limited staff, it is often challenging to meet the existing demands.

Further, the Board is reviewing the recommendations arising from Justice Morden's *Independent Civilian Review into Matters Relating to the G20 Summit*. This report recommends a substantially expanded and strengthened role for civilian governance of the Toronto Police Service. In his report at page 37, Justice Morden writes:

*The Board and its staff in the past have increasingly shouldered a heavy burden in carrying out their responsibilities. If my recommendations are implemented this burden will be increased. Likely, this will necessitate the devotion of further resources to support the Board's work.*

Although, no additional budget was requested in either 2013 or 2014 as a result of Justice Morden's report, his recommendations are a pressure that may have an impact on the Board's budget in 2014 and beyond.

Conclusion:

I recommend that the Board approve a 2014 net operating budget of \$2,358,200 which is an increase of 3.6% over a 2013 budget of \$2,275,900.

**The Board approved the foregoing report.**

**Moved by: D. Noria**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 07, 2013**

**#P255. TORONTO POLICE SERVICE – 2014 OPERATING BUDGET REQUEST**

The Board was in receipt of the following report November 01, 2013 from William Blair, Chief of Police:

Subject: TORONTO POLICE SERVICE – 2014 OPERATING BUDGET REQUEST

Recommendations:

It is recommended that:

- (1) the Board approve the Toronto Police Service's 2014 net operating budget request of \$958.6 Million (M), which is \$30.0M or 3.2% over the 2013 approved budget;
- (2) the Board approve a revised uniform establishment of 5,505 officers, which is a reduction of 99 from the current establishment;
- (3) the Board approve a revised civilian establishment of 2,162, which is an increase of 100 from the current establishment;
- (4) the Board forward a copy of this report to the City's Deputy City Manager and Chief Financial Officer for information; and
- (5) the Board forward a copy of this report to the City Budget Committee for approval.

Financial Implications:

The Toronto Police Service's (Service) 2014 operating budget net request of \$958.6M (\$1,086.3M gross) is \$30M or 3.2% above the 2013 approved budget. The City Manager has identified a target of \$955.9M, or a 2.94% increase over the 2013 approved budget (equivalent to the 2014 impact of the collective agreement). The Service's request is \$2.6M or 0.3% above this target.

The 2014 request does not achieve the City Manager's target. However, any further reductions would impact Reserve contributions required to meet future obligations, or the Service's ability to provide adequate and effective public safety services to the City of Toronto.

A summary of the Service's 2014 net operating budget request is provided in Table 1. Attachment A provides a detailed summary of the information provided in the remainder of this report and the 2015 and 2016 budget outlooks.

**Table 1 - 2014 Summary of Changes**

	\$Ms	\$ change over 2013 Request	% change over 2013 Request	\$ change over 2014 Target	% change over 2014 Target
2013 Net Budget	928.6				
2014 Target	955.9				
Impact of 2014 Salary Settlement		\$27.3	2.94%	n/a	n/a
Net impact of salary costs		\$23.6	2.54%	\$23.6	2.54%
Reserve Contributions		\$8.1	0.87%	\$8.1	0.87%
Other Expenditures		\$4.4	0.47%	\$4.4	0.47%
<b>2014 Gross Budget Increase</b>		<b>\$63.4</b>	6.83%	<b>\$36.1</b>	3.89%
Revenues		<u>-\$33.4</u>	<u>-3.60%</u>	<u>-\$33.4</u>	<u>-3.60%</u>
<b>2014 Net Budget Increase</b>		<b>\$30.0</b>	<b>3.23%</b>	<b>\$2.6</b>	<b>0.28%</b>

Background/Purpose:

The purpose of this report is to provide the Board with the Service's recommended 2014 operating budget request. The report includes information on the level of funding required in 2014 to provide adequate and effective public safety services to the City of Toronto. The recommended request has been developed based on current 2014 plans, the impact of collective agreements, anticipated pressures in contractual/mandatory accounts and applying economic factors and guidelines provided by the City.

Discussion:

The sections that follow provide some brief information on the Service's business approach and major accomplishments achieved in 2013, followed by detailed information to justify and explain the various funding requirements that make up our 2014 budget request.

*Key 2013 Accomplishments:*

Continuous improvement initiatives and managing for value have been, and will continue to be, promoted across the Service to ensure the greatest return is provided on the City's and taxpayers' investment in public safety. To this end, the Service is continuously looking for ways to improve the delivery of policing, support and infrastructure services, as well as management and best practices. Many of these initiatives are the result of the Chief Internal Organizational Review (CIOR) and are summarized below.

### *Chief's Internal Organizational Review – Impacts and Opportunities:*

Efficiency and effectiveness reviews have continued as part of the CIOR, which began in early 2012. These reviews are intended to identify and implement initiatives that will allow the Service to provide sustainable, efficient, effective and economical services. The Service is committed to eliminating the overall need for any additional new positions. The internal review of business processes, with the aim of streamlining or changing existing processes, will enable the redeployment of staff time or positions for better overall service delivery. This should also assist the Service in absorbing additional workload and new resource requirements as they arise.

CIOR initiatives can be categorized into three broad areas:

#### Civilianization Initiatives:

Civilianization of positions is the assigning of work that does not require a police officer's authorities, use of force options or skills, and is not mandated by the *Police Services Act*, to civilian employees. Often, civilianization results in budget savings, because the newly assigned civilian is paid at a lower rate than the officer (s)he is replacing. In some instances, the civilian may have specialized training and skills and may, in fact, be paid at a higher level than the officer (s)he is replacing.

When civilianization initiatives are identified, the uniform authorized strength is reduced and the civilian authorized strength is increased. Civilianization savings are achieved through the budget process by hiring fewer officers while concurrently hiring more civilians. The Service uniform authorized strength is 5,604, while the civilian authorized strength is 2,062. Civilianization initiatives identified through the work of the CIOR to date would effectively reduce the uniform establishment to 5,505 and increase the civilian establishment to 2,162. It is important to note that the 2014 operating budget does not include the savings from hiring fewer officers because the Service is well below the proposed new authorized strength.

The civilianization initiatives included in the current budget request are outlined in Table 5 of this report in terms of the investment required in 2014 and anticipated program savings, and are discussed below:

- Divisional Prisoner Management – Previously, prisoners at policing divisions were managed by police officers. The CIOR identified that court officers who train and specialize in the care and movement of prisoners would provide a more economical model for the Service. The transfer of court officers to divisions began in September 2012. This initiative will ultimately result in the civilianization of 85 uniform positions, with annualized program savings of \$2M. The 2014 operating budget includes a reduced gapping amount for Court Services to backfill the court officer positions that have been transferred to Divisions for the prisoner management function.
- Forensic Identification positions – The CIOR review focused on forensic positions at Forensic Identification Services (FIS) that were being staffed by police officers, but where there was no requirement to attend scenes (thus, no requirement for force options).



This initiative will result in the civilianization of 4 uniform positions, with annualized program savings of \$0.1M. The 2014 operating budget includes part-year costs for filling 3 of the 4 civilian positions.

- Scenes of Crimes Officers (SOCO) – The current model for forensic investigation at the Service uses a highly skilled police officer working out of Forensic Identification Services for more serious crimes such as homicides and sex crimes, and a lesser skilled (SOCO) officer working on divisional platoons for crimes of a lesser nature. There is an increasing investment in training commensurate with the level. A CIOR Review investigated the use of civilians throughout the investigative process; benchmarking was conducted, risks and mitigating factors identified, and a cost-benefit analysis completed. The review recommended the replacement of uniform officers doing this function at divisions with approximately 50 civilians, with further potential civilianization of forensics in the future. At this time, civilianization of 10 uniform positions is proposed, with annualized program savings of \$0.2M. The 2014 operating budget includes part-year costs for filling 10 civilian positions. The potential for future additional civilianization in this area will be evaluated after this first civilianization phase.
- Employment Background Consultants – A CIOR review explored the most efficient model to conduct the work and staff background section at Employment (currently, there are 20 established positions in this function). The review concluded that a more economical and no-less efficient model would be to increase the use of contracted retired police officers to do this function. Contractors are hired on an as-needed basis at an hourly rate with no benefits. The 2014 operating budget includes \$0.5M to begin this initiative. No immediate reduction in uniform establishment is proposed at this time, but it is anticipated that this program will save \$1.0M to \$1.5M on an annualized basis, as a result of future civilianization.
- School Crossing Guard Program – Approximately 700 crossing guards are currently managed by 16 Service members, mostly police officers working at divisions and Traffic Services. A CIOR Review assessed this model and recommended that management of this function should be civilianized and centralized, and the 14 full-time equivalent officers replaced by a civilian staff of 12. There is currently one full-time equivalent civilian assigned to this, so this initiative could result in the civilianization of 11 uniform positions and the elimination of a further 3. However, the determination of where the overall administration of the school crossing guard program should reside is the subject of continuing discussions. Therefore, the implementation of this initiative is on hold pending further direction from the City and the Board, and no cost is included in our 2014 operating budget request.

#### Technological Opportunities:

Technology is also being explored as an enabler to more efficient and cost-effective services with less reliance on human resources. The technological initiatives being explored will require some up-front investment, and in some cases, enabling legislation.

- *Traffic Technology Review* – In May 2012, the CIOR began a review of the use of technology to improve public safety in relation to traffic. The review team assessed a number of technologies such as red-light cameras, pro turn cameras, speed radar cameras and other technologies that were being used in various jurisdictions, as well as the outcomes on public safety for their use. In their final report, the review team cited outcomes that were very positive for traffic safety in the jurisdictions where these technologies were being used. The team provided a strong business case for their use, demonstrating how these technologies would allow the redeployment of officers to more productive public safety activities. The report included a recommendation for the Service to immediately begin to advocate with governing bodies and the City of Toronto for use (or increasing use) of these technologies. The Board has requested the Chief to meet with appropriate provincial and municipal representatives to discuss the feasibility of this recommendation (Min. No. C137/13 refers). This process has begun.
- *CopLogic Review* – In July 2012, a CIOR team reviewed the use of the Service's CopLogic software to enable a process to divert police attendance from minor shoplifting calls to on-line reporting. In its final report, the review team recommended a process, enabled by CopLogic, that would result in the Service diverting approximately 2,000 shoplifting calls a year away from front-line attendance. Additionally, the recommendation included increasing the use of on-line reporting, and the creation of registries for property, elderly persons that wander and for other uses. The 2014 operating budget includes \$0.05M for minor costs related to this initiative.
- *Duty Operations Centre Review* – In January 2013, the CIOR Steering Committee approved considering the creation of an enhanced Duty Operations Centre, to be known as the Toronto Police Operations Centre that will have oversight of policing operations on a 24/7 basis. Its function would include redeployment of primary response officers across divisional borders based on call volumes and wait times, continuous intelligence monitoring and crime analysis. This unit will be operational out of what is currently the Service's Major Incident Command Centre in January 2014. The review is currently assessing technological solutions that would ensure maximum effectiveness of this function.

Other Opportunities being Explored:

The CIOR is also continuing with the analysis and review of a variety of internal and external service improvements and initiatives, including:

- Flexible shift schedules for specialized units;
- Court Services efficiency initiatives, including outsourcing of screening;
- Auxiliary Policing;
- Traffic safety and technology;
- Special Events resource assignment;
- Multi-Agency collaborations;
- Emergency Services efficiency reviews;
- Community engagement and intelligence gathering;

- Customer service excellence; and
- Duty operations review.

*Other 2013 Accomplishments:*

Provincial funding continues to be leveraged to ensure the Service is able to continue the Toronto Anti-Violence Intervention Strategy (TAVIS), including the placement of dedicated School Resource Officers in various high schools. Other provincial grants have also subsidized our ability to increase officer presence in communities, as well as the engagement of, and developing relationships with, citizens and other stakeholders. This contributes to the Service's objective of crime prevention, as required under the Adequacy Standards in the Police Services Act.

Service-wide implementation of the Integrated Records and Information System (IRIS) is scheduled for November 5, 2013. IRIS is the Service's core operational system that will improve front-line operations, investigative responsibilities and information for operational and decision-making purposes.

The Service engaged an external consultant to review the Service's organizational structure, with the goal of identifying the best structure to deliver services efficiently and effectively into the future. The implementation timeline for this structure is January 1, 2014, and a Board Report will be submitted to the February 2014 public meeting seeking approval for the revised organizational structure.

In September 2013, a Child & Youth Advocacy Centre (CYAC) for the City of Toronto was opened, with the cooperation of six service partner agencies, including Boost Child Abuse Prevention & Intervention, the Toronto Police Service, the Children's Aid Society of Toronto, the Catholic Children's Aid Society of Toronto, the Hospital for Sick Children and the Halton Trauma Centre. This CYAC establishes a coordinated and interdisciplinary approach toward the prevention and treatment of child abuse. The CYAC will offer investigation, protection, victim advocacy, medical examinations, treatment, support, and follow-up care through one centralized hub and any satellite locations necessary.

A new paid-duty administration system will be in place by the end of 2013. As a result of an Auditor General report in 2010, the Chief's direction and the need to comply with Canada Revenue Agency (CRA) statutory deduction requirements on paid duty earnings, the Service conducted a comprehensive review of the de-centralized administration of paid duties by all divisions. The objective of the new system is to remove the administrative tasks associated with finding officers to perform paid duties from uniform members in divisions across the organization. In addition, the new system will ensure equitable distribution of paid duty opportunities to all members across the Service. Order in-take will become completely centralized, and payment to officers will be made directly to the Service, allowing all CRA compliance requirements to be met. Go live for this system is planned for paid duties beginning on January 1, 2014.

## Major Crime Indicators

Seven major crime indicators are used as a key barometer of crime within the City. Table 2 indicates that major crime is down in almost every category, and that overall major crime has decreased by 14% in 2013, compared to 2012 (as of September 30, 2013).

Offence	2011	2012		2013	
	Total	% Chg	Total	% Chg	Total
Murder	36	14%	41	12%	46
Sex Assault	1,415	-3%	1,374	-21%	1,086
Assault	13,051	-8%	12,065	-12%	10,652
Robbery	3,044	0%	3,057	-16%	2,578
Break and Enter	5,390	-4%	5,157	-15%	4,401
Auto Theft	3,124	-13%	2,724	-16%	2,296
Theft Over	600	0%	600	-13%	525
Total	26,660	-6%	25,018	-14%	21,584

All of these indicators can, and are used, to measure how safe a city is, which in turn is one of the dynamics that impact quality of life, entertainment, economic development and tourism in a city. A safe city is therefore an important factor in terms of where people live, play, invest, do business and visit. Toronto is one of the safest cities in North America, and the Toronto Police Service has, and will continue to work hard with its community partners and other stakeholders to keep it that way.

### City Target and Guidelines:

For 2014, the City Manager and Deputy City Manager/Chief Financial Officer (CFO) requested that each program and agency submit an operating budget equivalent to their 2013 net approved operating budget – a 0% increase.

Subsequently, and taking into consideration the impact of the Service's collective agreement obligations for 2014, the City Manager advised that the Service should target achieving a 2.94% increase over the approved 2013 budget.

City Finance guidelines also instructed that the following factors be considered:

- implementation of Core Service Review / Efficiency Review savings;
- implementation and/or follow up of the User Fee Policy;

- historical spending patterns;
- 0% increase is to be considered the starting point; subject to discussion during the administrative review;
- Multi-year service-based budgeting;
- operating impacts from capital; and
- service-level reduction reversals post-2013 budget approval.

Additional, specific guidelines that pertain to the Service include:

- budget for known wage settlements;
- budget for fringe benefit requirements should be aligned to each position;
- adjust salary budgets for known and unplanned gapping; and
- apply economic factors provided by the City for specific accounts (e.g. gasoline, hydro).

#### *2014 Operating Budget Development Process*

The Service has taken all of the City's guidelines into consideration, and in addition to those guidelines, has developed the 2014 operating budget request based on the following actions and directions:

- resume hiring of uniform officers to begin a return to the approved deployment target of 5,604 (with adjustments for civilianization and other initiatives);
- budget for non-salary accounts based on year-end 2012 information, year-to-date 2013 information, and known changes;
- no new/enhanced services/initiatives; and
- operating impacts from capital be reviewed and minimized wherever possible.

The Service began its 2014 operating budget development in April 2013. The target and deadlines were communicated to the Board's Budget Sub-Committee (BSC) for discussion at its meeting of June 4, 2013. The BSC recommended that the Service develop a preliminary, worst-case budget scenario, identifying all known pressures at that time, for the Board's consideration at the June 20, 2013 confidential Board meeting. The Board received the preliminary budget scenario, which reflected a 7% increase over 2013 (Min. No. C133/13 refers). This preliminary budget served as the starting point for City Finance staff review.

From May to August 2013, a detailed budget development and review process continued within the Service, with budgets developed at the unit level, reviewed by respective Staff Superintendents and Directors, and Command Officers, and then collectively by the Chief and Command.

Throughout this review period, Service staff continued to fine-tune the budget request with more up-to-date information and analysis. For example, accounts that are based on trends (such as medical benefits) can be updated with more recent actual expenditures. On September 16, 2013, the Board BSC was presented with a budget estimate that reflected a 5.5% increase over 2013.

Further consultations with the Board BSC were held on September 27, October 4, and October 16, 2013. Concurrently, meetings with City Finance staff, the City’s CFO and City Manager occurred on September 27 and October 16, 2013. At the October 4, 2013 meeting with the Board BSC, the BSC requested the Chief to consider and provide the BSC with the staffing and financial impacts of having a December 2013 class that would graduate in May 2014.

On October 16, 2013, a further-refined budget estimate was provided to the Board BSC and City Finance staff, reflecting a 3.8% increase over 2013. The Board BSC was also provided with information on what the impact would be of having a December 2013 recruit class, including the impact on provincial grant funding.

The Board BSC asked that the budget request be presented to the full Board at a confidential meeting on October 29, 2013. At that meeting, the Board approved a recommendation that *“the Chief of Police move forward with a 2014 operating budget request that includes a recruit class of 60 to be hired in December 2013”* (Min. No. C231/13 refers).

*2014 Operating Budget Request:*

Note: The CIOR has identified recommendations for civilianization that would change the Service’s approved uniform deployment target to 5,505. For the purposes of discussion in this section of the report, all comparisons are made to the current Board and City-approved establishment and deployed target of 5,604 (including the TAVIS-funded School Resource Officers).

The 2014 net operating budget request of \$958.6M will result in the Service attaining an average deployed strength of 5,266 officers in 2014 (which is 338 below the currently approved target of 5,604), as well as services, supplies, equipment and internal services required to effectively support operations.

Figure 1 indicates that, on a gross basis, 89.0% of the Service’s budget is for salaries, benefits, and premium pay (court attendance, callbacks and required overtime). The remaining 11.0% is required for the support of our human resources in terms of the replacement/maintenance of the vehicles, equipment, technology and information they use, facilities they work in, mandatory training they require, etc.

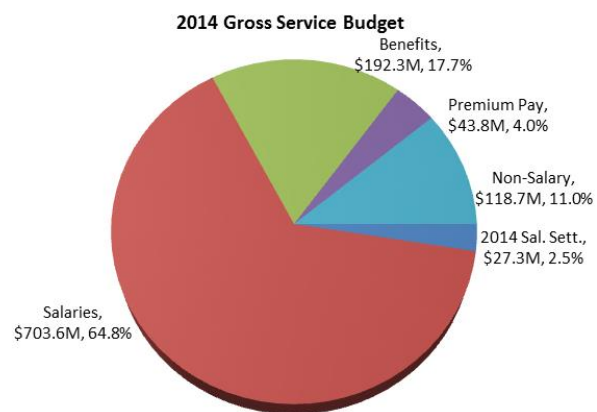


Figure 1. Overall Budget Request

Table 3 summarizes the current 2014 request by category of increase, followed by a discussion on each category.

**Table 3 - Summary of 2014 Budget Request By Category of Increase**

	<b>2014 Request \$Ms</b>	<b>\$ Increase / (Decrease) over 2013 Budget</b>	<b>% Increase / (Decrease) over 2013 City Budget</b>
2013 Net Budget - \$928.6M			
(a) Estimated Impact of 2014 Salary Settlement	27.3	\$27.3	2.94%
(b) Salary Requirements	702.4	\$22.4	2.42%
(c) Premium Pay	43.8	\$0.8	0.08%
(d) Statutory Deductions and Fringe Benefits	192.3	\$0.5	0.06%
(e) Reserve Contributions	37.9	\$8.1	0.87%
(f) Other Expenditures	80.9	\$3.1	0.33%
(g) New Items	1.2	\$1.2	0.13%
(h) Revenues	- 127.2	<u>-\$33.4</u>	<u>-3.60%</u>
<b>Net Request/Amount above target</b>	<b>\$958.6</b>	<b>\$30.0</b>	<b>3.23%</b>

(a) Estimated Impact of 2014 Salary Settlement

The current collective agreement with the Toronto Police Association (TPA) and Senior Officers' Organization (SOO) will expire on December 31, 2014. The 2014 operating budget request includes \$27.3M for the estimated impact of these collective agreements.

(b) Salary Requirements

The total salary budget for 2014 (exclusive of the impact of the salary settlements) is \$702.4M. This budget represents an increase of \$22.4M (a 2.4% increase over the Service's total 2013 operating budget). Table 4 provides a summary of changes in this category, each of which is discussed in detail below.

**Table 4 - Breakdown of Salary Requirements**

	<b>Change \$Ms</b>
- Human Resource strategy for uniform members	
- 2014 impact of 2014 replacements	\$6.8
- 2014 part-year savings from separations (estimated at 165 officers)	<b>-\$9.4</b>
- 2014 annualized savings from 2013 separations (projected at 165)	<b>-\$8.9</b>
- 2014 annualized impact of 2013 replacements	\$4.2
- 2013 annualized and 2014 part-year reclassification costs	\$3.3
- Resumption of civilian hiring to backfill vacancies	\$1.2
- Paid Duty Officers' Salaries (offset by revenues)	\$24.7
- Net Other Changes (e.g., in-year job reclassifications, chg in leaves, etc.)	<u>\$0.5</u>
<b>Total</b>	<b>\$22.4</b>

Human Resource (HR) Strategy for Uniform Members: The Service normally plans class sizes for the three intake classes held annually by the Ontario Police College (in April, August, and December) with the goal of maintaining an average deployed strength equal to the target. In light of budget pressures, the Service has not budgeted for regular recruit classes since December 2010, with the exception of a December 2012 recruit class of 84 that was approved during the 2013 operating budget process. Since separations (retirements and resignations) have continued to occur, the year-end deployed strength for 2013 is projected to be 5,297. This is 277 officers below the approved establishment of 5,604.

Based on the Board's approval at its October 29, 2013 meeting, the Service's 2014 budget request assumes that hiring will resume with a class of 60 recruits in December 2013, and classes in each of the three intakes in 2014. The Service's ability to increase staffing levels is limited by size and timing of the intake classes. The objective to begin returning to approved staffing levels has been balanced with the need to achieve the City's target, and maximize grant funding, so class sizes have been established at 100, 80 and 120 for 2014. The annualized cost of the December 2013 recruit class is \$4.2M. The part-year cost of the 2014 hires is \$6.8M.

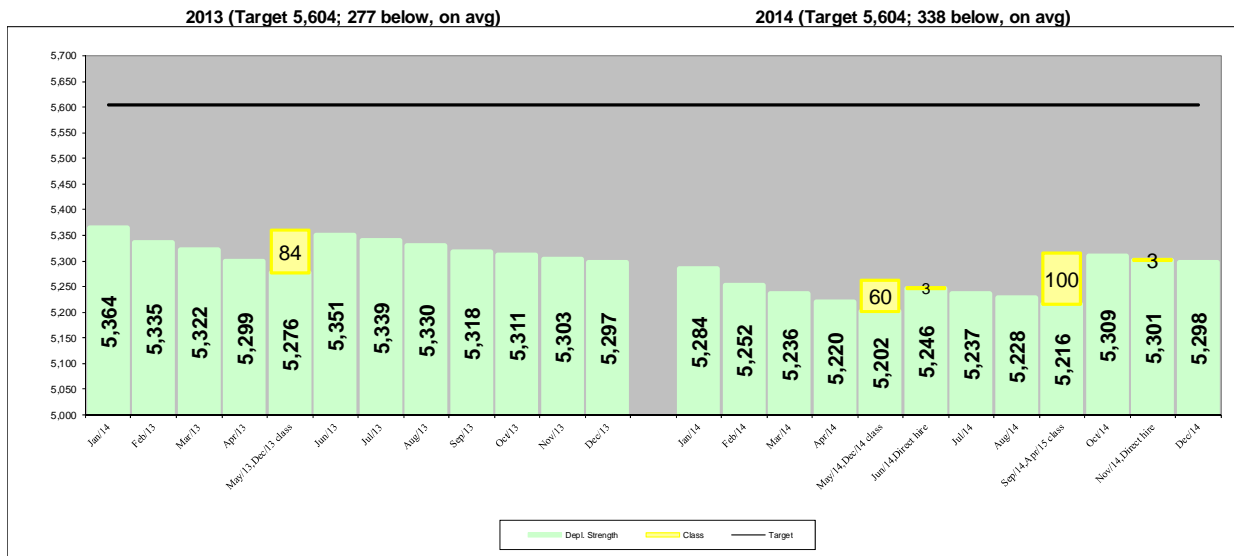
2013 separations are projected at 165 (compared to 180 as budgeted for in 2013). 2014 separations are also projected at 165. Resignations and retirements occur throughout the year. Given that the Service budget is based on the timing of hires and separations, the impacts from 2013 must be annualized in the following year. The 2014 annualized net impact of 2013 separations results in a budget reduction of \$8.9M. The part-year savings of 165 officers leaving in 2014 is estimated at \$9.4M.

Figure 2 depicts the net impact of separations and hires in each month for 2013 and 2014, based on the assumptions identified above.



As the chart shows, even with a December 2013 class of 60 and continued hiring in 2014, the Service will be, on average, 338 officers below our current approved establishment in 2014. Without the class of 60 in December 2013, the Service would be at about 5,170 officers during the busy summer months of 2014 – or about 430 officers below our approved strength.

Figure 2. Deployed Strength Projections, 2014 and 2015



Officers are hired at a recruit salary rate, receiving pay increases as they continue to move up through the ranks. This creates annual budget pressures until officers become first-class constables (a four-and-a-half year process from date of hire). The cost of reclassifications for officers hired in 2010 and in previous years is \$3.3M in 2014.

- HR Strategy for Civilian Members:** The CIOR has identified recommendations for civilianization that would change the Service’s approved civilian establishment to 2,162. For the purposes of this discussion, all comparisons are made to the current Board and City-approved establishment of 2,062. This establishment pertains to the permanent full-time complement of the Service and excludes part-time and temporary personnel. Permanent staff for the Board office and Parking Enforcement unit are also excluded as these units have separate operating budgets.

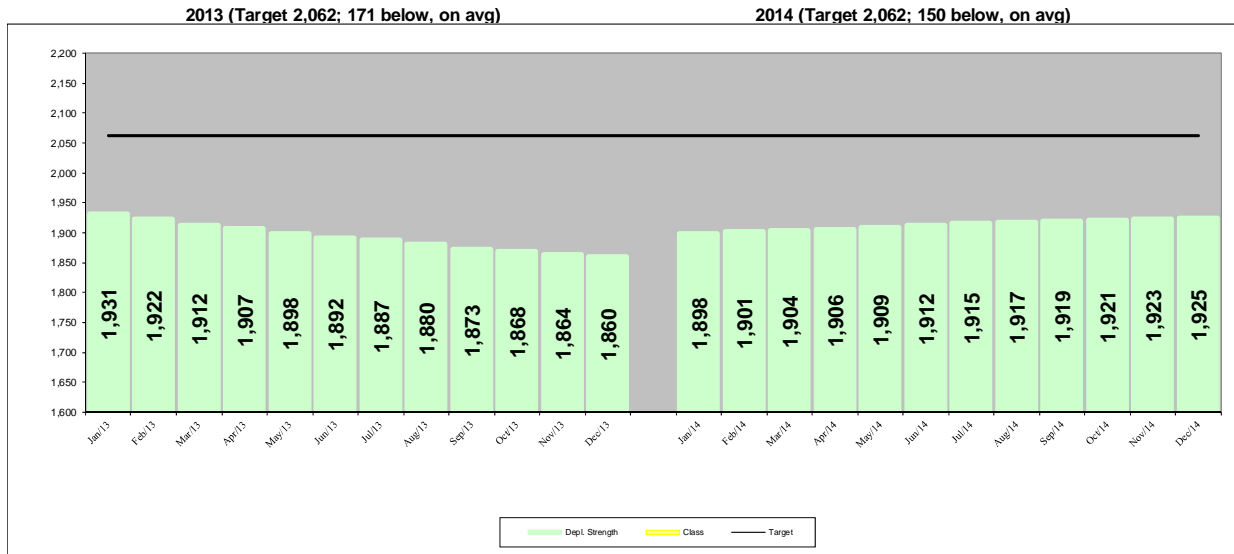
As part of the 2013 budget approval, the Board directed that, with the exception of communication operators, there be no civilian hiring except where warranted and approved by resolution of the Board, following a detailed business case submitted by the Chief. The Board’s direction has resulted in a very significant reduction in 2013 hires. The time required to fill positions has been extended due to the need to obtain Board approval to start the hiring process for any vacancies, and for the appointment or promotion of the successful candidate(s). In addition, the number of civilian separations to date is higher than what had been assumed for the 2013 budget. As a result, civilian staffing levels are currently well below establishment.

The increasing number of uniform and civilian vacancies throughout the Service is placing an ever-increasing strain on remaining staff, and is having a detrimental impact on operations. Staff are required to take on responsibilities left unfulfilled by vacant positions and are focusing only on the mandated responsibilities and functions. As a result, staff's ability to review processes for efficiencies is seriously hindered by their need to focus only on day to day work. Overburdening staff results in an increased risk of errors and omissions, which could in turn lead to unnecessary or avoidable costs, and impact negatively on the Service's ability to maintain public confidence and accountability. The Service continues striving to provide required services and support with the ever-increasing number of vacancies. However, the risk of activities not being fulfilled, services delayed and errors and omissions occurring continues to grow. Furthermore, not filling key vacancies is simply not sustainable nor a prudent action in the longer term.

Continued vacancies, and the Service's inability to fill these vacancies, are also negatively impacting the well-being of some employees, and the general morale of staff is declining. In addition, the amount of time and effort required to prepare the reports to the Board requesting approval to fill already approved vacant positions or appointments, is in itself causing inefficiencies.

The Service will be about 200 below the current approved establishment by year-end 2013. Civilian separations in 2014 are estimated at 85, based on historical experience. The 2014 operating budget assumes the resumption of civilian hiring at a rate that would keep pace with separations, assuming an average six-month salary gap for each anticipated vacancy, with the exception of positions that must be fully staffed, such as Communication Operators and Court Officers, and begin filling existing vacancies. This increased hiring pace results in a \$1.2M pressure on the 2014 budget request. Figure 3 depicts the net impact of separations and hires in each month for 2013 and 2014 for civilians.

Figure 3 - Civilian Deployed Strength Projections



- Paid-duty Officer Salaries:** Currently, paid-duty salaries are paid by the requesting customer directly to the officer performing the paid duty. Beginning in 2014, paid-duty salaries will be submitted to the Service by customers, and disbursed to officers as part of the bi-weekly payroll process. An increase of \$24.7M in salaries is directly offset by an increase of \$24.7M in revenues to reflect this payroll change.
- Net Other Changes:** The mix of personnel in the Service changes from year-to-year. For example, as officers with retention pay retire from the organization, the average salary becomes slightly lower. The salary budgets are also comprised of various other expenditures (e.g., acting pay and other premiums on salaries, as well as temporary salaries for school crossing guards, lifeguards, etc.). In total, net other changes in all salary accounts result in an increase of \$0.5M in 2014.

