



The following *draft* Minutes of the meeting of the Toronto Police Services Board held on November 13, 2014 are subject to adoption at its next regularly scheduled meeting.

The Minutes of the meeting held on October 09, 2014, previously circulated in draft form, were approved by the Toronto Police Services Board at its meeting held on November 13, 2014.

MINUTES OF THE PUBLIC MEETING of the Toronto Police Services Board held on **NOVEMBER 13, 2014** 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. Frances Nunziata, Councillor & Member
Dr. Dhun Noria, Member
Ms. Marie Moliner, Member
Mr. Andrew Pringle, Member

ABSENT:

ALSO PRESENT:

Mr. William Blair, Chief of Police
Mr. Karl Druckman, City of Toronto - Legal Services Division
Ms. Karlene Bennett, A/Board Administrator

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 13, 2014**

#P235. INTRODUCTION

The following members of the Toronto Police Service were introduced to the Board and congratulated on their recent appointments or promotions:

Promoted to the Rank of Staff Sergeant:

Domenico DI PASSA
James GICZI

Promoted to the Rank of Sergeant:

Jonathan COLLIN
Sean COSGROVE
Michael DE ZILVA
Tracey GARRISON
Patrick GARROW
Paul KORAC
David KOZAK
Corina LOUCKS
Richard LYON
Robert MOYNAGH
Rhoel ONG
Michael ROGERS

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#P236. MOMENT OF SILENCE

A moment of silence was observed in memory of Warrant Officer Patrice Vincent and Cpl. Nathan Cirillo members of the Canadian Armed Forces who were killed in the line of duty and for Superintendent (Retired) Bob Qualtrough a former member of the Toronto Police Service.

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**#P237. REPORT: THE FUTURE OF COMMUNITY PARTNERSHIPS WITH
TORONTO POLICE SERVICE**

Mr. Bruce Erskine, 22 Division CPLC and Mr. Tim Kocur, 52 Division CPLC from the Ad-Hoc Committee Representing Toronto's Community Police Liaison Committee (CPLC) & Community Consultative Committee (CCC) delivered a presentation to the Board

Board Member Moliner commented about participatory action research and its different approach to finding out what community needs are. Ms. Moliner invited Mr. Erskine and Mr. Kocur to listen to the CAPP presentation and to provide any feedback they may have to the Board.

The Board asked Mr. Erskine to provide an overview of the CPLCs. In response to the Board's request Mr. Erskine stated that the CPLC is made up of members who live or work in each division and is co-chaired by the Divisional Superintendent and a civilian member that is democratically elected from its membership. Mr. Erskine stated that CPLCs main objectives are to educate, advocate and cooperate. He stated that CPLCs work with the police proactively and reactively regarding short and long term solutions that are unique to each division.

In response to the Board's inquiry about youth input, Mr. Erskine responded that the CPLC is considering a youth pilot initiative and or a youth component within CPLCs/CCCs.

The Board inquired about the \$25,000 contemplated by the CPLCs for "branding." Councillor Thompson committed to assist the CPLCs with finding a community member or business that would be willing to work with CPLCs pro bono to complete the branding initiative.

The Chair stated that the Board would be interested in assisting the CPLCs with its consultation next year. The Chair referred Mr. Erskine to the Board's Executive Director to work out the details of how the Board can demonstrate its support.

The Board thanked Mr. Erskine and Mr. Kocur for the presentation and received the presentation.

Moved by: A. Pringle

**The Future of
Community Partnerships with
Toronto Police Service**

by

the Ad-Hoc Committee

Representing Toronto's

*Community Police Liaison Committee &
Community Consultative Committee*

January 29, 2014

Committee Members:

Vivian Broersma – Co-Chair 31 Division CPLC
Bruce Erskine – 22 Division CPLC
Dorothy Feenan – Co-Chair 42 Division CPLC
Staff Sergeant Ron Khan – Toronto Police Service DPSU
Zul Kassamali – Co-Chair South & West Asian CCC
Ibrahim Meru – Co-Chair 33 Division CPLC
Andrew Paliwoda – Humber College TPS DPSU Intern
G rard Parent – Co-Chair French CCC
Victoria Shaw-Zacheja – Toronto Police Service DPSU

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Executive Summary

This document was created in 2013 by an ad-hoc committee formed at the request of, and made up of members of Toronto's Community Police Liaison Committees (CPLC) and Community Consultative Committees (CCC). It was greatly assisted by the Divisional Police Support Unit (DPSU) of the Toronto Police Service (TPS).

The purpose of this paper is to improve the partnership, role and influence that these volunteer groups provide to the TPS and to the many communities that make up the City of Toronto..

This document is considered as Phase I of a multi-phased initiative that has as its central objective to move forward the effectiveness of the CPLC/CCC. It identifies and analyses five major categories. The main recommendation of this paper however, is that a Phase II ad-hoc committee be formed to further analyse and implement the recommendations that came out of the following five categories:

- Importance of Community Involvement
- Interaction with Community Resources
- Increasing our Profile
- Membership, Recruitment & Retention
- Partnering with Toronto Police Service

The effectiveness of community policing in Toronto will be greatly improved with the implementation of the following recommendations. In order for these recommendations to succeed, both the Toronto Police Service and the communities it serves need to "buy-in" to these initiatives.

The benefits of embracing and moving forward with these recommendations will result in a:

- Safer Toronto
- Lower crime rate
- More effective TPS
- An engaged public

Phase II of this initiative will begin in January of 2014 and will be made up of a new committee. Its task will be to begin the implementation of the recommendations found in this Phase I document.

This paper is the blueprint for the Phase II Ad-hoc Committee.

Introduction

Note:

The use of "CPLC/CCC" throughout this document should be read as either plural or singular depending on the context of the statement.

Many of the suggestions made in this document are ideas that each CPLC/CCC should consider. The degree of application would be decided by each committee. The intent of this paper is not to further formalize our existing committees, but rather to offer support and inter-cooperation to the operation of our various volunteer groups.

This White Paper is still a work in progress and is Phase I of a multi-phased project. It identifies a number of issues and opportunities affecting the future of community partnering with the police in Toronto.

CPLC/CCC Co-Chairs were presented with this Phase I White Paper at a meeting on October 10, 2013. The attendees offered comments and suggestions to further ratify the document. This group provided their support and buy-in to the document and the next step of the process to complete the document.

Attendees of the annual CPLC/CCC Conference at the Toronto Police College, November 9, 2013, were presented with this Phase I White Paper. Comprehensive discussions took place during break out sessions, to provide constructive feedback and recommendations for Phase II. The process for the creation of a Phase II Ad Hoc Committee began at this conference.

This paper, Phase I – was completed following the November 9 conference and distributed to all involved groups.

Special thanks are extended to Staff Sergeant Ron Khan, Sergeant Mandeep Mann, and Victoria Zacheja of the TPS Divisional Policing Support Unit (DPSU) and Andrew Paliwoda, TPS Intern, for their on-going support and direction. An additional thank you is extended to Superintendent Chris Fernandes – his belief in this initiative permitted the White Paper to develop.

Project Background

Civilian volunteers hosted for the first time, the annual CPLC/CCC Fall Conference, October 15, 2011. One of the conference objectives was to identify a strategy CPLC/CCC and TPS could use to develop a more productive partnership.

An important lead-in to this conference was a survey completed by members that identified issues and opportunities facing CPLC/CCC. Recommendations were made on numerous topics.

The CPLC/CCC civilian Co-Chairs subsequently met to discuss strategies, resulting in the creation of a 6-member ad-hoc committee tasked with creating a White Paper on the future of community policing in Toronto. Supporting this committee was Staff Sergeant Ron Khan and his team from the DPSU.

Throughout the summer of 2013, this committee has met numerous times investing many hours of personal time developing this White Paper.

Key events leading up to the November 2013 Fall Conference were:

Monday September 23, 2013	Present draft paper to Chief Blair	Headquarters
Thursday October 10, 2013	Present to CPLC/CCC Co-Chairs	Headquarters
Saturday November 9, 2013	CPLC/CCC Fall Conference	Police College
Future Events		
Wednesday January 22, 2014	Joint meeting of Phase I and Phase II	DPSU

Importance of Community Involvement

Overview

Partnerships between the Toronto Police Service Divisions and the communities they service have been an ongoing part of life in Toronto for many years. Successful outcomes in identifying, prioritizing and problem-solving community issues is a direct result of a serious commitment to effective consultation and productive partnerships. This ultimately leads to improved community safety and an improved quality of life for the community.

Current Status

The Toronto Police Service prides itself on being a world leader in the policing community when it comes to consultation with its communities. Consultation is an important aspect of community policing. While the intention of this involvement is to help build trust in the community, this is not necessarily true in many neighbourhoods in Toronto. The other aspect of community policing is the feedback provided to the Division via this mechanism.

Community policing also includes working with Business Improvement Associations (BIA) and other business establishments within each division. However, many divisions seem to only be focused on the residential community. Only one division in Toronto had both a Business CPLC and a Residential CPLC.

It is important to have a CPLC/CCC commitment from both the community and the TPS. Many times this is quite difficult to achieve, and the faults cannot be attributed to any one side. The community may not have the commitment to follow through and create an active CPLC/CCC. The TPS may not consistently drive and support the CPLC/CCC. A factor not to be discounted is the attitude towards community policing within TPS resources. Thus, inaction or negative attitudes from both sides cause inconsistent interaction with the community, ultimately resulting in an ineffective CPLC/CCC.

It is also important to note that effective community involvement by the TPS results in increased and active membership. The Division leadership plays a key role in driving this. With the right focus, there will be a very positive payback.

Strategies

The strategies for improved community involvement should be focused on three areas:

Community

Create an active community organization working in partnership with the division and help improve the quality of life in the division. Target as many communities as possible within the division. Invite them to become equal partners by joining the CPLC/CCC, work with the Division to resolve community issues and focus on specific needs of the community.

All communities within the division must be touched once annually as a minimum. Work with priority neighbourhoods. Also, work with BIAs within the division, as well as other social service organizations, to bring about change.

CPLC/CCC need to be active throughout the year to warrant constant community and TPS involvement. CPLC/CCC name recognition will be achieved when activities are consistent, targeted, and involve active teams throughout the division.

CPLC/CCC

Work to make the organization dynamic, active and focused on being an agent of change within the division. Be prepared to answer the question "What's in it for me?" from the CPLC/CCC member perspective. Provide skills enhancement or development workshops for the CPLC/CCC membership. Consider recruiting professionals as members of the CPLC/CCC to help with the various needs of the CPLC/CCC.

Toronto Police Service

Create an active partnership with the community to ensure the CPLC/CCC and TPS work as dynamic, and motivated partners.

Recommendations

CPLC/CCC

1. CPLC/CCC organization should define the roles and responsibilities for each position, listing skill-requirements for each position, while taking into account the specific needs of the Division.
2. Formulate plans for recruiting and retaining volunteers who will help drive the organization, keeping them active and interested. Ensure cultural diversity and background plurality is maintained within the teams.
3. Create templates for activities, with timeframe guidelines, and skills requirements. Also include information on what constitutes an acceptable activity in the context of the CPLC/CCC. Provide some examples of generic activities that may be planned for the year and may be modified to suit divisional and community priorities.

4. Prepare an orientation package for new CPLC/CCC Co-Chairs. This package should include information on community involvement as an important aspect of the CPLC/CCC, their role as a leader, and the support they should expect from the TPS Co-Chair and the TPS Community Response Unit (CRU).

TPS

1. CRU Staff Sergeant and team need to participate actively as partners in the CPLC/CCC, providing support for CPLC/CCC activities, and being pro-active in planning events and activities.
2. Ensure CPLC/CCC and Community Policing are line items on the annual evaluations of the appropriate officers and staff to ensure appropriate focus.

Organizational

3. Build and maintain a best practices database of ideas detailing what has worked in all CPLC/CCC, housed at DPSU, as a resource for committees to access as required.
4. Best practices: Briefly describe the practice, implementation steps, skill requirements, time to completion.

References

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Interaction with Community Resources

Overview

Community resources can be defined in many ways. They can vary from local outreach agencies, ratepayer groups, local unions, libraries, parent teacher councils and many more.

It has become evident that many CPLC/CCC have not been doing the best they can to interact with the numerous community resources available to them. As a result, they have lackluster relationships within TPS and our respective communities. At the same time they are not promoting community safety effectively.

As a result of our committee discussions, we need to find more effective methods of tapping into our community resources in order to build stronger, more trusting relationships between CPLC/CCC/TPS and our communities.

Current Status

Many CPLC/CCC are missing out on the opportunity of reaching out to the larger population. Personal time restraints and lack of resources can be an obstacle.

Ideally each police division should have a comprehensive updated list of all local resources and contacts, also known as 'Asset Mapping'. Currently police divisions do not have access to such a comprehensive resource or contact list.

Asset Mapping is very critical to a local division. TPS is good at enforcement but there are agencies within our divisions that can provide the opportunity to assist in solving certain problems before they become enforcement issues.

Once personal contacts are made, the challenge is maintaining the relationship. Due to time constraints, we must focus on the viable contacts. Once a viable contact has been made, it is important to maintain the connection.

TPS officers involved in co-ordinating events with us and our contacts have sometimes been neglectful in advising CPLC/CCC of ongoing activities, especially if the officer is on leave. All parties involved are left in limbo not knowing what has or has not been done to date. We need to find a solution to this problem to maintain credibility with our resources.

Stakeholders can find it frustrating locating the appropriate contact at their local police division, and often phone calls are not returned in a timely fashion by TPS.

Strategies

Contacts sometimes feel more open and comfortable calling us rather than TPS when they have an issue or have an idea for a meeting or seminar. Forging better relationships can encourage more community participation with TPS.

Once we reach out to our resources and develop a relationship, we can maintain that relationship with TPS even after key officers are transferred to other divisions.

Many of these resources work with youth/senior groups at pre-arranged times and places. We can take advantage of these pre set times and places when arranging seminars etc. It's more efficient to go to these groups rather than trying to get them to come to us. In many cases the cost of the room rental is already paid for.

Eventually CPLC/CCC will be included in many events we may never have been aware of. Name recognition continues to grow and we reach out to a greater number of residents in our respective divisions. These same stakeholders would likely buy in to what we are doing and support our activities.

A good contact/relationship is very advantageous in helping us spread the word about our meetings or events. These contacts could also become new members of our CPLC/CCC.

CPLC/CCC would be very useful in assisting the local divisions with Asset Mapping.

TPS officers at all divisions should have access to Asset Mapping information and CPLC/CCC should make an effort to maintain such a list. We need to understand the value these resources bring to the CPLC/CCC/TPS and utilize these relationships within the community.

We can assist in linking community resources with one another.

Live streaming our meetings could help deliver our message to those who can't make the meetings.

Recommendations

CPLC/CCC/TPS need to improve reaching out to community resources to build strong lasting relationships.

Asset Mapping is a must for all divisions and CPLC/CCC to function effectively in their roles. Given their current staffing status, TPS cannot do this. CPLC/CCC should take an active role in assisting with Asset Mapping.

We need to maintain a living Best Practices & Procedures manual for all CPLC/CCC, highlighting effective ways to follow through on our strategies and recommendations.