(c) Premium Pay

Premium pay is incurred when staff are required to work beyond their normal assigned hours for extended tours of duty (e.g., when officers are involved in an arrest at the time their shift ends), court attendance scheduled for when the officer is off duty, or callbacks (e.g., when an officer is required to work additional shifts to ensure appropriate staffing levels are maintained or for specific initiatives). Figure 4 provides a breakdown by category of premium pay.

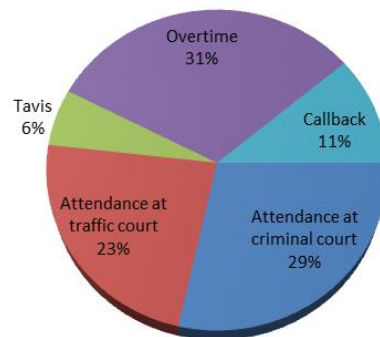


Figure 4. Premium Pay by Reason for Expenditure

The 2011-2013 premium pay budgets were reduced by a total of \$7.7M (20.6%) to address budget pressures (after adjusting for salary settlements, and excluding the impact of off-duty court attendance). This includes the \$1.4M premium pay reduction made by the Board during the 2013 operating budget approval.

The Service's ability to absorb the impact of major unplanned events (e.g. demonstrations, emergency events, high profile homicide/missing persons) relies on the utilization of off-duty officers which results in premium pay costs. In order to address anticipated needs in 2014, the premium pay budget has been increased by \$0.8M (a 0.1% increase over the Service's total 2013 budget).

#### (d) Statutory Payroll Deductions and Fringe Benefits

This category of expenditure represents an increase of \$0.5M (a 0.1% increase over the Service's total 2013 budget). As shown in Figure 5, fringe benefits for the Service are comprised of statutory payroll deductions and requirements as per the collective agreements.

- Payroll Deductions:

Statutory payroll (EI, CPP and EHT) and pension (OMERS) benefits are based on specific formulae that are affected by gross salaries. No changes to the Yearly Maximum Pensionable Earnings (YMPE) level for 2014 have been identified to date; Employment Insurance has confirmed there is no change to the Insurable Earnings level in 2014. Total costs are projected to increase by \$0.4M.

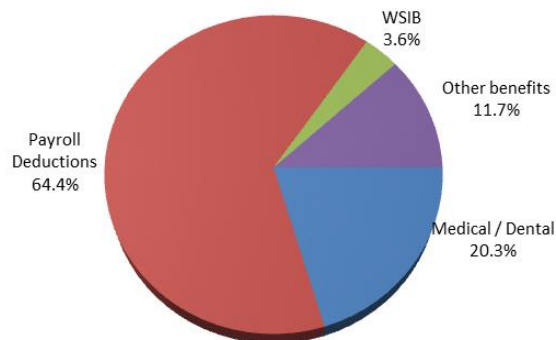


Figure 5. Breakdown of Statutory Deductions and Fringe Benefits

- Medical/Dental Coverage: The budget for these benefits is based on the cost of drugs and services, dental fee schedule, utilization rates and administration fees. Costs for drugs and dental services are based on the average increase experienced over the last four years. In 2013, the Service observed a marked decline in the increase for these benefits. This has been reflected in the 2014 request, with a projected increase of \$0.2M.

- Net other changes to benefits: The various changes in costs in other accounts (such as retiree medical / dental, group life insurance and Workplace Safety and Insurance Board (WSIB) result in a net decrease of \$0.1M.

#### (e) Reserve Contributions

The Service contributes to reserves through provisions in the operating budget. All reserves are established by the City. The City manages the Sick Pay Gratuity and Insurance reserves,

while the Service manages the remaining reserves (i.e., Vehicle & Equipment, Legal, Central Sick Bank and Health Care). The total 2014 budget for contribution to reserves is \$37.9M. This budget represents an increase of \$8.1M over the 2013 contribution amount (a 0.9% increase over the Service's total 2013 operating budget). The 2014 reserve contribution increase is due to the following:

- Sick Pay Gratuity Reserve (increase of \$2.0M): The Sick Pay Gratuity reserve is managed by the City, which provides the Service with the annual contribution amount. A detailed review of this reserve by the City indicated that the Service's annual contribution to the Sick Pay Gratuity reserve should be increased by \$6.5M annually to meet current annual draws/payments. However, after discussions with the City Manager and CFO, this increase has been deferred annually over the last several years to help offset other budget pressures.

The Service initially reinstated the required \$6.5M increase in full for the 2014 budget request, an action that was generally supported by Board BSC members. However, to mitigate budget pressures in 2014, the City Manager and City CFO have recommended phasing in this increase over the next 3 years. The Service continues to feel strongly about increasing our contribution to the level required to meet our annual sick pay obligations. However, to help reduce our funding request and help deal with overall budget pressures, our 2014 budget increase has been adjusted to \$2.0M (a reduction of \$4.5M) to reflect the phasing in recommended by City staff. Further increases of \$2.0M in 2015 and \$2.5M in 2016 will be included so that our budget base includes the funding necessary to meet our annual payments for this purpose.

- Contribution to Vehicle and Equipment Reserve (increase of \$6M): This reserve is used to fund the lifecycle replacement of the Service fleet of vehicles, information technology equipment, and various other equipment items. Each category of assets funded from this reserve is analyzed to determine how often it should be replaced as well as specific replacement requirements, which in turn determines the level of contribution required annually to enable the replacement. Life cycles for vehicles and computer equipment have been extended as much as possible without negatively impacting operations and officer safety, or causing significant repair and maintenance costs. As part of the 2013 budget approval, the Board directed that 2013 contributions to this Reserve be reduced by \$5M (Min. No. P299/12 refers). Every effort has been made to reduce expenditures in this Reserve in 2013, to address the impact of the significantly lower (30%) contribution, resulting from the Board's reduction. Furthermore, the Service continues to perform a line-by-line review of lifecycle items in the Reserve to determine if any sustainable reductions can be achieved. Based on current lifecycle expenditure requirements, the deferred contribution has been reinstated in 2014, along with further planned annual increases of \$1.0M.

## (f) Other Expenditures

The remaining expenditure categories include the materials, equipment and services required for day-to-day operations. Wherever possible, accounts within this category have been flat-lined to the 2013 level or reduced even further. Changes have only been included where considered mandatory, and one-time reductions have been taken into account where applicable. The total increase for these expenditures is \$3.1M (a 0.3% increase over the Service's total 2013 operating budget). The following summarizes the most significant changes:

- Caretaking, Maintenance and Utility Costs for TPS facilities (decrease of \$1.3M): The City provides caretaking and maintenance services for the Service, and administers the Service's utility costs. City and Service staff have reviewed the costs for all facilities in detail and, taking into consideration appropriate service levels for caretaking and maintenance, as well as historical spending for utilities, this budget has been reduced by \$1.3M. Service and City staff will closely monitor expenditures and service levels during the year to ensure this spending level is not exceeded and service levels remain unchanged.
- Gasoline (increase of \$0.8M): The Service obtains its gasoline based on a joint contract coordinated by the City. The City establishes a cost-per-litre for budgeting purposes, and the Service applies this cost to its anticipated consumption levels. In addition, the City's Emergency Medical Services (EMS) staff access the Service's fuel sites for their gasoline requirements and EMS reimburses the Service for the actual cost of gas used. The 2013 budget was reduced by \$0.7M to address part of the Board's unallocated budget reduction. The 2014 budget request is based on City established pricing.
- Computer Maintenance (increase of \$0.6M): This increase is due to various contract increases for the Service's maintenance of hardware and software.
- Impact from Capital (increase of \$0.7M): When the capital budget is prepared, estimated operating budget impacts are included as part of the business case, and are identified to the Board during its consideration and approval of each project in the Capital Program. The operating impact from capital projects in 2014 relate to licensing and maintenance costs for the Toronto Radio Infrastructure Project (TRIP), eTicketing and Integrated Records and Information System (IRIS) projects.
- Recruit Hiring cost (increase of \$1.8M): As indicated in the HR section of this report, the Service is resuming hiring of recruits in December 2013 and in 2014. In addition to salary costs, there are hiring, outfitting and training requirements for these recruits.
- Net other changes (increase of \$0.5M): In addition to the specific accounts listed above, the non-salary accounts are comprised of many different type of expenditures, including materials and supplies (such as office supplies, health and safety supplies, and fingerprinting supplies) and services (such as repairs to equipment, telephone lines, courses and conferences, etc.). These accounts have been reviewed and reduced

wherever possible. In all cases, increases have been justified during the budget process to ensure that they are operationally required.

(g) New Items

There are two new items in the 2014 operating budget request:

- CIOR Initiatives (increase of \$1.1M): As indicated in the “key accomplishments” section of this report, the Service has conducted several efficiency and effectiveness reviews, and identified several initiatives that will allow the Service to provide more efficient, effective or economical services. Table 5 summarizes the initiatives that have been recommended for implementation, and their estimated operating budget impacts. The “2014 Budget Impact” column identifies the pressure in 2014 to begin implementing the initiative. The “Program Impact” column identifies the annualized savings the Service will ultimately realize as a result of the civilianization.

**Table 5 - Summary of CIOR Initiatives with 2014 Budget Impact**

Description	Uniform Impact	Civilian Impact	2014 Budget Impact (\$000s)	Program Impact (\$000s)
Divisional Prisoner Management	-85	+85	tbd	-\$1,950.3
Civilianize Forensic Identification positions	-4	+4	\$122.7	-\$81.8
CopLogic and Theft (shoplifting) Call for Service Diversion	0	+0	\$45.0	\$0.0
Employment Background Consultants	tbd	tbd	\$549.6	tbd
Civilianization of SOCO Positions	-10	+10	\$405.9	-\$229.4
<b>TOTAL</b>	<b>-99</b>	<b>99</b>	<b>\$1,123.2</b>	<b>-\$2,261.5</b>

- New Civilian Position – CYAC Intake Coordinator (increase of \$0.05M): As indicated in the “key accomplishments” section of this report, the CYAC was opened in September 2013. There are 17 officers assigned to this function that will now be physically located at the CYAC. An intake coordinator position is therefore required at the Centre to ensure officers are not spending time on administrative duties that would otherwise be focused on conducting investigations.

## (h) Revenue

Total revenue has been increased by \$33.4M, resulting in a 3.6% decrease over the Service's total 2013 budget.

- Provincial funding for Court Security Costs (increase of \$6.3M): In 2011, the Ontario government announced that it will be removing up to \$125M in court security and prisoner transportation costs from municipal budgets by 2018, phasing in the upload of these costs starting in 2012. The Service anticipates an increase of \$6.3M for 2014.
- Prisoner Return Recoveries (decrease of \$1.4M): When the Maplehurst Detention Centre and Vanier Centre for Women opened in 2003 in Milton, the provincial government began reimbursing the Service for the additional cost of transporting prisoners from Milton to Toronto. The Ministry will be relocating these prisoners from Milton to the new Toronto South Detention Centre starting in April 2014, resulting in a reduction of revenue from the Ministry associated with the transportation of prisoners from Milton. The impact of this change on staffing levels continues to be analyzed. However, transportation of prisoners will continue to the new Toronto South Detention Centre, and it is not anticipated that there will be a significant change to operations.
- Grants (increase of \$1.2M): The Service receives two grants from the Ministry of Community Safety and Correctional Services that require the Service to maintain uniform staffing at specified levels to maximize grant funding: the Community Policing Partnership (CPP) Grant and the 1,000 Officers – Safer Communities Grant (Safer Communities). In previous years, the Service also received funding under the Police Officer Recruitment Fund (PORF). This grant expired in March 2013. Attachment B provides a summary of the CPP and Safer Communities grants with respect to the staffing thresholds assumed for each.

Based on the current hiring scenario, the Service expects to receive full funding from the Safer Community grant in 2014. As a result, the reduction in the 2013 operating budget has been reversed for 2014 (an increase of \$1.9M). At the same time, the Police Officer Recruitment Fund (PORF) grant concluded in March 2013, resulting in a \$0.7M pressure for 2014.

- Paid-duty Officer Salaries (increase of \$24.7M): As indicated in the salaries section of this report, currently, paid-duty salaries are paid by the requesting customer directly to the officer performing the paid duty. Beginning in 2014, paid-duty salaries will be submitted to the Service by customers, and disbursed to officers as part of the bi-weekly payroll process. An increase of \$24.7M in salaries is directly offset by an increase of \$24.7M in revenues to reflect this payroll change.
- Recovery from PanAm 2015 (increase of \$1.6M): The Service has begun planning for the security requirements for the 2015 PanAm games, and is anticipating a recovery for these planning costs.



- Net other changes (increase of \$1.0M): Changes in various other accounts (e.g. recoveries and draws from Reserves to offset increased expenditures) result in a net increase in revenues.

*2015 and 2016 Outlooks*

Attachment A provides the 2015 and 2016 outlook budgets for the Service. It should be noted that there is no contract settlement in place after December 2014. The outlooks demonstrate that the Service anticipates a 3% pressure in 2015 and a 1.0% pressure in 2016 (prior to the impact of salary settlements).

Conclusion:

The Service’s 2014 net operating budget request of \$958.6M is \$30.0M or 3.2% higher than the 2013 net operating budget. The increase over the Service’s 2014 target requested by the City manager, is \$2.6M, or 0.3%.

The 2014 budget request includes the funding required to achieve an average deployed strength of 5,266 in 2014, which is 338 below the authorized target of 5,604, and 61 below the average deployed strength projected for 2013. However, the HR strategy reflected in the 2014 operating budget does ensure that the Service’s strength at the end of 2014 is equivalent to that at the end of 2013. It also ensures the Service has an additional 60 officers available for deployment during the busy summer period in 2014.

The budget also provides funding for the necessary supporting infrastructure (e.g., civilian staffing, equipment, services). The budget assumes that civilian hiring will resume at a moderate pace, to begin addressing the significant staffing shortages currently affecting the Service. The budget also provides funding for part-year costs related to civilianization initiatives that will allow the Service to provide the same services at a reduced cost.

As shown in Figure 6, the majority of the Service’s budget is allocated to front-line activities such as responding to calls, investigations and traffic enforcement.

Other policing activities include community-based foot and bicycle patrol, and provision of court services. 15% is allocated to internal services like Fleet, Information Technology (IT) and Communications, and 4% is assigned to Human Resources administration and training.

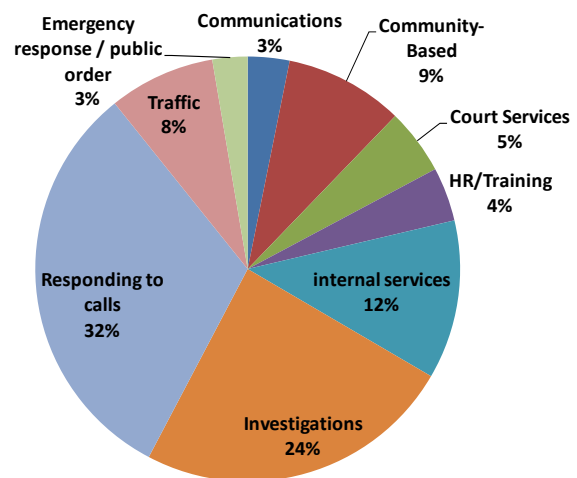


Figure 6 - How Does the Service Use the Taxpayer's Investment in Public Safety

It is important to note that the Service has faced on-going pressures to reduce its operating budget requirements over the last several years, while dealing with significant collective agreement impacts, which are beyond the Service's control. We have also had to address and fund inflationary and other pressures, such as benefit increases, gasoline costs, etc.

The Service has and continues to promote continuous improvement and value for money thinking across the organization to help address these on-going budgetary pressures. To this end, a number of reviews and initiatives (internal and external) have been conducted over the last several years that have resulted in efficiencies, cost savings and avoidance, as well as obtaining greater value from our people and other resources. The CIOR initiatives identified in this report will enable more sustainable, effective and value-added public safety services.

Table 6 summarizes budget increases over the last several years, and Attachment C provides more detailed information with respect to the breakdown of the overall increases.

**Table 6 – Summary of Year-Over-Year Change - Net Operating Budget (\$Ms)**

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014 Req.
Net Budget	669.7	708.3	744.5	778.4	814.2	846.9	880.4	922.6	927.8	928.6	958.6
\$ Increase		38.6	36.3	33.8	35.8	32.8	33.4	42.2	5.3	0.8	30.0
Total % increase		5.8%	5.1%	4.5%	4.6%	4.0%	3.9%	4.8%	0.6%	0.1%	3.2%
Collective Agreement (% impact)		3.4%	3.2%	2.8%	3.2%	2.1%	3.2%	3.4%	2.5%	2.8%	2.9%
Other (% impact)		2.4%	1.9%	1.7%	1.4%	1.9%	0.7%	1.4%	-1.9%	-2.7%	0.3%

Based on the above chart and the more detailed information in Attachment C:

- Approximately \$241M or 84% of the total budget increase of \$289M from 2004 to the 2014 request is attributable to salary and benefit increases that have arisen from negotiated and arbitrated collective agreement settlements between the Board and the TPA and SOO. As previously indicated, these significant increases have been and are beyond the control of the Service.
- \$48M or 16% is related to other non-collective agreement increases. Of this total, \$7M or 2% is related to the hiring of sworn and court officers approved by the Board and the City during this time period, due to increases in the number of provincial court rooms.
- The remaining \$41M or 14% is for increases in non-salary accounts, such as caretaking/utilities, information system maintenance contracts, gasoline, telephones, uniforms and vehicle/communication equipment parts. The non-salary percentage increases from 2004 to the 2014 request average less than 0.5% over that period, which is below the average rate of inflation over that same period.

Since 2011, the Service has had one replacement recruit class, deferred civilian hiring where possible in 2013, based on direction from the Board, and has reduced non-salary accounts significantly. For 2014, all sustainable reductions have been incorporated into the Service's recommended budget request. Any continued deferral of hiring in 2014 will have significant operational, legislative, financial and risk management implications, and will impact the Service's ability to provide adequate and effective policing services. Such a reduction is therefore not recommended.

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

**Mr. Tony Veneziano, Chief Administrative Officer, delivered a presentation to the Board on the 2014 operating budget request. A copy of the presentation is on file in the Board office.**

**Following the presentation, Chief Blair and Mr. Veneziano responded to questions by the Board.**

**Mr. John Sewell, Toronto Police Accountability Coalition, was in attendance and delivered a deputation to the Board. Mr. Sewell also provided a written submission in support of his deputation; copy on file in the Board office.**

**The Board approved the following Motions:**

- 1. THAT the Board receive the presentation and Mr. Sewell's deputation and written submission;**
- 2. THAT the Board approve recommendation no. 1 in the foregoing report with an amendment so that it now reads as follows:**

**THAT the Board approve the Toronto Police Service's 2014 net operating budget request of \$957.7 Million (M), which is \$29.1M or 3.1% over the 2013 approved budget.**

- 3. THAT the Board approve recommendation nos. 2, 3, 4 and 5 in the foregoing report.**

**Moved by: F. Nunziata**

2014 REQUEST - TORONTO POLICE SERVICE								
2014 Request, 2015-2016 Outlook								
	# unif.	# civ.	2014 Request	% chg	2015 Outlook	% chg	2016 Outlook	% chg
<b>Total Approved Establishment</b>	5,604	2,062						
<b>2013 Approved Budget</b>			<b>928,589.7</b>					
					2014 Request: 958,561.2	2015 Outlook:	986,893.0	
<b>Salary Requirements</b>								
A			(8,928.8)	2014 sepn.	(6,746.2)	2015 sepn.	(8,928.8)	
B			4,176.1	2014 repl.	17,470.2	2015 repl.	9,705.5	
C			(9,425.4)	2015 sepn.	(9,425.4)	2016 sepn.	(9,425.4)	
D			6,807.7	2015 repl.	9,583.8	2016 repl.	3,655.2	
E			879.9		7,054.9		4,193.0	
F			2,424.6		1,061.5		5,165.0	
G			0.0		0.0		1,600.0	
H			24,667.0		0.0		1,600.0	
I			1,207.8		2,000.0		0.0	
L			624.0		300.0		300.0	
			<b>22,432.9</b>	2.42%	<b>21,298.8</b>	2.22%	<b>7,864.5</b>	0.80%
<b>Premium Pay</b>								
B			700.0		0.0		0.0	
C			56.0		45,200.0		(45,200.0)	
			<b>756.0</b>	0.08%	<b>45,200.0</b>	4.72%	<b>(45,200.0)</b>	-4.58%
<b>Fringe Benefits</b>								
A			184.7		1,075.1		1,134.7	
B			(402.5)		(45.6)		(85.6)	
C			227.0		1.4		1.5	
D			425.4		4,520.3		823.0	
G			82.2		214.9		233.3	
H			15.3		71.5		75.7	
			<b>532.1</b>	0.06%	<b>5,837.6</b>	0.61%	<b>2,182.6</b>	0.22%
<b>Contributions to Reserve</b>								
A			100.0		100.0		100.0	
B			2,000.0		2,000.0		2,500.0	
C			6,000.0		1,000.0		1,000.0	
			<b>8,100.0</b>	0.87%	<b>3,100.0</b>	0.32%	<b>3,600.0</b>	0.36%
<b>Other Expenditures</b>								
A			(1,270.5)		70.6		72.7	
B			(136.5)		52.2		52.2	
C			55.1		469.0		(325.0)	
D			165.9		100.0		150.0	
E			(115.8)		271.6		75.2	
F			557.5		200.0		500.0	
J			194.7		0.0		0.0	
K			772.4		359.3		377.3	
L			178.0		0.0		0.0	
M			281.9		0.0		0.0	
N			719.6		1,634.0		357.0	
O			1,863.3		0.0		0.0	
P			0.0		(469.0)		(325.0)	
Q			(88.0)		0.0		(120.0)	
Z			(92.8)		50.7		(6.3)	
			<b>3,084.8</b>	0.33%	<b>2,738.4</b>	0.29%	<b>808.1</b>	0.08%
<b>Revenues</b>								
B			1,372.5		527.5		0.0	
C			(1,214.3)		0.0		0.0	
D			(6,292.3)		(6,292.3)		(6,292.3)	
E			(250.0)		0.0		0.0	
F			(24,667.0)		0.0		0.0	
G			(161.4)		0.0		0.0	
H			(327.0)		0.0		0.0	
I			(85.5)		0.0		0.0	
J			(199.6)		0.0		0.0	
M			(1,613.2)		(45,200.0)		45,813.2	
			<b>(33,437.8)</b>	-3.60%	<b>(50,964.8)</b>	-5.32%	<b>40,520.9</b>	4.11%
<b>Other Items</b>								
			0.0		tdb		tdb	
X		106	1,123.2		1,121.8		363.2	
Y		1	51.5		0.0		0.0	
			<b>1,174.7</b>	0.13%	<b>1,121.8</b>	0.12%	<b>363.2</b>	0.04%
<b>BUDGET INCREASE (DECREASE):</b>								
	(108)	107	<b>2,642.7</b>	0.28%	<b>28,331.8</b>	2.96%	<b>10,139.3</b>	1.03%
<b>TOTAL BUDGET REQUEST</b>								
	5,496	2,169	<b>931,232.4</b>		<b>986,893.0</b>		<b>997,032.3</b>	
			27,328.8	2.94%				
<b>TOTAL BUDGET REQUEST, including salary settlement</b>								
	5,496	2,169	<b>958,561.2</b>	3.23%	<b>986,893.0</b>	2.96%	<b>997,032.3</b>	1.03%

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## Grants Tied to Uniform Staffing Levels

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The Service receives two (2) grants from the Ministry of Community Safety and Correctional Services that require the Service to maintain uniform staffing at specified levels to maximize grant funding. In previous years, the Service also received funding under the Police Officer Recruitment Fund (PORF); however, funding for this grant ended March 31, 2013.

### Community Policing Partnership Grant - 251 positions

- Established in 1998
- Provincial cost-sharing of additional officers across Ontario; Province pays half of salary and benefits, up to \$30,000 per officer
- Officers must be assigned to community policing functions (primary response, foot patrol, bike patrol, school liaison)
- Program indefinite

### 1,000 Officers - Safer Communities Grant – 250 positions

- Established in 2005
- Provincial cost-sharing of 1,000 additional officers across Ontario; province pays half of salaries and benefits, up to \$35,000 per officer
- Province-wide, half of the officers must be assigned to community policing functions and the other half to target some of 5 key areas established by the province including youth crime, guns and gangs, marijuana grow operations, domestic violence and child pornography
- TPS program allocation to the target areas is as follows:

<b>Category</b>	<b>Allocation</b>
<b><i>Community Policing</i></b>	175
<b><i>Targeted Areas:</i></b>	
Youth Crime	16
Guns and Gangs	27
Organized Crime (Marijuana Grow Ops)	18
Protecting Children from Internet Luring and Child P.	9
Court Efficiencies	5
<b>Total</b>	<b>250</b>

Officers must be allocated according to the activities outlined in our application for the program. This allocation was approved by the Ministry and forms a part of the Agreement, which indicates that “the Ministry agrees to cost-share 250 police officers of which 175 has been allocated to community policing and 75 to the targeted areas/court efficiencies.” No officers were allocated to two of the categories – Dangerous Offenders and Domestic Violence.

- Program indefinite

**Attachment B (continued)**

**Benchmarks:**

The Province has established a benchmark complement of sworn officers for each grant; funding is provided for each officer in excess of the benchmark for the number of officers allocated to the Service under the grant:

<b>Grant</b>	<b>Benchmark</b>		<b># Officers Funded over Benchmark</b>	<b>Min. # Officers to Maintain Funding</b>	<b>Funding per Officer</b>	<b>Total Annual Grant Funding</b>
CPP	Jun.15, 1998	4,929	251	5,180	\$30,000	\$7,530,000
Safer Communities	Oct. 23, 2003	5,260	250	5,510	\$35,000	\$8,750,000

## Attachment C

## Toronto Police Service Summary of Year-Over-Year Change - Net Operating Budget (\$Ms)

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014 Req.	2004- 2014	Avg.
Net Budget	669.7	708.3	744.5	778.4	814.2	846.9	880.4	922.6	927.8	928.6	958.6		
\$ Increase		38.6	36.3	33.8	35.8	32.8	33.4	42.2	5.3	0.8	30.0	288.9	
Total % increase		5.8%	5.1%	4.5%	4.6%	4.0%	3.9%	4.8%	0.6%	0.1%	3.2%	43.1%	
Collective Agreement (\$ impact)		22.7	22.5	21.2	24.7	16.7	27.2	30.2	23.2	25.6	27.3	241.3	24.1
Hiring (\$ Impact)		0.8	5.1	12.6	4.6	1.8	3.5	0.2	-9.4	-10.0	-2.2	7.0	0.7
Other (\$ impact)		15.0	8.8	0.0	6.5	14.2	2.7	11.8	-8.5	-14.8	4.9	40.7	4.1
Collective Agreement (% impact)		3.4%	3.2%	2.8%	3.2%	2.1%	3.2%	3.4%	2.5%	2.8%	2.9%	36.0%	2.9%
Hiring (% Impact)		0.1%	0.7%	1.7%	0.6%	0.2%	0.4%	0.0%	-1.0%	-1.1%	-0.2%	1.0%	0.1%
Other (% impact)		2.1%	1.2%	0.0%	0.8%	1.7%	0.3%	1.3%	-0.9%	-1.6%	0.5%	6.1%	0.5%
Collective Agreement (% of total increase)		58.8%	62.0%	62.6%	68.9%	51.0%	81.4%	71.6%	437.7%	3200.0%	91.1%	83.5%	
Hiring (% of total increase)		2.2%	13.9%	37.1%	12.8%	5.6%	10.5%	0.4%	-177.4%	-1250.0%	-7.3%	2.4%	
Other (% of total increase)		39.0%	24.2%	0.1%	18.2%	43.4%	8.2%	28.0%	-160.4%	-1850.0%	16.3%	14.1%	

Note: For comparison purposes, the 2004 to 2012 Net Budgets have been restated to reflect the recovery of the Lifeguard and Crossing Guard Programs

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 07, 2013**

**#P256. TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT:  
2014 OPERATING BUDGET REQUEST**

The Board was in receipt of the following report November 01, 2013 from William Blair, Chief of Police:

Subject: TORONTO POLICE SERVICE PARKING ENFORCEMENT UNIT – 2014  
OPERATING BUDGET REQUEST

Recommendations:

It is recommended that:

- (1) the Board approve a 2014 net Operating Budget request of \$44.6 Million (M), a \$1.2M (2.8%) increase over the 2013 net budget;
- (2) the Board forward a copy of this report to the City's Deputy City Manager and Chief Financial Officer for information; and
- (3) the Board forward a copy of this report to the City Budget Committee for approval.

Financial Implications:

The Toronto Police Service's Parking Enforcement Unit's (PEU) 2014 net operating budget request is \$44.6M (\$46.2M gross). This request includes the 2014 impact of the labour contract settlements, and represents an increase of \$1.2M (2.8%) over the 2013 net operating budget of \$43.4M.

Background/Purpose:

This report provides the Board with information on PEU's 2014 net operating budget request for consideration and approval.

Discussion:

The PEU assists with the safe and orderly flow of traffic by responding to parking concerns and enforcing applicable municipal by-laws. The unit also provides operational support to the Toronto Police Service (Service). The PEU operating budget is separate from the Service's operating budget, and is included in the City's consolidated Parking Tag Enforcement Operations budget, which includes the City of Toronto Revenue Services Division's responsibility for parking ticket processing, quality control, adjudication, oversight of the first appearance facilities (FAF), pre-court filing of all court documents and collection and reconciliation of fine revenues.



*How is the City's parking enforcement operations program organized?:*

The Parking Enforcement Unit is just one of the units involved in the City's overall parking enforcement operations program, which is comprised of the following:

1. Police PEU – responsible for the enforcement program, based on municipal by-laws and Municipal Law Enforcement Officer (MLEO) training and oversight;
2. City Treasurer, Revenue Processing – responsible for processing and collecting fines and overseeing dispute centres, trial requests and pre-court document processing;
3. City Court Services, Judicial Processing – responsible for scheduling and supporting POA trials. The costs associated with the parking courts are covered under this umbrella; and
4. City Legal Services – responsible for prosecutions.

*What is the Parking Enforcement Unit responsible for?:*

The Parking Enforcement Unit is staffed specifically to ensure the safe and orderly flow of traffic, meet enforcement objectives, respond to calls for service from the community and provide a visible presence to promote compliance. Parking Enforcement Officers are deployed to zones throughout the City to patrol for the aforementioned reasons and support effective service delivery. Any shortfall in staffing levels creates shortages, which places pressure on the enforcement (tag issuance) of non-compliance with the applicable by-laws which in turn impacts traffic flow. The unit takes all possible action, including the use of available premium pay, to mitigate the overall impact on enforcement activities.

*Who receives the revenue from parking tags issuance?:*

Although parking tag issuance falls under the responsibilities of the Police PEU, actual revenues, as noted above, accrue directly to the City and are collected by the City Treasurer through the Revenue Services division. Revenues collected are impacted by City Council initiatives, by-law changes, increased fines and programs, such as legal parking permit issuance and methods of payment. All of these factors have an impact on the overall amount of revenues collected.

*What factors impact compliance and the issuance of parking tags?:*

Decisions related to changes in by-laws, fine increases, programs and initiatives approved by City Council impact public behaviours, which in turn impacts compliance with Municipal by-laws and enforcement activities. As an example, the City's tag cancellation guidelines can conflict with operating enforcement practices, putting pressure on tag issuance as parking enforcement officers face daily challenges and disputes on the road, reducing their patrol time.