References

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Ellison, G., Shirlow, P., & Mulcahy, A. (2012). *Responsible participation, community engagement and policing in transitional societies: Lessons from a local crime survey in Northern Ireland*. The Howard Journal of Criminal Justice, 51(5), 488-502. Doi: 10.1111/j.1468-2311.2012.00738.x

Increasing our Profile

Overview

The CPLC/CCC are not well known. It is necessary to develop strategies to raise our profile with the general public – as a liaison to help the public deal with their problems and interact effectively with the Police Service.

By working together across Toronto to promote our committees, we can increase our profile, become a recognized and known identity and hopefully attract high caliber committee members. To achieve some of these objectives we would need an aggressive recruiting policy that would bring on board some industry experts and/or high profile individuals. Immediately coming to mind are – computer experts, graphic experts, media experts, etc. (see *Recruitment and Retention Section*).

Current Status

While CPLC/CCC membership is different – CCC are cultural/language based committees and CPLC are neighbourhood committees- the ultimate goal is the same: to enhance and improve safety and relationships between the TPS and the public.

Currently, each CPLC/CCC works independently having little feedback or co-operation with each other. While each division has unique challenges and must address its individual issues, there are activities we could participate in as joint ventures.

The TPS is involved in numerous community activities, but does not always pass along the information or communicate event details in a timely manner. We miss opportunities to meet and establish relationships with local community leaders.

Strategies

The categories discussed here are: Advisory Board, Combined Events, Promotional Material and Traditional Media, Social Media and Website.

Advisory Council (See *Interaction with TPS section*)

Set up a small group of representatives from within the CPLC/CCC/TPS across the city to exchange ideas and promote joint ventures. This group could also include industry experts, representatives from youth groups, and the TPS volunteer and auxiliary groups.

Combined Events

Create combined events such as Conferences and Information Sessions with a standard theme that is possibly delivered in four or five different areas across the city: East, West, North and Central. Divisional boundaries should not create invisible walls between communities (CPLCs) and should also bridge cultural and religious boundaries (CCCs). These events are not intended to replace the divisional Town Halls.

Promotional Material & Stationery

Create templates with standard formats, such as brochures with space for the individual committees to promote their message. These should be coordinated by and housed at DPSU.

Traditional Media, Social Media and Website

Traditional Media

It is important to develop contacts with traditional media, particularly to advertise special events. CPLC/CCCs must be aware of and utilize TPS corporate communications resources.

Social Media Sites

This is the way of the future. Unfortunately it requires a dedicated committee member to monitor and follow up on a daily basis. Regular follow up requires time and few committees have members willing to take on that job.

Website

There is a problem housing CPLC/CCC websites on the Toronto Police Web Site. We would not have adequate access for individual committees to edit their section of the site and the police do not have the manpower to do it for us. The TPS website could provide a link to the individual CPLC/CCC websites.

A number of factors have to be addressed by experts: firewalls, oversight (content control, approvals), content guidelines, content framework, etc.

Recommendations

- Explore the development of an umbrella name for the CPLC/CCC.
- Develop terms of reference for the Advisory Council.
- Develop a strategy for TPS to keep CPLC/CCC informed of TPS involvement in community events.
- Investigate the logistics of developing standard templates, websites and social media, and handling traditional media. Recruitment of dedicated experts may be necessary to implement these strategies.

References

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Membership, Recruitment & Retention

Overview

Recruiting volunteers is very important to the sustainability of committees such as ours. New volunteers not only help keep our committees sustainable and get the work done, they can also generate new ideas. They assist us in recruiting the right people for the right position and to adequately represent the diversity, cultures and needs of the population served by our police force.

We need to remember that all members of our committees have a voice, no matter what their position is within the committee i.e. co-chair, secretary, treasurer, community event organizer, and cultural representative. Some members may have joined the committee to simply help with tasks assigned to others who are more adept at leading them and give them a chance to learn the “ropes” of being an active committee member.

Current Status

Many committees find it challenging to recruit new members or find those currently on their committees, do not possess the necessary skills to adequately carry out the necessary work. A good recruitment strategy and a retention and support program would help all committees be more successful in recruiting and retaining new members.

Strategies

Here are some of the Basic Needs of every volunteer: (Each CPLC/CCC can add to these as necessary)

- Ensure the needs of the community are well represented.
- A wish to participate in positive community action.
- Knowledge of the committee’s mandate, mission and values.
- To be included as equal members of the team.
- Appreciation and recognition that match the reason for volunteering.
- A safe, comfortable and friendly working environment where everyone’s opinion is encouraged and respected.

Points for CPLC/CCC to consider prior to the recruitment of members:

- Each CPLC/CCC should evaluate the composition of the population it is representing (culture, diversity, neighbourhoods, specific challenges (community associations/organizations, crime rate, business leaders, companies, etc.)

- Individuals will be engaged according to their abilities, skills and talents.
- Have a plan in place to give new and existing volunteers appropriate training and support to encourage their participation at meetings, to engage them and welcome their input. They will be encouraged to grow with the organization (for continuity).
- Create a position outline that is unique to its mandate and consistent with the committee mandate.
- Link volunteer roles to the mission/mandate of each CPLC/CCC. Recruiting volunteers for the sake of having another person on board may not benefit the committee or the volunteer.
- Ensure that members are screened as per TPS standards (eg., background checks).
- Have a mentoring plan for new recruits.
- Have a plan to offer opportunities for volunteer training and encouragement to do so i.e. TPS yearly training events, outside volunteer training sessions, leadership training etc.
- There may be times when volunteers will have no specific task in mind. They may simply be interested in the work your committee does and want to become involved. Have a plan to accommodate these individuals.

Each CPLC/CCC may want to add other considerations according to its particular needs.

Recommendations:

1. Provide centrally developed training programs to be delivered to all CPLC/CCC, and customized to their individual needs.
 - a. Recruitment presentations
 - b. Role-based skills training
 - c. Maintain a skills-asset list and a community resource asset list (see *Interaction with Community Services*).
 - d. Provide skills enhancement or development workshops for the CPLC/CCC membership. Consider recruiting professionals as members of the CPLC/CCC to help with the various needs of the CPLC/CCC
2. Provide a checklist or guidelines that each CPLC/CCC can implement for recruitment and retention of volunteers, which can be customized to each CPLC/CCC needs.
3. CPLC/CCC should have access to the training delivered by the Canadian Police Knowledge Network (CPKN). Community Partnerships should be part of the CPKN curriculum.

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1. *Canadian Code for Volunteer Involvement (CCVI)*
2. *IMAGINE CANADA - National Survey of Non-profit and Voluntary Organizations*
3. *TPS Community Consultation and Volunteer Manual*
4. *Government of New Brunswick – Healthy and Inclusive Communities: Volunteer Recruitment, Retention and Recognition*
5. *What volunteers need: A white paper – Ken Gentili and Paul Biba*

Partnering with TPS

Overview

The most critical factor for a successful community policing program is the quality of relationships between police and their civilian counterparts. The necessity of this relationship transcends to every level of policing that interacts with the public.

Events, such as the G20, have hurt the reputation of the TPS. Some members of the public are leery about dealing with police as many feel their interaction will have a negative consequences. In some communities there is fear of, and lack of trust of the TPS.

Policing is a perilous profession where the demands on an officer can change in an instant. It is understood that during certain situations, the priority of CPLC/CCC will temporarily become a lower priority to the events of the day.

The Chief of the TPS generally establishes the TPS overall community policing message and approach. This top-down influence establishes the attitude (approach, style) that permeates throughout the police force. The applications tend to filter down as each level of influence asserts their own interpretation within their respective department and area of responsibility.

An engaged officer generally utilizes more of a cooperative management style. As a result the CPLC/CCC becomes more engaged and productive within the community.

Current Status

There is a current trend towards community policing – a desire to be proactive rather than reactive. While not everyone has adopted this model, this trend continues to grow at every level of policing.

Today, police officers appreciate the value of a solid police/civilian relationship, and the support and benefits offered when working with the community.

All CPLC/CCC have two Co-Chairs. One Co-Chair is the Unit Commander representing TPS and the other is a civilian volunteer.

It is important that the civilian Co-Chairs represent the voice of the community and take an active role in the CPLC/CCC decision making process, despite the Unit Commanders' authority to override committee decisions.

There have been numerous meetings with CPLC/CCC across the city regarding the relationship between TPS and the community. A number of "issues and opportunities" have been identified. Listed below are some observations and recommendations to improve this very important relationship.

CPLC/CCC tend to stagnate in an environment that lacks TPS staff who are not engaging with CPLC/CCC. Meetings become boring, members become apathetic and few positive initiatives are achieved. Over a short period of time, CPLC/CCC lose many of their valuable members.

Actions of some members of the TPS may not be aligned with the concept of community policing. CPLC/CCC feel isolated from one another. Other than the annual CPLC/CCC Conference, there is no process in place to encourage CPLC/CCC to come together on a regular basis to share ideas and work together in order to be the best they can be.

Strategies

Evaluate methods of maintaining continuity between changes in unit command and civilian Co-Chairs. TPS Co-Chairs who work well with CPLC/CCC may be transferred out of the division. This can have a negative impact on the effectiveness of a productive CPLC/CCC as the new TPS Co-Chair may not be as involved or engaged with the CPLC/CCC and community. Likewise, the new TPS Co-Chair may find the CPLC/CCC functioning below expectations.

Deal with the lack of communication, which is still a major complaint within TPS and CPLC/CCC. Help change the attitude of both police and civilians by replacing the words "them" and "us" with the collective "we" in dealings between parties.

Toronto is quickly becoming a world example for successful pluralism. As the cultural shift continues to mature, all parties need to be aware of various individual and group sensitivities. We must continue to demonstrate a high degree of respect for all cultures, religions and languages.

The role of CPLC/CCC is to act as a conduit between the police and the community. Local community issues should be brought to the attention of police. CPLC/CCC can then share police responses with their community.

In an effort to support the activities of the TPS, consideration should be given to allocating an increased role to CPLC/CCC.

Recommendations:

Create an ongoing process for re-establishing the buy-in of all partners. Ideally, this process could take place on a regular basis at a function that brings all parties together from multiple TPS units and communities. Some important areas of review could be: roles and responsibilities, expectations, acceptance, respect for cultural differences, etc. Every other year, the annual conference could be used for this purpose.

A process for succession planning and sharing of operational know-how needs to be established. This can be coordinated through DPSU and the proposed Advisory Council. The Advisory Council with the support of the DPSU should create a mechanism for communication in all directions.

Many police organizations have volunteer committees. The best practices of these volunteer committees would be beneficial in enhancing the role of the CPLC/CCC and identifying its future direction.

Create a system to measure past and present outcomes from initiatives, along with a self-measuring mechanism to enable volunteers to track their own performance. This will ensure continuity and viability of the CPLC/CCC work and performance. This system should be flexible enough to allow for the uniqueness of each CPLC/CCC.

Create an Advisory Council comprised of CPLC/CCC and TPS members. This Council would assist in guiding the community policing initiative, coordinated by DPSU.

- The Advisory Council would report to the TPS Chief
- Act as a resource to both TPS and CPLC/CCC and assist with procedural matters
- The roles and terms of reference will be a Phase II assignment.

References

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Summary of Recommendations

Agree to the creation of a Phase II Ad-Hoc Committee to implement the following:

- Build “Best Practices” database (library)
 - Includes “How-To” Manual
 - Create templates, checklists, guidelines and examples
- Develop Asset Map for Toronto
- Create a CPLC/CCC Advisory Council
- Bi-annual CPLC/CCC/TPS conference
- Provide centrally developed training programs
 - Prepare orientation packages
- Greater “community partner” emphasis in TPS officer training
- CRU to actively partner with CPLC/CCC
- Explore umbrella name for the CPLC/CCC
 - Eg Community Network (CN), Community Police Network (CPN), Community Consultative Network (CCN)
- Improve Communications Procedures (between TPS and CPLC/CCC)
- Develop media & website logistics
- Develop Provide checklist or guidelines for recruitment and retention of volunteers

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 13, 2014**

**#P238. COMMUNITY ASSESSMENT OF POLICE PRACTICES (CAPP)
COMMUNITY SATISFACTION SURVEY**

The Board was in receipt of the attached correspondence dated October 30, 2014 from Neil Price, Executive Director, LogicalOutcomes.



30 October 2014

Chair Dr. Alok Mukherjee
Toronto Police Services Board
40 College St., 7th floor
Toronto, ON
M5G 2J3

RE: CAPP Community Satisfaction Survey – Brief Overview of Final Report

Dear Dr. Mukherjee,

I am pleased to submit a brief overview of the CAPP Community Satisfaction Survey Final Report. This report presents findings from our community-based study conducted during the summer of 2014 in 31 Division.

As you know, the mandate received by the Board focused on three research questions:

- Determine community satisfaction with policing in 31 Division during the June to August 2014 time period
- Measure the impact of the Toronto Police Board's community Contacts policy
- Make recommendations for changes or improvements to the Board's Community Contacts Policy

While our research has certainly gathered findings which answer the above questions, it has also presented a valuable opportunity for community stakeholders in 31 Division to share perspectives and experiences regarding police-community relations. As such, the report reflects the long-standing and often troubling concerns regarding the community's interactions with Toronto Polices Services in 31 Division. However, the report also puts forward clear recommendations to improve such interactions.

I look forward to presenting the full report at the TPSB meeting on 13 November. In my presentation, I will highlight the most salient findings and deliver CAPP's recommendations with respect to the Board's Community Contacts Policy.

Regards,

Neil Price, Executive Director
LogicalOutcomes c/o
Centre for Social Innovation
720 Bathurst St
Toronto, ON
M5S 2R4
1-647-478-5634 ext. 105
neil@logicaloutcomes.net

Mr. Price presented his final report on the Community Contacts Policy – Community Satisfaction Survey and Artist(s) in Residence Initiative.

The Board expressed its concern about the final Community Assessment of Police Practices Report being leaked to the media.

In addition, the Chief expressed concerns about the report and stated that there are many facts that contradict the conclusions made in the report and asked for an opportunity for the Service to question the methodology and some of the conclusions presented in the report. He also expressed concerns that the Chair has commented in the media about the report and has accepted its conclusions as facts. In response to the Chief, the Board advised that the Chief would have an opportunity to respond to the report at a future Board meeting.

In response to the Board's question about the report being leaked, Mr. Price responded that the research process was open and transparent and that he held two public community forums where he shared findings and presented preliminary analysis. He stated that anyone that was part of the research process, compiling those findings, could easily have brought the information together and drawn conclusions.

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

- Mr. John Sewell, Toronto Police Accountability Coalition**
- Mr. Howard Morton**
- Ms. Noa Mendelson**
- Mr. Kris Langenfeld***

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

The following Motions were presented to the Board:

- 1. THAT the Board receive the Mr. Price's correspondence of October 30, 2014, Mr. Price's presentation and the deputations;**
- 2. THAT the Board defer its consideration of the Community Assessment of Police Practices Report to its November 26, 2014 public meeting; and**
- 3. THAT the Board direct the Chief to provide his response and assessment of the Community Assessment of Police Practices Report at the November 26, 2014 public meeting.**

A request for a recorded vote on the foregoing Motions was submitted in accordance with section 22 of the Board's Procedural By-Law No. 107.

The voting was recorded as follows:

For

**Chair Mukherjee
Vice-Chair Thompson
Ms. Moliner
Dr. Noria
Mr. Andy Pringle
Councillor Nunziata
Councillor Del Grande**

Opposed

nil

The foregoing Motions were approved.