*What factors impacted parking enforcement levels in 2013?:*

Several factors in 2013 had an impact on tag issuance levels:

- The Board, at its December 10, 2012 meeting, approved the PEU 2013 operating budget at a lower-than-requested amount (Min. No. P300/12 refers). The only way to address the budget reduction was through the reduction of premium pay activity. Premium pay is used to backfill officers attending court, backfill deployment gaps created by those who are otherwise unavailable to deploy and for parking-related assignments surrounding special events. This reduction directly affected enforcement levels beginning January 1, 2013. City Council, at its January 15 and January 16, 2013 meeting, reversed the Board's decision and approved the PEU 2013 net operating budget at the amount originally requested by the Service. The temporary reduction in enforcement in the first three weeks of January resulted in reduced tag issuance.
- PEU experienced accelerated staff attrition in the third quarter of 2013, and therefore has less-than-anticipated staffing levels to issue tags.
- Adverse weather conditions (extreme heat, extreme cold and flooding) and increased levels of construction hampered tag issuance at various times throughout the year. For example, one bad weather day; snow, flood etc has the potential to cost 5,000 tags.
- Municipal Law Enforcement Officer tag issuance has also declined in 2013.

As a result of the above, it is anticipated that tag issuance will decrease from 2.8M to approximately 2.6M for parking program tags (PEOs, MLEOs and Police Officers).

*How will City Council decisions and other factors impact 2014 enforcement levels?:*

For 2014, City Council has introduced by-law changes, fine increases and grace periods. In addition, new program offerings are being considered/introduced, including habitual offender towing, courier and delivery vehicle programs, pay by cell phone, and the increased issuance of temporary parking permits. It is anticipated that these changes will impact public behaviour regarding compliance with City by-laws. However, it is difficult to determine how they will affect the level of non-compliance and therefore the impact on enforcement.

During the 2014 budget review process with the City Manager, it was recommended that the PEU expedite the hiring of PEOs in 2013 to maintain staffing levels and mitigate any impact to 2014 tag issuance levels. This request was subsequently approved by the Board, and PEO recruits will be hired effective November 11, 2013.

*What would be the impact on enforcement if the 2014 budget request was reduced to zero percent increase?:*

The impact of a zero percent increase to the 2014 budget is estimated at 180K tags which is 6.9% of the anticipated issuance in 2014 (2.6M tags for the unit).

#### *2014 Operating Budget – Guidelines and Budget Development Process*

Each year, City Finance issues general guidelines for budget development. For 2014, the following directions and guidelines have been provided:

- develop a 2014 operating budget and 2015 and 2016 outlooks;

- develop a 2014 base budget at a level equivalent to the 2013 approved net operating budget (i.e. a 0% increase);
- include savings to be generated from the implementation of any Service Review recommendations;
- include increased user fee revenues in compliance with the User Fee Policy and in accordance with the User Fee Review recommendations;
- continue to control expenditures through cost-saving measures;
- review and mitigate pressures;
- review all expenditures for actual experience including vacant positions;
- focus on implementing existing priorities within the base budget; and
- no new service enhancements to be considered unless funded by third parties or previously approved.

The development of PEU’s 2014 operating budget has been based on the following high-level assumptions/guidelines:

- no additional positions added to PEU’s staffing complements;
- replacement of Parking Enforcement Officers (PEOs) continues, based on attrition estimates;
- accounts projected based on year-end 2012 information, year-to-date 2013 information, and known changes; and
- no new initiatives.

*2014 Operating Budget Request:*

The 2014 operating budget request of \$46.2M (gross) and \$44.6M (net) includes the funding required to maintain an average deployed strength of 357 PEOs (the approved deployment target), as well as services and equipment required to effectively support operations. In order to ensure optimal staffing levels to meet operational demands, the Unit works to maintain the approved staffing target, on average, throughout the year.

**2014 Gross Parking Enforcement Budget**

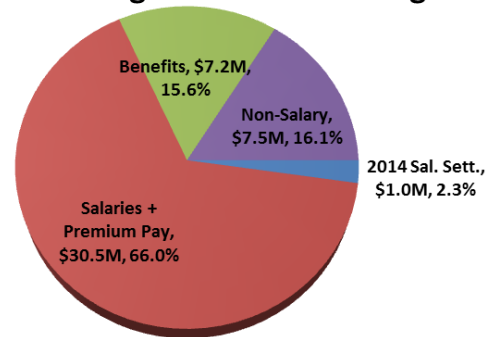


Figure 1. Overall Budget Request

Figure 1 indicates that, on a gross basis, 83.9% of PEU’s budget is for salaries, premium pay and fringe benefits and the remaining 16.1% is required for the support of our Parking Enforcement Officers in terms of the vehicles, equipment and technology they use, facilities they work in and training they require.

Table 1 below summarizes the current 2014 request by category of change, followed by a discussion on each category.

**Table 1 - Summary of 2014 Budget Request By Category of Change**

	<b>Request \$000s</b>	<b>\$ Increase / (Decrease) over 2013</b>	<b>% Increase / (Decrease) over 2013</b>
2013 Net Budget - \$43,403,900			
(a) Impact of 2014 Salary Settlement	1,044.7	\$1,044.7	2.4%
(b) Salary Requirements	27,884.7	\$74.6	0.2%
(c) Premium Pay	2,631.9	<b>-\$17.6</b>	0.0%
(d) Statutory Deductions and Fringe Benefits	7,237.9	\$54.5	0.1%
(e) Reserve Contributions	2,303.8	\$0.0	0.0%
(f) Other Expenditures	<u>5,142.1</u>	<u>\$70.0</u>	<u>0.2%</u>
<b>2014 Gross Budget Request</b>	<b>\$46,245.1</b>	<b>\$1,226.2</b>	<b>2.8%</b>
(g) Revenues	<b>-\$1,615.0</b>	<u>\$0.0</u>	<u>0.0%</u>
<b>2014 Net Budget Request</b>	<b>\$44,630.1</b>	<b>\$1,226.2</b>	<b>2.8%</b>

(a) Impact of 2014 Collective Agreement (\$1.0M)

The 2014 impact of the 2011 to 2014 salary settlement with the Toronto Police Association (TPA) is \$1.0M.

(b) Salary Requirements (\$27.9M)

The 2014 PEU budget reflects an overall establishment of 394. Included in the establishment is a staff complement of 357 PEOs. The total salary budget for 2014 (exclusive of the impact of the TPA collective agreement) is \$27.9M, and assumes that the replacement of PEOs continues, based on attrition estimates. This budget represents a \$74,600 increase (a 0.2% increase over PEU's total 2013 budget) due to salary increments.

(c) Premium Pay (\$2.6M)

Nearly all premium pay at the PEU is related to enforcement activities, attendance at court and the backfilling of members attending court. Premium pay is utilized to staff enforcement activities at special events or directed enforcement activities instituted to address specific problems. 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. All premium pay expenditures are approved by supervisory staff and carefully controlled.

The total premium pay budget for 2014 (exclusive of the impact of the TPA collective agreement) is \$2.6M. This budget represents a \$17,600 decrease over PEU's total 2013 budget.

(d) Statutory Payroll Deductions and Fringe Benefits (\$7.2M)

This category of expenditure represents an increase of \$0.1M (a 0.1% increase over PEU's total 2013 budget). Fringe benefits are comprised of statutory payroll deductions and requirements as per the collective agreements.

The increase is required for estimated increases in medical and dental costs and a small projected increase in payroll deductions.

(e) Reserve Contributions (\$2.3M)

PEU contributes to reserves and reserve funds through provisions from its operating budget. All reserves and reserve funds are established by the City. The City manages the Sick Pay Gratuity and Insurance reserves, while the Service manages the remaining reserves (i.e., Vehicle & Equipment and Central Sick Bank). The total 2014 budget for contribution to reserves is \$2.3M. This budget is unchanged from the 2013 operating budget.

(f) Other Expenditures (\$5.1M)

Other expenditure categories include the materials, equipment and services required for day-to-day operations. Wherever possible, accounts within this category have been flat-lined to the 2013 level. Changes have only been included where considered mandatory and one-time reductions have been taken into account where applicable. The total increase for these expenditures is \$70,000 (a 0.2% increase over PEU's total 2013 budget).

The increase is primarily due to the purchase of reflective vests (a health and safety issue), and inflationary increases with respect to intercompany chargebacks between the Toronto Police Service and PEU.

(g) Revenues (\$1.6M)

Revenue is comprised of draws from reserves and towing/pound administrative recoveries. Total revenue for PEU remains unchanged.

*2015 and 2016 Outlooks:*

City Finance has requested that budget outlooks for 2015 and 2016 be provided for each budget. Based on known pressures and inflationary increases, the current estimate for 2015 is \$45.9M (\$1.3M or 2.9% over 2014) and for 2016 is \$47.1M (\$1.2M or 2.6% over 2015).

Conclusion:

The PEU's 2014 net operating budget request of \$44.6M is \$1.2M or 2.8% higher than the 2013 net operating budget of \$43.4M. \$1.0M or 85% of the increase is attributable to the collective agreement salary and benefit increases. The 2014 budget request includes the funding required to maintain the approved establishment of parking enforcement officers, as well as the necessary supporting infrastructure. This budget request will allow the PEU to provide optimal service delivery levels from an enforcement perspective.

City Council decisions (e.g. 10 minutes grace period, fine increases and other factors) will impact the level of non-compliance by the public and enforcement (tag issuance). Further, if the PEU was required to achieve a zero percent increase in 2014 over 2013, tag issuance would drop by approximately 180,000 tags or 6.9%.

It is therefore recommended that the Board approve the PEU 2014 operating budget request as submitted.

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

**Ms. Sandra Califaretti, Director of Finance and Administration, was in attendance and delivered a presentation to the Board on the 2014 operating budget request. A copy of the presentation is on file in the Board office.**

**Following the presentation, Ms. Kim Rossi, Manager, Parking Enforcement Unit, responded to questions by the Board.**

**The Board received the presentation and approved the foregoing report.**

**Moved by: D. Noria**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 07, 2013**

**#P257. TORONTO POLICE SERVICE: 2014-2023 CAPITAL PROGRAM  
REQUEST – REVISED DEVELOPMENT CHARGE FUNDING**

The Board was in receipt of the following report November 01, 2013 from William Blair, Chief of Police:

Subject: TORONTO POLICE SERVICE – 2014-2023 CAPITAL PROGRAM REQUEST  
– REVISED DEVELOPMENT CHARGE FUNDING

Recommendations:

It is recommended that:

- (1) the Board approve a revised 2014-2023 capital program with a 2014 net request of \$14.3 Million (M) (excluding cash flow carry forwards from 2013), and a net total of \$240M for 2014-2023, as detailed in Attachment A; and
- (2) the Board forward a copy of this report to the City of Toronto Budget Committee for approval, and to the City's Deputy City Manager and Chief Financial Officer for information.

Financial Implications:

The Toronto Police Service's (Service's) revised 2014-2023 Capital Program request is below the City's affordability debt target by \$11.8 Million (M) for the first five years of the program, and \$22M for the full ten-year program. The program now reflects an increase of \$13.5M in development charges (DC) funding.

Background/Purpose:

At its meeting of October 7, 2013, the Board approved the Service's 2014-2023 capital program request at \$16.1M in 2014, and \$253.6M for 2014-2023 (Min. No. P240/13 refers). That approved capital program was \$8.4M below target, and is detailed in Attachment A.

City Finance staff recently advised Service staff that there is additional available DC funding that should be applied to the program. Furthermore, the 2013 DC By-Law review has concluded, based on revised criteria, that the Service is able to apply DC funding to additional projects in the existing program. It is City Finance staff's expectation that this additional funding be used to reduce the Service's reliance on debt and not to increase gross expenditures.

The purpose of this report is to provide a revised capital program, for Board approval, that maximizes the use of available DC funding. The report also advises the Board of a technical adjustment that has been identified for the operating impact of one of the projects within the 2014-2023 program.

#### Discussion:

DC's are fees that are collected from developers at the time a building permit is issued. These fees help pay for the cost of infrastructure required to provide municipal services to new development (such as roads, transit, water and sewer infrastructure, community centres and fire and police facilities).

Since their enactment, DCs have been applied to facility projects in the Service capital program. As a result of a recent revision to the DC by-law, systems or equipment costs that have a growth component are now also eligible for funding. This increases the amount of DC funding that can be applied to projects in the Service's 2014-2023 capital program.

The City also regularly reviews the level of DC revenues available for allocation, based on how much revenue has been collected to date. A recent review of actual revenues indicated that there is more total DC funding available to the Service. This additional available funding can be applied to the Service's 2014-2023 capital program.

The amount of DC revenue that can be applied in any given year to any given project is governed by a complex formula. City policies determine what percentage of available funding should be applied to projects. The amounts applied are confirmed by City Finance staff. Attachment B provides the 2014-2023 capital program which now reflects an additional \$13.5M in DC funding.

It is important to note that none of the estimated costs or cash flows for the projects included in the capital program request approved by the Board at the October 7, 2013 meeting have changed. The only revision is the reduction in net debt requirements which is offset by the additional available DC funding.

The only other change to the approved program is the operating impact from Electronic Document Management. Previously, the project estimated annual savings of \$100,000 beginning in 2017. This estimate was based on a Service-wide implementation. The project included in the 2014-2023 program assumed a pilot implementation only, and should have reflected \$100,000 in maintenance costs, beginning in 2017. Attachment C provides a revised operating impact from capital for the 2014-2023 program.

#### Conclusion:

The revised 2014-2023 capital program is equivalent to the program already approved by the Board. The reduction in net debt requirements is solely a reflection of an additional \$13.5M in DC funding that City Finance has advised should now be applied to the program.



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

**The Board approved the foregoing report.**

**Moved by: A. Pringle**

**APPROVED 2014-2023 CAPITAL PROGRAM REQUEST (\$000s) - OCTOBER 7, 2013**

Attachment A

Project Name	Plan to end of 2013	2014	2015	2016	2017	2018	Total 2014-2018 Request	2019	2020	2021	2022	2023	Total 2019-2023 Forecast	Total 2014-2023 Program	Total Project Cost
<b>Projects In Progress</b>															
State-of-Good-Repair - Police	0	4,594	4,469	4,601	4,600	4,200	22,464	4,200	4,200	4,200	4,200	4,200	21,000	43,464	43,464
Parking East	4,358	4,642	0	0	0	0	4,642	0	0	0	0	0	0	4,642	9,000
IRIS - Integrated Records and Information System	18,493	4,866	0	0	0	0	4,866	0	0	0	0	0	0	4,866	23,359
<b>Total, Projects In Progress</b>	<b>22,851</b>	<b>14,102</b>	<b>4,469</b>	<b>4,601</b>	<b>4,600</b>	<b>4,200</b>	<b>31,972</b>	<b>4,200</b>	<b>4,200</b>	<b>4,200</b>	<b>4,200</b>	<b>4,200</b>	<b>21,000</b>	<b>52,972</b>	<b>75,823</b>
<b>Upcoming projects</b>															
54 Division (includes land)	0	0	6,966	7,884	17,825	3,622	36,296	0	0	0	0	0	0	36,296	36,296
HRMS Upgrade	0	360	761	0	0	0	1,121	0	378	799	0	0	1,177	2,298	2,298
TRMS Upgrade	0	0	600	3,522	0	0	4,122	0	0	0	630	3,698	4,328	8,450	8,450
Peer to Peer Site	0	250	2,295	8,650	6,455	1,100	18,750	0	0	0	0	0	0	18,750	18,750
52 Division - Renovation	0	2,948	5,352	0	0	0	8,300	0	0	0	0	0	0	8,300	8,300
41 Division (includes land)	0	0	0	372	9,282	19,050	28,705	10,224	0	0	0	0	10,224	38,929	38,929
Expansion of Fibre Optics Network	0	0	0	0	0	0	0	881	4,785	6,385	0	0	12,051	12,051	12,051
Radio Replacement	0	0	0	13,913	2,713	3,542	20,168	2,478	4,093	5,304	4,480	0	16,354	36,523	36,523
TPS Archiving	0	0	0	0	750	0	750	0	0	0	0	0	0	750	750
32 Division - Renovation	0	0	0	0	4,990	1,997	6,987	0	0	0	0	0	0	6,987	6,987
13 Division (includes land)	0	0	0	0	0	372	372	8,645	19,753	10,159	0	0	38,556	38,928	38,928
AFIS (next replacement)	0	0	0	0	0	3,053	3,053	0	0	0	0	0	0	3,053	3,053
Business Intelligence Technology	0	0	336	500	2,741	4,623	8,200	0	0	0	0	0	0	8,200	8,200
Electronic Document Management	0	0	50	450	0	0	500	0	0	0	0	0	0	500	500
Next Generation 911	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
55 Division - Renovation	0	0	0	0	0	0	0	0	0	0	0	3,000	3,000	3,000	8,300
22 Division - Renovation	0	0	0	0	0	0	0	0	0	0	0	3,000	3,000	3,000	8,300
Relocation of PSU	0	0	0	0	0	0	0	0	0	0	500	7,400	7,900	7,900	13,048
Relocation of FIS	0	0	0	0	0	0	0	0	0	0	0	1,000	1,000	1,000	60,525
<b>Total, Upcoming Capital Projects:</b>	<b>0</b>	<b>3,558</b>	<b>16,360</b>	<b>35,292</b>	<b>44,755</b>	<b>37,359</b>	<b>137,324</b>	<b>22,227</b>	<b>29,009</b>	<b>22,647</b>	<b>5,610</b>	<b>18,098</b>	<b>97,591</b>	<b>234,915</b>	<b>310,188</b>
<b>Total Debt Funded Capital Projects:</b>	<b>22,851</b>	<b>17,660</b>	<b>20,829</b>	<b>39,893</b>	<b>49,355</b>	<b>41,559</b>	<b>169,296</b>	<b>26,427</b>	<b>33,209</b>	<b>26,847</b>	<b>9,810</b>	<b>22,298</b>	<b>118,591</b>	<b>287,887</b>	<b>386,010</b>
<b>Total Reserve Projects:</b>	<b>161,400</b>	<b>21,357</b>	<b>17,845</b>	<b>18,594</b>	<b>24,899</b>	<b>30,013</b>	<b>112,708</b>	<b>22,499</b>	<b>19,496</b>	<b>21,293</b>	<b>22,850</b>	<b>32,388</b>	<b>118,526</b>	<b>231,234</b>	<b>392,633</b>
<b>Total Gross Projects</b>	<b>184,251</b>	<b>39,017</b>	<b>38,674</b>	<b>58,487</b>	<b>74,254</b>	<b>71,571</b>	<b>282,003</b>	<b>48,926</b>	<b>52,705</b>	<b>48,140</b>	<b>32,660</b>	<b>54,686</b>	<b>237,117</b>	<b>519,121</b>	<b>778,644</b>
<b>Funding Sources:</b>															
Vehicle and Equipment Reserve	(161,400)	(21,357)	(17,845)	(18,594)	(24,899)	(30,013)	(112,708)	(22,499)	(19,496)	(21,293)	(22,850)	(32,388)	(118,526)	(231,234)	(392,633)
Recoverable Debt	(2,800)	(1,598)	0	0	0	0	(1,598)	0	0	0	0	0	0	(1,598)	(4,398)
Funding from Development Charges	(13,751)	0	0	(3,572)	(11,290)	(4,230)	(19,092)	0	(8,985)	(4,655)			(13,640)	(32,732)	(46,483)
<b>Total Funding Sources:</b>	<b>(177,951)</b>	<b>(22,955)</b>	<b>(17,845)</b>	<b>(22,166)</b>	<b>(36,189)</b>	<b>(34,243)</b>	<b>(133,398)</b>	<b>(22,499)</b>	<b>(28,481)</b>	<b>(25,948)</b>	<b>(22,850)</b>	<b>(32,388)</b>	<b>(132,166)</b>	<b>(265,564)</b>	<b>(443,514)</b>
<b>Total Net Debt-Funding Request:</b>	<b>6,300</b>	<b>16,062</b>	<b>20,829</b>	<b>36,321</b>	<b>38,065</b>	<b>37,329</b>	<b>148,606</b>	<b>26,427</b>	<b>24,224</b>	<b>22,192</b>	<b>9,810</b>	<b>22,298</b>	<b>104,951</b>	<b>253,557</b>	<b>335,129</b>
<b>5-year Average:</b>							29,721						22,950	25,356	
<b>City Target:</b>		23,922	30,105	36,321	31,143	33,487	154,978	26,691	23,083	18,036	19,606	19,606	107,022	262,000	
<b>City Target - 5-year Average:</b>							30,996						21,404	26,200	
<b>Variance to Target:</b>		7,860	9,276	0	(6,922)	(3,842)	6,372	264	(1,141)	(4,156)	9,796	(2,692)	2,071	8,443	
<b>Cumulative Variance to Target</b>			17,136	17,136	10,214	6,372		6,636	5,495	1,339	11,135	8,443			
<b>Variance to Target - 5-year Average:</b>							1,274						414	844	

**REVISED 2014-2023 CAPITAL PROGRAM REQUEST (\$000s) - NOVEMBER 7, 2013**

Attachment B

Project Name	Plan to end of 2013	2014	2015	2016	2017	2018	Total 2014-2018 Request	2019	2020	2021	2022	2023	Total 2019-2023 Forecast	Total 2014-2023 Program	Total Project Cost
<b>Projects In Progress</b>															
State-of-Good-Repair - Police	0	4,594	4,469	4,601	4,600	4,200	22,464	4,200	4,200	4,200	4,200	4,200	21,000	43,464	43,464
Parking East	4,358	4,642	0	0	0	0	4,642	0	0	0	0	0	0	4,642	9,000
IRIS - Integrated Records and Information System	18,493	4,866	0	0	0	0	4,866	0	0	0	0	0	0	4,866	23,359
<b>Total, Projects In Progress</b>	<b>22,851</b>	<b>14,102</b>	<b>4,469</b>	<b>4,601</b>	<b>4,600</b>	<b>4,200</b>	<b>31,972</b>	<b>4,200</b>	<b>4,200</b>	<b>4,200</b>	<b>4,200</b>	<b>4,200</b>	<b>21,000</b>	<b>52,972</b>	<b>75,823</b>
<b>Upcoming projects</b>															
54 Division (includes land)	0	0	6,966	7,884	17,825	3,622	36,296	0	0	0	0	0	0	36,296	36,296
HRMS Upgrade	0	360	761	0	0	0	1,121	0	378	799	0	0	1,177	2,298	2,298
TRMS Upgrade	0	0	600	3,522	0	0	4,122	0	0	0	630	3,698	4,328	8,450	8,450
Peer to Peer Site	0	250	2,295	8,650	6,455	1,100	18,750	0	0	0	0	0	0	18,750	18,750
52 Division - Renovation	0	2,948	5,352	0	0	0	8,300	0	0	0	0	0	0	8,300	8,300
41 Division (includes land)	0	0	0	372	9,282	19,050	28,705	10,224	0	0	0	0	10,224	38,929	38,929
Expansion of Fibre Optics Network	0	0	0	0	0	0	0	881	4,785	6,385	0	0	12,051	12,051	12,051
Radio Replacement	0	0	0	13,913	2,713	3,542	20,168	2,478	4,093	5,304	4,480	0	16,354	36,523	36,523
TPS Archiving	0	0	0	0	750	0	750	0	0	0	0	0	0	750	750
32 Division - Renovation	0	0	0	0	4,990	1,997	6,987	0	0	0	0	0	0	6,987	6,987
13 Division (includes land)	0	0	0	0	0	372	372	8,645	19,753	10,159	0	0	38,556	38,928	38,928
AFIS (next replacement)	0	0	0	0	0	3,053	3,053	0	0	0	0	0	0	3,053	3,053
Business Intelligence Technology	0	0	336	500	2,741	4,623	8,200	0	0	0	0	0	0	8,200	8,200
Electronic Document Management	0	0	50	450	0	0	500	0	0	0	0	0	0	500	500
Next Generation 911	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
55 Division - Renovation	0	0	0	0	0	0	0	0	0	0	0	3,000	3,000	3,000	8,300
22 Division - Renovation	0	0	0	0	0	0	0	0	0	0	0	3,000	3,000	3,000	8,300
Relocation of PSU	0	0	0	0	0	0	0	0	0	0	500	7,400	7,900	7,900	13,048
Relocation of FIS	0	0	0	0	0	0	0	0	0	0	0	1,000	1,000	1,000	60,525
<b>Total, Upcoming Capital Projects:</b>	<b>0</b>	<b>3,558</b>	<b>16,360</b>	<b>35,292</b>	<b>44,755</b>	<b>37,359</b>	<b>137,324</b>	<b>22,227</b>	<b>29,009</b>	<b>22,647</b>	<b>5,610</b>	<b>18,098</b>	<b>97,591</b>	<b>234,915</b>	<b>310,188</b>
<b>Total Debt Funded Capital Projects:</b>	<b>22,851</b>	<b>17,660</b>	<b>20,829</b>	<b>39,893</b>	<b>49,355</b>	<b>41,559</b>	<b>169,296</b>	<b>26,427</b>	<b>33,209</b>	<b>26,847</b>	<b>9,810</b>	<b>22,298</b>	<b>118,591</b>	<b>287,887</b>	<b>386,010</b>
<b>Total Reserve Projects:</b>	<b>161,400</b>	<b>21,357</b>	<b>17,845</b>	<b>18,594</b>	<b>24,899</b>	<b>30,013</b>	<b>112,708</b>	<b>22,499</b>	<b>19,496</b>	<b>21,293</b>	<b>22,850</b>	<b>32,388</b>	<b>118,526</b>	<b>231,234</b>	<b>392,633</b>
<b>Total Gross Projects</b>	<b>184,251</b>	<b>39,017</b>	<b>38,674</b>	<b>58,487</b>	<b>74,254</b>	<b>71,571</b>	<b>282,003</b>	<b>48,926</b>	<b>52,705</b>	<b>48,140</b>	<b>32,660</b>	<b>54,686</b>	<b>237,117</b>	<b>519,121</b>	<b>778,644</b>
<b>Funding Sources:</b>															
Vehicle and Equipment Reserve	(161,400)	(21,357)	(17,845)	(18,594)	(24,899)	(30,013)	(112,708)	(22,499)	(19,496)	(21,293)	(22,850)	(32,388)	(118,526)	(231,234)	(392,633)
Recoverable Debt	(2,800)	(1,598)	0	0	0	0	(1,598)	0	0	0	0	0	0	(1,598)	(4,398)
Funding from Development Charges	(13,751)	(1,725)	0	(3,572)	(14,125)	(5,020)	(24,442)	0	(10,126)	(5,255)	(500)	(5,938)	(21,819)	(46,261)	(60,012)
<b>Total Funding Sources:</b>	<b>(177,951)</b>	<b>(24,680)</b>	<b>(17,845)</b>	<b>(22,166)</b>	<b>(39,024)</b>	<b>(35,033)</b>	<b>(138,748)</b>	<b>(22,499)</b>	<b>(29,622)</b>	<b>(26,548)</b>	<b>(23,350)</b>	<b>(38,326)</b>	<b>(140,345)</b>	<b>(279,093)</b>	<b>(457,043)</b>
<b>Total Net Debt-Funding Request:</b>	<b>6,300</b>	<b>14,337</b>	<b>20,829</b>	<b>36,321</b>	<b>35,230</b>	<b>36,539</b>	<b>143,256</b>	<b>26,427</b>	<b>23,083</b>	<b>21,592</b>	<b>9,310</b>	<b>16,360</b>	<b>96,772</b>	<b>240,028</b>	<b>321,600</b>
<b>5-year Average:</b>							<b>28,651</b>						<b>19,354</b>	<b>24,003</b>	
<b>City Target:</b>		<b>23,922</b>	<b>30,105</b>	<b>36,321</b>	<b>31,143</b>	<b>33,487</b>	<b>154,978</b>	<b>26,691</b>	<b>23,083</b>	<b>18,036</b>	<b>19,606</b>	<b>19,606</b>	<b>107,022</b>	<b>262,000</b>	
<b>City Target - 5-year Average:</b>							<b>30,996</b>						<b>21,404</b>	<b>26,200</b>	
<b>Variance to Target:</b>		<b>9,585</b>	<b>9,276</b>	<b>0</b>	<b>(4,087)</b>	<b>(3,052)</b>	<b>11,722</b>	<b>264</b>	<b>(0)</b>	<b>(3,556)</b>	<b>10,296</b>	<b>3,246</b>	<b>10,250</b>	<b>21,972</b>	
<b>Cumulative Variance to Target</b>			<b>18,861</b>	<b>18,861</b>	<b>14,774</b>	<b>11,722</b>		<b>11,986</b>	<b>11,986</b>	<b>8,430</b>	<b>18,726</b>	<b>21,972</b>			
<b>Variance to Target - 5-year Average:</b>							<b>2,344</b>						<b>2,050</b>	<b>2,197</b>	

**REVISED 2014-2023 - CAPITAL BUDGET REQUEST (\$000s)**  
**INCREMENTAL OPERATING IMPACT FROM CAPITAL**

Attachment C

Project Name	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Comments
Radio Infrastructure	231.0	700.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	Operating impact provided by the City
Property and Evidence Management Facility	246.0	8.0	9.0	9.0	9.0	9.0	9.0	9.0	10.0	10.0	Building Operations, Service Contracts and Utilities. Included estimated increase of 2% per year
14 Division - Central Lockup	8.0	5.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	Building Operations, Service Contracts and Utilities - Included estimated increase of 2%
eTicketing Solution	218.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Operating cost and reduction of 4 staff in Document Services
IRIS - Integrated Records and Information System	175.0	1,432.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Maintenance costs; lifecycle contribution
54 Division	0.0	0.0	0.0	0.0	72.0	72.0	3.0	3.0	3.0	3.1	Building Operations, Service Contracts and Utilities; starting half a year 2018. Included estimated increase of 2% per year
HRMS Upgrade	0.0	0.0	22.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Incremental maintenance cost of \$22K per year from 2016
TRMS Upgrade	0.0	0.0	0.0	22.0	0.0	0.0	0.0	0.0	0.0	0.0	Incremental maintenance cost of \$22K per year from 2017
Peer to Peer Site	0.0	0.0	0.0	175.0	175.0	0.0	0.0	0.0	0.0	0.0	Building Operations, Service Contracts and Utilities; starting mid-2017
41 Division	0.0	0.0	0.0	0.0	0.0	72.0	72.0	0.0	0.0	0.0	Building Operations, Service Contracts and Utilities; starting half a year 2019
Radio Replacement	88.0	194.0	326.0	-410.0	26.0	-26.0	98.0	-14.0	-121.0	0.0	Additional support cost - Extend life from 7 years to 10 years
13 Division	0.0	0.0	0.0	0.0	0.0	0.0	0.0	72.0	72.0	3.0	Building Operations, Service Contracts and Utilities; starting 2021
Business Intelligence Technology	0.0	0.0	0.0	0.0	0.0	528.0	528.0	0.0	0.0	0.0	\$0.6M for salaries for 5 people; \$0.5M for maintenance
Electronic Document Management	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	System Maint Fee for \$100K; starting 2017
<b>Total Projects- Incremental Operating Impact</b>	<b>966.0</b>	<b>2,339.0</b>	<b>372.0</b>	<b>-89.0</b>	<b>297.0</b>	<b>670.0</b>	<b>725.0</b>	<b>85.0</b>	<b>-21.0</b>	<b>31.1</b>	
<b>Total Reserve Operating Impact</b>	<b>6,000.0</b>	<b>1,000.0</b>	<b>1,000.0</b>	<b>1,000.0</b>	<b>1,000.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	Based on current assumptions
<b>Total Operating Impact from Capital</b>	<b>6,966.0</b>	<b>3,339.0</b>	<b>1,372.0</b>	<b>911.0</b>	<b>1,297.0</b>	<b>670.0</b>	<b>725.0</b>	<b>85.0</b>	<b>-21.0</b>		

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 07, 2013**

**#P258. ON-GOING COLLABORATIVE EFFORTS BETWEEN CITY OF  
TORONTO AND TORONTO POLICE SERVICE – FLEET SERVICES**

The Board was in receipt of the following report October 21, 2013 from William Blair, Chief of Police:

Subject: JOINT PRESENTATION: ON-GOING COLLABORATIVE EFFORTS  
BETWEEN CITY OF TORONTO AND TORONTO POLICE SERVICE –  
FLEET SERVICES

Recommendation:

It is recommended that the Board receive this report and presentation.

Financial Implications:

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

Background/Purpose:

At its meeting of August 13, 2013 (Min. No. 187/13 refers), the Board requested that the Chief and the City Manager make a joint presentation to the Board no later than at the Board's November meeting with respect to the on-going collaboration between the Toronto Police Service and City of Toronto Corporate Services with respect to fleet management.

Discussion:

In response to the above request from the Board, Mr. Tony Veneziano, Chief Administrative Officer, Administrative Command, Toronto Police Service and Ms. Josie Scioli, Chief Corporate Officer, City of Toronto will deliver a presentation to the Board at the November 7, 2013 meeting.

Conclusion:

This presentation will highlight the on-going collaboration and future partnership opportunities between the Toronto Police Service and City of Toronto with respect to fleet management.

Mr. Tony Veneziano, Chief Administrative Officer, Administrative Command, Toronto Police Service and Ms. Josie Scioli, Chief Corporate Officer, City of Toronto will be in attendance to answer any questions from the Board.

**Mr. Veneziano and Ms. Scioli were in attendance and delivered a presentation to the Board. A copy of the presentation is on file in the Board office.**

**Following the presentation, Mr. Veneziano, Ms. Scioli, and Mr. Lloyd Brierley, Director, Fleet Services, City of Toronto, responded to questions by the Board.**

**In response to an inquiry by the Board, Ms. Scioli said that she would review whether there were any opportunities to develop a joint TPS/City partnership with respect to car-sharing and vehicle leasing.**

**The Board approved the following Motion:**

**THAT the Board receive the presentation and the Chief's report.**

**Moved by: M. Thompson**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 07, 2013**

**#P259. EXPANDED DEPLOYMENT OF CONDUCTED ENERGY WEAPONS**

The Board was in receipt of the following report October 07, 2013 from William Blair, Chief of Police:

Subject: EXPANDED DEPLOYMENT OF CONDUCTED ENERGY WEAPONS

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

As a result of a recent announcement by the Ministry of Community Safety and Correction Services (Ministry), the Service is exploring the opportunity to expand the deployment of its conducted energy weapons (CEW).

The initial deployment plan is to issue 184 additional CEWs to frontline police constables. The estimated cost for this expanded deployment of CEWs is approximately \$320,000. This includes 200 TASER X26 (the CEW approved by the Ministry) complete with holster, warranty, and 3 cartridges. In addition, training costs based on a 12 hour training day, as well as funds for Inert Training Cartridges amount to about \$66,000.

Therefore, the total cost for the increased deployment is approximately \$386,000. If the decision is made to expand the deployment in 2013, the required funding is available in the Service's 2013 operating budget.

Background/Purpose:

On August 27, 2013, the Ministry announced that it will authorize the expanded deployment of conducted energy weapons (CEW) in Ontario. The Ministry explained that:

*Conducted Energy Weapons (CEWs) have been in use by police in Ontario since 2002. Until now, only frontline supervisors and officers who are members of tactical units, hostage rescue teams and containment teams have been permitted to carry CEWs.*

*The Ministry of Community Safety and Correctional Services initiated a review to explore the advisability of expanding deployment of CEWs. The review included an examination of current medical literature, a jurisdictional scan and consultation with stakeholders, including police and civil liberties advocates.*

*Following the conclusion of this review, the Minister has decided to lift the existing restriction and to allow police services to determine which officers should be permitted to carry CEWs, based on their local needs and circumstances.*

*The government is committed to openness and accountability in policing. After consulting with policing and community groups, the government is introducing changes that:*

- Provide direction and guidance as to when a CEW would be deemed to be appropriate;*
- Increase reporting provisions (i.e., CEW use will be reported in an open and transparent manner, including when a CEW is displayed with the intention to achieve behaviour compliance);*
- Enhance training, including scenario-based training and training for interactions with people with mental health issues, to assist in ensuring the safe, appropriate and effective use of CEWs; and*
- Expect that police services should engage local communities prior to deciding to expand CEW deployment in their jurisdiction.*

*The Ministry of Community Safety and Correctional Services will continue to monitor and review the use of CEWs and will assess the impact of expanded use going forward. In addition, the Ministry will continue to working with our community partners to review de-escalation and review use-of-force training, including best practices for police officers interacting with people in crisis ([mcscs.jus.gov.on.ca](http://mcscs.jus.gov.on.ca)).*

The Ministry is now finalizing the amended Use of Force Guidelines and training standards for trainers and users. The Ministry does not contemplate amending the threshold when the device can be used.

At its meeting of September 12, 2013, the Board approved the following motion:

*That the Board request the Chief to provide a report for its November 7, 2013 meeting containing all the steps, including training, that the TPS is undertaking with respect to the potential expansion of the deployment of CEWs (Min. No. P224/13 refers).*

#### Discussion:

Since 2007, the Service has deployed CEWs to members of the Emergency Task Force (ETF), uniform frontline supervisors and supervisors of high-risk units such as Public Safety and Emergency Management, the Intelligence Division, Organized Crime Enforcement (including Hold-Up and Toronto Drug Squad) and the Provincial Repeat Offender and Parole Enforcement (ROPE) and Fugitive Squad. As of December 31, 2012, a total of 571 TASER X-26s have been issued.

In Toronto, in accordance with Ministry standards the CEW is only used in full deployment or drive stun mode (direct application) when the subject is assaultive as defined by the *Criminal Code*, which includes threatening behaviour if the officer believes that the subject intends and



has the ability to carry out the threat, or where the subject presents an imminent threat of serious bodily harm or death which includes suicide threats or attempts. Therefore, direct application of the device is only utilized to gain control of a subject who is at risk of causing harm, not to secure compliance of a subject who is merely resistant.

Each year the Service reports to the Board on the use of the CEW. The Service's record consistently demonstrates that officers are using good judgement under difficult circumstances and are making appropriate decisions to use only the force reasonably necessary to resolve tense and dangerous situations. Moreover, the CEW has proven to be an effective tool that has helped avoid injuries to the public and police officers. Consequently, the Service believes that through proper policy, procedures, training, and accountability, the CEW is an appropriate use of force option that can help maintain public and officer safety.

#### *Expansion:*

Based upon operational needs and community safety, the Service has explored the opportunity to initially expand the deployment of CEWs to two (2) officers from each platoon in each Division and Traffic Services, and four (4) officers from the TAVIS Rapid Response Team. This would amount to 184 officers equipped with a CEW in addition to the supervisors who are already equipped. As a result, each shift would have up to 5 CEWs available (3 sergeants and 2 constables), which are two more than is currently available.

To achieve this initial managed expansion, the Service will need to acquire 200 more CEWs. This number also allows for the immediate replacement of weapons in the event of malfunctions or damage.

#### *Officer Selection:*

The careful selection of police constables who would be provided a CEW is critical to maintain the confidence of the public. Officers will be chosen by their Unit Commander based upon a proven record of judgement, competence and professionalism.

#### *Training:*

Each of these officers will be issued a CEW only after they have completed the Ministry approved user training. The Service expects that this training will consist of 12 hours of study and scenario based exercises - four (4) hours longer than is currently the case. The training will include practical and written examinations. The officers will need to demonstrate knowledge and proficiency on the legislation and regulatory framework, the community context surrounding the weapon's development and introduction, and the structure and function of the weapon and its effects. The four additional hours are dedicated to judgement training and the CEW Training Team of the Toronto Police College has re-designed the practical scenario training to continue to emphasize that officers must use sound judgement along with effective communication and de-escalation techniques when deciding whether to use force and what force options to use.

The training is based on a set of principles that foster the responsible and accountable use of CEWs, while recognizing that they are an appropriate tool for officers who must resort to use of force. These guiding principles are that:

- the decision to use force is the fundamental decision to be made before deciding what force option to use;
- CEWs should be used as a weapon of need, not a tool of convenience.
- officers should not over-rely on CEWs in situations where more effective and less risky alternatives are available; and
- CEWs are just one of a number of tools that police have available to do their jobs, and are considered one part of TPS's overall use-of-force policy.

Recertification training takes place every 12 months, in accordance with Ministry training standards and all CEW training is conducted by Ministry certified use of force instructors.

The Service can start the training in late November and early December so that the extra CEWs can be deployed before the end of the 2013.

Conclusion:

Since 2007, the CEW has been widely deployed with the Service. During this time the Service's record consistently demonstrates that officers are using good judgement under difficult circumstances and that they are making appropriate decisions to use force only when reasonably necessary to resolve tense and dangerous situations. The Service is confident that the CEW is an effective tool and believes that through proper policy, procedures, training, and accountability, the CEW is an appropriate use of force option that can help maintain public and officer safety. Consequently, based on the recent Ministry announcement that it will lift the current restrictions on CEW deployment, the Service is exploring an initial and managed expanded deployment across the Service.

Funds are available in the Service's 2013 operating budget to purchase an additional 200 CEWs as well as the cost for training and other requirements.

Deputy Chief Mike Federico, Corporate Command, will be in attendance to respond to any questions that the Board may have regarding this report.

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

- **Peter Rosenthal \***
- **Neal St. Jacques \***
- **Deb Quiggin**
- **John Sewell, Toronto Police Accountability Coalition \***
- **Miguel Avila \***

- **Linda Beaudoin**
- **Laura Berger, Canadian Civil Liberties Association**
- **Chaitanya Kalvar**

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

**Following the deputations, Chief Blair responded to questions by the Board.**

**While noting that the deployment of CEWs is an operational matter, the Board said that it is also a public policy and governance issue. The Board also noted that the Ministry of Community Safety and Correctional Services has not yet released the amended Use of Force Guidelines and training standards with respect to CEWs.**

**The Board approved the following Motions:**

- 1. THAT the Board receive the deputations and the written submissions;**
- 2. THAT the Board receive the report from the Chief; and**
- 3. THAT the Board direct the Chief not to proceed with the expanded deployment of CEWs as outlined in his report at this time.**

**Moved jointly by: A. Mukherjee and M. Thompson,**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 07, 2013**

**#P260. SUBMISSION FROM COMMUNITY MEMBERS OF THE BOARD'S  
MENTAL HEALTH SUB-COMMITTEE REGARDING EXPANDED  
DEPLOYMENT OF CONDUCTED ENERGY WEAPONS**

The Board was in receipt of the following report October 08, 2013 from Alok Mukherjee, Chair:

Subject: SUBMISSION FROM COMMUNITY MEMBERS OF THE BOARD'S  
MENTAL HEALTH SUB-COMMITTEE REGARDING EXPANSION OF  
CONDUCTED ENERGY WEAPONS (CEWs)

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

**Creation of the Mental Health Sub-Committee**

At its meeting on September 24, 2009, the Board approved the establishment of a sub-committee to examine issues related to mental health (Min. No. P265/09 refers). The Mental Health Sub-Committee was created to deal with the complex and multi-faceted issues of mental health that have consistently come before the Board and involve a variety of stakeholders, including the Service, the Board, the community and the government (both municipal and provincial).

The Board noted that it would be advantageous for the Board to create a mechanism that facilitates ongoing liaison with the community and other stakeholders and thereby enables the Board to deal with mental health issues in an informed, systematic and effective manner. The Sub-Committee is tasked to review important issues from a governance perspective, gather pertinent information, advise the Board on needed action, recommend effective strategies to deal with issues of intersectionality and assist the Board in facilitating discussion and coordination among the various partners working in this area.

The Board's Mental Health Sub-Committee is comprised of members of the Board, members of the Service and members of the community. In creating the Sub-Committee, the Board noted that it is important that the Sub-Committee's membership reflect the diversity of Toronto with representatives from major as well as more locally-based groups or organizations serving youth and specific ethno-cultural groups.

The Sub-Committee's mandate is *to create a mechanism that facilitates ongoing liaison with the community and other stakeholders and thereby enables the Board to deal with mental health issues in an informed, systematic and effective manner.*

I am the Co-Chair of the Mental Health Sub-Committee, along with Pat Capponi, a community member.

### **Broadening of the Sub-Committee's Role**

At the Board's meeting of August 13, 2013, I read a statement regarding the death of Sammy Yatim. As part of this statement, I noted the following:

*As many of you know, police interaction with people experiencing mental health issues is of the greatest concern to the Board. This is why the Board has established a permanent Mental Health Sub-Committee. We are grateful for the readiness with which so many knowledgeable members of the community, including consumers/survivors and representatives of a whole host of mental health providers, have come forward to assist us in finding the right approaches to respond to calls for service. The Toronto Police Service has fully cooperated in the work of this sub-committee. And we believe there have been good changes as a result.*

*Clearly and sadly, our work is far from over and even one death is one too many. The Board accepts that our goal should be to prevent deaths, to the maximum extent possible.*

*Therefore, the Board will look to the Sub-Committee to broaden its scope of work. Specifically, the Board will extend full support to the Sub-Committee engaging in a broad-based, independent community consultation to elicit concerns, issues and experiences as well as ideas and advice with respect to further strengthening policies, programs and systems of accountability.*

### **Discussion:**

On August 27, 2013, the Ministry of Community Safety and Correctional Services (MCSCS) announced that it would be permitting local police services to expand the use of Conducted Energy Weapons (CEWs), commonly known as Tasers. Currently, the province restricts the use of these devices to certain designated positions and police teams such as members of tactical units (like the Emergency Task Force), hostage rescue teams, containment teams and front-line supervisors.

On September 24, 2013, the Toronto Police Services Board, through its Mental Health Sub-Committee, sought community input into the wider use of CEWs and held a public meeting for this purpose. At this meeting, more than 40 members of the public made deputations and a number of written submissions were also provided.

At its meeting of October 8, 2013, members of the Mental Health Sub-Committee reviewed the deputations and written submissions and considered the issue of CEW expansion.

This review resulted in a report, which includes a recommendation; this report is attached. The Motion that was put forward was unanimously approved by the community members of the Mental Health Sub-Committee in attendance. It should be noted that the community members of the Sub-Committee voted in favour of this Motion as individuals, rather than on behalf of agencies or organizations. In addition, representatives from the Toronto Police Service, the Toronto Police Services Board and the Ministry of Health, who sit as members or subject-matter experts on the Sub-Committee, abstained from this vote.

Conclusion:

Therefore, it is recommended that the Board receive this report.

**The Board noted that it considered the foregoing report in conjunction with a report from Chief Blair regarding the proposed expanded deployment of CEWs. The Board subsequently directed the Chief not to proceed with the expanded deployment of CEWs at this time (Min. No. P259/13 refers).**

**The Board received the foregoing report.**

**Moved jointly by: A. Mukherjee and M. Thompson**

## **Submission by the Community Members of the Toronto Police Services Board's Mental Health Sub-Committee on the Issue of the Expansion of Conducted Energy Weapons (CEWs)**

### Background

On August 27, 2013, the Ministry of Community Safety and Correctional Services (MCSCS) announced that it would be permitting local police services to expand the use of Conducted Energy Weapons (CEWs), commonly known as Tasers. Currently, the province restricts the use of these devices to certain designated positions and police teams such as members of tactical units (like the Emergency Task Force), hostage rescue teams, containment teams and front-line supervisors.

On September 24, 2013, the Toronto Police Services Board, through its Mental Health Sub-Committee, sought community input into the wider use of CEWs and held a public meeting for this purpose.

As was noted in the press release publicizing this meeting, the Board was interested in hearing answers to questions such as the following:

- Do you think that there should be an expansion of CEWs to front-line officers in Toronto?
- What conditions do you think should be attached to the use of CEWs?
- Do you have specific suggestions regarding training in CEW use?
- What measures do you think could help ensure accountability with respect to use of CEWs by police?

The meeting was chaired by the Mental Health Sub-Committee Co-Chairs, Alok Mukherjee and Pat Capponi. A number of members of the Mental Health Sub-Committee were also in attendance. In addition, Board Members Marie Moliner, Andy Pringle and Councillor Michael Thompson were in attendance.

### Major Points and Themes Emerging from the Public Meeting

The public meeting included deputations by more than 40 individuals, as well as a number of written submissions (on file in the Board office). The main points and themes can be summarized as follows:

- Vast majority of deputants do not support the expansion of CEWs to front-line officers in Toronto
  - Many think that no officers should have CEWs
- Officers should focus on de-escalation techniques and use better communication skills
  - Need to ensure these are emphasized during training
- Lack of independent scientific and medical reviews of safety of CEWs
- Concern that having CEWs may lead police officers to overlook other non-force options (de-escalation etc.)

- If CEWs are used, the threshold for use must be higher than the one currently employed; they should not be used for compliance. (Braidwood recommendations were cited as a suggestion)
- CEWs could be linked with video capability
- Concerns about the cost of expanded CEW acquisition
- Mobile Crisis Intervention Teams (MCITs) should be in every police division
- MCITs should operate 24 hours a day

Recommendation by Community Members of Mental Health Sub-Committee on CEW Expansion

At its meeting of October 8, 2013, members of the Mental Health Sub-Committee reviewed the deputations and written submissions and considered the issue of CEW expansion.

At that time, Pat Capponi put forward the following Motion:

***In concert with the overwhelming negative response heard at the public consultation meeting on CEW expansion held on September 24, 2013, the community members of the Mental Health Sub-Committee strongly recommend that the Board not approve the wider distribution of CEWs at this time.***

This Motion was unanimously approved by the community members of the Mental Health Sub-Committee. It should be noted that the community members of the Sub-Committee voted in favour of this Motion as individuals, rather than on behalf of agencies or organizations. In addition, representatives from the Toronto Police Services Board and the Ministry of Health and Long-Term Care, who sit as members on the Sub-Committee abstained from this vote. Those individuals representing the Toronto Police Service noted that they are non-voting members of the Sub-Committee and that the Service supports the expanded deployment consistent with the Ministry's announcement.

It should also be noted that the inclusion of the phrase “at this time” is of significance; Sub-Committee members are interested in the various reviews and studies that are now taking place and the position may change as a result of the outcome of these reviews and studies.

Further, the Sub-Committee members are interested in exploring a number of other issues related to CEW use, including:

- The threshold to be employed for CEW use and whether the current TPS (and Ontario) threshold should be changed
- Questions about where the CEW falls within the Use of Force spectrum and whether it is properly positioned on this spectrum (an issue of both training and practice)
- Concerns about CEWs being used as a tool of compliance
- The emphasis given to de-escalation in both training and practice and whether this training is adequately reinforced
- Supporting the expansion of Mobile Crisis Intervention Teams (MCIT) to serve as first-responders, across the city, 24-hours a day



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 07, 2013**

**#P261. QUARTERLY REPORT: OCCUPATIONAL HEALTH AND SAFETY  
UPDATE: JULY – SEPTEMBER 2013**

The Board was in receipt of the following report September 30, 2013 from William Blair, Chief of Police:

Subject: QUARTERLY REPORT: OCCUPATIONAL HEALTH AND SAFETY  
UPDATE: JULY 1, 2013 TO SEPTEMBER 30, 2013

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

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

The purpose of this report is to update the Board on matters relating to occupational health and safety issues for the third quarter of 2013.

Discussion:

This quarterly update report is for the period from July 1, 2013 to September 30, 2013. This public report corresponds with additional information provided in the confidential agenda.

Accident and Injury Statistics

From July 1, 2013 to September 30, 2013, 209 members reported that they were involved in 223 workplace accidents/incidents resulting in lost time from work or health care which was provided by a medical professional. These incidents were reported as claims to the Workplace Safety and Insurance Board (WSIB). During this same period, 32 recurrences of previously approved WSIB claims were reported. Recurrences can include, but are not limited to, on-going treatment, re-injury and medical follow-ups ranging from specialist appointments to surgery.

A workplace incident may have several attributes and can be reported in more than one category. For example, an officer can be assaulted and sustain a laceration injury at the same time. Each attribute would be reported. For this reporting period, the workplace or work-related accidents/incidents were categorized according to the following attributes:

- 32 arrest incidents involving suspects
- 9 vehicle incidents (member within vehicle as driver or passenger)
- 15 assaults
- 23 cuts/lacerations/punctures
- 11 traumatic mental stress incidents
- 7 slips and falls
- 170 communicable diseases and possible exposures

As a Schedule 2 Employer, the Toronto Police Service paid \$45,478.30 in health care costs for civilian members and \$137,292.74 in health care costs for uniform members for the third quarter of 2013.

#### Critical Injuries

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

For the third quarterly report for 2013, there were two Critical Injury Incidents reported to the MOL. Both incidents were confirmed by the MOL to be Critical Injury Incidents which resulted from a cause in a workplace as defined in *Regulation 834*.

#### Communicable Diseases

As part of the Communicable Disease Exposure Surveillance Program, members of the Occupational Health and Safety Unit (OHS) reviewed reported exposures during the months indicated. The majority of these reports did not result in claim submissions to WSIB; however, there is an obligation to ensure the surveillance program maintains its administrative requirements and that there is a communication dispatched to members of the Service from a qualified designated officer from the Medical Advisory Services (MAS) team.

<b>Reported Exposures</b>	<b>July</b>	<b>August</b>	<b>September</b>	<b>Q3 Total</b>
1. Hepatitis A, B, & C & HIV	9	8	0	17
2. Influenza	0	0	0	0
3. Tuberculosis (TB)	0	2	0	2
4. Meningitis (All)	0	0	0	0
5. Lice and Scabies	1	0	0	1
6. Other*	48	37	17	102
<b>Total</b>	<b>58</b>	<b>47</b>	<b>17</b>	<b>122</b>

\* This category can include, but is not limited to exposures to:

- infectious diseases not specified above including smallpox, severe acute respiratory syndrome (SARS), rubella and measles;
- respiratory condition/irritations;
- bites (human, animal or insect);
- varicella (chickenpox);
- Methicillin-Resistant Staphylococcus Aureus (MRSA), also known as multidrug-resistant bacteria); and,
- bodily fluids (blood, spit, vomit, etc.).

As a result of a determination made at the Central Joint Health and Safety Committee (CJHSC) meeting of March 29, 2010, OHS monitors incidents where members report exposure to bed bugs. There were 2 reported exposures to bed bugs in the third quarter.

### Medical Advisory Services

The statistics provided are limited to a consideration of 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 greater than six months.

An examination of disability distribution amongst Service members revealed the following:

<b>Disability</b>	<b>July</b>	<b>August</b>	<b>September</b>
Short Term	69	65	62
Long Term - LTD	4	4	4
Long Term - CSLB	82	82	82
<b>Total Disability per Month</b>	<b>155</b>	<b>151</b>	<b>148</b>

### Implementation of Health and Safety Policies, Including Training Policies, by various Departments or Divisions

Currently, the Service has 436 certified members comprised of 270 worker representatives and 166 management representatives. For administrative purposes, uniform management representatives consist of the rank of Staff/Detective Sergeant and above.

### Other Occupational Health and Safety Matters

#### Workplace Violence and Harassment

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

- Workplace Violence/Harassment Complaints

In the third quarter of 2013, there was one documented complaint which has been categorized by Professional Standards to meet the criteria of workplace harassment as defined in the *OHSA*.

#### Ministry of Labour Orders, Charges & Issues

There were no Ministry of Labour orders, charges, or issues during the third quarter of 2013.

#### Conclusion:

In summary, this report will update the Board on matters relating to occupational health and safety issues for the third quarter in 2013.

The next quarterly report for the period of October 1, 2013 to December 31, 2013, will be submitted to the Board for its meeting in February 2014.

Deputy Chief Mike Federico, Corporate Command, will be available to respond to any questions the Board may have regarding this report.

**The Board received the foregoing report. The Board also noted that during consideration of the confidential quarterly report on occupational health and safety matters, it requested the City Solicitor to advise the Board on whether there are any reasons arising from its obligations with respect to workplace health and safety that would prohibit the Board from revising the frequency of the foregoing report to semi-annually as opposed to quarterly (Min. No. C245/13 refers).**

**Moved by: M. Thompson**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 07, 2013**

**#P262. QUARTERLY REPORT: TORONTO POLICE SERVICES BOARD  
SPECIAL FUND UNAUDITED STATEMENT: JULY – SEPTEMBER  
2013**

The Board was in receipt of the following report October 22, 2013 from Andy Pringle, Acting Chair:

Subject: QUARTERLY REPORT: TORONTO POLICE SERVICES BOARD SPECIAL FUND UNAUDITED STATEMENT: JULY TO SEPTEMBER 2013

Recommendation:

It is recommended that the Board receive the report on the Toronto Police Services Board's Special Fund un-audited statement for information.

Financial Implications:

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

Background/Purpose:

As required by the Toronto Police Services Board (TPSB) Special Fund policy (Board Minute #P73/13) expenditures for the Special Fund shall be reported to the Board on a quarterly basis. This report is provided in accordance with such directive. The TPSB remains committed to promoting transparency and accountability in the area of finance.

Discussion:

Enclosed is the un-audited statement of receipts and disbursements with respect to the Toronto Police Services Board's Special Fund for the period July 1 to September 30, 2013.

As at September 30, 2013, the balance in the Special Fund was \$1,543,515. During the third quarter, the Special Fund recorded receipts of \$51,597 and disbursements of \$65,099. There has been a net increase of \$267,388 against the December 31, 2012 fund balance of \$1,276,127.

Auction proceeds have been estimated for the months of August to September 2013 as the actual deposits have not yet been made.

For this quarter, the Board approved and disbursed the following sponsorships:

- Victim Services/Chief Gala \$4,000
- OHS Awareness Day-Recognition \$1,000

The following unused funds were returned:

- Caribbean Day \$1,383
- Aboriginal Day \$244

In addition, the Board approved and disbursed the following:

- Corona 25 Yrs. Presentation Watches \$35,982
- Corona Civilian Long Term Awards \$9,397

Conclusion:

As required by Toronto Police Services Board Special Fund policy, it is recommended that the Board receive the attached report.

**The Board received the foregoing report.**

**Moved by: M. Thompson**

THE TORONTO POLICE SERVICES BOARD SPECIAL FUND							
2013 SECOND QUARTER RESULTS WITH INITIAL PROJECTIONS							
PARTICULARS	2013					2012	COMMENTS RELATING TO THIS QUARTER
	INITIAL PROJ.	JAN 01 TO MAR 31/13	APR 01 TO JUN 30/13	JUL 01 TO SEPT 30/13	OCT 01 TO DEC 31/13	JAN 01 TO DEC 31/12	
BALANCE FORWARD	1,276,127	1,276,127	1,628,180	1,557,017	1,543,515	1,276,127	318,675
<u>REVENUE</u>							
PROCEEDS FROM AUCTIONS	350,000	42,703	114,608	98,485		255,797	358,500
LESS OVERHEAD COST	(129,500)	(15,800)	(42,405)	(36,439)		(94,645)	(132,475)
UNCLAIMED MONEY	330,000	337,497	16,081	13,321		366,899	1,016,280
LESS RETURN OF UNCLAIMED MONEY	(7,000)	(2,302)	(3,505)	(26,922)		(32,729)	(15,613)
INTEREST	5,000	1,709	3,206	3,230		8,145	6,743
LESS BANK SERVICE CHARGES	(2,000)	(783)	(76)	(78)		(937)	(1,934)
OTHERS	3,000	11,754	4,182	0		15,936	2,388
OTHERS	0	0	0	0		0	10,000
TOTAL REVENUE	549,500	374,778	92,091	51,597	0	518,466	1,243,889
BALANCE FORWARD BEFORE EXPENSES	1,825,627	1,650,905	1,720,271	1,608,614	1,543,515	1,794,593	1,562,564
<u>DISBURSEMENTS</u>				0			
POLICE COMMUNITY INITIATIVES				0			
SERVICE							
CPLC & COMM. OUTREACH ASSISTANCE	29,000	0	29,000	0		29,000	29,000
UNITED WAY	10,000	0	10,000	0		10,000	10,000
OTHER	0	0	0	0		0	0
COMMUNITY							
VICTIM SERVICES PROGRAM	25,000	0	25,000	4,000		29,000	12,000
VARIOUS ORGANIZATIONS	80,000	16,000	70,400	1,000		87,400	153,650
FUNDS RETURNED - SPONSORSHIPS	(4,500)	0	(3,596)	(1,627)		(5,224)	(21,197)
TPAAA ASSISTANCE	20,000	0	1,500	16,000		17,500	0
RECOGNITION OF SERVICE MEMBERS							
AWARDS	60,000	6,000	7,628	45,526		59,154	58,392
CATERING	15,000	0	1,230	0		1,230	12,405
RECOGNITION OF COMMUNITY MEMBERS							
AWARDS	2,000	0	364	0		364	1,199
CATERING	2,000	0	1,140	0		1,140	2,328
RECOGNITION OF BOARD MEMBERS							
AWARDS	500	110	0	0		110	0
CATERING	1,000	515	29	0		544	499
CONFERENCES							
COMM. POLICE LIAISON COMMITTEES	8,500	0	8,500	0		8,500	4,821
ONT. ASSO. OF POLICE SERVICES BOARD	0	0	7,500	0		7,500	0
CDN ASSO. OF POLICE SERVICES BOARD	0	0	0	0		0	0
DONATIONS - IN MEMORIAM	800	100	302	200		602	600
TPSB/TPA RETIREMENT DINNER	10,500	0	4,259	0		4,259	7,526
DINNER TICKETS	200	0	0	0		0	0
PROFESSIONAL FEES	0	0	0	0		0	0
INTERNAL CONTROL REVIEW FEE	5,640	0	0	0		0	6,365
OTHER EXPENSES	0	0	0	0		0	8,849
TOTAL DISBURSEMENTS	265,640	22,725	163,254	65,099	0	251,078	286,437
SPECIAL FUND BALANCE	1,559,987	1,628,180	1,557,017	1,543,515	1,543,515	1,543,515	1,276,127

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TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 07, 2013**

**#P263. ANNUAL REPORT: 2013 HEALTHY WORKPLACE INITIATIVES**

The Board was in receipt of the following report September 13, 2013 from William Blair, Chief of Police:

Subject: 2013 ANNUAL REPORT: HEALTHY WORKPLACE INITIATIVES

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

At its meeting held on November 28, 2006, the Board approved a motion requesting that the Chief of Police implement a targeted approach to creating a healthy workplace and to report annually to the Board on the results of the initiatives. The motion was in response to the results of the Connex Health Risk and Productivity Assessment (HRA) report completed in 2006, which was prepared for the Toronto Police Service (TPS) by Connex Health Consulting (Min. No. P354/06 refers).

This report is submitted in response to that motion and will identify health and wellness initiatives, which have been undertaken by the TPS during the period of October 1, 2012 to September 30, 2013.

Wellness 2013 (Uniform and Civilian)

The wellness presentation of the 2013 In Service Training Program (ISTP) builds upon the 2012 ISTP Emotional Survival for Law Enforcement presentation.

The 2013 ISTP wellness presentation is designed to encourage behaviour change with emphasis on solutions (aggressive time management, fatigue management, personal awareness and accountability). The main concept of this year's presentation explains the importance of taking care of yourself now, so that you can be healthy at the time of your retirement and enjoy the benefits of your investment/pension.



The presentation includes behaviour change concepts such as intrinsic (ie: move better, feel better, have more energy) and extrinsic (ie: maximize pension benefits) motivations as well as concepts based on the work of Dr. Kevin Gilmartin.

The TPS engaged Dr. Kevin Gilmartin, author of the book *Emotional Survival for Law Enforcement* to provide training to members from the Toronto Police College (TPC) tasked with presenting the 2012 ISTP wellness presentation - Emotional Survival for Law Enforcement. Dr. Gilmartin is a behavioural scientist specializing in law enforcement related issues. He holds a doctoral degree in Clinical Psychology from the University of Arizona and is a licensed psychologist in the State of Arizona. Dr. Gilmartin lectures extensively across North America and his book is required reading for dozens of organizations, including the Royal Canadian Mounted Police (RCMP).