Moved by: A. Mukherjee

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 13, 2014**

**#P239. QUARTERLY REPORT: OCCUPATIONAL HEALTH AND SAFETY
UPDATE: JULY – SEPTEMBER 2014**

The Board was also in receipt of the following report October 28, 2014 from William Blair, Chief of Police:

Subject: QUARTERLY REPORT: OCCUPATIONAL HEALTH AND SAFETY
UPDATE: JULY 1, 2014 TO SEPTEMBER 30, 2014

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).

Discussion:

Accident and Injury Statistics:

From July 1, 2014 to September 30, 2014, 216 members reported that they were involved in 213 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, 33 of the incidents were recurrences of previously approved WSIB claims that 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:

- Struck/Caught/ Contact
- Overexertion
- Repetition
- Fire/Explosion
- Harmful Substances /Environmental
- Assaults
- Slip/Trip/Fall
- Motor Vehicle Incident
- Bicycle Incident
- Motorcycle Incident
- Emotional/Psychological
- Animal Incident
- Training/Simulation Incident
-

As a Schedule 2 Employer, the Toronto Police Service paid \$84,390.10 in health care costs for civilian members and \$146,552.61 in health care costs for uniform members for the third quarter of 2014.

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 2014, there were three Critical Injury Incidents reported to the MOL. The incidents were confirmed by the MOL to be Critical Injury Incidents which resulted from a cause in the 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 team.

MEMBER EXPOSURE TO COMMUNICABLE DISEASES

Reported Exposures	July	August	September	Q3 Total
1. Hepatitis A, B, & C & HIV	1	12	10	23
2. Influenza	0	0	0	0
3. Tuberculosis (TB)	0	5	0	5
4. Meningitis (All)	0	0	0	0
5. Lice and Scabies	2	9	2	13
6. Other*	19	4	4	27
Total	22	30	16	68

* 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 meeting on March 29, 2010, OHS monitors incidents where members report exposure to bed bugs. There were 12 reported exposures to bed bugs in the third quarter.

Medical Advisory Services:

The statistics provided below 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:

MEMBER DISABILITIES: NON-OCCUPATIONAL

Disability	July	August	September
Short-Term	65	66	67
Long-Term - LTD	4	4	4
Long-Term - CSLB	63	66	66
Total Disability per Month	132	136	137

Workplace Violence and Harassment:

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

In the third quarter of 2014, there were two documented complaints which have been categorized by Professional Standards as having the potential to meet the criteria of workplace harassment as defined in the *OHSA*. One complaint was substantiated and one is under investigation.

Other Occupational Health and Safety Matters:

A Basic Certification & Sector Specific certification course was held at the Toronto Police College from September 15-19, 2014 and one management representative and 11 worker representatives attended.

Currently, the Service has 432 certified health and safety members comprised of 268 worker representatives and 164 management representatives. For administrative purposes, uniform management representatives consist of the rank of Staff/Detective Sergeant and above.

Ministry of Labour Orders, Charges & Issues:

There were no Ministry of Labour orders, charges, or issues during the third quarter of 2014.

Conclusion:

In summary, this report will update the Board on matters relating to occupational health and safety issues for the third quarter in 2014.

The next quarterly report for the period of October 1, 2014 to December 31, 2014, will be submitted to the Board for its meeting in February 2015.

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

The Board was also in receipt of a written submission from Kris Langenfeld with regard to the foregoing report. A copy of Mr. Langenfeld's submission is on file in the Board office.

The Board received the foregoing report and Mr. Langenfeld's written submission.

Moved by: A. Pringle

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 13, 2014**

**#P240. QUARTERLY REPORT: TORONTO POLICE SERVICES BOARD
SPECIAL FUND: JULY – SEPTEMBER 2014**

The Board was also in receipt of the following report October 16, 2014 from Alok Mukherjee, Chair:

Subject: QUARTERLY REPORT: TORONTO POLICE SERVICES BOARD SPECIAL
FUND UNAUDITED STATEMENT: JULY TO SEPTEMBER 2014

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 #P292/10) 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, 2014.

As at September 30, 2014, the balance in the Special Fund was \$2,127,044. During the third quarter, the Special Fund recorded receipts of \$587,714 and disbursements of \$93,664. There has been a net increase of \$334,633 against the December 31, 2013 fund balance of \$1,792,411.

Auction proceeds have been estimated for month of September 2014 as the actual deposits have not yet been made.

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

- Canadian Assoc. of Police Governance \$7,500
- Urban Alliance on Race Relations \$2,000

The following unused funds were returned:

- Francophone \$3,126
- Asian Heritage \$469
- National Aboriginal Day \$15

In addition, the Board approved and disbursed the following:

- Community Satisfaction Survey \$67,389
- Long Service Pins \$16,722
- TPSB/TPA Retirement Dinners \$3,582

Conclusion:

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

THE TORONTO POLICE SERVICES BOARD SPECIAL FUND 2014 FIRST QUARTER RESULTS WITH INITIAL PROJECTIONS								
PARTICULARS	2014					2013	COMMENTS RELATING TO THIS QUARTER	
	INITIAL PROJ.	JAN 01 TO MAR 31/14	APR 01 TO JUN 30/14	JUL 01 TO SEPT 30/14	OCT 01 TO DEC 31/14	JAN 01 TO DEC 31/14 TOTALS		JAN 01 TO DEC 31/13 ACTUAL
BALANCE FORWARD	1,792,411	1,792,411	1,794,106	1,632,994	2,127,044	1,792,411	1,276,127	
REVENUE								
PROCEEDS FROM AUCTIONS	282,000	70,500	45,000	1,911		117,411	282,450	Auction proceeds for the third quarter are based on estimates. Overhead is at 27% of the proceeds.
LESS OVERHEAD COST	(76,140)	(19,035)	(12,150)	(1,816)		(33,001)	(100,183)	
UNCLAIMED MONEY	330,000	7,413	0	588,855		596,267	686,633	
LESS RETURN OF UNCLAIMED MONEY	(42,000)	(133)	(28,973)	(2,865)		(31,970)	(33,389)	
INTEREST	8,000	2,400	3,378	3,644		9,422	12,349	Interest income is based on the average monthly bank balance.
LESS BANK SERVICE CHARGES	(2,000)	(390)	(75)	(2,015)		(2,480)	(1,135)	
OTHERS	8,000	7,642	18,213	0		25,855	16,141	
TOTAL REVENUE	507,860	68,397	25,393	587,714	0	681,504	862,856	
BALANCE FORWARD BEFORE EXPENSES	2,300,271	1,860,808	1,819,499	2,220,708	2,127,044	2,473,915	2,138,983	
DISBURSEMENTS								
POLICE COMMUNITY INITIATIVES								
SERVICE								
CPLC & COMM. OUTREACH ASSISTANCE	29,000	0	29,000	0		29,000	29,453	
UNITED WAY	10,000	0	10,000	0		10,000	10,000	
OTHER	0	0	0	2,000		2,000	0	Urban Alliance On Race Relations
COMMUNITY								
VICTIM SERVICES PROGRAM	25,000	25,000	0	0		25,000	29,000	
VARIOUS ORGANIZATIONS	270,000	30,000	133,500	7,500		171,000	102,400	Canadian Association of Police Governance
FUNDS RETURNED - SPONSORSHIPS	(4,500)	0	0	0			(21,467)	
VOLUNTEER APPRECIATION NIGHT		0	(303)	0		(303)		
BLACK HISTORY MONTH		0	(232)	0		(232)		
ASIAN HERITAGE		0	0	(469)		(469)		
NATIONAL ABORIGINAL DAY		0	0	(15)		(15)		
FRANCOPHONE		0	0	(3,127)		(3,127)		
TPAAA ASSISTANCE	30,000	0	0	0		0	29,700	
RECOGNITION OF SERVICE MEMBERS								
AWARDS	89,000	9,000	722	16,723		26,444	58,621	Long Service Pins
CATERING	15,000	2,730	1,540	(20)		4,250	13,794	
RECOGNITION OF COMMUNITY MEMBERS								
AWARDS	11,500	0	2,267	0		2,267	4,445	
CATERING	4,000	0	1,779	0		1,779	3,430	
RECOGNITION OF BOARD MEMBERS								
AWARDS	1,000	0	0	0		0	110	
CATERING	3,000	(29)	0	0		(29)	572	
CONFERENCES								
COMM. POLICE LIAISON COMMITTEES	8,500	0	0	0		0	6,295	
ONT ASSO OF POLICE SERVICES BOARD	7,500	0	7,500	0		7,500	7,500	
CDN ASSO. OF POLICE SERVICES BOARD	10,000	0	0	0		0	0	
DONATIONS - IN MEMORIAM	800	0	100	100		200	1,002	
TPSB/TPA RETIREMENT DINNER	10,500	0	0	3,582		3,582	8,596	
DINNER TICKETS	200	0	632	0		632	0	
PROFESSIONAL FEES	75,000	0	0	67,389		67,389	0	LogicalOutcomes Community Satisfaction Survey
INTERNAL CONTROL REVIEW FEE	6,920	0	0	0		0	6,584	
OTHER EXPENSES		0	0	0		0	56,537	
TOTAL DISBURSEMENTS	602,420	66,702	186,505	93,864	0	346,871	346,572	
SPECIAL FUND BALANCE	1,697,851	1,794,106	1,632,994	2,127,044	2,127,044	2,127,044	1,792,411	

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 13, 2014**

#P241. ANNUAL REPORT: 2014 HEALTHY WORKPLACE INITIATIVES

The Board was also in receipt of the following report October 22, 2014 from William Blair, Chief of Police:

Subject: 2014 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 recommendations 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, 2013 to September 30, 2014.

Wellness 2014 (Uniform and Civilian)

The wellness presentation of the 2014 In Service Training Program (ISTP) builds upon the 2013 ISTP presentation: *'What is your Opportunity Cost?' and 'Choices Today for a Healthier Future'*.

The 2014 ISTP wellness presentation is entitled *Building Resiliency in Policing: Critical Incident Stress, Post-traumatic Stress Disorder and Wellness Strategies*. The 2014 ISTP wellness presentation is designed to raise awareness about the serious issue that is Post-Traumatic Stress Disorder (PTSD), and to emphasize preventative strategies (counselling/talk therapy, exercise and nutrition and mindful practices and breathing). The importance of taking care of our own and helping others is also addressed.

This presentation includes important concepts from the TPS Psychologists Dr. Carol Vipari and Dr. Cathy Martin-Doto as well as from Lt. Col. Dave Grossman and Dr. Kevin Gilmartin's book: *'Emotional Survival for Law Enforcement'*.

Dr. Kevin Gilmartin 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).

Lt. Col. Dave Grossman is an internationally recognized scholar, author, soldier, and speaker who is one of the world's foremost experts in the field of human aggression and the roots of violence and violent crime.

To date, the 2014 ISTP wellness presentation has reached 2,800 members and its delivery is ongoing.

In 2012, the Toronto Police College (TPC) Toronto 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. This presentation is currently offered based on request, and has reached approximately 100 members this year. The 2014 ISTP wellness presentation is currently being modified and adapted for civilians and is set to be rolled out later 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. The processing of these surveys is currently underway.

Work is well underway in the development of the 2015 ISTP wellness presentation. Important mental health concepts will be covered including compassion fatigue, PTSD, critical incident stress (CIS) and imperative concepts of building resiliency in policing. Preventative strategies similar to this year's presentation will be included.

Musculoskeletal Disorder 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 Musculoskeletal Disorder (MSD) cases that police officers from 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](#), MSDs 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 TPS 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'*. A further paper has been published upon the completion of this long-term study and the results are published in the *Journal of Ergonomics* under the title: *'Can Fitness and movement quality prevent back injury in elite task force police officers?'*, a five-year longitudinal study.

As a result of this research, some common trends observed were 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 through lectures on internal training days.

Continuing in 2014, all new police cadets, specialized, and civilian units have been receiving this training. The lecture addresses practical strategies that police and civilian personnel can use to improve squat movement mechanics such as 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) testing:

1) Core Endurance (Back Extension) Test

A core endurance component was added to the OPFA program replacing 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, added to the OPFA program, is 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.

The shoulder and squat movement screens have been completed for 335 TPS members. Of those, 191 did not meet the criteria to pass at least one of the movement screens. All of the screened 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 69 certified TPS OPFA appraisers have been given training on how to administer these movement screens. These appraisers work at divisions and units throughout the TPS and are able to assist members with an improvement to the quality of their movement.

3) Fitness Consultations

Fitness consultations (consults) are an integral part of the TPS wellness program. Consults range from one to two hours each and provide members with important information on movement screenings, tips on appropriate kinesthetic movements, as well as developing individual exercise programs. More than 150 fitness consults and personal movement analyses were conducted this year.

Chronic Disease Education

In the past, the Wellness Team was providing counselling and blood work to help members manage their health risks and evaluate their health status.

The blood work and counselling was conducted by the TPC Wellness Coordinator, who is also a 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, members are advised of the importance of regular 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 stress management.

A healthy eating program has been a sustainable program for the TPS. This year, two healthy eating programs were completed at Headquarters and Communications.

Over the past year, 195 individual consults 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 consults, important concepts such as digestion and healthy blood sugar management are discussed and healthy meal plans are personally designed.

Mental Health and Wellness Initiatives

In 2013, the Wellness Team began studying the effects of yoga as a contributing factor to a healthy lifestyle and started taking steps towards including yoga elements into the overall TPS wellness program.

In Oct of 2013, the TPC hosted its first Yoga Program session. After a positive initial response, sessions ran bi-weekly from October until December of 2013 (16 sessions in total).

The Wellness Team designed a Yoga Program to suit the specific needs of TPS uniform and civilian members with mental health, back health and flexibility issues, in an effort to promote better sleep habits and overall positive lifestyle changes.

As well, the yoga program was tailored for first responders as well as for uniform and civilian members who work in fast-paced administrative positions.

The Wellness Team hired Certified Yoga Instructor and Operating Room Trauma Nurse, Nicole Taylor, an instructor with significant experience in leading first responders through yoga, mindfulness meditation and breathing practices.

Ms. Taylor has a long history of helping first responders suffering from PTSD and CIS to improve their overall health. She runs yoga classes regularly out of her Barrie studio for first responders.

Through evidence-based yoga and mindfulness practices, the TPS yoga program was designed to increase resilience by focusing the mind and strengthening the body, which can help the participant to relax and focus when faced with stressful situations. Yoga can help first responders by alleviating many symptoms of stress that can originate from critical incidents or which might stem from PTSD.

The TPS yoga program was well attended and considered a success. On a weekly basis anywhere from 10 to 40 people attended.

Pre and post-session surveys were implemented, and at the completion of the program many participants included very positive comments about how yoga is helping them lower their stress levels, sleep better and improve flexibility.

After its initial positive reception, the TPS Yoga Program has continued to be run by Ms. Erin Moore, TPS Nutritionist. Upon completion of the program, it was decided that for feasibility and practicality, running this program in-house would be best.

The TPC approved training for Ms. Moore to become certified as a yoga instructor through Ms. Taylor, with a special focus on helping first responders suffering from PTSD and CIS to improve

their overall health. The yoga program has continued at the TPC and is also currently running at TPS Headquarters. The program has already been piloted at 33 Division and Emergency Task Force (ETF) and is currently running at 14 Division with plans to expand to other units.

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. The testing related to the OPFA program is commonly referred to as “Fitness Pin” testing.