To date, the 2013 ISTP wellness presentation has reached 2,097 members and its delivery is ongoing.

In 2012, the TPS Wellness Team developed a program for civilian members called '*Think Right Emotional Survival for Civilians in Law Enforcement*'. Working as a civilian within the policing environment presents unique challenges not found in other corporate cultures. These challenges can be stressful and can affect members emotionally and psychologically. Feedback has been extremely positive and the presentations continued into April of this year, which included mandatory training for all court officers (approx. 750 members). This presentation is currently offered based on request, and has reached more than 100 members this year.

The Wellness Team has partnered with Dr. Linda Duxbury from Carleton University, a noted pioneer in the field of organizational health. Dr. Duxbury has designed a survey with the intent of understanding the causes and consequences of the ever increasing work and family demands (role overload) within the TPS.

Dr. Duxbury will analyze and compile the survey data with a goal of identifying strategies that TPS employees can use to cope with role overload. The survey includes sections on Work Environment, Role Demands, Manager/Supervisor as well as Physical and Mental Health. The goal of obtaining 1,000 surveys has been completed. These surveys will be sent to Carleton University for data compilation.

Work is well underway in the development of the 2014 ISTP wellness presentation. Important mental health concepts will be covered including Post-Traumatic Stress Disorder (PTSD), Critical Incident Stress (CIS) and recognizing behaviours related to emotional trauma. Practical solutions will be presented that include talk therapy, meditation and yoga.

#### Musculoskeletal Disorder (MSD) Prevention Program

In 2011, the Ministry of Labour issued a memorandum to the Ministry of Community Safety and Correctional Services requiring police Services in Ontario to take a proactive approach in addressing the excessive number of MSD disorders that police officers from Services across the province were experiencing.

MSD claims place a massive cost burden on employers across Ontario. According to the Occupational Health and Safety Council of Ontario, musculoskeletal disorders are estimated to cost Ontario employers more than \$12 billion in direct and indirect costs. Additionally, MSDs are the leading cause of work-related lost time claims accounting for the following:

- 42% of all claims involving time lost from work;
- 42% of all costs related to time lost from work; and
- 50% of all days lost from work.

The Wellness Team, in consultation with the Occupational Health and Safety Unit, identified a MSD trend several years ago and initiated a research partnership with one of the leading world experts, Dr. Stuart McGill, head of the biomechanics laboratory at the University of Waterloo. The results of the study were published in the *Journal of Ergonomics* under the title: *The relationship between general measures of fitness, passive range of motion and whole-body movement stability*.

As a result of this research, some common trends were observed primarily comprised of primal pattern movements such as the squat, poor back extension endurance and poor hip range of motion, which are directly correlated with an increased risk of developing lower back pain. In 2011, the field wellness back health program was developed and delivered to TPS primary response personnel via lectures on internal training days.

Continuing in 2013, specialized units have been receiving this training. The lecture addresses practical strategies that police and civilian personnel can use to improve squat movement mechanics (i.e. getting in and out of a police vehicle, sitting position when writing reports), how to increase back extension endurance scores through exercise and mobility and flexibility protocols that improve hip range of motion.

In an effort to take proactive steps towards MSD disorders, the TPS has implemented a voluntary movement screening program as an addition to the Ontario Police Fitness Award (OPFA):

1) Core Endurance (Back Extension) Test

A core endurance component was added to the OPFA program. The core endurance test replaced the curl-up test. Back endurance is positively correlated with improved back health and is valid, evidence based research supported protocol to screen for potential back injury.

2) Squat and Shoulder Movement Screen

A voluntary squat and shoulder movement screen were added to the OPFA program. The squat and shoulder movement screen are valid, evidence based research supported protocols to screen for general fitness and whole-body movement stability. Quality of shoulder and squat movement are strongly correlated with a lower incidence of musculoskeletal injury.

Since the last Board report, the shoulder and squat movement screens have been completed for at least 290 TPS members. Of those, 170 did not meet the criteria to pass at least one of the movement screens. All of the screened TPS members were shown training exercises,

movements, and mobility protocols to assist with improving their movement limitations and restrictions. In addition, videos, articles, and quick tips have been created and posted on the TPS Wellness Website to support the MSD prevention program.

To further the MSD prevention program, all 51 certified TPS OPFA appraisers have been given training on how to administer these movement screens. These appraisers work at the divisions and locations throughout the TPS and are able to assist members with an improvement to the quality of their movement.

### 3) Fitness Consultations (Consults)

Fitness consults are an integral part of the TPS Wellness Program. Consults range from one to two hours and provide members with important information on movement screenings, tips on appropriate kinesthetic movements, as well as developing individual exercise programs. More than 130 fitness consults were conducted this year.

### Chronic Disease Education

For several years now, the TPS Wellness Team has been providing counselling and blood work to help members manage their health risks and evaluate their health status.

In the latter part of 2012, more than 150 members have had their blood cholesterol, blood sugar and blood pressure monitored. The blood work was conducted by the Wellness Coordinator/Registered Nurse. However, changes in personnel within the Wellness Team resulted in this initiative being put on hold for the time being. In lieu of this offering, the Wellness Team stresses the importance of regular doctor check-ups where blood cholesterol, blood sugar and blood pressure can be monitored.

The Wellness Team will continue to offer on-going support to members in preventing and managing chronic disease in the form of blood pressure and body fat testing.

### Nutritional Presentations, Weight Loss Clinics and Counselling

The TPS Nutritionist has conducted numerous presentations with respect to healthy eating choices. Over the past year, more than 1,800 members (uniform and civilian) have attended nutrition field presentations, which included topics such as *Nutrition Basics*, *Healthy Eating on the Run*, and *Nutrition for a Healthy Heart*.

Over the past year, 212 individual consultations were conducted on nutrition, lifestyle and weight loss with TPS members. Sessions are approximately one and a half to two hours in length. During these consultations, important concepts such as digestion and healthy blood sugar management are discussed. Healthy meal plans are personally designed during consultations.

The Healthy Eating Program has been a sustainable program for the TPS. This year, three Healthy Eating Programs were completed at TAVIS, 11 Division and 41 Division.

To support and encourage on-going weight-loss and weight maintenance, Traffic Services has organized six Healthy Lunch Programs this year. Approximately, 20-30 members attended each session with a main meal, side and dessert—all of which were prepared with fresh, healthy ingredients. Recipes were provided to demonstrate that healthy food can taste good. The TPS Nutritionist also assists with the healthy lunches. This initiative is on-going. In addition to the Healthy Lunch Program, healthy weigh-ins took place at Headquarters, TAVIS and D11. Approximately 50 members took advantage of this initiative.

In 2012/13 the Wellness Team partnered with the Canadian Cancer Society to provide a cancer screening awareness program called *Your Health Matters*. Attendees learned about the various cancer screening tools, as well as lifestyle factors that help prevent cancer. Attendees were also encouraged to take part in the “One Change Challenge”, where participants choose a healthy goal to work toward for a period of six weeks. Sessions were held at Headquarters and the TPC. Approximately 50 members took advantage of this initiative.

#### Ontario Police Fitness Award Program

The OPFA is a provincial incentive program developed to motivate Ontario police officers and police Service employees to remain physically fit throughout their entire career.

One of the assessments that formed part of this test was the ‘Curl-Up’ test. Over the past year, the TPS has been instrumental in replacing this test with a new Core test with correlations to reduced back injuries and better movement quality. The TPS worked with the Police Fitness Personnel of Ontario (PFPO). Because of the TPS back health program and the research conducted by Dr. McGill, results demonstrated that rounding the lumbar spine (lower back) repetitively under load could be a mechanism leading to back injury (e.g., disc herniation). The ‘Curl-Up’ test required people to use their abdominal muscles to round their lower back. In 2013, the Curl-Up test was removed from the OPFA testing protocol. The new ‘Core Endurance’ test changes the focus from rounding the back with the abdominals to using the entire core to stabilize the spine in a neutral position.

In 2013, all bicycle patrol officers were required to obtain a current fitness pin prior to being recertified. Along with enhanced training (including updated instructor certification), the mandatory fitness pin was implemented to address a significant number of on duty injuries to bicycle patrol officers. The chart below highlights a comparison of bicycle injuries from January 1 to July 26 for the last two years.

<b>Bicycle Patrol Officers</b>	<b>2012</b>	<b>2013</b>
Critical Injuries	4	1
Total Injuries on Duty (IOD)	59	24

These results show a significant decrease in both total injuries on duty (59.3% decrease), and critical injuries (75% decrease). This decrease in bicycle patrol officer injury demonstrates that physical fitness testing may be a contributing positive factor in the reduction of workplace injuries to bicycle patrol officers. These results may also indicate some of the significant cost savings and returns on the investment in OPFA testing.

As part of the TPS ongoing participation in the OPFA program, TPC will be offering a Certified Police Fitness Appraiser's Course in November 2013. This four-day course will certify new TPS Fitness Pin appraisers for testing at their current locations.

Since the last report outlining wellness initiatives, 1,576 members have been put through fitness pin testing. This is a significant improvement over last year's total of 969 members. While some of this increase is attributed to the mandatory fitness pin for bicycle patrol officers, these results demonstrate that more TPS members are attempting the OPFA test and making physical fitness a priority.

#### Measurement Database and Wellness Intranet Site

In March 2011, TPC's Wellness Section launched the new Wellness Website. The former Wellness Website was Intranet-based, making it challenging for members to visit since they could only access it from a TPS computer. The new site is Internet based allowing members and their families to access the site from their homes.

Over the past year, the Wellness Team has continued to develop and generate content for the topic sections, which are based on the Wellness Team's Living Right program. Topics include Eat Right, Think Right, Move Right, Heart Right and Sleep Right. Newly generated content includes, but is not limited to, fitness videos on mobility, stretching and quick workout ideas and nutrition articles on digestion, healthy eating on the run and weight management.

The Wellness Website has been a practical way for members sign up for Fitness Pin Testing. The on-line process is easy to use and also provides preliminary Fitness Pin instructions.

The Wellness Website also has a recipe section. The recipes are healthy and practical with emphasis on taste. There are nine recipe sections, which include Breakfast, Lunch, and Dinner options, as well as Dairy and Gluten Free meal ideas. To date, the Wellness Website has an average of 500 visitors monthly.

In the coming year the Wellness Website will be updated and revamped as well as moved to another more secure server. The Wellness Website will be updated to improve content and customer satisfaction.

#### Communications - Internal and External

There are several components to the Wellness communication strategy for the TPS, which include, but are not limited to, the Wellness working groups, the Wellness Internet site, external and internal publications, conferences and events.

The communication of the Wellness strategy to members and external groups has been ongoing. The Wellness Working Group strategy has been revised, as outlined below.

### Working Wellness Group Program

The Working Wellness Group (WWG) program was initiated by Connex Health in 2008. The key component of the WWG program is a contact person at each division or unit who is responsible for the administration, organization and implementation of Wellness programs at the unit level. This person works with the assistance and support from the TPS Wellness Team.

To date 11, 41, 32, 33, 51 and 52 divisions, and Traffic Services, Courts, TAVIS, Communications, Major Case Management, and Employment have executed wellness initiatives in conjunction with the TPS Wellness Team. In the coming year, the program will continue to focus on re-establishing WWG programs at other divisions and units in an effort to extend the program across the TPS; and developing a maintenance strategy that will sustain and promote existing WWG programs.

In an effort to assist WWG contacts throughout the TPS, the Wellness Team will continue to visit individual divisions and locations and provide the necessary support and training as needed. The Wellness Team has established deep relationships at a number of divisions with individuals who are passionate about health and wellness and have the resources and time to initiate Wellness events.

In the coming year, the Wellness Team will be looking to improve communication with individuals throughout the TPS who are engaged in OPFA testing. These individuals have a strong interest in health and wellness, and therefore could be valuable assets to the WWG program. Evaluation of this communication method will be on-going.

### Psychological Services

Psychological Services continues to work on a number of initiatives to provide a range of supports and Services designed to maintain and enhance members' emotional health and resilience. Members working in specialized roles, which place them at heightened risk, participate in a structured Psychological Wellness Program. This program consists of scheduled individual visits with a TPS psychologist, with additional support and intervention offered when required. Since its inception with the Child Exploitation and Technological Crimes investigators in 2008, the Psychological Wellness Program has grown significantly, and now includes Forensic Identification investigators and Forensic photo technicians, undercover operators (both Drug Squad and members of the Toronto and Provincial undercover pool), Emergency Task Force (ETF) officers, and civilian "911" call intake and dispatch operators. In the past year, the Psychological Wellness Program again expanded to include members of the Collision Reconstruction Squad of Traffic Services. This kind of proactive wellness initiative is increasingly being recognized as a best-practice by leading police agencies across North America. Psychological Services has been called upon to share information both informally with other police Services and through talks to professional groups interested in developing similar

programs, including recent presentations to Provincial Crown managers and to the Vicarious Trauma Committee of the Ministry of the Attorney General.

Psychological Services also supports officers returning from military leave and has implemented a comprehensive program of education and support to meet the needs of a growing number of members selected for and returning from International Policing Operations with the RCMP or UN, as well as their families. Programming begins in the pre-deployment phase, with support extending over the post-deployment year, with regular sessions for officers scheduled at three, six and 12 month intervals post-deployment. Additional support and training have also been extended to members and family liaison officers prior to deployment to better prepare them to recognize and cope with the emotional rigors of the mission. Spouses and other immediate family members are invited to attend family pre-deployment sessions and reintegration sessions to assist them in preparing for the various transitions and adjustments they may experience over the course of the deployment cycle.

Psychological Services contributes to the psychological health of members through participation in Wellness events, such as Family Day for new constables, and by providing training and consultation on a range of relevant psychological issues, including consultation with supervisors regarding psychological issues in the workplace. During the past year, topics presented include coping with cumulative stress and the risk of burnout, how to assist communicators to respond effectively to emotionally-disturbed callers, and self-care on the job.

Psychological Services continues to collaborate with our Peer Support Team in responding to complex critical incidents through partnering arrangements and by providing psychological expertise and consultation to individual peers. This year, presentations were delivered to the Peer Support Volunteers on Critical Incident Stress Debriefing in the specialized context of the Special Investigations Unit (SIU) investigation, as well as on understanding the impact of stressful events on the development of PTSD and other psychological difficulties. In collaboration with TPC and Corporate Planning, revisions to the Critical Incident Stress Procedure were made to ensure appropriate supports are in place for officers involved in incidents where a firearm has been discharged.

Additional functions of Psychological Services include participation in the selection of special team members, Emergency Task Force officers and members applying for secondment to International Policing Operations, and the psychological evaluation of new constable candidates. Although not directly part of the Psychological Wellness Program, the selection activities of Psychological Services are an important first step in ensuring that officers have the necessary strengths and coping capacities to meet the psychological demands of their jobs and specialized roles.

### Chaplaincy Services

The TPS Chaplaincy Program was initiated in 1974 to minister to the personal, spiritual and religious needs of members and their families. In December 1995, a proposed report on redefining the Chaplaincy Service was approved by the Command. In 1999, the TPS hired the first full time, multi-faith Chaplaincy Co-ordinator. As of today, the program now has nineteen

volunteer chaplains. These Chaplains volunteer twelve to fifteen hours per month and are available at divisions and other units for the spiritual well-being of our members.

Currently, there are three types of religious Services held monthly at the Headquarters' chapel. Many members utilize the prayer room located beside the reception area on a daily basis. Throughout the year, the Chaplain arranges training opportunities for the volunteer chaplains. Religious awareness and diversity training are provided at TPC for civilians and recruits. The TPS Chaplain and the Volunteer Chaplains assist the members who are celebrating, grieving or are in need of spiritual guidance. They are also involved in public events across the TPS when asked to do so.

The multi-faith prayer room located at the Toronto Police College is being used on a regular basis. The Toronto Police Association's Chapel is also used on a regular basis by members for memorials, weddings and baptisms.

Conclusion:

The next annual report update will be provided to the Board at its November 2014 meeting, and will cover the period between October 1, 2013, and September 30, 2014.

Deputy Chief Mike Federico, Corporate Command, will be in attendance to respond to any questions Board members may have with respect to this report.

**The Board received the foregoing report.**

**Moved by: D. Noria**



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 07, 2013**

**#P264. APPRECIATION LETTER: 2013 LAW ENFORCEMENT TORCH RUN  
FOR SPECIAL OLYMPICS**

The Board was in receipt of the attached correspondence dated September 23, 2013 from James Ramer, Staff Superintendent, Chair, Toronto Law Enforcement Torch Run, expressing appreciation for the Board's donation to the 2013 Law Enforcement Torch Run.

**The Board received the correspondence from S/Supt. Ramer.**

**Moved by: A. Pringle**



## Toronto Police Service

40 College Street, Toronto, Ontario, Canada. M5G 2J3  
(416) 808-2222 FAX (416) 808-8202  
Website: www.TorontoPolice.on.ca



William Blair  
Chief of Police

File Number: .....

September 23, 2013

Chair Alok Mukherjee  
Toronto Police Services Board  
40 College Street  
Toronto, ON M5G 2J3

Dear Chair Mukherjee:

Re: 2013 Law Enforcement Torch Run for Special Olympics

As Chair of the Toronto Police Service Law Enforcement Torch Run for Special Olympics, I want to express my sincere appreciation for your generous donation of \$5,000.00 to the 2013 Law Enforcement Torch Run.

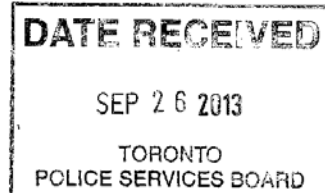
The funds raised through this program, together with the commitment and dedication of representatives from Special Olympics Ontario, have made a significant contribution to the lives of thousands of gifted athletes throughout Ontario.

I would like to thank you for your continuous support for this very worthwhile cause.

Sincerely,

James Ramer  
Staff Superintendent  
Chair, Toronto Law Enforcement Torch Run

JR:lk



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 07, 2013**

**#P265. BUSINESS CASE FOR APPROVAL TO COMMENCE FILLING THE  
VACANT POSITION OF EXECUTIVE ASSISTANT, PROFESSIONAL  
STANDARDS**

The Board was in receipt of the following report September 27, 2013 from William Blair, Chief of Police:

Subject: BUSINESS CASE FOR APPROVAL TO COMMENCE FILLING THE  
VACANT POSITION OF EXECUTIVE ASSISTANT, PROFESSIONAL  
STANDARDS

Recommendation:

It is recommended that the Board approve commencing the hiring process to fill the vacant Executive Assistant position in Professional Standards.

Financial Implications:

The salary range for the position of Executive Assistant (Class Z22) is \$64,175 to \$74,294. This approved position has been vacant since April 29, 2013, when the Executive Assistant was reassigned to Administrative Command. The funding for this position is included in the Toronto Police Service (Service) 2013 approved operating budget.

Background/Purpose:

The Board, after considering the submission for the 2013 operating budget at its December 10, 2012 meeting, approved the following motions (Min. No. P299/12 refers):

2. THAT, with the exception of communication operators, the Board direct that there be no hiring of uniform or civilian members, effective December 31, 2012, except where warranted and approved by resolution of the Board, following consideration of a detailed business case submitted by the Chief; and
3. THAT, the Board direct that there be no promotion of uniform or civilian members, effective December 31, 2012, except where warranted and approved by resolution of the Board, following consideration of a detailed business case submitted by the Chief.

## Discussion:

Professional Standards supports the Service by promoting a culture of service excellence. This is accomplished through:

- identifying and managing areas of risk for the Service;
- ensuring that all allegations of misconduct and criminal activities by Service members are thoroughly investigated; and
- providing legal advice to the Chief of Police and all other Service members

Professional Standards' 2013 budget is \$1,068,600 and has an authorized establishment of seven positions which includes; one Staff Superintendent, three Sergeants, two Staff Sergeants, and one Executive Assistant. The Executive Assistant of Professional Standards also supports the Professional Standards pillar which also consists of the Risk Management Unit, Investigative Unit, and Legal Services and has a budget of \$12.7M and an establishment of 103 positions.

### ***Benefits of Approving the Recommendation***

The Executive Assistant reports directly to the Staff Superintendent of Professional Standards and filling this vacancy would allow for the following benefits:

- Secretarial and administrative support within Professional Standards;
- Maintaining a continual knowledge of issues of the day or critical events, identifying emerging issues and informing the Staff Superintendent;
- Drafting and preparing response/correspondence to routine requests for the Staff Superintendent's signature;
- Preparation of agendas and arranging and attending meetings to take minutes and distribute relevant materials;
- Typing and transcribing correspondence, reports, memos and other documents;
- Maintaining effective time management through controlling the access of people wishing to see or speak to the Staff Superintendent and answering questions where possible;
- Co-ordinating the submission of all Professional Standards Board reports and ensuring all reports required for the Staff Superintendent's signature are submitted in a timely fashion in proper format;
  - Maintaining a register for incoming correspondence and forwarding replies as appropriate;
  - Preparing departmental Purchase Orders and Requisitions and other entries on SAP;
  - Assisting with the development and monitoring of the Unit Budget;
  - Updating and maintaining time and attendance records on TRMS;
  - Co-ordinating travel arrangements and preparing expense statements on a timely basis;
  - Assigning routine requests for information to the appropriate managers for response and ensuring responses are submitted to the Staff Superintendent in a timely manner; and

- Working closely with the Corporate Command Executive Assistant and fill in at this position when required.

### ***Risks of Not Approving the Recommendation***

- If the Executive Assistant position is not filled, the Staff Superintendent of Professional Standards would not be able to effectively and efficiently manage the constant demands of his office.
- The position is currently being filled by the clerical assistant to the Superintendent of Risk Management Unit, however, this member is now performing both functions.
- In order for this member to complete the requirements of both positions it requires her to work overtime and cancel her scheduled time off. This member has been trained as the back-up for the Executive Assistant position but the unit will be left without an Executive Assistant when this member is unavailable due to illness or annual leave.
- Due to the complex and immediate demands of the Staff Superintendent of Professional Standards it is critical that there be an Executive Assistant to manage the duties of this office.

### ***How the Recommendation Supports the Board's Business Plan and TPS Strategic Objectives***

The Executive Assistant position provides administrative support to the Staff Superintendent of Professional Standards and is necessary for the efficient operation of the unit. An efficient Professional Standards unit is critical to the Toronto Police Service as it promotes public trust and reduces the Service's exposure to risk by:

- ensuring that all complaints are investigated within the timelines mandated by the *Police Services Act*;
- investigating all complaints of workplace violence and harassment as required by the *Occupational Health & Safety Act*;
- investigating all incidents where the Special Investigations Unit (SIU) mandate has been invoked as mandated by *Ontario Regulation 267/10*;
- managing external complaints under the *Ontario Human Rights Code*; and
- by providing timely legal advice to the Chief and all Service members.

### ***Alternative Options Considered Prior to the Recommendation***

A number of options were considered as alternatives to permanently staffing this position, such as:

- Re-distribution of work: not possible because of demanding work loads of other clerical staff;
- Hiring temporary staff: not efficient as the investment in training is not permanent;

- Overtime and callback: not an efficient use of unit budget and is contrary to the Board's request for reductions in premium pay.

***Impact on the 2013 Operating/Capital Budgets***

The vacant position is part of the Service's civilian establishment and the associated salary and benefit costs are included in the approved 2013 operating budget.

**Conclusion:**

The Service requires an efficient and effective Professional Standards unit in order to retain the public's trust and confidence. It is therefore recommended that the Board approve the commencement of the hiring process to fill the vacant position of Executive Assistant, Professional Standards.

Deputy Chief Mike Federico, Corporate Command, will be in attendance to answer any questions the Board may have regarding this report.

**The Board approved the foregoing report.**

**Moved by: D. Noria**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 07, 2013**

**#P266. BUSINESS CASE FOR APPROVAL TO HIRE 15 BACKGROUND  
CONSULTANTS – ONE YEAR CIOR PILOT PROJECT**

The Board was in receipt of the following report September 27, 2013 from William Blair, Chief of Police:

Subject: BUSINESS CASE FOR THE CHIEF INTERNAL ORGANIZATIONAL  
REVIEW PILOT FOR BACKGROUND CONSULTANTS

Recommendation:

It is recommended that the Board approve the hiring of 15 additional background consultants for a one year pilot for the Chief's Internal Organizational Review (CIOR), which will expand the use and responsibility of background consultants in support of the Service direction to establish efficiencies and cost savings.

Financial Implications:

The total financial impact relating to the additional hire of 15 background consultants for a one year period will be \$549,500. The cost for three months in 2013 for 15 background consultants will be \$137,400 for which funding is available; the 2014 cost has been reflected in the operational budget for Benefits & Employment.

Background/Purpose:

The Board, after considering the submission for the 2013 operating budget at its December 10, 2012 meeting, approved the following motions (Min. No. P299/12 refers):

2. *THAT, with the exception of communication operators, the Board direct that there be no hiring of uniform or civilian members, effective December 31, 2012, except where warranted and approved by resolution of the Board, following consideration of a detailed business case submitted by the Chief; and*
3. *THAT, the Board direct that there be no promotion of uniform or civilian members, effective December 31, 2012, except where warranted and approved by resolution of the Board, following consideration of a detailed business case submitted by the Chief.*

This report is in a prescribed format that has been reviewed and approved by the Board Chair.

Discussion:

In January 2013, the Background Investigation section of the Employment Unit was requested by the CIOR to conduct an internal assessment of their uniform establishment and workload requirements to find possible efficiencies and cost savings. It was determined that efficiencies could be achieved by reducing the uniform investigators, which is the largest salary component within the Background section. Consideration was given to increase the number of background consultants who currently investigate civilian files only, and expand their role to include uniform file investigations.

The initial proposal is to increase the background consultant pool by 15 additional consultants and refrain from staffing any vacancies arising from uniform members who retire from the Service or transfer from the Employment Unit. The additional consultants would readily provide the required resources to maintain current operational needs at a reduced rate compared to the regular full time salaries of six detective constables with an annual salary and benefits cost of \$787,800.

Background investigations are currently conducted by uniform staff within the Toronto Police Service. Given current reviews for efficiencies and the appropriate use and allocation of uniform resources, consideration was given to expanding the use of background consultants to complete the required background investigations for all new hires.

The chart below is a summary of all files completed in 2012:

<b>Files processed by background 2012</b>	
Parking Enforcement Officer	63
Courts	24
Communications Operator	30
Special Constable Internal	149
Special Constable External	29
LIFEGUARD	145
YIPI Afterschool	82
YIPI summer	256
Consultants	125
CO-Ops	104
Crossing Guards	N/A
Police Constable	182
Other	23
Part-time Monitors	14
Temporary Clerks	60
Legal Counsel	3
Victim Services	5
Auxiliary	211
Vulnerable Sector Screening	1848
<b>TOTAL</b>	<b>3353</b>



A recommendation to pilot the increase in background consultants to conduct background investigations on all applicant files was proposed to the CIOR Steering Committee and was approved. The proposed pilot period of one year would allow the Service to assess the feasibility of utilizing background consultants to complete background investigation on both uniform and civilian files, and to analyse the efficiency and potential salary and benefit cost savings.

Benefits and Employment hire retired Toronto Police uniform members as consultants to complete background investigations. Retired officers can apply for the position and are considered based on their previous work history with the Service. Hiring our own past uniform members ensures that the priorities and integrity of our hiring process is maintained. The retired uniform officers are selected based on their investigatory experience, and have not been retired from the Service more than five years. With the extensive organizational history and training of the background consultants, the Service will ensure continuity in the Employment Unit's pursuit for the best candidate.

***Benefits of approving the recommendations:***

Hiring 15 additional background consultants would provide the following benefits:

- Allow uniform resources assigned to the Background section to be allocated elsewhere in the Service;
- Background consultants are hired on a defined contract with a fixed period, a defined salary rate and no benefits;
- The salary of each background consultant is one quarter of a uniform salary grade; and
- The background consultant contract has no provisions for sick leave, vacation pay or lieu time. There is also no provision for any premium payments.

***Risks of not approving the recommendations:***

Should the hiring of 15 additional background consultants not be approved, the following impacts would occur:

- Loss of potential future savings utilizing consultants that are paid at a quarter of the current Uniform salary; and
- Potential delays in the completion of background files as file investigation requirements continue to expand with no current ability to expand staffing strength.

***How the recommendations support the Board's Business Plan and TPS Strategic Objectives:***

The hiring of 15 background consultants to pilot their support and administration of the background file investigations is in support of the Board and Service objective for overall operational efficiency. The additional consultants serve to:

- Provide potential salary budget savings
- Review the allocation of uniform resources
- Improve the Service delivery of background files in peak periods

***Impact on the 2013 Operating/Capital Budgets:***

The 15 additional background consultants are incorporated in our 2013 Operational budget.

**Conclusion:**

It is recommended that the Board approve the hiring of 15 additional background consultants for the purpose of a one year CIOR pilot project to determine the feasibility of conducting background investigations with retired Toronto Police officers in support of Service efficiencies and cost saving initiatives.

Deputy Chief Mike Federico, Corporate Command, will be in attendance to answer any questions the Board may have regarding this report.

**Deputy Chief Mike Federico, Corporate Command, responded to questions about the foregoing report.**

**Deputy Chief Federico assured the Board that the contract that has been created for the background consultants is consistent with the Canada Revenue Agency (CRA) guidelines regarding the retention of consultants and that the TPS is satisfied that the CRA will not view the background consultants as employees.**

**Chair Mukherjee inquired as to whether the TPS would consider an external organization to conduct background investigations and provided Chief Blair with the name of one organization that conducts background investigations for police agencies.**

**The Board approved the foregoing report.**

**Moved by: M. Del Grande**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 07, 2013**

**#P267. TORONTO POLICE SERVICE – 2013 CAPITAL BUDGET VARIANCE  
REPORT ENDING SEPTEMBER 30, 2013**

The Board was in receipt of the following report October 24, 2013 from William Blair, Chief of Police:

Subject: 2013 CAPITAL BUDGET VARIANCE REPORT FOR THE TORONTO  
POLICE SERVICE – PERIOD ENDING SEPTEMBER 30, 2013

Recommendations:

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

Financial Implications:

The Council-approved net capital budget for 2013 is \$16.4 million (M) and, including the 2012 carry forward, the net available funding in 2013 is \$23.4M.

As of September 30, 2013, the Toronto Police Service (Service) is projecting total net expenditures of \$18.2M, compared to \$23.4M in available funding - a spending rate of 78%. The projected under-expenditure for 2013 is \$5.2M, of which \$3.0M will be carried forward to 2014. The remaining \$2.2M projected surplus will be returned back to the City. The projected under-expenditure is for the Radio Replacement, Property and Evidence Management Facility and eTicketing Solution projects, all of which are expected to be completed below budget.

Background/Purpose:

At its meeting of October 15, 2012, the Toronto Police Services Board (Board) approved the Service's 2013-2022 Capital Program (Min. No. P254/12 refers). Toronto City Council (Council), at its meeting of January 16, 2013, approved the Service's 2013-2022 Board-approved Capital Budget. Attachment A provides a summary of the Board and Council approved budget.

This capital variance report provides the status of projects as of September 30, 2013.

Discussion:

*Summary of Capital Projects:*

Attachment B provides a status summary of the on-going projects from 2012 as well as one project that started in 2013. 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 process, the Service has adopted a colour code (i.e. green, yellow or red) to reflect the health status of capital projects. The overall health of each capital project is based on budget, schedule and scope considerations. The colour codes are defined as follows:

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

The following provides summary information on key projects within the 2013-2022 Capital Program. The information includes any status updates as of the time of writing of this report.