One of the assessments that formed part of this test was the ‘Curl-Up’ test. Over the past few years, the TPS has been instrumental in replacing this test with a new ‘Core Endurance Test’, which has correlations with 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 through research conducted by Dr. McGill, it has been demonstrated that rounding the lumbar spine (lower back) repetitively under load could be a mechanism contributing 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.

Started in 2013 and continuing in 2014, all bicycle patrol officers are required to obtain a current fitness pin prior to being trained or 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 following chart highlights a comparison of bicycle injuries from January 1 to July 26 for the last 3 years.

	2012	2013	2014
Critical Injuries	4	1	1
Total Injuries on Duty (IOD)	59	24	18

These results show a significant decrease in both total injuries on duty (a 69% decrease since 2013), and critical injuries (a 75% decrease since 2013). This decrease in bicycle patrol officer injury demonstrates that physical fitness testing may be a contributing factor in the reduction of workplace injuries to bicycle patrol officers. These results may also indicate some of the significant cost savings and return on the investment from the OPFA testing.

Currently, there are 69 certified appraisers working at a variety of locations and units spread out across the TPS. As part of the ongoing participation in the OPFA program, the TPC will be offering a Certified Police Fitness Appraisers’ Course in November 2014. This four-day course will certify new TPS Fitness Pin Appraisers for testing at their current locations.

Since the last report outlining wellness initiatives, 1,703 TPS members have been put through fitness pin testing. This is an improvement over last year’s total of 1,576 members. These

results demonstrate that more members are attempting the OPFA test and making physical fitness a priority.

Measurement Database and Wellness Intranet Site

In March 2011, the Wellness Team launched the new Wellness Website. The former 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 other Internet accessible devices.

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 articles as well as nutrition articles on digestion, healthy eating for shift workers, 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 website has an average of 350 visitors monthly.

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 (WWG), the Wellness Website, external and internal publications, conferences and events.

The communication of the wellness strategy to members and external groups has been ongoing. The WWG strategy has been revised, as outlined below.

Working Wellness Group Program

The 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 Wellness Team.

To date 11, 14, 41, 31, 32, 33, 51, 52 and 54 Divisions, Traffic Services, Mounted Unit, ETF, Court Services, TAVIS, Communications, and Headquarters (i.e.: Major Case Management, Professional Standards and Employment) have executed wellness initiatives in conjunction with the 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 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.

Psychological Services, including the Employee and Family Assistance Program and the Critical Incident Response Team

As a result of changes to the TPS organizational restructuring in January 2014, Psychological Services assumed administrative oversight of the Critical Incident Response Team (CIRT) and the Employee and Family Assistance Program (EFAP). This new administrative alignment has enhanced the continued close collaboration between Psychological Services, the CIRT Coordinator, and the peer support workers who work on the CIRT. This alignment has also increased opportunities for the provision of psychological expertise and consultation to those CIRT members tasked with responding to complex critical incidents. At present, there are 86 uniform and civilian members who are trained in critical incident response and peer support.

Earlier this year, Psychological Services hosted a “safeTALK” workshop for CIRT members that delivered education regarding warning signs indicating risk of suicide, communicating with the person at risk, and linking the individual to appropriate resources. Earlier this year, presentations were delivered to CIRT members on Critical Incident Stress Debriefing in the specialized context of Special Investigations Unit investigation, as well as the impact of stressful events on the development of PTSD and other psychological difficulties.

Psychological Services, the EFAP, and the CIRT team continue to liaise with TPS divisions and the TPC to ensure that members involved in critical incidents receive the appropriate supports in the aftermath of the event, including access to critical incident debriefings and additional follow-up intervention as required.

As noted in previous Board reports, members from across the TPS who have been identified as at increased risk for adverse psychological impacts due to the demands of their job participate in a Psychological Wellness Program that consists of scheduled individual visits with one of the two TPS psychologists, 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. This year, the program expanded again to include members of the Child and Youth Advocacy Centre (CYAC) of Sex Crimes. At present, the Psychological Wellness Program is offered to nine high risk groups, with over 600 individuals scheduled to attend wellness visits at least once annually. Divisions or units currently served by the Psychological Wellness Program include Forensic Identification Services investigators and forensic photo technicians, undercover operators (both Drug Squad and members of the Toronto and Provincial undercover pool), ETF officers, civilian “911” call takers and dispatch operators, and members of the Collision Reconstruction Squad of Traffic Services.

In conjunction with the Psychological Wellness Program, Psychological Services also supports officers returning from military leave and has implemented a comprehensive program of education and support to meet the needs of members selected for and returning from International Policing Operations with the RCMP or the United Nations (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 upon return, and 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.

This kind of proactive wellness initiative reflected in the TPS Psychological Wellness Program is increasingly being recognized as a best practice by leading police agencies across North America. Indeed, Psychological Services is asked frequently to share information with other police services and professional groups which are interested in developing similar programs of support for their members. Consistent with this trend, the recent review by Justice Iacobucci entitled “Police Encounters with People in Crisis” underlined the important benefits of participation in psychological wellness initiatives, with further expansion of the Psychological Wellness Program proposed that would include the addition of wellness visits for all new constables within the first two years of service as well as for all officers, coach officers, and supervisors working on the front-line of response.

In addition to its wellness initiatives, Psychological Services provides a number of other functions to the TPS including: the psychological evaluation of new constable candidates and participation in the selection of a variety of special team members including applicants for transfer to the ETF, members applying for secondment to International Policing Operations, and new applicants to CIRT. 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.

Finally, 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 concerns, 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. As well, in February of this year, Psychological Services launched the “Elephant in the Room” Anti-Stigma Campaign in association with the Mood Disorders Society of Canada, which included an intranet video and related Internet articles that encouraged members to seek help when in personal or emotional distress. Access to TPS psychologists was identified as one of several resources available.

Chaplaincy Services

The TPS Chaplaincy Program was initiated in 1974 to minister to the personal, emotional, spiritual and religious needs of members and their families. In December 1995, a 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, whose office is on the second floor at TPS Headquarters beside the Chapel.

We now have 20 volunteer chaplains who are involved in the TPS Chaplaincy Program. The chaplains volunteer 12 to 15 hours per month and are available at divisions and other units for the emotional and spiritual well-being of our members.

Currently, there are three types of religious services held monthly at the TPS headquarters Chapel: Roman Catholic, Protestant and Muslim.

Many members utilize the prayer room located beside the reception area at Headquarters on a daily basis. Since the Toronto Police Association has moved to a new location there is no longer a Chapel for members' use at their new location. There is a multi-faith prayer room located on the second floor of the TPC that can be used at the convenience of all TPS members.

Throughout the year, the Chaplaincy Co-ordinator arranges training opportunities for the volunteer chaplains. The Co-ordinator and the volunteer chaplains assist members who are celebrating and grieving. They visit members who are in need of spiritual guidance and encouragement in their homes, in hospitals, in care centres or coffee shops. Much of their time is spent listening and encouraging TPS members during stressful times.

The chaplains are also involved in public events across the TPS when asked to do so. Many of our chaplains have been involved in assisting a member (or members) as a result of a critical incident.

Conclusion:

The next annual report update will be presented to the Board at its November 2015 meeting, and will cover the period between October 1, 2014, and September 30, 2015.

Deputy Chief Mike Federico, Operational Support 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: A. Pringle

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 13, 2014**

#P242. PAID DUTY SUB-COMMITTEE

The Board was also in receipt of the following report October 27, 2014 from Alok Mukherjee, Chair:

Subject: PAID DUTY SUB-COMMITTEE

Recommendation:

It is recommended that:

- (1) The Chief of Police work in consultation with the City Manager to address the action items relating to paid duty that were discussed at the Board's Paid Duty Sub-committee meeting of September 17, 2014 and report back to the Board at its January meeting: and,
- (2) The Paid Duty Sub-committee, in consultation with the Chief, Board's Legal Counsel, Toronto Police Association, City of Toronto and the Province, develop guidelines with respect to Paid Duties in accordance with Section 31(7) and Section 49 of the *Police Services Act* and provide the guidelines to the Board for its consideration no later than March 2015.

Financial Implications:

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

Background/Purpose:

At its meeting of May 15, 2014, the Board decided to establish a Sub-committee to address issues related to the practice of using off duty uniform officers to perform certain public safety functions on paid duty (Minute P125/14 refers). The Board motions stated as follows:

- (1) **THAT the Board and the Chief of Police, in consultation with the City of Toronto Economic Development & Culture Division, Emergency Medical Services Division, Parks, Forestry & Recreation Division, and Transportation Services Division, coordinate a public and stakeholder review of the policies governing requirements for paid duty officers at special events held within the city, including the new Toronto Police Service Staffing Matrix for special events, and report back to the Board at its meeting on July 17, 2014 with recommendations to:**
 - (a) **ensure the preparation of integrated safety and security plans describing the role and responsibilities of Toronto Police Service on duty and paid duty officers, auxiliary members, and private security staff;**

- (b) minimize the need for Toronto Police Service paid duty officers through alternative options such as the use of auxiliary members and private security at special events; and
 - (c) ensure for large scale special events that the paid duty officers and auxiliary members on site have a sufficient degree of experience with similar scale events.
- (2) THAT the Board request the Chief to ensure that, in future, the TPS will discuss with prospective paid duty clients, the conditions when paid duty officers may or may not be warranted to assist the requester in determining whether they wish to proceed with their request;
 - (3) THAT the public be allowed to provide input regarding paid duty;
 - (4) THAT the Board approve the foregoing report from the Chief; and
 - (5) THAT the Board establish a sub-committee to undertake the project set out in Motion No. 1 and that it would include Councillor Thompson, Councillor Del Grande and Mr. Pringle.

Moved by: A. Pringle

Further, at its meeting of September 11, 2014, the Board directed its Sub-committee to address issues related to the practice of using off duty uniform officers to perform certain public safety functions on paid duty (Minute P200/14 refers). The Board motions stated as follows:

It is recommended that the Board direct its Sub-committee on Paid Duty to report back to the Board's November 2014 meeting on the following items:

- (1) A comprehensive list of circumstances in which off duty police officers are performing paid duty functions;
- (2) An analysis of the circumstances in which presence of police officers is required due to federal and provincial statutes or municipal by-laws; and,
- (3) A proposal to use one or more alternative methods to provide those services currently being provided by police officers on paid duty which do not require uniform presence, provided those alternative methods reduce the cost burden on the users of paid duty and reduce the Service's cost of administering the system.

Moved by: M. Thompson

The Sub-committee held two meetings. At its meeting on July 16, 2014, a spirited and probing discussion of the issues took place with Chief Blair. The next meeting was held on September 17, 2014 with attendance by the City of Toronto, Toronto Police Service, and the members of the

Sub-committee. Constructive and positive discussions ensued which resulted in the following outcomes, subject to further discussion and consultation:

Toronto Police Service (TPS) to convene a meeting(s) with City Staff to:

- (1) Discuss the feasibility of TPS gathering and sharing information about paid duty clients who have a relationship with the City, particularly, utilities; TPS to identify what changes to the current administrative processes might be required to provide more data (i.e. changes to the electronic application form);
- (2) Discuss the feasibility of gathering data that would indicate whether the request for paid duty policing arises because of a statutory requirement in order to assess requests that are legally necessary versus those that are discretionary; TPS to identify what changes to the current administrative processes might be required to provide such data;
- (3) Review the status of the revised Memorandum of Understanding between City Transportation and TPS;
- (4) Discuss the feasibility of developing standardized roles, based on articulated legislative requirements, for paid duty officers required at construction sites and for traffic control;
- (5) Prepare a briefing note for the next Paid Duty Sub-committee meeting summarizing progress on the above-noted items; and

City of Toronto to:

- (6) Review City by-laws/permit applications, in all areas/divisions, which require paid duty.

The purpose of this report is to provide the Board with an update on the work of the Paid Duty Sub-committee.

Discussion:

In consideration of the Recommendation #2 of this report, the Sub-committee sought the opinion of the Board's legal counsel regarding the Board's legislated authority and limitations as set out in the *Police Services Act* with respect to the development of guidelines for Paid Duty.

The Police Services Act at Section 31(7) gives the Board the authority to establish guidelines with respect to secondary activities, and in so doing establish which activities are permissible.

Section 49 of the *Act* clearly stipulates the restrictions placed on police regarding secondary activities. This section contains the only reference to paid duties in the legislation. Subsection 49(2), titled *Exception, paid duty*, states that Section 49 "***does not prohibit a member of the police force from performing, in a private capacity, services that have been arranged through the police force***". It appears that the legislation implicitly treats paid duties arranged through a

police service as a form of secondary activity and, therefore, the legal framework can be derived from the secondary activity provisions contained in sections 49 and 31 in the statute.

The other relevant clause under this section is Subsection 49(4) which states: ***“The chief of police . . . shall decide whether the member is permitted to engage in the activity and the member shall comply with that decision.”*** Under this subsection, the Chief has the authority to make decisions regarding whether a member is permitted to engage in an activity that is considered a secondary activity.

Section 31 of the *Act* identifies the responsibilities of a board for the provision of adequate and effective police services in its municipality. Under Subsection 31(7) it provides that:

The board may establish guidelines consistent with Section 49 for disclosing secondary activities and for deciding whether to permit such activities.

Under this subsection, the Board has the authority to establish guidelines (subject to Section 49) for deciding whether to permit certain secondary activities.

In establishing any such guidelines, there are a number of considerations which require addressing. These include, for example:

- Fully understanding the functions currently performed on a paid duty basis;
- In consultation with the Chief, determining whether those functions typically performed on a paid duty basis are obligatory under any applicable law;
- In consultation with the Chief, determining the extent to which those functions typically performed on a paid duty basis contribute to adequate and effective policing; and
- Ensuring that the duties performed through paid duty do not erode the professional image of, and public confidence in, the Toronto Police Service and its uniform members.

The first task, then, is to develop and implement the necessary guidelines in accordance with Subsection 31(7) and Section 49 of the *Act*.

Conclusion:

The Board has the authority to establish guidelines surrounding permissible secondary activities, while the authority lies with the Chief of Police to decide whether a uniform member can participate in permissible secondary activities. This division of responsibilities should be taken into consideration in developing guidelines related to the provision and use of paid duty in Toronto.

It is, therefore, recommended that the Board approve the recommendations contained in this report.

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 13, 2014**

**#P243. TRANSPORTATION OF MALE AND FEMALE YOUNG PERSONS
BETWEEN THE COURTS OF ONTARIO AND THE BROOKSIDE
YOUTH CENTRE, SYL APPS YOUTH CENTRE AND THE ROY
MCMURTRY YOUTH CENTRE**

The Board was also in receipt of the following report September 18, 2014 from William Blair, Chief of Police:

Subject: TRANSPORTATION OF MALE AND FEMALE YOUNG PERSONS
BETWEEN THE COURTS OF ONTARIO AND THE BROOKSIDE YOUTH
CENTRE, SYL APPS YOUTH CENTRE AND THE ROY MCMURTRY
YOUTH CENTRE

Recommendation:

It is recommended that the Board authorize the Chair to execute the Memorandum of Understanding with the Ministry of Community Safety and Correctional Services regarding the transportation of male and female young persons between courts in the City of Toronto and the Brookside Youth Centre in the Town of Cobourg, the Roy McMurtry Youth Centre in the City of Brampton and the Syl Apps Youth Centre in the Town of Oakville.