- Property and Evidence Management Facility (\$40.3M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

This project provides funding for a new property and evidence management (P&EM) facility at the Progress Avenue site. The P&EM facility is complete and P&EM members moved into the facility in September 2013. A Vehicle Pound, heating and air conditioning work, additional racking and other minor work will be addressed in 2014 as part of this project. It is anticipated that this project will be under budget by \$0.5M, due to lower-than-anticipated construction costs. This amount will be returned to the City at the end of 2013, and the remaining funds of \$1.4M will be carried forward to 2014.

- Parking Enforcement East (\$9M)

Overall Project Health Status	
Current	Previous Variance Report
YELLOW	GREEN

This project provides funding to relocate the Parking Enforcement East (PKE) and Parking Headquarter Management (PHQ) operation from its current leased facility to the Progress Avenue site. The current PKE and PHQ lease has a five-year term, expiring June 30, 2014.

In July 2013, based on the results of a Request for Quotation (RFQ), BECC General Contracting, one of the Board-approved pre-qualified contractors, was awarded the contract for construction services for this facility. The current schedule assumes a substantial-completion date of April 30, 2014. However, at this point BECC has not been able to confirm the delivery of structural steel, which raises a potential risk in terms of a schedule delay. The Service is carefully monitoring this situation and is working with BECC to mitigate the risk of not meeting the substantial completion and move-in dates.

The project status has been changed to yellow due to this potential schedule delay. If the structural steel is not installed on schedule, there is a risk that the facility will not be ready in time for the relocation of PKE and PHQ. This could require an extension to the existing lease. However, other contingency plans are also being explored.

- IRIS – Integrated Records and Information System (\$23.4M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	YELLOW

This project provides funding for a commercial off-the-shelf (COTS) integrated records and information system. This is the core operations system for the Service. eJust is an Electronic Disclosure System (EDS) that is part of the IRIS project. When implemented, the eJust system will reduce time spent on manual/paper preparation of court disclosure.

The full implementation for Versadex and eJust is scheduled to start in November 2013, with a minimum three-month stabilization/production support period ending February 2014.

Training began on August 31, 2013 and is being conducted at the Toronto Police College as well as at several Divisional training locations. Training will continue through to October 31, 2013, at which time the project team will focus on implementation. Training is scheduled to resume approximately one week after go-live, to ensure those members who were unable to attend prior to implementation can be trained.

The IRIS project team and Human Resources (HR) continue to move staff to the General Occurrence Review (GO Review), Centralized Disclosure (CD), and the Master Naming Index (MNI) functions within the project’s training and implementation timelines.

The project health status has changed to green, as previously reported HR and technology challenges have been resolved. Despite the complexity and size of this project, the Service is taking all steps to achieve the go-live date.

The original cost of the project was estimated at \$24.4M. However, \$1.1M was returned to the City at the end of 2012 and the budget was revised to \$23.4M. It is estimated at this point that the project will have further under spending of \$1.5M once it is completed and the transition, stabilization and production support period ends in 2014. Future capital variance reports will identify if there are any changes to these estimates.

It is important to note that with respect to the eJust component of the IRIS project, additional eJust modules were identified and developed during the process design phase that will add further value and efficiencies from the use of this system. The additional modules will increase the cost of the contract with eJust that was previously approved by the Board. However, during the stabilization period following implementation, the Service will confirm that the number of licenses purchased and new modules requested of eJust are meeting the needs of the Service as currently envisioned. The Service will therefore enter into a one-year agreement with eJust to gain operational experience with the new modules. Within the one-year period following implementation, the Service will report to the Board and seek the necessary approval to extend the contract beyond the one year, including the additional costs.

- eTicketing (\$1.7M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

This project provides for the replacement of manual Provincial Offences ticket (POT) writing with an electronic system that will capture the required data at road side, print a ticket from a mobile printer, and transmit the ticket data wirelessly to corporate servers. With the introduction of an electronic ticketing system, the Service and the City of Toronto (Court Services Division) will be in a position to benefit from several efficiencies. These include: improved ticket legibility; enhanced analytical capabilities relating to enforcement effectiveness and impact; reporting real-time collection of enforcement results for effectively responding to public enquiries and neighbourhood traffic complaints, and streamlined court data filing and disclosure processes for the attending officer.

This project is fully funded by recoverable debt. Almost all aspects of this project are on schedule and on budget, with the exception of handheld mobile devices. The introduction of handheld mobile devices, to be used by officers not in vehicles with mobile workstations, is new to the Service. The most appropriate device has not yet been chosen, and the Service needs to ensure that any solution chosen for eTicketing will be suitable for other enterprise-wide applications before any of these devices are purchased. Furthermore, Versaterm has not certified its mobile applications for use on mobile devices and it is uncertain when this testing and certification may occur.

The original planned rollout of handheld mobile devices was 30 which was revised to 50 based on the Service's needs. The number of POTs manually written by officers not in vehicles with mobile workstations is quite low. Furthermore, the Service will ensure these POTs are transcribed to an electronic file for City Court Services use, eliminating the need for data entry of these tickets by the City.

Service staff have already confirmed that there are no operational impacts on City Court Services and there is minimal impact on the Service for data entry. The Service is in the process of identifying options for a future implementation of a handheld device with expanded capability beyond just eticketing and how this future implementation will be

funded. This process will be finalized once a handheld mobile device has been chosen and Versaterm has confirmed testing and compatibility with the mobile device.

It is anticipated that this project will have \$0.5M surplus due to lower-than-anticipated hardware and consulting costs as well as not moving forward with the purchase of the handheld mobile devices at this time. This project was fully funded by recoverable debt and as a result, there is no impact on net debt funding.

- Vehicle and Equipment Lifecycle Replacements

Projects listed in this category are funded from the Vehicle and Equipment Reserve (Reserve), which is in turn funded through annual contributions from the Service and Parking Enforcement's operating budgets. The Reserve has no impact on the Capital Program's net debt funding. Items funded through this Reserve include the regular replacement of vehicles, furniture and information technology equipment.

Every effort was made to reduce expenditures in this Reserve in 2013, in order to address the \$5M reduction to reserve contributions made by the Board at its December 10, 2012 meeting, when it approved the Service's 2013 operating budget. Where possible, expenditure deferrals have been identified for the workstations/laptops/printers, server replacement and information technology/business resumption equipment projects. As a result, \$4.2M of 2013 expenditures was moved to future years. In addition, \$1.7M has been deferred from 2013 to 2014 for Voice Logging Lifecycle Replacement, Telephone Handset Lifecycle Replacement, In-car Camera Lifecycle Replacement and Divisional Parking Lot Networks (DPLN). It must be noted that the \$5M reduction to reserve contributions in 2013 has created significant operating budget pressures for the Service in 2014 and onwards.

The \$5M reduction to reserve contributions is not sustainable and will result in \$50M less funding over the Service's 10 year capital program. The Service's ability to maintain lifecycle replacements of vehicles, information technology equipment, take advantage of technological improvements made to new equipment and ensure continued support of existing programs will be seriously impaired if there is a lack of funds in this Reserve. The Board's \$5M reduction amounts to an almost 30% reduction to the annual contribution previously made by the Service to meet its vehicle and information technology equipment requirements. Consequently, failure to address this issue will result in equipment not being replaced when necessary, increasing risk to operations and additional maintenance and support costs for the Service.

The Service has completed a line-by-line review of lifecycle items in the Reserve. We are also working with the City Manager and the City's Deputy City Manager/Chief Financial Officer, as part of our 2014 operating budget request review, to identify other options to meet the Service's lifecycle funding requirements in a sustainable manner.

Conclusion:

As of September 30, 2013, the Service is projecting total net expenditures of \$18.2M, compared to \$23.4M in available funding (a spending rate of 78%). The projected under-expenditure for 2013 is \$5.2M of which \$3.0M will be carried forward to 2014. The remaining amount, estimated at \$2.2M at this time will be returned back to the City. This amount will be updated as necessary and reported to the Board in the next variance report for the year ending December 13, 2013.

The one project that currently has some issues is the move of the Parking East Enforcement and Parking Headquarters operation from a leased facility to the Service's Progress Avenue site by June 30, 2014. The Service is monitoring this issue and will update the Board when new or more definitive information becomes available.

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

**The Board approved the foregoing report.**

**Moved by: M. Thompson**



**2013-2022 CAPITAL PROGRAM REQUEST (\$000s)**

Attachment A

Project Name	Plan						Total						Total	Total	Total
	to end of 2012	2013	2014	2015	2016	2017	2013-2017 Request	2018	2019	2020	2021	2022	2018-2022 Forecast	2013-2022 Program	Project Cost
<b>On-Going Projects</b>															
State-of-Good-Repair - Police	0	4,613	4,594	4,469	4,601	4,600	22,877	4,200	4,200	4,200	4,200	4,200	21,000	43,877	43,877
Property & Evidence Management Facility	34,455	5,831	0	0	0	0	5,831	0	0	0	0	0	0	5,831	40,286
IRIS - Integrated Records and Information System	10,047	9,507	4,866	0	0	0	14,373	0	0	0	0	0	0	14,373	24,420
<b>Total, On-Going Capital Projects</b>	<b>44,502</b>	<b>19,951</b>	<b>9,460</b>	<b>4,469</b>	<b>4,601</b>	<b>4,600</b>	<b>43,080</b>	<b>4,200</b>	<b>4,200</b>	<b>4,200</b>	<b>4,200</b>	<b>4,200</b>	<b>21,000</b>	<b>64,080</b>	<b>108,582</b>
<b>New Projects</b>															
54 Division (includes land)	500	0	9,060	21,515	5,721	0	36,296	0	0	0	0	0	0	36,296	36,796
HRMS Upgrade	0	0	400	690	0	0	1,090	0	0	0	0	0	0	1,090	1,090
TRMS Upgrade	0	0	2,806	1,560	0	0	4,366	0	0	0	0	0	0	4,366	4,366
Disaster Recovery Site	0	0	1,000	2,875	8,850	5,475	18,200	550	0	0	0	0	550	18,750	18,750
41 Division (includes land)	0	0	0	0	372	9,282	9,655	19,050	10,224	0	0	0	29,274	38,929	38,929
Expansion of Fibre Optics Network	0	0	0	881	4,785	6,385	12,051	0	0	0	0	0	0	12,051	12,051
Radio Replacement	0	0	0	0	13,913	2,713	16,626	3,542	2,478	4,093	5,304	4,480	19,897	36,523	36,523
32 Division - Renovation	0	0	0	0	0	0	0	4,990	1,997	0	0	0	6,987	6,987	6,987
13 Division (includes land)	0	0	0	0	0	0	0	372	8,645	19,753	10,159	0	38,928	38,928	38,928
AFIS (next replacement)	0	0	0	0	0	0	0	3,053	0	0	0	0	3,053	3,053	3,053
52 Division - Renovation	0	0	0	0	0	0	0	0	0	0	0	2,948	2,948	2,948	8,300
55 Division - Renovation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8,000
22 Division - Renovation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8,000
Relocation of PSU	0	0	0	0	0	0	0	0	0	0	500	7,400	7,900	7,900	13,048
TPS Archiving	0	0	0	0	0	2,688	2,688	0	0	0	0	0	0	2,688	2,688
Relocation of FIS	0	0	0	0	0	0	0	0	0	0	578	578	578	578	60,476
<b>Total, New Capital Projects:</b>	<b>500</b>	<b>0</b>	<b>13,266</b>	<b>27,521</b>	<b>33,641</b>	<b>26,543</b>	<b>100,972</b>	<b>31,557</b>	<b>23,343</b>	<b>23,846</b>	<b>15,962</b>	<b>15,406</b>	<b>110,114</b>	<b>211,086</b>	<b>297,984</b>
<b>Total debt funded Capital Projects:</b>	<b>45,002</b>	<b>19,951</b>	<b>22,726</b>	<b>31,990</b>	<b>38,242</b>	<b>31,143</b>	<b>144,052</b>	<b>35,757</b>	<b>27,543</b>	<b>28,046</b>	<b>20,162</b>	<b>19,606</b>	<b>131,114</b>	<b>275,166</b>	<b>406,566</b>
<b>Recoverable Debt</b>															
Parking East	0	4,358	4,642	0	0	0	9,000	0	0	0	0	0	0	9,000	9,000
<b>Total, Recoverable Debt Project:</b>	<b>0</b>	<b>4,358</b>	<b>4,642</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,000</b>	<b>9,000</b>
<b>Total Reserve Projects:</b>	<b>138,296</b>	<b>23,104</b>	<b>18,706</b>	<b>16,962</b>	<b>19,279</b>	<b>24,007</b>	<b>102,058</b>	<b>24,842</b>	<b>20,577</b>	<b>18,910</b>	<b>21,815</b>	<b>17,098</b>	<b>103,242</b>	<b>205,300</b>	<b>343,596</b>
<b>Total Gross Projects</b>	<b>183,298</b>	<b>47,413</b>	<b>46,074</b>	<b>48,952</b>	<b>57,521</b>	<b>55,150</b>	<b>255,110</b>	<b>60,599</b>	<b>48,120</b>	<b>46,956</b>	<b>41,977</b>	<b>36,704</b>	<b>234,356</b>	<b>489,466</b>	<b>759,162</b>
<b>Funding Sources:</b>															
Vehicle and Equipment Reserve	(138,296)	(23,104)	(18,706)	(16,962)	(19,279)	(24,007)	(102,058)	(24,842)	(20,577)	(18,910)	(21,815)	(17,098)	(103,242)	(205,300)	(343,596)
Recoverable Debt	0	(2,800)	(1,598)	0	0	0	(4,398)	0	0	0	0	0	0	(4,398)	(4,398)
Funding from Development Charges	(8,664)	(5,087)	(1,848)	(1,885)	(1,921)	0	(10,741)	(2,270)	(852)	(4,963)	(2,127)	0	(10,212)	(20,953)	(29,617)
<b>Total Funding Sources:</b>	<b>(146,960)</b>	<b>(30,991)</b>	<b>(22,152)</b>	<b>(18,847)</b>	<b>(21,200)</b>	<b>(24,007)</b>	<b>(117,197)</b>	<b>(27,112)</b>	<b>(21,429)</b>	<b>(23,873)</b>	<b>(23,942)</b>	<b>(17,098)</b>	<b>(113,454)</b>	<b>(230,651)</b>	<b>(377,611)</b>
<b>Total Net Debt-Funding Request:</b>	<b>36,338</b>	<b>16,422</b>	<b>23,922</b>	<b>30,105</b>	<b>36,321</b>	<b>31,143</b>	<b>137,913</b>	<b>33,487</b>	<b>26,691</b>	<b>23,083</b>	<b>18,035</b>	<b>19,606</b>	<b>120,902</b>	<b>258,815</b>	<b>381,551</b>
<b>5-year Average:</b>							<b>27,583</b>						<b>24,180</b>	<b>25,881</b>	
<b>City Target:</b>		<b>16,422</b>	<b>23,922</b>	<b>30,442</b>	<b>36,321</b>	<b>33,487</b>	<b>140,594</b>	<b>31,757</b>	<b>26,691</b>	<b>18,784</b>	<b>21,321</b>	<b>20,000</b>	<b>118,553</b>	<b>259,147</b>	
<b>City Target - 5-year Average:</b>							<b>28,119</b>						<b>23,711</b>	<b>25,915</b>	
<b>Variance to Target:</b>		<b>0</b>	<b>0</b>	<b>337</b>	<b>0</b>	<b>2,344</b>	<b>2,681</b>	<b>(1,730)</b>	<b>0</b>	<b>(4,299)</b>	<b>3,286</b>	<b>394</b>	<b>(2,349)</b>	<b>332</b>	
<b>Cumulative Variance to Target</b>			<b>0</b>	<b>337</b>	<b>337</b>	<b>2,681</b>		<b>951</b>	<b>951</b>	<b>(3,348)</b>	<b>(62)</b>	<b>332</b>			
<b>Variance to Target - 5-year Average:</b>							<b>536</b>						<b>(470)</b>	<b>33</b>	

## 2013 Capital Budget Variance Report as at September 30, 2013 (\$000s)

Project Name	Carry Forward from 2012	2013 Budget	Available to Spend in 2013	2013 Projection	Year-End Variance - (Over)/ Under	Total Project Budget	Total Project Cost (Projects)	Project Variance - (Over) / Under	Comments	Overall Project Health
<b>Debt-Funded Projects</b>										
<u>Facility Projects:</u>										
Property and Evidence Management Facility	5,487.8	5,831.0	11,318.8	9,403.3	1,915.5	40,286.8	39,786.8	500.0	Please refer to the body of the report.	Green
14 Division	300.0	0.0	300.0	300.0	-	35,515.0	34,283.0	1,232.0	Outstanding issues are being addressed. Project is below budget and on schedule.	Green
Parking East	0.0	4,358.0	4,358.0	3,200.0	1,158.0	9,000.0	9,000.0	-	Please refer to the body of the report.	Yellow
<u>Information Technology Projects:</u>										
Integrated Records and Information System (IRIS)	0.0	9,507.0	9,507.0	8,900.0	607.0	23,359.0	21,859.0	1,500.0	Please refer to the body of the report.	Green
Radio Replacement	50.0	0.0	50.0	19.3	30.7	34,389.0	33,507.2	881.8	Minor outstanding issues are being addressed. Project is below budget and on schedule.	Green
Upgrade to Microsoft 7	160.0	0.0	160.0	160.0	-	1,652.0	868.7	783.3	Project is below budget and on schedule.	Green
eTicketing Solution	1,707.4	0.0	1,707.4	1,170.1	537.3	1,719.0	1,181.7	537.3	Please refer to the body of the report.	Green
<u>Replacements / Maintenance / Equipment Projects:</u>										
State-of-Good-Repair - Police	1,122.1	4,613.0	5,735.1	4,235.1	1,500.0	n/a	n/a	n/a	Project is on budget and on schedule.	Green
<b>Total Debt-Funded Projects</b>	<b>8,827.3</b>	<b>24,309.0</b>	<b>33,136.3</b>	<b>27,387.8</b>	<b>5,748.5</b>					
<u>Lifecycle Projects (Vehicle &amp; Equipment Reserve)</u>										
Vehicle Replacement	994.4	2,627.0	3,621.4	3,621.4	-	n/a	n/a	n/a	Please refer to the body of the report.	Green
IT-Related Replacements	9,475.5	18,937.0	28,412.5	21,439.0	6,973.5	n/a	n/a	n/a	Please refer to the body of the report.	Green
Other Equipment	1,835.3	1,540.0	3,375.3	2,065.7	1,309.6	n/a	n/a	n/a	Please refer to the body of the report.	Green
<b>Total Lifecycle Projects</b>	<b>12,305.2</b>	<b>23,104.0</b>	<b>35,409.2</b>	<b>27,126.1</b>	<b>8,283.1</b>					
<b>Total Gross Expenditures:</b>	<b>21,132.5</b>	<b>47,413.0</b>	<b>68,545.5</b>	<b>54,513.9</b>	<b>14,031.6</b>	<b>Percent spent:</b>		<b>79.5%</b>		
<u>Less other-than-debt funding:</u>										
Funding from Developmental Charges	-120.0	-5,087.0	-5,207.0	-5,207.0	-	n/a	n/a	n/a		
Recoverable Debt - Parking East	0.0	-2,800.0	-2,800.0	-2,800.0	-					
Recoverable Debt - eTicketing Solution	-1,707.4	0.0	-1,707.4	-1,170.1	537.3					
Vehicle & Equipment Reserve	-12,305.2	-23,104.0	-35,409.2	-27,126.1	8,283.1	n/a	n/a	n/a		
<b>Total Other-than-debt Funding:</b>	<b>-14,132.6</b>	<b>-30,991.0</b>	<b>-45,123.6</b>	<b>-36,303.2</b>	<b>-8,820.4</b>					
<b>Total Net Expenditures:</b>	<b>6,999.9</b>	<b>16,422.0</b>	<b>23,421.9</b>	<b>18,210.7</b>	<b>5,211.2</b>	<b>Percent spent:</b>		<b>77.8%</b>		

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 07, 2013**

**#P268. TORONTO POLICE SERVICE – 2013 OPERATING BUDGET  
VARIANCE REPORT ENDING SEPTEMBER 30, 2013**

The Board was in receipt of the following report October 24, 2013 from William Blair, Chief of Police:

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE  
SERVICE – PERIOD ENDING SEPTEMBER 30, 2013

Recommendations:

It is recommended that:

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

Financial Implications:

The Toronto Police Services Board (Board), at its December 10, 2012 meeting, approved the Toronto Police Service (Service) 2013 operating budget at a net amount of \$927.8M, which was \$19.1M less than the budget recommended by the Service (Min. No. P299/12 refers). Subsequently, Toronto City Council, at its January 15 and January 16, 2013 meeting, approved the Service's 2013 operating budget at the same amount.

On June 13, 2013, the Board received an Interest Arbitration Award pertaining to the renewal of the collective agreements for the uniform and civilian Senior Officers' Organization (SOO) bargaining units. The impact of this Award on the 2013 operating budget is \$778,500. City Council, at its October 8, 2013 meeting, approved a budget transfer of \$778,500 to the Service's 2013 net operating budget from the City's Non-Program operating budget. This adjustment results in a revised 2013 net operating budget of \$928.6M.

Table 1 summarizes the reductions implemented by the Board as well as the impact of the SOO Arbitration Award:

**Table 1. Summary of Board-Recommended Reductions**

<b>(\$000s)</b>		<b>Net Expenditures</b>
<b>2013 Budget Recommended to Board</b>		<b>\$946.9</b>
<u>Board motions:</u>		
Freeze all hiring in 2013 (civilian hiring with Board approval)	<b>-\$6.0</b>	
Additional premium pay reduction	<b>-\$1.4</b>	
Reduction in Reserve contributions	<b>-\$5.0</b>	
Unallocated reduction	<b>-\$6.7</b>	
		<b>-\$19.1</b>
<b>2013 Board-Recommended Budget</b>		<b>\$927.8</b>
Senior Officer Arbitration Award		\$0.8
<b>2013 Revised Budget</b>		<b>\$928.6</b>

Background/Purpose:

The purpose of this report is to provide information on the Service's 2013 projected year-end variance.

Discussion:

As at September 30, 2013, no year-end variance is projected. This is \$1.0M more favourable than what had been reported in the last variance report.

The following chart summarizes the variance by expenditure and revenue category. The budget and projection have been adjusted to reflect the impact of the SOO Arbitration Award, with no net impact on the Service variance. Details of each major expenditure category and revenue are discussed in the sections that follow.

It is important to note that year-end accounting adjustments, including the review of liability and other balance sheet accounts in order to meet Generally Accepted Accounting Procedure (GAAP) requirements, could impact the final 2013 variance for the Service.

Category	2013 Budget (\$Ms)	Actual to Sept 30/13 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Salaries	\$684.7	\$495.9	\$682.6	\$2.1
Premium Pay	\$41.7	\$28.7	\$41.7	\$0.0
Benefits	\$192.3	\$137.1	\$189.9	\$2.4
Materials and Equipment	\$23.1	\$13.3	\$22.3	\$0.8
Services	\$87.4	\$40.0	\$87.0	\$0.4
<b>Total Gross</b>	<b>\$1,029.2</b>	<b>\$715.0</b>	<b>\$1,023.5</b>	<b>\$5.7</b>
Revenue	(\$93.9)	(\$50.3)	(\$94.9)	\$1.0
<b>Total Net</b>	<b>\$935.3</b>	<b>\$664.7</b>	<b>\$928.6</b>	<b>\$6.7</b>
<b>Unspecified Reduction</b>	(\$6.7)	\$0.0	\$0.0	(\$6.7)
<b>Remaining Net</b>	<b>\$928.6</b>	<b>\$664.7</b>	<b>\$928.6</b>	<b>\$0.0</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 receipt of funds is confirmed.*

#### Salaries:

The salary budgets include the \$6.0M reduction approved by the Board. A favourable variance of \$2.1M is projected in the salary category, unchanged from what had been reported in the last variance report.

Expenditure Category	2013 Budget (\$Ms)	Actual to Sept 30/13 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Uniform Salaries	\$520.4	\$379.2	\$519.8	\$0.6
Civilian Salaries	\$164.3	\$116.7	\$162.8	\$1.5
<b>Total Salaries</b>	<b>\$684.7</b>	<b>\$495.9</b>	<b>\$682.6</b>	<b>\$2.1</b>

At this time, the Service is projecting 165 uniform separations for the year, compared to the 180 separations included in the 2013 budget. Year-to-date and projected attrition levels result in a \$0.2M unfavourable variance.

The Service is experiencing an increased number of uniform members on unpaid leaves (e.g. maternity and parental) compared to what had been estimated in the 2013 budget, leading to a favourable variance of \$0.8M. As a result, uniform salaries are projected to be \$0.6M favourable by year-end.

As part of the budget approval, the Board directed that, with the exception of communication operators, there be no civilian hiring except where warranted and approved by resolution of the Board, following a detailed business case submitted by the Chief. The Board's direction has resulted in a very significant reduction in 2013 hires. The time required to fill positions has been extended due to the need to obtain Board approval to start the hiring process for any vacancies, and for the appointment or promotion of the successful candidate(s). In addition, the number of civilian separations to date is higher than what had been assumed for the 2013 budget. As a result, the Service is projecting a \$1.5M surplus in the civilian salaries area.

The increasing number of uniform and civilian vacancies throughout the Service is placing an ever-increasing strain on remaining staff. Staff are required to take on responsibilities left unfulfilled by vacant positions. Overburdening staff results in an increased risk of errors and omissions, which could in turn lead to unnecessary or avoidable costs, and impact negatively on the Service's ability to maintain public confidence and accountability. Continued vacancies, and the Service's inability to fill these vacancies, are also negatively impacting the well-being of some employees, and the general morale of staff is declining. In addition, the amount of time and effort required to prepare the reports to the Board requesting approval to fill already approved vacant positions or appointments, is in itself causing inefficiencies.

*Premium Pay:*

The premium pay budgets include a \$1.4M reduction approved by the Board. The Service's goal is to achieve a net zero variance in premium pay spending, taking into account the Board's \$1.4M reduction in this area. However, it is important to note that premium pay is subject to the exigencies of policing and uncontrollable events can have an impact on premium pay costs. A net-zero variance is projected in the premium pay category at this time, unchanged from what had been reported in the last variance report.

<b>Expenditure Category</b>	<b>2013 Budget (\$Ms)</b>	<b>Actual to Sept 30/13 (\$Ms)</b>	<b>Projected Year- End Actual (\$Ms)</b>	<b>Fav / (Unfav) (\$Ms)</b>
Court	\$12.9	\$8.5	\$12.9	\$0.0
Overtime	\$5.2	\$4.1	\$5.2	\$0.0
Callback	\$5.6	\$5.0	\$5.6	\$0.0
Lieutime Cash Payment	<u>\$18.0</u>	<u>\$11.1</u>	<u>\$18.0</u>	<u>\$0.0</u>
<b>Total Premium Pay</b>	<b><u>\$41.7</u></b>	<b><u>\$28.7</u></b>	<b><u>\$41.7</u></b>	<b><u>\$0.0</u></b>

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

*Benefits:*

A favourable variance of \$2.4M is projected in the benefits category. This is \$0.6M more favourable than previously reported.

<b>Expenditure Category</b>	<b>2013 Budget (\$Ms)</b>	<b>Actual to Sept 30/13 (\$Ms)</b>	<b>Projected Year- End Actual (\$Ms)</b>	<b>Fav / (Unfav) (\$Ms)</b>
Medical / Dental	\$40.7	\$22.6	\$39.3	\$1.4
OMERS / CPP / EI / EHT	\$120.7	\$94.1	\$120.5	\$0.2
Sick Pay / CSB / LTD	\$16.8	\$11.9	\$16.8	\$0.0
Other (e.g., WSIB, life ins.)	<u>\$14.1</u>	<u>\$8.5</u>	<u>\$13.3</u>	<u>\$0.8</u>
<b>Total Benefits</b>	<b><u>\$192.3</u></b>	<b><u>\$137.1</u></b>	<b><u>\$189.9</u></b>	<b><u>\$2.4</u></b>

Medical/dental costs have been lower than expected for the first nine months of this year. As a result, the Service is currently projecting a \$1.4M favourable variance in this category. Savings of \$0.2M in payroll deductions (OMERS, CPP, EI and EHT) expenditures are related to salary savings. Various "other" benefits are projecting a \$0.8M surplus. These downward trends have been taken into account in the Service's 2014 operating budget request.

*Materials and Equipment:*

A favourable variance of \$0.8M is projected in this category. This is unchanged from what had been previously reported.

<b>Expenditure Category</b>	<b>2013 Budget (\$Ms)</b>	<b>Actual to Sept 30/13 (\$Ms)</b>	<b>Projected Year- End Actual (\$Ms)</b>	<b>Fav / (Unfav) (\$Ms)</b>
Vehicles (gas, parts)	\$13.3	\$8.4	\$12.5	\$0.8
Uniforms	\$3.0	\$1.2	\$3.0	\$0.0
Other Materials	\$4.6	\$2.3	\$4.6	\$0.0
Other Equipment	<u>\$2.2</u>	<u>\$1.4</u>	<u>\$2.2</u>	<u>\$0.0</u>
<b>Total Materials &amp; Equipment*</b>	<b><u>\$23.1</u></b>	<b><u>\$13.3</u></b>	<b><u>\$22.3</u></b>	<b><u>\$0.8</u></b>

\* Approx. \$0.2M is attributed to grant-funded expenditures (revenue budget has been increased by same amount)

The favourable variance is mainly due to savings projected for gasoline. The Service is closely monitoring the cost of fuel and its impact on the budget. The Service obtains gasoline through a consolidated procurement process with the City. The Service's budget is based on the cost per litre as provided by City Finance. Although gas prices have increased recently, prices to date this year have been less than budgeted.

*Services:*

The budget for the Service's contribution to the Vehicle and Equipment Reserve has been reduced by \$5M, as approved by the Board. A \$0.4M favourable variance is projected in this category. This is \$0.1M more than previously reported.

<b>Expenditure Category</b>	<b>2013 Budget (\$Ms)</b>	<b>Actual to Sept 30/13 (\$Ms)</b>	<b>Projected Year- End Actual (\$Ms)</b>	<b>Fav / (Unfav) (\$Ms)</b>
Legal Indemnification	\$0.6	\$0.6	\$0.6	\$0.0
Uniform Cleaning Contract	\$1.4	\$0.6	\$1.4	\$0.0
Courses / Conferences	\$1.3	\$0.7	\$1.2	\$0.1
Clothing Reimbursement	\$1.6	\$0.5	\$1.6	\$0.0
Computer / Systems Maintenance	\$11.4	\$10.0	\$11.4	\$0.0
Phones / cell phones / 911	\$5.8	\$3.8	\$5.8	\$0.0
Reserve contribution	\$29.8	\$7.2	\$29.8	\$0.0
Caretaking / maintenance utilities	\$20.8	\$7.6	\$20.8	\$0.0
Other Services	\$14.7	\$9.0	\$14.4	\$0.3
<b>Total Services</b>	<b>\$87.4</b>	<b>\$40.0</b>	<b>\$87.0</b>	<b>\$0.4</b>

Projected savings in the "courses/conferences" and "other services" categories are a result of the Service's initiative to reduce spending where operationally feasible.

City provided caretaking and utility expenses could be underspent in 2013. The Service is working with City Facilities to confirm the projected actual as well as whether there are any sustainable reductions that can be made to the 2014 budget for these services.

It is important to note that the Service is currently working with City Finance and reviewing the Vehicle and Equipment Reserve with respect to required spending and the adequacy of the Reserve as a result of the Board's \$5.0M reduction. Based on the Service's analysis, the \$5.0M must be reinstated to meet required expenditures in 2014 and future years. City Finance is looking at other options to help meet the Service's requirements. Reserve expenditures are reflected in the Service's capital budget, and any impacts will be reported on in future capital variance reports.

*Revenue:*

A favourable variance of \$1.0M is projected in this category. This is \$0.3M more favourable than previously reported.



Revenue Category	2013 Budget (\$Ms)	Actual to Sept 30/13 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Recoveries from City	(\$20.9)	(\$9.4)	(\$20.9)	\$0.0
CPP and Safer Comm'y grants	(\$14.3)	\$0.0	(\$14.3)	\$0.0
Other Gov't grants	(\$18.4)	(\$17.2)	(\$18.4)	\$0.0
Fees (e.g., paid duty, alarms, ref.)	(\$11.3)	(\$8.6)	(\$11.7)	\$0.4
Secondments	(\$3.8)	(\$2.7)	(\$4.4)	\$0.6
Draws from Reserves	(\$17.5)	(\$6.0)	(\$17.5)	\$0.0
Other Revenues (e.g., pris return)	(\$7.7)	(\$6.4)	(\$7.7)	\$0.0
<b>Total Revenues</b>	<b>(\$93.9)</b>	<b>(\$50.3)</b>	<b>(\$94.9)</b>	<b>\$1.0</b>

The favourable variance in the "Fees" category is based on the actual experience to date and projecting this to year-end using historical patterns. In addition, the Service is anticipating receiving greater-than-budgeted recoveries for overseas secondments.

#### *Unspecified Budget Reduction*

The Board's approval of the Service's 2013 operating budget included an unspecified reduction of \$6.7M. The Board indicated that this \$6.7M was to be achieved through any efficiencies, including the implementation of the recommendations arising from the Chief's Internal Organization Review (CIOR), the City's efficiency initiatives, including the KPMG and Ernst & Young reviews, and the recommendations from the Chair that were previously approved by the Board.

It is anticipated that the CIOR will yield some efficiencies for future budgets, but no specific savings for 2013 are anticipated. The City Manager has also advised that he does not anticipate any savings to the Service will arise from shared services studies in 2013.

#### Conclusion:

As at September 30, 2013, the Service is projecting to be within the Board-approved budget at year-end. The \$6.7M Board-approved reduction continues to be classified as unspecified. Some one-time savings that have been achieved to date have enabled the Service to cover this \$6.7M reduction in 2013. However, much of these savings are not sustainable and will result in budget pressures in 2014 and future years. Any identified sustainable savings have been reflected in the 2014 operating budget request, and the Service is working with the City on a potential reduction to the 2014 request for utilities and City provided caretaking services.

It is important to note that the requirement to obtain approval by resolution of the Board to fill any civilian positions has resulted in an additional workload for an already short-staffed workforce. It has also significantly delayed the number of backfills and promotions in the Service. In addition, the number of civilian separations is higher than anticipated. Although this has provided the Service with some one-time budget savings, it is having a detrimental impact on operations and staff. The Service is doing its best to provide required services and support with the ever-increasing number of vacancies. However, the risk of activities not being fulfilled,

services delayed and errors and omissions occurring, continues to grow. Furthermore, not filling key vacancies is simply not sustainable nor a prudent action in the longer term.

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

**The Board approved the foregoing report.**

**Moved by: F. Nunziata**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 07, 2013**

**#P269. TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT:  
2013 OPERATING BUDGET VARIANCE REPORT ENDING  
SEPTEMBER 30, 2013**

The Board was in receipt of the following report October 24, 2013 from William Blair, Chief of Police:

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE  
SERVICE PARKING ENFORCEMENT UNIT – PERIOD ENDING  
SEPTEMBER 30, 2013

Recommendations:

It is recommended that:

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

Financial Implications:

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

Background/Purpose:

The Toronto Police Service Parking Enforcement (PEU) operating budget is not part of the Toronto Police Service's (Service) operating budget. While the PEU is managed by the Service, the PEU'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 Board, at its December 10, 2012 meeting, approved the PEU 2013 operating budget at a net amount of \$42.1 Million (M) (Min. No. P300/12 refers). Toronto City Council, at its January 15 and January 16, 2013 meeting, approved the PEU 2013 net operating budget at \$43.4M. The City-approved amount reflected an additional \$1.3M to avoid the loss of an estimated \$6.3M in gross parking tag revenues to the City. Subsequently, the Board, at its February 19, 2013 meeting, approved the PEU 2013 operating budget at the City-approved amount (Min. No. P32/13 refers).

The purpose of this report is to provide information on the PEU 2013 projected year-end variance as at September 30, 2013.

Discussion:

The following chart summarizes the variance by category of expenditure.

Category	2013 Budget (\$Ms)	Actual to Sep 30/13 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav/(Unfav) (\$Ms)
Salaries	\$27.68	\$20.25	\$28.10	(\$0.42)
Premium Pay	\$2.65	\$1.25	\$2.05	\$0.60
Benefits	<u>\$7.31</u>	<u>\$3.38</u>	<u>\$7.25</u>	<u>\$0.06</u>
Total Salaries & Benefits	\$37.64	\$24.88	\$37.40	\$0.24
Materials	\$1.58	\$0.81	\$1.52	\$0.06
Equipment	\$0.06	\$0.00	\$0.06	\$0.00
Services	\$5.74	\$2.89	\$5.74	\$0.00
Revenue	(\$1.62)	(\$0.54)	(\$1.62)	\$0.00
Total Non-Salary	<u>\$5.76</u>	<u>\$3.16</u>	<u>\$5.70</u>	<u>\$0.06</u>
<b>Total Net</b>	<b><u>\$43.40</u></b>	<b><u>\$28.04</u></b>	<b><u>\$43.10</u></b>	<b><u>\$0.30</u></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.*

As at September 30, 2013, a favourable variance of \$0.30M is projected to year-end. This is \$0.14M more favourable than previously reported. Details are discussed below.

*Salaries & Benefits (including Premium Pay):*

An unfavourable projection of \$0.42M is projected in salaries. Retirements and resignations for the first half of 2013 were less than anticipated, resulting in higher-than-budgeted salary expenditures during the first half of 2013. Separations in the second half of the year increased notably, so total separations for the year are higher than assumed at time of budgeting.

PEU 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 staffing levels. This projection includes the hire of a recruit class in November 2013. The November class is planned so that training can occur in late 2013, and PEU will be at full, trained complement for early 2014. As a result, PEU is projected to be slightly overspent in salaries.

Parking Enforcement is experiencing the same proportionate savings in the medical and dental accounts as the Service, resulting in a net favourable variance of \$0.06M in the Benefits category.

Nearly all premium pay at the PEU is related to enforcement activities, attendance at court and the backfilling of members attending court. Premium pay is utilized to staff enforcement activities at special events or directed enforcement activities instituted to address specific problems. 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. All premium pay expenditures are approved by supervisory staff and carefully controlled.

Premium pay is also used to ensure enforcement levels can be maintained if staffing levels fall below full complement. Due to the lower-than-budgeted staff attrition in the first half of the year, more permanent staff were available for enforcement activities, and the PEU was able to reduce premium pay expenditures.

In addition, there has been a significant reduction in off-duty court attendance. This reduction is projected to result in additional premium pay savings of \$0.3M. Therefore, a surplus of \$0.6M is projected in premium pay.

*Non-salary Expenditures:*

Non-salary expenditures are projected to be \$0.06M underspent, unchanged from what had been reported in the last variance report.

The favourable variance is due to savings projected for gasoline. The Service is closely monitoring the cost of fuel and its impact on the budget. The Service obtains gasoline through a consolidated procurement process with the City. The Service's budget is based on the cost per litre as provided by City Finance. Although gas prices have increased recently, prices to date this year have been less than budgeted.

Conclusion:

As at September 30, 2013, a \$0.30M favourable year-end variance is projected for the Service's Parking Enforcement Unit.

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

**The Board approved the foregoing report.**

**Moved by: A. Pringle**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 07, 2013**

**#P270. REQUEST FOR APPROVAL TO AUTHORIZE EXPENSES RELATED  
TO COUNSEL'S ATTENDANCE AT CORONER'S INQUEST**

The Board was in receipt of the following report October 11, 2013 from Alok Mukherjee, Chair:

Subject: REQUEST FOR APPROVAL TO AUTHORIZE EXPENSES RELATED TO  
COUNSEL'S ATTENDANCE AT CORONER'S INQUEST

Recommendation:

It is recommended that the Board authorize the Chair to approve expenditures from its 2013 and 2014 operating budgets to reimburse City Legal for unanticipated costs associated with Legal Counsel's attendance at the upcoming Coroner's Inquest, as referred to below.

Financial Implications:

The financial implications are not yet known. However, funds are available within the Board's 2013 approved operating budget and will be included in the Board's 2014 operating budget request as the inquest is expected to continue into the first quarter of 2014.

Background/Purpose:

At its meeting on October 7, 2013, the Board provided direction to Counsel for attendance at the upcoming Coroner's inquest into the deaths of Mr. Jardine-Douglas, Ms. Klibingaitis and Mr. Eligon (Min. C208/13 refers).

Discussion:

Counsel from the City of Toronto will be representing the Board at the inquest. The cost of Counsel's time will be docketed and invoiced to the Board as part of the pre-existing inter-departmental chargeback (IDC) between the City of the Toronto Legal Services and the Toronto Police Services Board. However, due to the location of the inquest and due to the anticipated length and complexity of the inquest, it is anticipated that there will be "out of pocket" expenses and litigation expenses that may arise on a day to day basis. For example, such costs might be related to transportation, as the Coroners' Courts are located in the northwest quadrant of the City and a considerable distance from Metro Hall, where legal counsels' offices are located, retention of expert advisors/witnesses and production of transcripts.. These costs will be paid up front by City Legal and will be reimbursed by the Board through inclusion in the quarterly IDC invoices.

Conclusion:

It is, therefore, recommended that the Board authorize me to approve expenditures from its 2013 and 2014 operating budgets to reimburse City Legal for unanticipated costs associated with Legal Counsel's attendance at the upcoming Coroner's Inquest.

**The Board approved the foregoing report subject to a maximum expenditure of \$5,000.**

**Moved by: D. Noria**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 07, 2013**

**#P271. HANDYMAN SERVICES – VENDOR OF RECORD**

The Board was in receipt of the following report October 25, 2013 from William Blair, Chief of Police:

Subject: HANDYMAN SERVICES - VENDOR OF RECORD

Recommendation:

It is recommended that the Board approve Amaida Construction Limited (Amaida) as the vendor of record for the provision of handyman services for the five year period from January 1, 2014 to December 31, 2018.

Financial Implications:

The average estimated annual expenditure for handyman services is \$150,000, and funding for this purpose is included in the Toronto Police Service's (Service) annual operating budget. The approximate total value of the award is \$750,000, plus applicable taxes.

Background/Purpose:

The Service currently has a vendor of record for the provision of handyman services. This practice allows the Service to provide a quick response for emergency repairs and other minor yet necessary work in an expedient manner. The work performed includes damage and minor repairs, occupational health and safety related work, and small painting and drywall jobs.

Amaida is the current supplier of handyman services. The current contract with Amaida expires on December 31, 2013.

The purpose of this report is to establish a vendor of record for handyman services for a five year period starting on January 1, 2014.

Discussion:

On September 26, 2013, Purchasing Support Services issued a Request for Proposal (RFP) #1137616-130 to select a vendor of record for the provision of handyman services. As a result, the Service advertised the RFP to interested vendors using MERX, an electronic tendering service, designed to facilitate the procurement of goods and services worldwide. Eight (8) vendors downloaded the RFP package.



The RFP closed on October 8, 2013 and two (2) responses were received. The respondents were:

- Kramer Incorporated;
- Amaida Construction Limited;

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

- service providers experience (25 points);
- information provided in relation to the work required (25 points);
- qualifications of assigned personnel (20 points); and
- pricing (30 points).

The committee's evaluation resulted in Amaida achieving the highest overall score. Amaida was also the lowest cost proponent.

Conclusion:

The establishment of a vendor of record for handyman services provides the Service with the ability to access any required repair services when needed and at a pre-determined rate resulting in a more efficient and effective delivery of service.

As a result of a competitive process conducted by the Service, Amaida Construction Limited is being recommended as the vendor of record for the provision of handyman services for a five year period ending December 31, 2018.

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

**The Board approved the foregoing report.**

**Moved by: A. Pringle**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 07, 2013**

**#P272. DESKTOP EQUIPMENT AND PROFESSIONAL SERVICES - VENDOR  
OF RECORD – CONTRACT EXTENSION**

The Board was in receipt of the following report October 16, 2013 from William Blair, Chief of Police:

Subject: CONTRACT EXTENSION - VENDOR OF RECORD FOR DESKTOP  
EQUIPMENT AND PROFESSIONAL SERVICES

Recommendations:

It is recommended that:

- (1) the Board approve the one year option to extend the current contract with Softchoice Corporation for the supply and delivery of standard and mobile workstations, laptops, monitors, printers and other desktop related peripherals, and the software, maintenance and related professional services for such equipment, for the period May 24, 2014 to May 23, 2015; and
- (2) the Board authorize the Chair to execute all required agreements and related documents, on behalf of the Board, subject to approval by the City Solicitor as to form.

Financial Implications:

The recommended one year extension of the vendor of record agreement with Softchoice Corporation (Softchoice) will result in an estimated lifecycle expenditure of \$5,000,000 for hardware, maintenance and professional services. Funding for this purpose has been allocated in the approved capital program through the Vehicle and Equipment Reserve (Min. No. P225/13 refers). The estimated expenditure excludes ad-hoc purchases that may be approved in future operating and capital budget requests.

Background/Purpose:

The Toronto Police Service (TPS) utilizes a vendor of record for purchasing desktop equipment and services. The equipment purchased includes standard and mobile workstations, laptops, monitors, printers and other desktop related peripherals and software. The professional services

are related to desktop equipment such as maintenance and installation services. A vendor of record is required to acquire equipment and services efficiently and in a cost effective manner during the term of the agreement.

At the February 18, 2010 meeting, the Board approved Softchoice as the vendor of record for the supply and delivery of standard and mobile workstations, laptops, monitors, printers and other desktop related peripherals, and the software, maintenance and related professional services for such equipment, for the period May 24, 2010 to May 23, 2013, with options for two, one-year extensions at the discretion of the Board (Min. No. P48/10 refers).

At the September 13<sup>th</sup> 2012 meeting, the Board approved the first year of the optional two (2) year extensions for the period May 24, 2013 to May 23, 2014 (Min. No. P225/12 refers).

#### Discussion:

In May 2014, the current vendor of record agreement for desktop equipment and services with Softchoice Corporation will expire. As part of Softchoice Corporation's original proposal, incentive pricing in the form of a 1% reduction in markup over the manufacturers' cost, was included to apply during any extension period. Softchoice was the only vendor in the 2010 procurement process that offered a markup reduction if the extension options were exercised. The TPS will continue to exercise its right to verify that the pricing of equipment and services is competitive throughout the term of the agreement. This process includes:

- the review of formal monthly price catalogues and immediate ad hoc quotations using live manufacturer pricing;
- proactive road map (manufacturers' equipment lifespan) sessions, trade-in and trade-up programs, including: decommissioning services; residual value; and acquisition of equipment within their lifecycle; and
- technology reviews and pricing comparisons against similar manufacturers.

During the term of the agreement and as TPS standard hardware models move through their manufacturing lifecycle, the TPS should realize a graduated reduction in costs based on competitive manufacturer pricing and the introduction of new products into the market.

#### Conclusion:

The current contract which expires on May 23, 2014, includes an option to extend for up to two one-year periods. TPS has been satisfied with the performance of Softchoice during the current contract period, and extending the contract for an additional year provides a reduced mark-up cost. As a result, the TPS is recommending that the Board approve the extension of the current agreement for one year with Softchoice, from May 24, 2014 to May 23, 2015.

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

**The Board approved the foregoing report.**

**Moved by: D. Noria**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 07, 2013**

**#P273.           CONSTABLE SELECTION SYSTEM – EXTENSION OF CURRENT  
LICENCE AGREEMENT BETWEEN THE ONTARIO ASSOCIATION OF  
CHIEFS OF POLICE AND THE TORONTO POLICE SERVICES BOARD**

The Board was in receipt of the following report October 21, 2013 from William Blair, Chief of Police:

Subject:           EXTENSION OF THE CURRENT LICENCE AGREEMENT BETWEEN THE  
ONTARIO ASSOCIATION OF CHIEFS OF POLICE (OACP) AND THE  
TORONTO POLICE SERVICES BOARD FOR THE CONSTABLE  
SELECTION SYSTEM (CSS)

Recommendation:

It is recommended that the Board approve an extension of the existing licence agreement between the Ontario Association of Chiefs of Police (OACP) and the Toronto Police Services Board for the Constable Selection System (CSS) to December 31, 2018.

Financial Implications:

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

Background/Purpose:

In 1995, the Ministry of the Solicitor General developed and piloted a system of *bona fide* selection tools and standards to facilitate constable selection. The Ontario Association of Chiefs of Police (OACP) subsequently endorsed this Constable Selection System (CSS) and recommended that police services in Ontario implement this system on January 1, 1999.

In 1998, the Toronto Police Services Board approved the designation of the Toronto Police Service as a Model One Agency and also authorized the Chair to execute the CSS licencing agreement with the OACP effective January 1, 1999 (Min. No. 541/98 refers). This agreement expired on January 10, 2004.

On March 10, 2004, the Toronto Police Services Board approved a change in designation of the Toronto Police Service from a Model One Agency to a Model Two Agency and also authorized the Chair to execute a new CSS licencing agreement with the OACP (Min. No. 9/04 refers). This agreement expires on December 31, 2013.

A Model One Agency is responsible for administering the entire CSS, conducting interviews and background investigations as well as the following testing:

- (1) Police Analytical Thinking Inventory (PATI), which is an occupational-oriented aptitude test that assesses an applicant's cognitive and analytical abilities.
- (2) Written Communication Test (WCT), which evaluates an applicant's ability to organize information in a clear, coherent and comprehensive manner, and to make conclusions from given facts. The applicant is presented with a scenario in which factual details are jumbled or represented in a non-chronological manner.
- (3) Physical Readiness Evaluation for Police (PREP), which measures an applicant's ability to perform the physical aspects of police work. The test is comprised of three separate stages. The first portion of the test simulates a police officer running in a pursuit. The second stage measures an applicant's strength through resistance machines and his/her ability to drag a 150-pound weight a total distance of fifteen metres. The last stage of the PREP test is comprised of a shuttle run that assesses an individual's cardiovascular fitness.
- (4) Video Behavioural Personnel Assessment Devices test (Video B-PAD), which measures an applicant's interpersonal skills in a variety of job-related situations.
- (5) Vision test – includes night vision testing if applicable.
- (6) Hearing test.

Once an applicant has successfully completed the testing, he/she receives an OACP certificate that identifies the testing and expiration dates for each component. The applicant is then eligible to apply to any Ontario police service.

The Toronto Police Service, as a Model Two Agency, accepts test results of applicants who have been assessed through Model One Agencies, including an outsourced agency, Applicant Testing Services (ATS). ATS has been licenced and endorsed by the OACP as a Model One Agency for the purpose of pre-interview testing only. The Toronto Police Service retains full authority and responsibility for other components of the CSS, namely, interviewing and background investigations.

#### Discussion:

ATS has been conducting applicant testing since 1999 and has established new testing sites and increased testing dates within Toronto as well as the surrounding Greater Toronto Area. As a result, applicants have a large selection of dates and times to choose from and the Toronto Police Service is receiving a regular flow of police constable applications.

The Benefits & Employment Unit recruiting team continues to conduct weekly physical practice sessions for applicants at the Toronto Police College. In addition, they continue to provide bi-weekly mentoring and information sessions in the auditorium at Police Headquarters, at the Toronto Police College and at locations within the community.

Conclusion:

The current system in place for police constable applicants has been operating without difficulty during the term of the present contract. ATS has proven to be an efficient provider of pre-interview testing.

Appended to this report is a copy of the existing agreement which was reviewed and approved to form by the City of Toronto Legal Services Department.

The extension of the agreement would be under the same terms and conditions of the existing agreement.

Deputy Chief Mike Federico, Corporate Command, will be in attendance to answer any questions that the Board may have regarding this report.

**The Board approved the foregoing report.**

**Moved by: A. Pringle**

THIS AGREEMENT made as of the \_\_\_\_\_ day of \_\_\_\_\_ 20

**BETWEEN** ONTARIO ASSOCIATION OF CHIEFS OF POLICE  
(The "OACP")

**AND** Toronto Police Services Board  
(The "Board")

The parties hereto have agreed to extend the terms of their OACP  
Constable Selection System Licence Agreement to December 31, 2018.

Dated At **London** this **1st** day of **October 2013**

  
\_\_\_\_\_  
Authorized Signatory for the OACP

Dated At \_\_\_\_\_ this \_\_\_\_\_ day of \_\_\_\_\_ 20

\_\_\_\_\_  
Authorized Signatory for the Board

c Jon Mills, Operations Manager, Constable Selection System

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 07, 2013**

**#P274. AGREEMENTS WITH NORTH YORK ACCIDENT SUPPORT SERVICES LTD. AND TORONTO EAST ACCIDENT SUPPORT SERVICES LTD. FOR THE EXPANDED USE OF THE COLLISION REPORTING AND OCCURRENCE MANAGEMENT SYSTEM**

The Board was in receipt of the following report October 20, 2013 from William Blair, Chief of Police:

Subject: AGREEMENTS WITH NORTH YORK ACCIDENT SUPPORT SERVICES LTD. AND TORONTO EAST ACCIDENT SUPPORT SERVICES LTD.

Recommendation:

It is recommended that the Board authorize the Chair to execute agreements with North York Accident Support Services Ltd. and Toronto East Accident Support Services Ltd. (the Operators) regarding the Toronto Police Service's expanded use of the Operators' electronic Collision Reporting and Occurrence Management System at the collision reporting centres.

Financial Implications:

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

Background/Purpose:

The Board and the Operators entered into agreements dated January 4, 2011 for the Toronto Police Service's (TPS) participation in the Collision Reporting Centres (CRCs) maintained by the Operators for the purpose of facilitating collision reporting (Min. No. P300/10 refers).

As part of the operation of the CRCs, the Operators have developed an electronic collision reporting system known as the Collision Reporting and Occurrence Management System (CROMS).

Currently, individuals reporting collisions at the CRCs initially report the collision information to the Operator. This information is then entered into CROMS, following which the individual is provided with a hard copy of the collision report. This report is then reviewed by a police officer assigned to a CRC who verifies and amends the report, if necessary. The police officer then updates CROMS through an access portal provided by the Operators exclusively to TPS.

TPS staff then input all of the information from the CROMS report into a TPS collision database known as the Centralized Accident Registry System (CARS). At the completion of the reporting process, a hard copy of the CARS collision report is submitted to the Ontario Ministry of Transportation (the "Ministry") as mandated by the *Highway Traffic Act*.



### Discussion:

Under the proposed agreement, attached as Appendix "A" to this report, the Operators will continue to collect all information required from individuals reporting collisions and immediately enter this information into CROMS. TPS will review, verify and correct the information and then update CROMS through an access portal. Once the information has been verified by TPS, the Operators will submit all collision reports and information to the Ministry, on behalf of the TPS, in accordance with the Ministry's requirements.

This data will be accessible to TPS in the new operating system Versadex. The CARS database will no longer be required and will be decommissioned. The Operators will also have the responsibility of providing the TPS with an electronic copy of all of the data collected and reports generated at the CRC.

The Ministry has advised the TPS, that as of July 1, 2014, it will require all collision reports and information to be submitted electronically. This arrangement facilitates compliance with the Ministry's requirements.

CROMS currently meets the Ministry's validation requirements for electronic submission of collision reports and information. Under the proposed agreement, the Operators will be obligated to ensure that CROMS continues to comply with the Ministry's validation standards.

The formalization of the attached agreement will enhance efficiencies through consolidation and sharing of services and data, while eliminating duplication of work in the form of data entry.

The attached agreement has been reviewed and approved as to form by the City Solicitor. It has also been reviewed and approved by TPS' Legal Services to ensure that the legal and operational requirements of the TPS are adequately protected.

### Conclusion:

There are both operational and administrative benefits that flow from the expansion of TPS' use of CROMS, authorizing the Operator to continue to collect information and then submitting collision reports electronically to the Ministry on behalf of the TPS.

Deputy Chief Mark Saunders, Specialized Operations Command, will be in attendance to answer any questions that the Board may have.

**The Board approved the foregoing report.**

**Moved by: M. Moliner**

**Vice-Chair Michael Thompson requested that he be noted in the negative with regard to the foregoing decision.**

**THIS AGREEMENT made in quadruplicate this      day of      , 2013**

**BETWEEN:**

**Toronto Police Services Board**  
(hereinafter called the " Board")

and

**North York Accident Support Services Ltd.**  
(hereinafter called "the Operator")

**BACKGROUND:**

- A. The parties entered into an agreement dated January 4, 2011 for the Toronto Police Services' ("TPS") participation in the Collision Reporting Centre (CRC) operated by the Operator for the purpose of facilitating collision reporting in conjunction with the insurance industry (the "CRC Agreement").
- B. The term of the CRC Agreement runs until January 4, 2021, with an option for the Board to extend the term for an additional five years until January 4, 2026.
- C. As part of its operation of the CRC, the Operator has developed an electronic collision reporting system known as the Collision Reporting and Occurrence Management System ("CROMS").
- D. Currently, individuals reporting collisions at the CRC initially report collision information to the Operator, which information is entered into CROMS, following which the individual is provided with a hard copy of the CROMS report. The hard copy of the report is then submitted to a TPS representative at the CRC who will review, verify and correct the information and then update CROMS through an access portal provided by the Operator exclusively to TPS.
- E. Currently, TPS staff enter the information into the TPS' own database for ultimate submission of a hard copy to the Ontario Ministry of Transportation (the "Ministry") as required by the *Highway Traffic Act*, R.S.O 1990 c.H.18..
- F. The Ministry has advised TPS that, as of July 2014, it will require all collision reports and information to be submitted to it electronically.
- G. CROMS currently meets the Ministry's validation requirements for electronic submission of collision reports and information.

- H. The parties have determined that expanding TPS' use of CROMS, and authorizing the Operator to collect information and to submit the collision reports electronically to the Ministry on behalf of TPS would be appropriate.

**NOW, THEREFORE**, in consideration of the mutual covenants contained herein, the parties hereby agree as follows:

### **1. ACCESS TO CROMS AND PROCEDURES**

- (1) The Operator shall, on behalf of TPS, collect all information indicated on Schedule "A" from individuals reporting collisions at the CRC and shall immediately enter this information into CROMS.
- (2) TPS will review, verify and correct the information and then update CROMS through an access portal provided by the Operator exclusively to TPS.
- (3) The Board agrees that each TPS representative requiring access to CROMS shall complete and sign the CROMS registration form attached hereto as Schedule "B", which identifies the authorized purpose for the information and security precautions.
- (4) As of the effective date of this agreement, the Operator, on behalf of TPS, shall, submit all collision reports and information to be submitted to the Ministry in accordance with the Ministry's requirements.
- (5) The Operator and TPS will develop procedures and standards to govern TPS' and the Operator's access to CROMS, and the submission of information by the Operator to the Ministry on behalf of TPS, that meet the needs of both organizations, which will include, but not be limited to, the following:
  - (a) provision of a daily report by the Operator to TPS identifying the reports submitted by the Operator to the Ministry on behalf of TPS;
  - (b) a process for ensuring TPS' ability to audit the reports submitted by the Operator on its behalf and correct any issues with such submission; and
  - (c) security standards required to ensure TPS' compliance with its legal obligations in the administration and use of CROMS.
- (6) The Operator will ensure that CROMS continues to comply with the Ministry's validation standards as they may be amended from time to time, and as may be determined by TPS, and that reports submitted by the Operator to the Ministry on behalf of TPS meet the Ministry's requirements. If the Operator becomes aware of any issue respecting CROMS that could affect compliance with the Ministry's requirements, the Operator will advise TPS immediately and work with TPS to ensure the issue is resolved expeditiously. The

Operator will also advise TPS within 48 hours of any changes to CROMS necessitated by a change to the Ministry's requirements or standards for electronic submission and submission from CROMS.

- (7) After transmission to the Ministry, the Operator shall, as directed by TPS, transfer the CROMS information in Schedule A to the TPS record management system and the Operator shall provide such functionality in CROMS as required to permit this to occur.
- (8) All services provided by the Operator and access to CROMS shall be at no cost to the Board or TPS.

## **2. CROMS INFORMATION**

- (1) The information entered into CROMS will be exclusively owned by TPS. Both parties may have access to the information for the purpose of carrying out their respective responsibilities arising from the operation of the CRC and the conduct of police activity, respectively.
- (2) Each party shall handle information in CROMS in accordance with any privacy obligations they are subject to under any legislation or agreement.
- (3) The Operator shall ensure that it maintains the confidential nature of the information referred to in section 1 of this Part and shall comply with the provisions of the *Municipal Freedom of Information and Protection of Privacy Act* in this regard.
- (4) When considering a personal information sharing initiative other than as identified in this Agreement, the Operator and TPS will satisfy itself that the sharing is lawful. This means that once each of the Operator and TPS has defined what, how, why and with whom they want to share personal information, they will analyze the applicable laws, including regulations, to ensure that they have the legal authority to do so. The intended recipient of the information will be required to ensure that it has its own statutory authority to carry out the proposed data sharing activity. Where information is sought and received, the disclosing entity will ensure its own lawful authority to share the subject information. Sharing, publication, dissemination, use or disclosure of any shared personal information may only occur with the written consent of the Operator and TPS that originally provided the information or as may be legally required
- (5) Other than as set out in this Agreement or as may be legally required, the Operator will not disclose the information submitted to CROMS by or on behalf of TPS to any person, but this restriction does not limit the Operator's capacity, if any, to disclose information provided to it for CROMS by other persons, for other purposes.

### **3. TERM AND TERMINATION**

- (1) The term of this Agreement is the same as the term of the CRC Agreement and can be terminated by either party for any reason upon six (6) months' written notice, independent of any termination of the CRC Agreement. In addition, this Agreement can be terminated:
  - (a) by either party on thirty (30) days' written notice of any breach of this Agreement that has not been remedied within the notice period to the reasonable satisfaction of the notifying party;
  - (b) by either party without notice due to legal requirements that would preclude either party's continued participation in the Agreement;
  - (c) automatically, upon termination of the CRC Agreement.
- (2) TPS will continue to have access to the information submitted on its behalf to the Ministry for up to thirty-six (36) months after the termination or expiry of this Agreement. The Operator will be required at its sole cost to copy and provide TPS with all information that has been entered into CROMS pursuant to this Agreement, in a form requested by TPS. The Operator will continue to have access to, and use of, the information contained in CROMS indefinitely for use in accordance with the terms of this agreement.

### **4. OWNERSHIP OF CROMS**

The Board and TPS acknowledge that CROMS is a proprietary system owned by the Operator and neither the Board nor TPS will attempt to reverse-engineer, or duplicate CROMS, in any way, shape, or form, but such restriction does not prevent the Board or TPS at any time from independently developing a system for any element of the services provided by CROMS including, but not limited to, electronic submission of collision information to the Ministry.

### **5. ENTIRE AGREEMENT AND SUCCESSORS**

- (1) The provisions of this Agreement shall be binding upon, and inure to the benefit of, the parties hereto and their respective successors and assigns.
- (2) Neither this Agreement nor any part thereof shall be assigned by the Operator without the prior consent in writing of the Board, which consent may be arbitrarily and unreasonably withheld.

### **6. WAIVER**

No action or failure to act by the Board or TPS shall constitute a waiver of any right afforded to the Board or TPS under this Agreement, nor shall any such action or failure to act constitute an

approval of or acquiescence in any breach thereunder, except as may be specifically agreed in writing.

**7. SEVERABILITY**

- (1) The invalidity or unenforceability of any provision or part of any provision of this Agreement or any covenant shall not affect the validity or enforceability of any other provision or part of any provision and any such invalid provision or part thereof or covenant shall be deemed to be severable.
- (2) Schedules "A" and "B", attached to this Agreement, shall form part of the Agreement.