Financial Implications:

There are no financial implications from this Memorandum of Understanding. However, should the Board elect not to enter into the Memorandum of Understanding, the Toronto Police Service (Service) will be responsible for transporting the male and female young persons to and from the outlying detention centres, as well as the related cost of transportation services such as staffing, vehicles and other necessary related equipment.

Background/Purpose:

The Ministry of Community Safety and Correctional Services closed the Toronto Youth Assessment Centre (TYAC), located at 130 Horner Avenue, Toronto, in 2004.

On July 29, 2004, the Board approved the execution of two Memoranda of Understanding with the Ministry of Community Safety and Correctional Services involving transferring young persons to court locations from the Brookside Youth Centre, located in Cobourg, and the Hamilton-Wentworth Detention Centre, located in Hamilton (Min. No. P217/04 refers).

Discussion:

Subsequent to the closing of the TYAC, young persons in secure facilities continue to require transportation to outlying provincial correctional centres. The custodial facilities currently used are the Brookside Youth Centre, located in the Town of Cobourg, the Roy McMurtry Youth Centre in the City of Brampton and the Syl Apps Youth Centre in the Town of Oakville.

Section 103 of the *City of Toronto Act, 2006*, S.O. 2006, Chapter 11, Schedule A, states:

If the attendance of a prisoner in a correctional institution is required at a hearing or proceeding and if the City was responsible for delivering the prisoner to the correctional institution, the City is responsible for conveying the prisoner from the correctional institution to the place of the hearing or proceeding and for the prisoner's return.

The Ministry of Community Safety and Correctional Services has contracted the Ontario Provincial Police (OPP) to carry out the transportation of young male and female persons to and from the City of Toronto courts and the Centres. Currently there is an MOU in place between the Service and the OPP allowing for the transportation of male and female young persons between the City of Toronto and the Centres.

Other police services, such as, York, Durham, Niagara, Waterloo, Barrie, Guelph and Peterborough, have entered into similar Memoranda of Understanding regarding prisoner transportation with the Ministry of Community Safety and Correctional Services.

The Ministry of Community Safety and Correctional Services requires the Service to update the existing Agreement currently in place. Board approval for the Memorandum of Understanding is required.

The Agreement has been provided by the Ministry of Community Safety and Correctional Services and is attached as Appendix "A". The Memorandum of Understanding has been reviewed and approved as to form by the City Solicitor. It has also been reviewed and approved from an operational perspective by the Service's Legal Services.

Conclusion:

The Service and OPP have a longstanding agreement in place regarding the transportation of male and female young persons to the Centres. This partnership has been a benefit for the Service as it allows for the efficient transportation of all persons in custody.

Deputy Chief Michael Federico, Operational Support Command, will be in attendance to answer any questions that the Board may have.

The Board approved the foregoing report.

Moved by: A. Pringle

**MEMORANDUM OF UNDERSTANDING FOR
THE TRANSPORTATION OF PRISONERS BETWEEN THE COURTS OF
ONTARIO AND PROVINCIAL CORRECTIONAL INSTITUTIONS
(the "MOU")**

B e t w e e n:

THE TORONTO POLICE SERVICES BOARD
(hereinafter referred to as the "Board")

and

HER MAJESTY THE QUEEN IN RIGHT OF ONTARIO, as represented by the Minister of Community Safety and Correctional Services operating as the Ontario Provincial Police
(hereinafter referred to as the "OPP")

WHEREAS the *Police Services Act* requires that the **City of Toronto** provide adequate and effective police services in accordance with its needs, and further that the Board is specifically responsible for the provision of such services in the municipality;

AND WHEREAS, pursuant to Section 103 of the *City of Toronto Act, 2006*, S.O. 2006, c. 11, Sched. A as amended, the **City of Toronto**, and therefore the Board, is responsible for conveying a prisoner from a correctional institution to the place of any hearing or proceeding at which the prisoner's attendance is required, and for the prisoner's return, in circumstances where the Board was responsible for first delivering that prisoner to the correctional institution;

AND WHEREAS the OPP is prepared, on behalf of the Board, to transport prisoners between the Ontario courts in the **City of Toronto, at 2201 Finch Avenue West, 311 Jarvis Street, and 1911 Eglinton Avenue East**, Ontario, and the **Roy McMurtry Youth Centre** in the **City of Brampton, Ontario**, the **Syl Apps Youth Centre** in the **Town of Oakville, Ontario**, and the **Brookside Youth Centre** in the **Town of Cobourg, Ontario**.

THEREFORE in consideration of the payment of One Dollar (\$1.00) and other good and valuable consideration the receipt of which is hereby acknowledged, the OPP and the Board agree as follows:

1. For the purposes of this MOU, the term "prisoner" shall include both adult offenders and young persons, as applicable, and the term "correctional institution" shall include both adult correctional institutions and youth justice facilities, as applicable.

2. The OPP agrees to provide transportation services for prisoners (the "Services") in non-high risk situations, between the Ontario courts in the **City of Toronto, at 2201 Finch Avenue West, 311 Jarvis Street, and 1911 Eglinton Avenue East, Ontario**, and the **Roy McMurtry Youth Centre** in the **City of Brampton, Ontario**, the **Syl Apps Youth Centre** in the **Town of Oakville, Ontario**, and the **Brookside Youth Centre** in the **Town of Cobourg, Ontario** on behalf of the Board and the **Toronto Police Service**.
3. For the purposes of this MOU "transportation services" means the staffing, vehicles and other related equipment which the OPP, in its sole discretion, determines is necessary to transport the prisoner between the courts and the places of incarceration. The transportation of anything other than the prisoner shall not be considered part of transportation services to be provided pursuant to this MOU. Where other items are required for the purposes of court appearances, the **Toronto Police Service** shall remain responsible for the necessary transportation of those items.
4. The OPP shall not be required to provide transportation services where the OPP, in consultation with the **Toronto Police Service**, determines that a prisoner poses an unacceptable level of risk to OPP personnel. High risk prisoners include, but are not limited to: persons who are violent or have a history of violence, persons with uncontrollable mental illness, and persons with a high propensity toward escape.
5. The Board and the **Toronto Police Service** remain responsible for accommodating the needs of persons with disabilities as required by the Ontario *Human Rights Code*, R.S.O. 1990, c. H.19, the *Ontarians with Disabilities Act*, 2001, S.O. 2001, c. 32, the *Accessibility for Ontarians with Disabilities Act*, S.O. 2005, c. 11 and any other relevant statute. The OPP shall not be required to provide prisoner transportation services, pursuant to the terms of this MOU, where the OPP, in consultation with the **Toronto Police Service**, determines that its transportation services are not suitable for the needs of the prisoner and the prisoner cannot be safely accommodated in OPP transport vehicles.
6. The Board hereby confirms its appointment of the OPP to provide transportation services for prisoners in non-high risk situations, between the Ontario courts in the **City of Toronto, at 2201 Finch Avenue West, 311 Jarvis Street, and 1911 Eglinton Avenue East, Ontario**, and the **Roy McMurtry Youth Centre** in the **City of Brampton, Ontario**, the **Syl Apps Youth Centre** in the **Town of Oakville, Ontario**, and the **Brookside Youth Centre** in the **Town of Cobourg, Ontario**.
7. The term of this MOU commenced on **January 1, 2013** and shall continue until terminated by either party in accordance with the provisions of this MOU.
8. The Board and the OPP agree that the previous Memoranda of Understanding relating to the transportation of prisoners between the Ontario courts at 2201 Finch Avenue West, 311 Jarvis Street and 1911 Eglinton Avenue East in the City

of Toronto and the Roy McMurtry Youth Centre in the City of Brampton and the Brookside Youth Centre in the Town of Cobourg are terminated effective December 31, 2012.

9. Either party may terminate this MOU without cause or liability by giving the other party **ONE HUNDRED AND EIGHTY** (180) days notice in writing.
10. Notwithstanding any other clause in this MOU:
 - (a) This MOU may only be amended, altered or added to by written agreement between the parties, and any such agreement will be supplemental to and thereafter form part of this MOU;
 - (b) This MOU shall enure to the benefit of and be binding upon the parties and their successors, executors, administrators and their assigns;
 - (c) The OPP shall not disclose or publish any information provided by the Board except with the express consent of the Board or as otherwise required by law. The Board acknowledges that any information or documents provided by it to the OPP may be released pursuant to the provisions of the *Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c. F.31. This acknowledgment shall not be construed as a waiver of any right in the Board to object to the release of any information or document. The OPP will notify the Board where it receives a request for access to any information provided by the Board;
 - (d) The Board shall not disclose or publish any information provided by the OPP except with the express consent of the OPP or as otherwise required by law. The OPP acknowledges that any information or documents provided by it to the Board may be released pursuant to the provisions of the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c. M.56. This acknowledgment shall not be construed as a waiver of any right in the OPP to object to the release of any information or document. The Board will notify the OPP where it receives a request for access to any information provided by the OPP;
 - (e) If any term or condition of this MOU, or the application thereof to any persons or circumstances is to any extent invalid or unenforceable, the remainder of the MOU, and the application of such term or condition to persons or circumstances other than those as to which it is held invalid or unenforceable, shall not be affected thereby;
 - (f) The OPP shall not be liable for any injury, death or property damage to the Board or its agents, or for any claim of such by any third party against the Board or its agents, unless it was caused by the negligence or wilful act of an employee or agent of the OPP while acting within the scope of his or her employment or agency respectively;

- (g) The OPP will be excused for any delays in the delivery of the Services to the extent that such delays are caused by acts of God, strikes or lockouts that are beyond the reasonable control of the OPP;
- (h) Notices under this MOU shall be given in writing by personal delivery, or by ordinary prepaid mail;
- (i) Notices under this MOU shall be addressed respectively to the Commander, Offender Transportation Program, Ontario Provincial Police, 777 Memorial Avenue, Orillia, Ontario, L3V 7V3, and to the **Chief of Police, Toronto Police Service, 40 College Street, Toronto, Ontario M5G 2J3**;
- (j) The validity and interpretation of this MOU shall be governed by the laws of the Province of Ontario.

- 11. The OPP agrees that it shall comply with all applicable federal and provincial laws while performing the Services pursuant to this MOU.
- 12. The OPP agrees to provide the Services seven (7) days per week, three hundred and sixty-five (365) days per year.
- 13. The OPP shall provide all vehicles, staff, equipment, maintenance and repairs necessary for the completion of the Services.

IN WITNESS WHEREOF the OPP and the Board have caused this MOU to be executed by their duly authorized officers.

DATED at _____ this _____ day of _____ 2014.

HER MAJESTY THE QUEEN IN
RIGHT OF ONTARIO AS
REPRESENTED BY THE
MINISTER OF COMMUNITY
SAFETY AND CORRECTIONAL
SERVICES

THE TORONTO POLICE
SERVICES BOARD

Chris D. Lewis
O.P.P. Commissioner
(pursuant to delegated authority)

Chair

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 13, 2014**

**#P244. INQUEST IN THE DEATH OF WIESLAW DUDA – VERDICT AND
RECOMMENDATIONS OF THE JURY**

The Board was also in receipt of the following report October 30, 2014 from Fred Fischer, Solicitor, City of Toronto Legal Division:

Reference: Inquest into the Death of Wieslaw Duda
Verdict and Recommendations of the Jury

Recommendation:

We recommend that the Board receive the recommendations of the Jury and consider requesting a report from the Chief of Police in relation to the recommendations addressed to "Ontario Police Services", the "Toronto Police College" and/or the "Toronto Police Service".

Background/Purpose:

This report summarizes the outcome of the inquest into the death of Mr. Duda. The facts giving rise to the inquest are summarized in our initial report dated August 26, 2014 and considered by the Board at its meeting on September 11, 2014 (Minute No. C184 refers).

The inquest was held from September 15, 2014 to October 8, 2014. The inquest was presided over by Dr. John Carlisle, Coroner. The Chief of Police, the Board, a number of involved Toronto police officers, the Peel Regional Police Service ("PRPS"), and members of the Duda family were granted standing.

The Jury heard from twenty-eight witnesses, including all of the officers who discharged their firearms and those that were involved in the events preceding the shooting. The Jury also heard from two expert forensic witnesses, two trainers from the Ontario Police College, three physicians who treated Mr. Duda, members of Mr. Duda's family, three officers from PRPS, and a Section Head from the Toronto Police College

Executive Summary:

The Jury delivered a verdict of death from multiple gunshot wounds by means of homicide, which is not a finding of legal culpability and was expected.

The Jury made a number of recommendations drawn with some amendments from a list of joint recommendations made by all parties with standing. A number of the recommendations made by the Jury originate from joint recommendations proposed by the Board.

The Verdict:

A copy of the Jury's verdict, delivered on October 8, 2014, is attached for your review. We have summarized it below.

A. *The Five Statutory Questions*

The Jury answered the five statutory questions as follows:

Name of Deceased:	Wieslaw Duda
Date and Time of Death:	April 19, 2010 at 1:52 a.m.
Place of Death:	Cherry Street and Commissioners Street in Toronto
Cause of Death:	Multiple gunshot wounds to the torso
By What Means:	Homicide(this is not a finding of legal culpability but rather a characterization of the death as being caused by another person)

B. *The Jury Recommendations*

In addition to determining the five statutory questions, the Jury was authorized to make recommendations directed at preventing death in similar circumstances or respecting any other matter arising out of the inquest.

In this case, the parties submitted a varied list of twenty-three jointly proposed recommendations that addressed a number of areas including improvements to *Mental Health Act* apprehensions/assessments and police training. In addition to those joint recommendations, the Duda family, counsel for some of the involved officers and the Board made their own recommendations.

The Jury ultimately made twelve recommendations, which were all drawn with some amendments from the list of jointly proposed recommendations. Of the twelve Jury recommendations, seven originate from recommendations proposed by the Board, specifically recommendations numbered 1, 3, 4, 6, 9, 10 and 11.

Of the twelve recommendations made by the Jury, six are addressed to all "Ontario Police Services", the "Toronto Police College" and/or the "Toronto Police College", namely recommendations numbered 2, 3, 4, 5, 6 and 12.

Conclusion:

We recommend that the Board receive the recommendations of the Jury and consider requesting a report from the Chief of Police in relation to the feasibility, usefulness and possible implementation of those recommendations directed at "Ontario Police Services", the "Toronto Police College" and/or the Toronto Police Service.

The Board approved the following Motions:

- 1. THAT the Board receive the foregoing report; and**
- 2. THAT the Board request Chief Blair to provide a report containing responses to jury recommendation nos. 2, 3, 4, 5, 6 and 12.**

Moved by: M. Del Grande



Office of the
Chief Coroner
Bureau du
coroner en chef

**Verdict of Coroner's Jury
Verdict du jury du coroner**

The Coroners Act – Province of Ontario
Loi sur les coroners – Province de l'Ontario

We the undersigned / Nous soussignés,
Suzanne Irwin-Whyllie

_____	of / de	Toronto
Robert James McBain	of / de	Toronto
Brian Raymond Dick	of / de	Toronto
Sandra Dunkley	of / de	Toronto
Carmen Colitti	of / de	Toronto

the jury serving on the inquest into the death(s) of / membres dûment assermentés du jury à l'enquête sur le décès de :

Sumname / Nom de famille Duda	Given Names / Prénoms Wieslaw
----------------------------------	----------------------------------

aged 49 held at 25 Morton Shulman Avenue, Toronto, Ontario
à l'âge de tenue à

from the September 15 to the October 8 20 14
du au

By Dr. / Dr John Carlisle Coroner for Ontario
Par coroner pour l'Ontario

having been duly sworn/affirmed, have inquired into and determined the following:
avons fait enquête dans l'affaire et avons conclu ce qui suit :

Name of Deceased / Nom du défunt
Wieslaw Duda

Date and Time of Death / Date et heure du décès
April 19, 2010 at 1:52 am

Place of Death / Lieu du décès
Cherry Street and Commissioners Street in Toronto

Cause of Death / Cause du décès
Multiple gunshot wounds to the torso

By what means / Circonstances du décès
Homicide

Suzanne Irwin-Whyllie
Original signed by: Foreman / Original signé par : Président du jury

R J McBain
Brian Dick
Sandra Dunkley
Carmen Colitti
Original signed by jurors / Original signé par les jurés

The verdict was received on the 8th day of Oct 20 14
Ce verdict a été reçu le (Day / Jour) day of (Month / Mois)

Coroner's Name (Please print) / Nom du coroner (en lettres moulées) Dr. J. Carlisle	Date Signed (yyyy/mm/dd) / Date de la signature (aaaa/mm/dd) 2014/10/8
--	---

[Signature]
Coroner's Signature / Signature du coroner

We, the jury, wish to make the following recommendations: (see page 2)
Nous, membres du jury, formulons les recommandations suivantes : (voir page 2)



Office of the
Chief Coroner
Bureau du
coroner en chef

Verdict of Coroner's Jury Verdict du jury du coroner

The *Coroners Act* – Province of Ontario
Loi sur les coroners – Province de l'Ontario

Inquest into the death of:
Enquête sur le décès de :

Wieslaw DUDA

JURY RECOMMENDATIONS RECOMMANDATIONS DU JURY

- 1) Ministry of Community Safety and Correctional Services and Ontario Police College. Examine the feasibility and utility of having officers undergo a course in mental health first aid as part of the recruit training at the Ontario Police College.
- 2) Ministry of Community Safety and Correctional Services, the Ontario Police College and Ontario Police Services. To the extent possible, police training should emphasize the benefit of identifying a lead officer on scene to voice commands/directions and instructions to a subject.
- 3) Ministry of Community Safety and Correctional Services, Ontario Police College and Toronto Police College. Determine what, if any, additional information and training can be provided to assist officers in responding to situations where a motor vehicle is used against them as a weapon or presents as the sole threat of bodily harm or death and implement judgment training concerning such a situation.
- 4) Ontario Police College and Ontario Police Services. Train recruits on the role of police apprehensions under the Mental Health Act with focus on collection of collateral information, delivering information to the assessing physician and strongly recommending family to attend hospital.
- 5) Police Services in Ontario shall continue to ensure that an alert for a person that is suffering from a mental illness or in crisis is entered as soon as possible into the SIP category of CPIC and shared jurisdictionally.
- 6) Toronto Police Service shall consider implementation and incorporation of the most current technological judgement simulators to enhance current police training in scenarios such as high risk motor vehicle stops involving a person in mental health crisis or where a vehicle can be used as a weapon.
- 7) Ministry of Health and Long Term Care and the Local Health Integration Network(s) responsible for Peel Region. Consider increased funding to allow Peel Regional Police to operate the COAST program on a full-time basis, 24 hours a day, 7 days a week.
- 8) Ministry of Health and Long Term Care. Review health promotion strategies regarding communication to families and caregivers of persons suffering from mental illness. The communication should clearly outline the legal options available to assist in treatment and care if the person becomes ill, such as Power of Attorney.
- 9) Government of Ontario and Ministry of Health and Long Term Care. Review the existing Form 2 under the Mental Health Act and consider amending it to allow section 16 applicants to indicate a past/present treating hospital that might be an appropriate place for the ordered assessment.
- 10) Ministry of Health and Long Term Care in conjunction with all Schedule 1 designated psychiatric facilities under the Mental Health Act. Co-ordinate to create and implement a mandatory standardized assessment form that shall be used as both a best practices checklist and record of assessment for patients brought to hospital pursuant to a Form under the Mental Health Act.
- 11) College of Family Physicians of Canada and Royal College of Family Physicians and Surgeons of Canada in conjunction with all Schedule 1 designated psychiatric facilities under the Mental Health Act. Co-ordinate to develop and implement mandatory standardized training and refresher training of emergency room physicians in respect of their duties and responsibilities under the Mental Health Act as well as best practices for assessments made under the Act.
- 12) Toronto Police Service and RCMP National Policy Service. Review and consider amending CPIC protocols to include individual's address to provide officers with maximum amount of information relating to individuals who are "flagged".

S.D. [Signature] [Signature] [Signature] [Signature]

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 13, 2014**

**#P245. REQUEST FOR A REVIEW OF A COMPLAINT INVESTIGATION
PERTAINING TO SERVICE PROVIDED BY THE TORONTO POLICE
SERVICE – CASE NO. PRS-055157**

The Board was also in receipt of the following report October 01, 2014 from William Blair, Chief of Police:

Subject: REQUEST FOR A REVIEW OF A COMPLAINT INVESTIGATION
PERTAINING TO SERVICE PROVIDED BY THE TORONTO POLICE
SERVICE - PROFESSIONAL STANDARDS CASE NUMBER PRS-055157

Recommendations:

It is recommended that:

- (1) the Board receive the complaint summarized in this report;
- (2) the Board determine whether to concur with the decision that no further action be taken with respect to the complaint; and
- (3) the complainant, the Independent Police Review Director and I be advised, in writing, of the disposition of the complaint, with reasons.

Financial Implications:

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

Background/Purpose:

The Toronto Police Services Board has received a request to review the disposition of a complaint about service provided by the Toronto Police Service (the Service).

Legislative Requirements:

Section 63 of the *Police Service Act (PSA)* directs the Chief of Police to review every complaint about the policies of or services provided by a municipal police force that is referred to him or her by the Independent Police Review Director.

The Chief of Police shall, within 60 days of the referral of the complaint to him or her, notify the complainant in writing of his or her disposition of the complaint, with reasons, and of the complainant's right to request that the board review the complaint if the complainant is not satisfied with the disposition. A complainant may, within 30 days after receiving the notice, request that the board review the complaint by serving a written request to that effect on the

board.

Review by Board:

Section 63 of the *Police Services Act* directs that upon receiving a written request for a review of a complaint previously dealt with by the Chief of Police, the board shall:

- (a) advise the chief of police of the request;
- (b) subject to subsection (7), review the complaint and take any action, or no action, in response to the complaint, as it considers appropriate; and
- (c) notify the complainant, the Chief of Police and the Independent Police Review Director in writing of its disposition of the complaint, with reasons

Nature of Complaint and Discussion:

In June 2013 the complainant submitted an access request under the *Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)* for documents pertaining to the Service's investigation of an incident involving the complainant and her ex-husband that had occurred at the Glendon campus of York University on February 19, 2008.

The Service responded to this request but advised the complainant that '*access to some investigative notes cannot be granted as they were destroyed in a water leak that occurred at the Division. In addition, some emails were not retained when Toronto Police Service changed email services*'.

The complainant corresponded with the Office of the Information and Privacy Commissioner and on February 28, 2014, filed a complaint with the Office of the Independent Police Review Director (OIPRD) stating in part that:

'in order to ensure that the Toronto Police Services successfully carry out their duties, it is essential that citizens have access through Access to Information to Police records. The Toronto Police Service have an obligation to maintain and protect their records.

In this case, the records asked for contain vital information about complicity between the Toronto Police and York University to ensure that an incident I was the victim of could not be thoroughly investigated.

I am making this complaint in the hope that more records can be found'.

The OIPRD classified this complaint as a service complaint and on April 29, 2014, assigned the matter to the Service for investigation.

The complaint arises from an incident which occurred on February 19, 2008, at the Glendon campus of York University. The complainant was in the process of transferring from the Glendon campus to the Keele Street campus and part of that process consisted of the university porter delivering boxes so that she may pack up her office. When the complainant arrived to

pack her office, no boxes were present. She and her new husband approached the porter who advised that had he received no such request and that if she required boxes there would be some available in a bin in the recycling room.

The complainant propped the lid open on this bin by leaning it back against the wall. Her husband then retrieved several boxes and they took them to her office. They returned approximately 20 minutes later to retrieve additional boxes and just prior to her husband leaning in, the lid crashed down.

The complainant contacted the university security and the Service (occurrence number 2828836 refers) reporting that she believed her ex-husband could have been involved in making sure no boxes were delivered to her office and that either he or the university porter moved the recycle bin between the two visits to ensure that the lid would fall.

The occurrence was assigned to 53 Division for investigation and concluded as unfounded. The complainant contacted the Service requesting that the matter be re-investigated to determine if criminal charges were appropriate. In October 2008, an investigator from 53 Division reviewed the matter and reached the same conclusion of being unfounded and that no further action was required.

On June 20, 2013, the complainant submitted her MFIPPA request for the documents related to this matter. The Service was only able to produce some of these documents as a portion of the file had been destroyed as a result of a water leak at 53 Division.

The complainant contacted the Information and Privacy Commissioner of Ontario and the matter has proceeded to a Notice of Inquiry which at the time of the complaint investigation was still ongoing.

The complaint investigator viewed the original binder in which this matter was stored. The contents were consistent with water damage and the entire binder and its contents were turned over to the Access and Privacy section of the Service who in turn provided additional material to the complainant.

In regards to the e-mails in this matter, in February 2012, the Service changed their mail application from Lotus Notes to Microsoft Outlook. All e-mails from this investigation were between 2008 and 2010 and any e-mail prior to the switch to the Microsoft application would not be retained by the Service unless a member specifically requested that they be archived. It was not a mandatory requirement to archive previous e-mails.

The complainant was informed of these results and on September 24, 2014, the Toronto Police Services Board received a request for a review of this matter.

The Chief's Decision

The complainant filed a complaint about the Toronto Police's obligation to maintain and protect records with the hope that more records could be located regarding the incident at York

University on February 19, 2008.

The Service initially investigated the complainant's allegations and reached the conclusion that there was no basis for criminal charges. At the complainant's request, it was re-assigned to another investigator for review who also reached the same conclusion.

The investigative file for this 2008 incident was retained by the Service and is currently with the Access and Privacy section of the Service who have reviewed the file and have provided the complainant with 188 of the 192 pages that were not destroyed. The investigator's notes were destroyed by the water leak and could not be released. That water leak was documented and Building Deficiency Reports submitted.

The e-mails in this matter are no longer available as the Service switched e-mail applications and the prior e-mails were not archived. Also, the City's Record Retention Schedule requires correspondence be retained for the current year plus one year. All e-mails in this matter were between 2008 and 2010 and were not required to be available in 2013 when the complainant submitted her MFIPPA request.

In this case I am satisfied with the investigator's findings and the review by Professional Standards. Investigators from 53 Division reviewed this matter on two occasions and other than what was destroyed by the leak, the complainant has been provided with whatever documents are permitted by law. I concur that the policing services provided for this matter were appropriate.

Conclusion

This complaint was classified by the OIPRD as a service complaint involving the Toronto Police Service. As such, the scope of the investigation was limited to an examination of the service provided to the complainant during the investigation of this incident.

Pursuant to the notice provided, the complainant requested that the Board review my decision. It is the Board's responsibility to review this investigation to determine if they are satisfied that my decision to take no further action was reasonable.

In reviewing a policy or service complaint, the Board may:

- Review the complaint and take action, or no action, in response to the complaint, as it considers appropriate; or
- Appoint a committee of not fewer than three Board members, two of whom constitute a quorum for the purpose of this section, to review the complaint and make recommendations to the Board after the review and the Board shall consider the recommendations and shall take any action, or no action, in response to the complaint as the Board considers appropriate; or
- Hold a public meeting with respect to the complaint.

To assist the Board in reviewing this matter, Board members will receive confidential information in a separate report.

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

The Board was also in receipt of a written submission from Kris Langenfeld with regard to the foregoing report. A copy of Mr. Langenfeld's submission is on file in the Board office.

The Board approved the following Motions:

- 1. That the Board receive Mr. Langenfeld's written submission;**
- 2. That the Board approve recommendations nos 1 and 3 in the foregoing report;**
- 3. That the Board request the Chief to report to the Board on the outcome of the notice of inquiry currently before the Ontario Information and Privacy Commissioner dealing with the records discussed in this report; and**
- 4. That after considering the Chief's report the Board determine whether any further action is required.**

Moved by: D. Noria

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 13, 2014**

**#P246. SPECIAL CONSTABLES – TORONTO TRANSIT COMMISSION:
APPOINTMENTS**

The Board was also in receipt of the following report October 08, 2014 from William Blair, Chief of Police:

Subject: APPOINTMENT OF SPECIAL CONSTABLES FOR THE TORONTO
TRANSIT COMMISSION

Recommendation:

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

Financial Implications:

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

Background/Purpose

Under Section 53 of the *Police Services Act of Ontario* (the PSA), the Board is authorized to appoint and re-appoint special constables, subject to the approval of the Minister of Community Safety and Correctional Services (the Minister). Pursuant to this authority, the Board entered into an agreement with the Toronto Transit Commission (TTC) for the administration of special constables (Min. No. P154/14 refers).

At its meeting on January 29, 1998, the Board approved a recommendation that requests for appointment and re-appointment of special constables, who are not members of the Toronto Police Service, be forwarded to the Board with the Chief's recommendation, for the Board's consideration (Min. No. P41/98 refers).

The Service received a request from the TTC to appoint the following individuals as special constables:

**Stephanie Cassidy
Joseph Lariviere
Thomas Farrell
Courtney Walters
Raymond Walker
Shaun Salmon**

Discussion:

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

The agreement between the Board and the TTC requires that background investigations be conducted on all individuals recommended for appointment and re-appointment as special constables. The Service's Employment Unit completed background investigations on these individuals and there is nothing on file to preclude them from being appointed as special constables for a five year term.

The TTC has advised that the above individuals satisfy all of the appointment criteria as set out in the agreement between the Board and the TTC for special constable appointment.

Conclusion:

The Toronto Police Service and the TTC work together in partnership to identify individuals for the position of special constable who will contribute positively to the safety and well-being of persons engaged in activities on TTC property. The individuals currently before the Board for consideration have satisfied the criteria contained in the agreement between the Board and the Toronto Transit Commission.

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

Mr. Kris Langenfeld was in attendance and delivered a deputation to the Board.

The Board approved the foregoing report and received Mr. Langenfeld's deputation.

Moved by: F. Nunziata

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 13, 2014**

**#P247. SPECIAL CONSTABLES – TORONTO COMMUNITY HOUSING
CORPORATION: RE-APPOINTMENT**

The Board was also in receipt of the following report October 08, 2014 from William Blair, Chief of Police:

Subject: RE-APPOINTMENT OF SPECIAL CONSTABLE FOR THE TORONTO
COMMUNITY HOUSING CORPORATION

Recommendation:

It is recommended that the Board approve the re-appointment of the individual listed in this report as a special constable for the Toronto Community Housing Corporation, subject to the approval of the Minister of Community Safety and Correctional Services.

Financial Implications:

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

Background/Purpose

Under Section 53 of the *Police Services Act of Ontario* (the PSA), the Board is authorized to appoint and re-appoint special constables, subject to the approval of the Minister of Community Safety and Correctional Services (the Minister). Pursuant to this authority, the Board entered into an agreement with the Toronto Community Housing Corporation (TCHC) for the administration of special constables (Min. No. P414/99 refers).