**8. APPLICABLE LAW**

This Agreement shall be interpreted in accordance with the laws of the Province of Ontario.

**IN WITNESS WHEREOF**, the Operator and the Board have executed this Agreement by their respective duly authorized officers, on the dates hereinafter written.

**For the Toronto Police Services Board:**

Name: \_\_\_\_\_

Title : \_\_\_\_\_

Signed \_\_\_\_\_

**For North York Accident Support Services Ltd.:**

Name Steve Sanderson \_\_\_\_\_

Title President \_\_\_\_\_

Signed \_\_\_\_\_

Ver 1

Use Template Ver. 1 with this report



Motor Vehicle Accident Report

Accident Number Page of


Ver 1

Report Type <input type="checkbox"/> Original <input type="checkbox"/> Amended <input type="checkbox"/> Failed To Remain		Accident Date Y M D Day of the Week Time	
Time Officer Arrived or Police Force Reported to		Emergency Equipment in Attendance	
Name of Investigating Officer		Badge No. Div./Stat. Det.	
Name of Submitting Police Force		MTO Use Only Highway Distance Unit Dir.	
Location R1 Trafficway		Distance Circle as applicable M Km. N. S. E. W. District	
Location R2 Reference Point		Municipality County, District or Reg. Municipality	
1 Driver (Last Name First) Code		2 Driver (Last Name First) Code	
Address Telephone No. Postal Code		Address Telephone No. Postal Code	
Driver's Licence No. Prov. Class Cond.		Driver's Licence No. Prov. Class Cond.	
Sex D.O.B. (Y.M.D.) Proper Licence to Drive Class of Vehicle Suspended Driver Breathalyzer/Blood Test Admin.		Sex D.O.B. (Y.M.D.) Proper Licence to Drive Class of Vehicle Suspended Driver Breathalyzer/Blood Test Admin.	
Make Year Model Colour Body Style		Make Year Model Colour Body Style	
Air Brake Plate No. Prov. Number of Occupants in Vehicle		Air Brake Plate No. Prov. Number of Occupants in Vehicle	
Owner (Last Name First) As Above		Owner (Last Name First) As Above	
Address Telephone No. Postal Code		Address Telephone No. Postal Code	
Insurance Company and Policy No. None		Insurance Company and Policy No. None	
CVOR No. Lic. Class Required Loaded Unloaded Approx. Speed Km/hr		CVOR No. Lic. Class Required Loaded Unloaded Approx. Speed Km/hr	
Make Plate No. Prov.		Make Plate No. Prov.	
Owner (Last Name First) As Vehicle Above		Owner (Last Name First) As Vehicle Above	
Address Telephone No. Postal Code		Address Telephone No. Postal Code	
Insurance Company and Policy No. As Vehicle Above		Insurance Company and Policy No. As Vehicle Above	
Investigating Officer's Description of Accident & Diagram			
Lanes Speed Number of Lanes Posted Speed Max. Advisory		Descriptions of Codets 97, 98, 99	
Describe Damage to Other Property		Person and/or Agency Advised Yr. Mo. Day Time	
No. Involved Persons - Injured Taken To By		Independent Witnesses - Name	
Vehicle Taken To By		Persons Charged - Section and Act & P.O.T. No.	
Name of Coroner Telephone No.		If School Age Child Involved, Indicate School Name	
Signature of Investigating Officer Report completed Yr. Mo. Day		Signature of Supervisor Badge No. Yr. Mo. Day	
Involved Persons		Involved Persons	

press firmly you are making 5 copies

All boxes must be completed by officers submitting Report. Specify all codes 97, 98, 99 on this Report.

# Self Reporting Collision Report

Collision Report No. \_\_\_\_\_ Local Incident No. \_\_\_\_\_ Model No. \_\_\_\_\_ 

**1. For MTO and Police Use Only**

Reporting Location: \_\_\_\_\_ Collision Date (YY / MM / DD): \_\_\_\_\_ Day: \_\_\_\_\_ Time (Hrs): \_\_\_\_\_ Page of \_\_\_\_\_

Police Service of Jurisdiction: \_\_\_\_\_ Number of Vehicles Involved: \_\_\_\_\_  PD  NR  FTR  Original  Amendment  Supplementary Form Attached

at  near R 1 - Number and Name of Street, Intersection, Highway, etc.: \_\_\_\_\_ Road Jurisdiction: \_\_\_\_\_ 01 Munic 04 city/twd 07 Loc 02 Prov Hwy 05 Reg Munic 08 Other 03 Hwy 06 Reg Munic 09 Other

R 2 - Name of Shopping Mall, Plaza or Other Commercial or Institutional Property, etc.: \_\_\_\_\_ Municipality: \_\_\_\_\_ County, District or Reg. Municipality: \_\_\_\_\_

Highway: \_\_\_\_\_ Distance: \_\_\_\_\_ Unit: \_\_\_\_\_ Dir: \_\_\_\_\_ District: \_\_\_\_\_ Keypoint/Geo code: \_\_\_\_\_ Offset: \_\_\_\_\_ Ramp No: \_\_\_\_\_ Vehicle Damage:  none  slight  moderate  severe  disabled/spread

Planned Viewed:  yes  no Viewed by (Name & Badge No.): \_\_\_\_\_ Date (Y/M/D): \_\_\_\_\_ Time (Hrs): \_\_\_\_\_ Damage Est: \$ \_\_\_\_\_

Describe Damage to Vehicle or Additional Remarks for Investigator: \_\_\_\_\_

Describe Damage to Other Property: \_\_\_\_\_

Initial Impact:   Secondary Impact:

Report Rec'd by (Name, Badge No., Pol. Serv): \_\_\_\_\_ Date (Y/M/D): \_\_\_\_\_ Time (Hrs): \_\_\_\_\_ Person and/or Agency Advised: \_\_\_\_\_ Date (Y/M/D): \_\_\_\_\_ Time (Hrs): \_\_\_\_\_

Officer Assigned: \_\_\_\_\_ Date Assigned (Y/M/D): \_\_\_\_\_ Date Cleared (Y/M/D): \_\_\_\_\_ Charges Laid (Item No.): \_\_\_\_\_

**2. Your Information - Driver**

Last Name, First Name: \_\_\_\_\_ MTO Code: \_\_\_\_\_

Address - Street No. & Name, City, Town, Province, Postal Code: \_\_\_\_\_ Telephone Nos: \_\_\_\_\_ Home \_\_\_\_\_ Work \_\_\_\_\_

Driver's Licence No.: \_\_\_\_\_ Prov: \_\_\_\_\_ Class: \_\_\_\_\_ Cond: \_\_\_\_\_ Sex: \_\_\_\_\_ Date of Birth (Y/M/D): \_\_\_\_\_ Age: \_\_\_\_\_  Proper Licence for Class of Vehicle  Yes  No  Suspended Licence  Yes  No

**3. Your Vehicle**

Plate No.: \_\_\_\_\_ Prov: \_\_\_\_\_ Year: \_\_\_\_\_ Make: \_\_\_\_\_ Model: \_\_\_\_\_ Colour: \_\_\_\_\_ Body Style: \_\_\_\_\_ Number of Occupants in Vehicle: \_\_\_\_\_

Air Brake:  yes  no Commercial Vehicle Op. No.: \_\_\_\_\_ Lic. Class: \_\_\_\_\_  Loaded  Unloaded Insurance Company's Name & Policy No.: \_\_\_\_\_ Expiry Date (Y/M/D): \_\_\_\_\_

Vehicle Taken / Towed To: \_\_\_\_\_ Vehicle Taken / Towed By: \_\_\_\_\_

Owner  Same as Driver Last Name, First Name: \_\_\_\_\_ Address - Street No. & Name, City, Town, Province, Postal Code: \_\_\_\_\_ Telephone Nos: \_\_\_\_\_ Home \_\_\_\_\_ Work \_\_\_\_\_

**4. Your Trailer**

Plate No.: \_\_\_\_\_ Prov: \_\_\_\_\_ Make: \_\_\_\_\_ Insurance Company's Name: \_\_\_\_\_  Same as Vehicle Policy No.: \_\_\_\_\_ Expiry Date (Y/M/D): \_\_\_\_\_

Owner  Same as Driver Last Name, First Name: \_\_\_\_\_ Address - Street No. & Name, City, Town, Province, Postal Code: \_\_\_\_\_

**5. Other Driver**

Last Name, First Name: \_\_\_\_\_ Date of Birth (Y/M/D): \_\_\_\_\_ Driver's Licence No.: \_\_\_\_\_

Address - Street No. & Name, City, Town, Province, Postal Code: \_\_\_\_\_ Telephone Nos: \_\_\_\_\_ Home \_\_\_\_\_ Work \_\_\_\_\_

**6. Other Vehicle**

Plate No.: \_\_\_\_\_ Commercial Vehicle Op. No.: \_\_\_\_\_ Prov: \_\_\_\_\_ Year: \_\_\_\_\_ Make: \_\_\_\_\_ Model: \_\_\_\_\_ Colour: \_\_\_\_\_ Body Style: \_\_\_\_\_ Number of Occupants in Vehicle: \_\_\_\_\_

Other Owner  Same as Driver Last Name, First Name: \_\_\_\_\_ Insurance Company's Name & Policy No.: \_\_\_\_\_ Expiry Date (Y/M/D): \_\_\_\_\_

**7. Witness**

Last Name, First Name: \_\_\_\_\_ Address - Street No. & Name, City, Town, Prov. Postal Code: \_\_\_\_\_ Telephone Nos: \_\_\_\_\_ Home \_\_\_\_\_ Work \_\_\_\_\_

**8. Collision Details - See instructions sheet. Fill in the boxes below with the numbers that best describe the collision. If "other (specify)" is selected, please give details.**

**01 Collision Location**

01 non intersection 02 intersection related 03 at intersection 04 at / near private drive 05 at railway crossing 06 underpass / tunnel  
07 overpass / bridge 08 other (specify) \_\_\_\_\_  
Off Highway 09 frozen lake / river 10 parking lot 99 other (specify) \_\_\_\_\_

**02 Impact Location**

01 within intersection 02 thru lane 03 left turn lane 04 right turn lane 05 right turn channel 06 two-way left turn lane  
07 passing lane 08 left shoulder 09 right shoulder 10 not on roadway - left side 11 not on roadway - right side 12 off highway  
99 other (specify) \_\_\_\_\_

**03 Weather (multiple choice)**

01 clear 02 rain 03 snow 04 freezing rain 05 drifting snow 06 strong wind  
07 fog, mist, smoke, dust 99 other (specify) \_\_\_\_\_

**04 Light**

01 daylight 02 daylight - artificial 03 dawn 04 dawn - artificial 05 dusk 06 dusk - artificial  
07 dark 08 dark - artificial 99 other (specify) \_\_\_\_\_

**05 Traffic Control**

01 traffic signal 02 stop sign 03 yield sign 04 pedestrian crossover 05 police control 06 school guard  
07 school bus 08 traffic gate 09 traffic controller 10 no control 99 other (specify) \_\_\_\_\_

**06 Traffic Control Condition**

01 functioning 02 not functioning 03 obscured 04 missing / damaged

**07 Road Character** R1   R2

01 undivided - one way 02 undivided - two way 03 divided with barrier 04 divided - no barrier 05 ramp 06 collector lane  
07 express lane 08 transfer lane

**08 Road Surface** R1   R2

01 asphalt 02 oil treated gravel 03 gravel/crushed stone 04 concrete 05 earth 06 wood  
07 steel 08 brick / interlocking stone 99 other (specify) \_\_\_\_\_



<b>09 Road Condition</b> R1 <input type="checkbox"/> <input type="checkbox"/> R2 <input type="checkbox"/> <input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
01 good      02 poor      03 under construction			
<b>10 Road Surface Condition</b> R1 <input type="checkbox"/> <input type="checkbox"/> R2 <input type="checkbox"/> <input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
01 dry      02 wet      03 loose snow      04 slush      05 packed snow      06 ice 07 mud      08 loose sand / gravel      09 spilled liquid      99 other (specify) _____			
<b>11 Road Alignment</b> R1 <input type="checkbox"/> <input type="checkbox"/> R2 <input type="checkbox"/> <input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
01 straight on level      02 straight on hill      03 curve on level      04 curve on hill			
<b>12 Road Pavement Marking</b> R1 <input type="checkbox"/> <input type="checkbox"/> R2 <input type="checkbox"/> <input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
01 exist      02 nonexistent      03 obscured      04 faded			
<b>13 Your Vehicle Type</b> <input type="checkbox"/> <input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
01 automobile/stn wagon      02 motorcycle      03 moped      04 passenger van      05 pick up truck      06 delivery van 07 tow truck      08 truck - open      09 truck - closed      10 truck - tank      11 truck - dump      12 truck - car carrier 13 truck - tractor      14 municipal transit bus      15 intercity bus      16 bus (other)      17 school bus      18 school van 19 school vehicle (other)      20 motor home      21 off road - 2 wheels      22 off road - 3 wheels      23 off road - 4 wheels      24 off road (other) 25 motorized snow vehicle      26 farm tractor      27 farm vehicle (other)      28 construction equipment      29 railway train      30 streetcar 31 snow plow      32 ambulance      33 fire vehicle      34 police vehicle      35 other emergency vehicle      36 bicycle 00 unknown      99 truck (other) _____			
<b>14 If you were towing a vehicle, indicate type</b> <input type="checkbox"/> <input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
01 recreation trailer (house/camp)      02 boat trailer      03 small utility trailer      04 wheeled device/apparatus      05 large full trailer 06 large semi-trailer      07 double (semi-trailer - semi-trailer)      08 double (semi-trailer - trailer)      09 farm equipment 10 towed motor vehicle      99 other (specify) _____			
<b>15 If you were towing a commercial trailer, indicate type</b> <input type="checkbox"/> <input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
01 van      02 flat bed      03 low bed / float      04 tank      05 dump      06 car carrier 07 livestock      99 other (specify) _____			
<b>16 Commercial Trailer Connection - Double Semi-Trailer Only</b> <input type="checkbox"/> <input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
01 single drawbar dolly (A Train)      02 5th wheel connection (B Train)      03 double drawbar dolly (C Train)      99 other (Specify above)			
<b>17 Your Vehicle Condition</b> <input type="checkbox"/> <input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
01 no defect before collision      00 unknown      99 defect before collision (specify) _____			
<b>18 Your Driver Action</b> <input type="checkbox"/> <input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
01 driving properly      02 following too close      03 exceeding speed limit      04 speed too fast for condition      05 speed too slow      06 improper turn 07 disobeyed traffic control      08 failed to yield right - of - way      09 improper passing      10 lost control 11 wrong way on one - way road      12 improper lane change      00 unknown      99 other (specify) _____			
<b>19 Your Condition</b> <input type="checkbox"/> <input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
01 normal      02 had been drinking      03 ability impaired, alcohol (over 08)      04 ability impaired, alcohol! 05 ability impaired, drugs      06 fatigue      07 medical or physical disability      08 inattentive 00 unknown      99 other (specify) _____			
<b>20 Your Initial Direction of Travel</b> <input type="checkbox"/> <input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
01 north      02 south      03 east      04 west			
<b>21 Initial Impact Type</b> <input type="checkbox"/> <input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
01 approaching      02 angle      03 rear end      04 sideswipe      05 turning movement 06 single motor vehicle, unattended vehicle      07 single motor vehicle (other)      99 other (specify) _____			
<b>22 Your Vehicle Action</b> <input type="checkbox"/> <input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
01 going ahead      02 slowing / stopping      03 overtaking      04 turning left      05 turning right      06 making U - turn 07 changing lanes      08 merging      09 reversing      10 stopped      11 parked      12 disabled 13 pulling away from shoulder / curb      14 pulling onto shoulder/toward curb      00 unknown      99 other (specify above)			
<b>23/24/25 Sequence of Events - Your vehicle hit or was hit by: (multiple choice)</b> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
<b>Moveable Objects</b> 01 other motor vehicle      02 unattended vehicle      03 pedestrian      04 cyclist      05 railway train      06 streetcar 07 farm tractor      08 animal (domestic)      09 animal (wild)      97 other (specify) _____		<input type="checkbox"/>	<input type="checkbox"/>
<b>Other Events</b> 20 ran off road      21 skidding / sliding      22 jack-knifing      23 load spill      24 fire / explosion      25 submersion 26 rollover      27 debris on road      28 debris falling off vehicle      98 other (specify) _____			
<b>Fixed Objects</b> 50 cable guide rail      51 concrete guide rail      52 steel guide rail      53 pole (utility / tower)      54 pole (sign / parking meter)      55 fence / noise barrier 56 culvert      57 bridge support      58 rock face      59 snowbank / drift      60 ditch      61 curb 62 crash cushion      63 building / wall      64 water course      65 construction marker      66 tree / shrub / stump      99 other (specify above)			

Information on this form is collected under the authority of s.205 of the Ontario Highway Traffic Act and is used to maintain the record of motor vehicle accidents in Ontario. Direct inquiries to: Supervisor, Driver and Vehicle Licensing Call Centre, Licensing Administration Office, Ministry of Transportation, Building A, 2680 Keele Street, Downsview Tel: (416) 235-2999 or 1-800-387-3445

<p>It is an offence to provide false information.</p> <p>Signature of Driver _____</p>	<p><b>10. Police Use Only:</b></p> <p>Name of Submitting Officer (print in full) &amp; Badge No. _____</p> <p>Police Supervisor _____ Date (Y/M/D) _____</p>	<p>Classification</p> <p><input type="checkbox"/> NR    <input type="checkbox"/> PD</p> <p><input type="checkbox"/> FTR</p> <p><input type="checkbox"/> PJ Transcribed (MVAR Amended)</p>
	<p><b>Your Statement</b> - Describe the collision. Give details about your estimated speed, direction of travel, your actions and the other vehicle's actions.</p> <p style="text-align: center;">Approximate Speed <input style="width: 100px;" type="text"/></p>	
<p><b>Your Diagram</b> - Show the position of the vehicles at time of impact.</p> <div style="border: 1px dashed black; padding: 10px; text-align: center;"> <p>N W ↑ E S</p> </div>		

**Schedule "B"**  
**to the Agreement**  
**dated , 2013**  
**between**  
**Toronto Police Services Board**  
**And**  
**North York Accident Support Services Ltd.**

**CROMS Registration Form**



111 TORYORK DRIVE  
 TORONTO, ON M9L 1X9  
 TEL: (416) 745-3301  
 FAX: (416) 745-5555  
 www.cccsupport.com

For assistance please contact helpdesk@accsupport.com

<b>CROMS Registration</b>	
Requester Company Name: <u>Toronto Police Service</u>	
Company Address _____	
IP Address: _____	
Employee/Agent Name: _____	
Position or Title: _____	
Contact Phone / E-mail: _____	

Access to Accident Support Services Collision Reporting and Occurrence Management System, "CROMS" will be granted to the above named individual upon verification of IP address and receipt of executed Confidentiality Agreement.

\_\_\_\_\_ hereinafter referred to as the Requester, is granted access to receive confidential and personal information from the Collision Reporting and Occurrence Management System hereinafter referred to as CROMS which is owned and administered by Accident Support Services International Ltd., and its related corporations(\*) hereinafter referred to as Accident Support Services. The Requester, the Toronto Police Service, and Accident Support Services are committed to protect this information from unauthorized access, use or disclosure, in compliance with the Personal Information and Protection of Electronic Documents Act (PIPEDA). The following policies have been adopted to address the Requester's responsibilities for handling and protecting this information.

1. As a Requester, you may access information only when necessary to perform your duties in the course of your employment with Toronto Police Service. You must not access or use the information from CROMS for personal reasons. (Examples of inappropriate access or misuse of information include, but are not limited to: making inquiries for personal use or processing transactions on your own records or those of your friends or relatives; accessing information about another person, including locating their residence address, or for any reason which is not directly related to your work responsibilities.)
2. You may disclose information from the CROMS database or files only to individuals requiring the information in order to complete work assignments on behalf of the Toronto Police Service or contracted to act on behalf of the Toronto Police Service by whom the Requester is directly employed. It is not to be disclosed or provided to unauthorized individuals (Examples of unauthorized disclosures include, but are not limited to: looking up someone's address for a friend, passing on information, reports, to unauthorized vendors, or an insurer that is not a participating member of Accident Support Services' Program, without specific written permission.)
3. You must take reasonable precautions to maintain the secrecy of any password you use to access information on the CROMS database. Reasonable precautions include but are not limited to not telling others your password or knowingly allowing them to observe while you enter it at the terminal. You must also take reasonable precautions to protect your terminal from unauthorized access. Reasonable precautions include, but are not limited to: not leaving your terminal unattended while you are logged onto CROMS; and exiting CROMS when you leave your workstation.

\* Accident Support Services International Ltd., North York Accident Support Services Ltd., Toronto East Accident Support Services Ltd., Barrie Accident Support Services Ltd., Orillia Accident Support Services, London Accident Support Services Ltd., Peterborough Accident Support Services Ltd., North Bay Accident Support Services Ltd., Owen Sound Accident Support Services Ltd., Brantford Accident Support Services Ltd., Belleville Accident Support Services Ltd., Hamilton Accident Support Services Ltd., Durham Accident Support Services Ltd., Cornwall Accident Support Services Ltd., Timmins Accident Support Services Ltd., Sudbury Accident Support Services Ltd., Sault Ste. Marie Accident Support Services Ltd., Thunder Bay Accident Support Services Inc., Kingston Accident Support Services Ltd., Chatham-Kent Accident Support Services Ltd., Woodstock Accident Support Services Ltd., Guelph Accident Support Services Ltd., Halton Accident Support Services Ltd., Niagara Accident Support Services Ltd., any future locations, and any current or future Police Incantions.

I have read and I understand the security policies stated above, and will comply with them and any other security policies issued in the future by Accident Support Services or my employer. I understand that failure to comply with these policies may result in losing the authority to access CROMS data, disciplinary action, and/or civil or criminal prosecution in accordance with applicable statutes.

Signature of Employee / Agent	Date
Witnessed By	Date
Position / Title	
Information Verified: _____ <small>Accident Support Services Authorized Signature</small>	
<input type="checkbox"/> Portal Role: _____	
<input type="checkbox"/> Access to Analytics: _____	

Approved for Access:

\_\_\_\_\_  
Accident Support Services Authorized Signature



111 TORVORK DRIVE  
 TORONTO, ON M9L 1A9  
 TEL (416) 745-3301  
 FAX (416) 745-5555  
 www.ccsupport.com

For assistance please contact [helpdesk@accsupport.com](mailto:helpdesk@accsupport.com)

<b>CROMS Registration</b>	
Requester Company Name:	<u>City of Toronto, Toronto Fire Service</u>
Company Address:	_____
IP Address:	_____
Employee/Agent Name:	_____
Position or Title:	_____
Contact Phone / E-mail:	_____

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\_\_\_\_\_ hereinafter referred to as the **Requester**, is granted access to receive confidential and personal information from the Collision Reporting and Occurrence Management System hereinafter referred to as CROMS which is owned and administered by Accident Support Services International Ltd., and its related corporations(\*) hereinafter referred to as Accident Support Services. The **Requester**, the City of Toronto, Toronto Fire Services, and Accident Support Services are committed to protect this information from unauthorized access, use or disclosure, in compliance with the Personal Information and Protection of Electronic Documents Act (PIPEDA). The following policies have been adopted to address the **Requester's** responsibilities for handling and protecting this information:

1. As a **Requester**, you may access information only when necessary to perform your duties in the course of your employment with City of Toronto, Toronto Fire Services. You must not access, or use the information from CROMS for personal reasons. (Examples of inappropriate access or misuse of information include, but are not limited to: making inquiries for personal use or processing transactions on your own records or those of your friends or relatives; accessing information about another person, including locating their residence address, or for any reason which is not directly related to your work responsibilities.)
2. You may disclose information from the CROMS database or files only to individuals requiring the information in order to complete work assignments on behalf of the City of Toronto, Toronto Fire Services or contracted to act on behalf of the City of Toronto, Toronto Fire Services by whom the **Requester** is directly employed. It is not to be disclosed or provided to unauthorized individuals. (Examples of unauthorized disclosures include, but are not limited to: looking up someone's address for a friend, passing on information, reports, to unauthorized vendors, or an insurer that is not a participating member of Accident Support Services' Program, without specific written permission.)
3. You must take reasonable precautions to maintain the secrecy of any password you use to access information on the CROMS database. Reasonable precautions include but are not limited to: not telling others your password or knowingly allowing them to observe while you enter it at the terminal. You must also take reasonable precautions to protect your terminal from unauthorized access. Reasonable precautions include, but are not limited to: not leaving your terminal unattended while you are logged onto CROMS, and exiting CROMS when you leave your workstation.

\* Accident Support Services International Ltd., North York Accident Support Services Ltd., Toronto West Accident Support Services Ltd., Toronto East Accident Support Services Ltd., Brampton Accident Support Services Ltd., Chatham Accident Support Services Ltd., London Accident Support Services Ltd., Peterborough Accident Support Services Ltd., North Bay Accident Support Services Ltd., Owen Sound Accident Support Services Ltd., Hamilton Accident Support Services Ltd., Belleville Accident Support Services Ltd., Hamilton Accident Support Services Ltd., Durham Accident Support Services Ltd., Cornwall Accident Support Services Ltd., Trenton Accident Support Services Ltd., St. Catharines Accident Support Services Ltd., Thunder Bay Accident Support Services Ltd., Kingston Accident Support Services Ltd., any future locations, and any centers of future Police locations.

**I have read and I understand the security policies stated above, and will comply with them and any other security policies issued in the future by Accident Support Services or my employer. I understand that failure to comply with these policies may result in losing the authority to access CROMS data, disciplinary action, and/or civil or criminal prosecution in accordance with applicable statutes.**

Signature of Employee / Agent	Date
Witnessed By	Position / Title
_____	_____
Information Verified:	_____
<input type="checkbox"/> Portal Role:	_____
<input type="checkbox"/> Access to Analytics:	_____
Approved for Access:	_____

**REQUESTER EMPLOYEE SECURITY STATEMENT**

Employee Name:	
Division:	
Position #:	

1. \*17 <LEGAL NAME> (the "Requester") is licensed to receive confidential and personal information (the "Information") from files and data bases administered by the Ontario Ministry of Transportation ("MTO"). MTO is committed to protecting this Information from unauthorized access, use or disclosure. The following policies have been adopted to address employees' responsibilities for handling and protecting this Information.

2. As an employee of the Requester, you may access this Information only when necessary to perform your duties as such employee in the course of your employment, and only for the following purposes: <AUTHORIZED USE>..

3. You must not access or use this Information for personal reasons. (Examples of inappropriate access or misuse of Information include, but are not limited to: making inquiries for personal use or processing transactions on your own records or those of your friends or relatives; accessing Information about another person, including locating their residence address, for any reason not related to your work responsibilities or not authorized by the Requester.)

4. You may disclose Information only to individuals who have been authorized to receive it through appropriate procedures which have been authorized by MTO. (Examples of unauthorized disclosures include but are not limited to: looking up someone's address for a friend.)

5. You must take reasonable precautions to maintain the secrecy of any password you use to access Information electronically. Reasonable precautions include, but are not limited to: not telling others your password or knowingly allowing them to observe while you enter it at a terminal; and frequently changing your password (and, if you suspect your password has been used by someone else, changing it immediately and notifying the Requester); and selecting random passwords that are not easy for others to guess.

6. You must take reasonable precautions to protect data entry terminals and equipment from unauthorized access. Reasonable precautions include, but are not limited to: not leaving your terminal unattended while you are logged onto the system; exiting the database which contains any Information when you leave your workstation; securing your terminal with a locking device if one has been provided; storing in a secure place any user documentation to programs through which electronic access to any Information may be gained; and reporting any suspicious circumstances or unauthorized individuals you have observed in the work area to the Requester.

**I have read and I understand the security policies stated above, and will comply with them and any other security policies issued in the future by the Requester, MTO. I understand that failure to comply with these policies may result in disciplinary action by the Requester and/or civil or criminal prosecution in accordance with applicable statutes.**

\_\_\_\_\_  
Signature of Employee

\_\_\_\_\_  
Date:

\_\_\_\_\_  
Witnessed By

\_\_\_\_\_  
Date:



111 FORBURN DRIVE  
 TORONTO, ON M9L 1K9  
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For assistance please contact helpdesk@accsupport.com

<b>CROMS Registration</b>	
Requester Company Name:	<u>City of Toronto, Toronto Fire Service</u>
Company Address:	_____
IP Address:	_____
Employee/Agent Name:	_____
Position or Title:	_____
Contact Phone / E-mail:	_____

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1. As a **Requester**, you may access information only when necessary to perform your duties in the course of your employment with City of Toronto, Toronto Fire Services. You must not access or use the information from CROMS for personal reasons. (Examples of inappropriate access or misuse of information include, but are not limited to: making inquiries for personal use or processing transactions on your own records or those of your friends or relatives; accessing information about another person, including locating their residence address, or for any reason which is not directly related to your work responsibilities.)
2. You may disclose information from the CROMS database or files only to individuals requiring the information in order to complete work assignments on behalf of the City of Toronto, Toronto Fire Services or contracted to act on behalf of the City of Toronto, Toronto Fire Services by whom the **Requester** is directly employed. It is not to be disclosed or provided to unauthorized individuals (Examples of unauthorized disclosures include, but are not limited to: looking up someone's address for a friend, passing on information, reports, to unauthorized vendors, or an insurer that is not a participating member of Accident Support Services' Program, without specific written permission.)
3. You must take reasonable precautions to maintain the secrecy of any password you use to access information on the CROMS database. Reasonable precautions include but are not limited to: not telling others your password or knowingly allowing them to observe while you enter it at the terminal. You must also take reasonable precautions to protect your terminal from unauthorized access. Reasonable precautions include, but are not limited to: not leaving your terminal unattended while you are logged onto CROMS, and exiting CROMS when you leave your workstation.

\* Accident Support Services International Ltd., North York; Accident Support Services Ltd., Toronto West; Accident Support Services Ltd., Toronto East; Accident Support Services Ltd., Durham; Accident Support Services Ltd., Ontario; Accident Support Services Ltd., London; Accident Support Services Ltd., Peterborough; Accident Support Services Ltd., North Bay; Accident Support Services Ltd., Owen Sound; Accident Support Services Ltd., Brantford; Accident Support Services Ltd., Belleville; Accident Support Services Ltd., Hamilton; Accident Support Services Ltd., Durham; Accident Support Services Ltd., Cornwall; Accident Support Services Ltd., Timmins; Accident Support Services Ltd., Sault Ste. Marie; Accident Support Services Ltd., Thunder Bay; Accident Support Services Inc., Kingston; Accident Support Services Ltd., any future location, and any current or future Police Institute.

**I have read and I understand the security policies stated above, and will comply with them and any other security policies issued in the future by Accident Support Services or my employer. I understand that failure to comply with these policies may result in losing the authority to access CROMS data, disciplinary action, and/or civil or criminal prosecution in accordance with applicable statutes.**

Signature of Employee / Agent	Date
Witnessed By	Date
Position / Title	Date
Information Verified: _____	
Accident Support Services Authorized Signature	
<input type="checkbox"/> Portal Role: _____	
<input type="checkbox"/> Access to Analytics: _____	
Approved for Access: _____	
Accident Support Services Authorized Signature	

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 07, 2013**

**#P275. IN-CAMERA MEETING – NOVEMBER 07, 2013**

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

The following members attended the in-camera meeting:

Dr. Alok Mukherjee, Chair  
Mr. Michael Thompson, Councillor & Vice-Chair  
Mr. Michael Del Grande, Councillor & Member  
Ms. Marie Moliner, Member  
Dr. Dhun Noria, Member  
Ms. Frances Nunziata, Councillor & Member  
Mr. Andrew Pringle, Member



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 07, 2013**

**#P276.       ADJOURNMENT**

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Alok Mukherjee  
Chair