At its meeting on January 29, 1998, the Board approved a recommendation that requests for appointment and re-appointment of special constables, who are not members of the Toronto Police Service, be forwarded to the Board with the Chief's recommendation, for the Board's consideration (Min. No. P41/98 refers).

The Service received a request from the TCHC to re-appoint the following individual as a special constable:

Gloria Sorrentino

Discussion:

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

The agreement between the Board and the TCHC requires that background investigations be conducted on all individuals recommended for appointment and re-appointment as special constables. The Service's Employment Unit completed background investigations on this individual and there is nothing on file to preclude her from being re-appointed as a special constable for a five year term.

The TCHC has advised that the above individual satisfies all of the appointment criteria as set out in the agreement between the Board and the TCHC for special constable appointment. The TCHC's approved strength of special constables is 83; the current complement is 73.

Conclusion:

The Toronto Police Service and the TCHC work together in partnership to identify individuals for the position of special constable who will contribute positively to the safety and well-being of persons engaged in activities on TCHC property. The individual currently before the Board for consideration has satisfied the criteria contained in the agreement between the Board and the Toronto Community Housing Corporation.

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

Mr. Kris Langenfeld was in attendance and delivered a deputation to the Board.

The Board approved the foregoing report and received Mr. Langenfeld's deputation.

Moved by: F. Nunziata

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 13, 2014**

**#P248. TORONTO POLICE SERVICES BOARD - OPERATING BUDGET
VARIANCE REPORT FOR THE PERIOD ENDING SEPTEMBER 30,
2014**

The Board was also in receipt of the following report October 21, 2014 from Alok Mukherjee, Chair:

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE SERVICES BOARD – PERIOD ENDING SEPTEMBER 30, 2014

Recommendation:

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

Financial Implications:

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

Background/Purpose:

The Board, at its November 7, 2013 meeting, approved the Toronto Police Services Board's 2013 operating budget at a net amount of \$2,358,200 (Min. No. P254/13 refers). Subsequently, Toronto City Council, at its January 30, 2014 meeting, approved the Board's 2014 operating budget at the same amount.

The purpose of this report is to provide information on the Board's 2014 projected year-end variance.

Discussion:

The following chart summarizes the variance by category of expenditure.

Expenditure Category	2014 Budget (\$000s)	Actual to Sep 30/14 (\$000s)	Year-End Actual Expend (\$Ms)	Fav / (Unfav) (\$000s)
Salaries & Benefits (incl. prem.pay)	\$1,022.1	\$681.0	\$954.2	\$67.9
Non-Salary Expenditures	<u>\$1,336.1</u>	<u>\$1,147.2</u>	<u>\$1,336.1</u>	<u>\$0.0</u>
Total	<u>\$2,358.2</u>	<u>\$1,828.2</u>	<u>\$2,290.3</u>	<u>\$67.9</u>

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, 2014, a favourable variance of \$67,900 is anticipated. Details are discussed below.

Salaries & Benefits (including Premium Pay)

A favourable variance of \$67,900 is projected. This favourable variance is a result of the elimination of the Chauffeur position at the start of the year.

Non-salary Budget

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

The Toronto Police Services Board cannot predict or control the number of grievances filed or referred to arbitration as filings are at the discretion of bargaining units. In order to deal with this uncertainty, the 2014 budget includes a \$610,600 contribution to a Reserve for costs of independent legal advice. Fluctuations in legal spending will be dealt with by increasing or decreasing the budgeted reserve contribution in future years' operating budgets.

In-Year Adjustments

The Board requires \$300,000 additional funding for a Board-led organizational review of the Toronto Police Service. At its meeting of April 10, 2014, the Board approved a recommendation to contribute \$300,000 of the Toronto Police Service's 2013 operating budget surplus to the City's Tax Stabilization Reserve as the source of this funding. This request was subsequently approved by City Council as a technical adjustment. The Board will only draw on the reserve to the extent needed to fund the review, currently projected to be \$249,000.

The Board has authorized me to commence the process to search for and retain a consultant who will assist the Board with the recruitment and selection of a new Chief of Police as well as a facilitator of community consultations. At my request, the City of Toronto has set aside \$150,000 in its 2014 non-program accounts for this purpose, and those funds will be available to the Board through its operating budget.

No other variance is anticipated at this time.

Conclusion:

A favourable variance of \$67,900 is projected to year end.

Board Member Noria acknowledged the favourable variance in this report and in budget reports submitted by the Chief and thanked the Service and the Board for achieving those savings.

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 13, 2014**

**#P249. TORONTO POLICE SERVICE - OPERATING BUDGET VARIANCE
REPORT FOR THE PERIOD ENDING SEPTEMBER 30, 2014**

The Board was also in receipt of the following report October 24, 2014 from William Blair, Chief of Police:

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE
SERVICE – PERIOD ENDING SEPTEMBER 30, 2014

Recommendations:

It is recommended that:

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

Financial Implications:

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

Background/Purpose:

The Toronto Police Services Board (Board), at its November 7, 2013 meeting, approved the Toronto Police Service (Service) 2014 operating budget at a net amount of \$957.7M (Min. No. P255/13 refers). Subsequently, Toronto City Council, at its January 30, 2014 meeting, approved the Service's 2014 operating budget at the same amount.

The purpose of this report is to provide information on the Service's 2014 projected year-end variance.

Discussion:

As at September 30, 2014, a favourable year end variance of \$4.9M is anticipated. Given the significant size of the Service's operating budget, many components require several months of lead time and planning before expenditures can be made responsibly. As year-end approaches, initiatives that were planned for during the year are well underway or have been delayed due to other priorities, re-consideration of scope or unavailability of resources. The Service ensures that all spending is undertaken in the most efficient and cost effective manner possible.

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

Category	2014 Budget (\$Ms)	Actual to Sep 30/14 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Salaries	\$725.7	\$520.6	\$723.5	\$2.2
Premium Pay	\$47.0	\$30.2	\$48.0	(\$1.0)
Benefits	\$192.4	\$140.2	\$191.7	\$0.7
Materials and Equipment	\$26.8	\$20.3	\$25.3	\$1.5
Services	\$101.8	\$56.6	\$100.7	\$1.1
Total Gross	<u>\$1,093.7</u>	<u>\$767.9</u>	<u>\$1,089.2</u>	<u>\$4.5</u>
Revenue	(\$136.0)	(\$85.4)	(\$136.4)	\$0.4
Net	<u>\$957.7</u>	<u>\$682.5</u>	<u>\$952.8</u>	<u>\$4.9</u>

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, therefore, the revenue and expense budgets are adjusted when receipt of funds is confirmed.

Salaries:

A favourable variance of \$2.2M is projected in the salary category, which is \$0.2M more favourable than previously reported.

Expenditure Category	2014 Budget (\$Ms)	Actual to Sep 30/14 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Uniform Salaries	\$558.2	\$400.2	\$556.0	\$2.2
Civilian Salaries	\$167.5	\$120.4	\$167.5	\$0.0
Total Salaries	<u>\$725.7</u>	<u>\$520.6</u>	<u>\$723.5</u>	<u>\$2.2</u>

At this time, the Service is projecting up to 210 uniform officer separations for the year, compared to the 165 separations included in the 2014 budget. As a result, a favourable variance of \$2.2M is projected.

As a result of the 2013 civilian hiring freeze, there were a significant number of civilian position vacancies in the Service at the beginning of 2014. At the time of budget preparation, the freeze had not been lifted. Therefore, the gapping of the civilian salaries budget was increased. The freeze was lifted by the Board and hiring has resumed in 2014. However, the workload in all areas of the Service with significant vacancies was accommodated, where absolutely necessary, with temporary personnel and increased premium pay spending. As vacancies are filled, the Service will place less reliance on premium pay and temporary staff. However, at this time and as noted below, the projected premium pay variance is not offset by a corresponding savings in

civilian salaries.

Premium Pay:

An over expenditure of \$1.0M is projected in the premium pay category, unchanged from what had been reported in the last variance report.

Expenditure Category	2014 Budget (\$Ms)	Actual to Sep 30/14 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Court	\$12.3	\$7.6	\$12.3	\$0.0
Overtime	\$5.2	\$4.5	\$5.5	(\$0.3)
Callback	\$10.1	\$6.9	\$10.8	(\$0.7)
Lieutime Cash Payment	\$19.4	\$11.2	\$19.4	\$0.0
Total Premium Pay	\$47.0	\$30.2	\$48.0	(\$1.0)

* Approx. \$1.0M is attributed to grant-funded expenditures (revenue budget has been increased by same amount)

The Service continues to strictly monitor and control premium pay earned by all its members. Additional premium pay has and continues to be incurred in 2014, as units address critical workload issues resulting from a significant number of civilian staff vacancies across the Service. Accordingly, overtime and call-backs are authorized where required to ensure deadlines are met, services properly maintained, risks are mitigated and additional hard dollar costs are avoided.

It should be noted that uniform premium pay is subject to the exigencies of policing and uncontrollable events can have an impact on expenditures.

Benefits:

A favourable variance of \$0.7M is projected in the benefits category, unchanged from what had been reported in the last variance report.

Expenditure Category	2014 Budget (\$Ms)	Actual to Sep 30/14 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Medical / Dental	\$39.2	\$22.5	\$38.6	\$0.6
OMERS / CPP / EI / EHT	\$122.9	\$96.8	\$122.9	\$0.0
Sick Pay / CSB / LTD	\$17.3	\$12.6	\$17.7	(\$0.4)
Other (e.g., WSIB, life ins.)	\$13.0	\$8.3	\$12.5	\$0.5
Total Benefits	\$192.4	\$140.2	\$191.7	\$0.7

The budget for Medical/Dental is based on the costs of drugs and services, dental fee schedule, utilization rates and administrative fees. The 2014 cost estimates for drugs and dental services were based on the average increase experienced over the last four years. In 2013, the Service

observed a marked decline in the annual rate of increase for these benefits. This was reflected in the 2014 request; however, 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 \$0.6M favourable variance in this category

Historically, the expenditures for the Central Sick Bank are funded through draws from a reserve, and this reserve is funded through budgeted contributions equal to 1/6 of 1% of salaries plus the value of the EI rebate. At the time of budget development for 2014, a small 2013 year-end reserve balance had been projected. Final 2013 year-end entries have resulted in a \$0 balance for this reserve, and a projected \$0.4M unfavourable variance in 2014. In addition, various "Other" benefits are projecting a \$0.5M surplus.

Materials and Equipment:

A favourable variance of \$1.5M is projected in this category. This is \$0.9M more favourable than previously reported.

Expenditure Category	2014 Budget (\$Ms)	Actual to Sep 30/14 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Vehicles (gas, parts)	\$13.2	\$9.3	\$11.7	\$1.5
Uniforms	\$4.4	\$4.2	\$4.4	\$0.0
Other Materials	\$4.5	\$3.3	\$4.5	\$0.0
Other Equipment	\$4.7	\$3.5	\$4.7	\$0.0
Total Materials & Equipment*	\$26.8	\$20.3	\$25.3	\$1.5

** Approx. \$0.1M is attributed to grant-funded expenditures (revenue budget has been increased by same amount)*

The Service obtains gasoline through consolidated procurement with the City. The budget for gasoline is the largest component in this category, and is based on anticipated volume, and the cost per litre as provided by City Finance. The favorable variance is a result of significantly lower than budgeted gas prices and a moderate decrease in volume. As a result, a \$1.5M favourable variance is projected in gasoline at this time. However, as gas prices can fluctuate significantly, this account will continue to be monitored closely.

Services:

A \$1.1M favourable variance is projected in this category. This is \$0.8M more than previously reported.

Expenditure Category	2014 Budget (\$Ms)	Actual to Sep 30/14 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Legal Indemnification	\$0.6	\$0.3	\$0.6	\$0.0
Uniform Cleaning Contract	\$1.3	\$1.2	\$1.3	\$0.0
Courses / Conferences	\$1.9	\$0.8	\$1.8	\$0.1
Clothing Reimbursement	\$1.6	\$0.5	\$1.6	\$0.0
Computer / Systems Maintenance	\$11.8	\$10.5	\$11.8	\$0.0
Phones / cell phones / 911	\$5.8	\$3.6	\$5.5	\$0.3
Reserve contribution	\$38.3	\$17.4	\$38.3	\$0.0
Caretaking / maintenance utilities	\$19.2	\$8.3	\$18.8	\$0.4
Other Services	\$21.3	\$14.0	\$21.0	\$0.3
Total Services	\$101.8	\$56.6	\$100.7	\$1.1

The Service is experiencing lower than expected spending in the Courses and Phones categories.

The City provides caretaking and maintenance services for the Service, and administers the Service's utility costs. During the 2014 operating budget process, City and Service staff reviewed the costs for all facilities in detail. Taking into consideration appropriate service levels for caretaking and maintenance, as well as historical spending for utilities, the 2014 budget request was reduced by \$1.3M. Based on discussions with Service and City staff, a savings of \$0.4M is now projected for this expense.

Finally, projected savings in the "other services" and category are a result of the Service's initiative to reduce spending where operationally feasible.

Revenue:

A favourable variance of \$0.4M is projected in this category, unchanged from what had been reported in the last variance report.

Revenue Category	2014 Budget (\$Ms)	Actual to Sep 30/14 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Recoveries from City	(\$22.5)	(\$16.2)	(\$22.5)	\$0.0
CPP and Safer Comm'y grants	(\$17.4)	(\$1.1)	(\$17.4)	\$0.0
Other Gov't grants	(\$26.8)	(\$25.6)	(\$26.8)	\$0.0
Fees (e.g., paid duty, alarms, ref.)	(\$11.4)	(\$9.0)	(\$11.4)	\$0.0
Secondments	(\$4.0)	(\$1.5)	(\$3.1)	(\$0.9)
Draws from Reserves	(\$19.0)	(\$9.1)	(\$19.0)	\$0.0
Other Revenues (e.g., pris return)	(\$34.9)	(\$22.9)	(\$36.2)	\$1.3
Total Revenues	(\$136.0)	(\$85.4)	(\$136.4)	\$0.4

The Service is projecting an unfavourable variance of \$0.9M in the secondments category. There has been a significant reduction on United Nations overseas secondments and as a result, revenues are expected to be much lower than budgeted.

Since 2003, the provincial government has been reimbursing the Service for the additional cost of transporting prisoners from the Maplehurst Detention Centre and Vanier Centre for Women from Milton to Toronto. When the 2014 budget was prepared, it was anticipated that the Ministry would be relocating these prisoners from Milton to the new Toronto South Detention Centre starting in April 2014, and the 2014 revenue budget was reduced accordingly. However, the Toronto South Jail is not fully open and the Service is still transporting prisoners from Milton to Toronto, resulting in a favourable variance of \$1.3M in “other revenues.”

Conclusion:

As at September 30, 2014, the Service is projecting a \$4.9M favourable variance by year-end. Expenditures and revenues will continue to be closely monitored throughout the year.

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

Board Member Noria acknowledged the favourable variance in this report and in budget reports submitted by the Chief and thanked the Service for achieving those savings.

The Board approved the foregoing 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 13, 2014**

**#P250. TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT:
OPERATING BUDGET VARIANCE REPORT FOR THE PERIOD
ENDING SEPTEMBER 30, 2014**

The Board was also in receipt of the following report October 23, 2014 from William Blair, Chief of Police:

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE
SERVICE PARKING ENFORCEMENT UNIT – PERIOD ENDING
SEPTEMBER 30, 2014

Recommendations:

It is recommended that:

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

Financial Implications:

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

Background/Purpose:

The Toronto Police Service Parking Enforcement Unit (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 November 7, 2013 meeting, approved the PEU 2014 operating budget at a net amount of \$44.6 Million (M) (Min. No. P256/13 refers). Subsequently, Toronto City Council, at its January 30, 2014 meeting, approved the PEU's 2014 operating budget at the same amount.

The purpose of this report is to provide information on the PEU 2014 projected year-end variance as at September 30, 2014.

Discussion:

The following chart summarizes the variance by category of expenditure.

Category	2014 Budget (\$Ms)	Actual to Sep 30/14 (\$Ms)	Year-End Actual Expend (\$Ms)	Fav/(Unfav) (\$Ms)
Salaries	\$28.77	\$20.30	\$28.07	\$0.70
Premium Pay	\$2.71	\$1.44	\$2.71	\$0.00
Benefits	<u>\$7.05</u>	<u>\$3.57</u>	<u>\$6.98</u>	<u>\$0.07</u>
Total Salaries & Benefits	\$38.53	\$25.31	\$37.76	\$0.77
Materials	\$1.62	\$0.85	\$1.50	\$0.12
Equipment	\$0.05	\$0.00	\$0.05	\$0.00
Services	\$5.78	\$3.22	\$5.31	\$0.47
Revenue	<u>(\$1.35)</u>	<u>(\$0.58)</u>	<u>(\$1.35)</u>	<u>\$0.00</u>
Total Non-Salary	<u>\$6.10</u>	<u>\$3.49</u>	<u>\$5.51</u>	<u>\$0.59</u>
Total Net	<u>\$44.63</u>	<u>\$28.80</u>	<u>\$43.27</u>	<u>\$1.36</u>

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, 2014, a favourable year end variance of \$1.36M is projected. This is \$0.52M more favourable than previously reported. Details are discussed below.

Salaries & Benefits (including Premium Pay):

A favourable variance of \$0.77M is projected in salaries and benefits at this time. This is \$0.44M more favourable than previously reported. 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 separations in 2014. Current trends indicate that the 2014 attrition will be greater than the budgeted amount. Due to the large number of vacancies in the Service, PEU was not be able to schedule its 2014 class earlier in the year than planned to ensure the average complement of officers engaged in enforcement duties is maintained. As a result, the projected favourable variance has increased.

Nearly all premium pay at the PEU is related to enforcement activities, attendance at court and the backfilling of members attending court. With respect to enforcement activities, premium pay is utilized to staff special events or directed enforcement activities. The opportunity to redeploy on-duty staff for special events is minimal, as this will result in decreased enforcement in the areas from which they are being deployed. Directed enforcement activities are instituted to address specific problems. All premium pay expenditures are approved by supervisory staff and

carefully controlled. Attendance at court while off duty is trending lower than budgeted; however, it is anticipated that no savings will be achieved by year end. Spending will be monitored accordingly.

Non-salary Expenditures:

The Parking Enforcement East (PKE) and Parking Headquarters Management (PHQ) operation has relocated from its leased facility to the Progress Avenue site. The former PKE and PHQ lease had a five-year term that expired June 30, 2014. At the time of budget preparation, the exact move date was not confirmed and therefore, the 2014 lease budget was not reduced.

The substantial completion of the space for Parking Enforcement at 330 Progress Avenue was achieved on May 15, 2014, and fit up of the space was completed mid-July. PKE and PHQ worked with members of the Service's Facilities Management and Information Technology Services and moved to the new facility at the end of July. As a result, PEU is projecting a favourable variance of \$0.47M in its facility lease budget.

The Service obtains gasoline through consolidated procurement with the City. The budget for gasoline is the largest component in this category, and is based on anticipated volume and the cost per litre as provided by City Finance. The favorable variance is a result of significantly lower than budgeted gas prices and a moderate decrease in volume. As a result, a \$0.12M favourable variance is projected in gasoline at this time. However, as gas prices can fluctuate significantly, this account will continue to be monitored closely.

No other variances are projected at this time.

Conclusion:

As at September 30, 2014, the PEU operating budget is projected to be \$1.36M under spent at year end.

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

Board Member Noria acknowledged the favourable variance in this report and in budget reports submitted by the Chief and thanked the Service for achieving those savings.

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 13, 2014**

**#P251. TORONTO POLICE SERVICE – CAPITAL BUDGET VARIANCE
REPORT FOR THE PERIOD ENDING SEPTEMBER 30, 2014**

The Board was also in receipt of the following report October 24, 2014 from William Blair, Chief of Police:

Subject: 2014 CAPITAL BUDGET VARIANCE REPORT FOR THE TORONTO
POLICE SERVICE – PERIOD ENDING SEPTEMBER 30, 2014

Recommendations:

It is recommended that:

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

Financial Implications:

The Council-approved net capital budget for 2014 is \$14.3 million (M) and, including the 2013 carry forward, the net available funding in 2014 is \$21.3M.

As at September 30, 2014, the Toronto Police Service (Service) is projecting total net expenditures of \$8.1M compared to \$21.3M in available funding (a spending rate of 38%). The projected under-expenditure for 2014 is \$13.2M of which \$7.9M will be carried forward to 2015.

The remaining \$5.3M projected surplus will be returned back to the City or to the Vehicle and Equipment Reserve, and is the result of capital projects expected to be completed under budget, specifically:

- The Property and Evidence Management Facility (\$639,000),
- Parking East Facility (\$450,000),
- Integrated Records and Information System (IRIS) (\$1.5M),
- Mobile Workstation Replacement (\$1.3M),
- In-Car Camera Replacement (\$444,000); and
- Workstation, Laptop, printer Replacement (\$896,200).

Background/Purpose:

At its meeting of November 7, 2013, the Toronto Police Services Board (Board) approved the Service's 2014-2023 Capital Program (Min. No. P257/13 refers). Toronto City Council, at its meeting of January 30, 2014, approved the Service's 2014-2023 Board-approved Capital program. Attachment A provides a summary of the Board and Council approved program.

This capital variance report provides the status of projects as at September 30, 2014.

Discussion:

Summary of Capital Projects:

Attachment B provides a status summary of the on-going projects from 2013 as well as projects that started in 2014. 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 2014-2023 Capital Program. Summary information includes status updates as at the time of writing this report.

- Property and Evidence Management Facility (\$39.3M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

This project provides funding for a new property and evidence management (P&EM) facility which is expected to meet the Service's property and evidence storage requirements for the next 25+ years. The main P&EM facility is complete and P&EM members have been operating out of the new facility since September 2013. Auto storage, heating and air conditioning enhancements, additional racking and other work within the scope of the project has commenced in the second quarter of 2014 and anticipated to be complete by year end.

Although originally it was anticipated that this project would be \$750,000 below budget, the costs related to the repairs/replacement of the existing building HVAC units were higher than anticipated. As a result, the projected under expenditure is now estimated at \$639,000.

- Parking Enforcement East (\$9M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	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. Construction and fit-up are complete and PKE and PHQ relocated to their new facility at the end of July 2014.

The majority of the work is complete with the exception of some minor deficiencies. Additional exterior security cameras, operation requirements/changes to gates and any additional fit-up work will be reviewed in 2015. From the estimated available funding of \$1.8M at the end of the year, \$1.3M will be carried forward to 2015 to fund this additional work and \$450,000 will be returned back to the City due to lower-than-anticipated construction costs.

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

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

This project provides funding for the implementation of Versadex, a commercial off-the-shelf (COTS) integrated records and information system, which is the core operations system for the Service. eJust is an electronic disclosure system (EDS) that is part of the IRIS project, and will help reduce time spent on manual/paper preparation of court disclosure documents.

The Versadex and eJust systems went live on November 5, 2013, and the Service is continuing with post-implementation stabilization/production support efforts, including retraining members and refining business processes with stakeholders, where necessary.

Work being performed in 2014 continues to focus on:

- adjusting and refining business processes and corresponding support documentation;
- forming and transitioning the project to a permanent business support management team;

- preparing work plans for deferred scope items such as court-side prisoner management and property management;
- ensuring reliable business analytics and reports; and
- the development of crime analysis and mapping tools.

It is anticipated that work related to developing reliable business analytics and reports, and the development of crime analysis and mapping tools, will continue into 2015. The Service is in the process of preparing a Board report to request the extension of contractor services in order to facilitate reporting infrastructure work. Taking this requirement into account, \$1.6M will be carried forward to 2015. The project is anticipating \$1.5M surplus which will be returned back to the City at the end of 2014. Future capital variance reports will identify any changes to these estimates.

- Peer to Peer Site (Disaster Recovery Site) (\$18.8M)

Overall Project Health Status	
Current	Previous Variance Report
YELLOW	GREEN

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

The Board requested the Service to identify what other organizations are doing to manage their disaster recovery and continuity of operations. The Service has completed its research and is in the process of preparing a briefing note to the Board, as part of the Service’s 2015-2024 capital budget process. Next steps will be determined following the Board’s consideration of the 2015-2024 capital budget request. At this time, City real estate has not started searching for a suitable site as this project does not have Board approval yet. As a result, the project status has been changed to yellow due to a potential schedule delay.

- Human Resources Management System (HRMS) (\$1.1M)

Overall Project Health Status	
Current	Previous Variance Report
YELLOW	GREEN

Human resources information and payroll administration for the Service is managed using the Oracle (PeopleSoft) Human Resource Management System (HRMS).

This project provides funding for an upgrade to HRMS beginning in 2014. This upgrade is necessary to reduce the risk associated with relying on outdated software and avoid the risk of losing vendor support. This is particularly important with a payroll system which needs to be able to implement annual (or more frequent) tax and HR regulation updates.

The business case and project was reviewed after the amalgamation of the Payroll and Benefits Administration Units. This has resulted in a change in scope for the project in order to take advantage of some of the new functionality that was not included in the original business case such as full position management, organization charts and benefits administration. As a result of this review, this project was delayed and the status has been changed to yellow. As the direction to move forward has been more clearly established, it is anticipated that consultant selection will be completed by the end of year, which will allow the work to begin in early 2015.

- State of Good Repair (\$4.6M in 2014 – ongoing)

Overall Project Health Status	
Current	Previous Variance Report
YELLOW	GREEN

This project, managed by the Service’s Facilities Management (FCM) Unit, provides funds to maintain the interior of police buildings. Due to a significant staff shortage in the Service’s FCM unit, and the need to provide considerable support to the IRIS project, some of the work scheduled for 2013 was deferred. Staffing shortages continues to be an issue in 2014 until all vacancies are filled. As a result, the status of this project has been changed to yellow. The 2014 project plan, which includes some 2013 projects, has therefore been adjusted to reflect current capacity. Consequently, from the available funding of \$7.1M, it is anticipated that \$4.1M will be carried forward to 2015.

- 52 Division Renovations (\$8.3M)

Overall Project Health Status	
Current	Previous Variance Report
YELLOW	YELLOW

This project provides funds for the renovation of the 52 Division facility. Due to a staffing shortage in the Service’s FCM Unit, the project start date has been delayed. The consultant selection will not occur as planned for the 3rd quarter of 2014 and it is now anticipated that project will start in the first quarter of 2015, with the 2014 budget of \$3M being carried forward to 2015.

- Vehicle and Equipment Lifecycle Replacements

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

The projected under-spending of \$8.4M is primarily due to lower than anticipated expenditures for the replacement of workstations, laptops, printer, servers, IT business resumption equipment, mobile workstations, In-Car Camera systems and Digital Video Asset Management II (DVAM II) equipment. It should be noted that \$5.7M will be carried forward to 2015 and the remaining balance of \$2.7M will be returned back to the Vehicle and Equipment Reserve.

Conclusion:

As at September 30, 2014, the Service is projecting total net expenditures of \$8.1M compared to \$21.3M in available funding. The projected under-expenditure for 2014 is \$13.2M of which \$7.9M will be carried forward to 2015. The remaining \$5.3M projected surplus will be returned back to the City or to the Vehicle and Equipment Reserve.

The projected under expenditure is the result of staff shortages (impacting the capacity to properly manage the projects), project start delays and lower than estimated cost to replace information technology equipment.

Project managers will continue to monitor projects status and expenditures very closely. Any opportunity to accelerate work plans, without exposing the Service to unnecessary risk, will be taken.

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

Board Member Noria acknowledged the favourable variance in this report and in budget reports submitted by the Chief and thanked the Service for achieving those savings.

The Board approved the foregoing report.

Moved by: A. Pringle

REVISED 2014-2023 CAPITAL PROGRAM REQUEST (\$000s) - NOVEMBER 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	2014-2023 Total Program	Total Project Cost
Projects In Progress															
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
Total, Projects In Progress	22,851	14,102	4,469	4,601	4,600	4,200	31,972	4,200	4,200	4,200	4,200	4,200	21,000	52,972	75,823
Upcoming projects															
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
Total, Upcoming Capital Projects:	0	3,558	16,360	35,292	44,755	37,359	137,324	22,227	29,009	22,647	5,610	18,098	97,591	234,915	310,188
Total Debt Funded Capital Projects:	22,851	17,660	20,829	39,893	49,355	41,559	169,296	26,427	33,209	26,847	9,810	22,298	118,591	287,887	386,010
Total Reserve Projects:	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
Total Gross Projects	184,251	39,017	38,674	58,487	74,254	71,571	282,003	48,926	52,705	48,140	32,660	54,686	237,117	519,121	778,644
Funding Sources:															
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)
Total Funding Sources:	(177,951)	(24,680)	(17,845)	(22,166)	(39,024)	(35,033)	(138,748)	(22,499)	(29,622)	(26,548)	(23,350)	(38,326)	(140,345)	(279,093)	(457,043)
Total Net Debt-Funding Request:	6,300	14,337	20,829	36,321	35,230	36,539	143,256	26,427	23,083	21,592	9,310	16,360	96,772	240,028	321,600
5-year Average:							28,651						19,354	24,003	
City Target:		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	
City Target - 5-year Average:							30,996						21,404	26,200	
Variance to Target:		9,585	9,276	0	(4,087)	(3,052)	11,722	264	(0)	(3,556)	10,296	3,246	10,250	21,972	
Cumulative Variance to Target			18,861	18,861	14,774	11,722		11,986	11,986	8,430	18,726	21,972			
Variance to Target - 5-year Average:							2,344						2,050	2,197	

Note: Development Charges cashflow has been optimized for 2014-2023 program

2014 Capital Budget Variance Report as at September 30, 2014 (\$000s)

Project Name	Carry Forward from 2013	2014 Budget	Available to Spend in 2014	2014 Projection	Year-End Variance - (Over)/ Under	Total Project Budget	Total Project Cost (Projects)	Project Variance - (Over) / Under	Comments	Overall Project Health
Debt-Funded Projects										
<u>Facility Projects:</u>										
Property and Evidence Management Facility	2,253.5	0.0	2,253.5	1,615.0	638.5	39,286.8	38,648.3	638.5	Please refer to the body of the report.	Green
Parking East Facility	1,645.8	4,642.0	6,287.8	4,527.9	1,759.9	9,000.0	8,550.0	450.0	Please refer to the body of the report.	Green
<u>Information Technology Projects:</u>										
Integrated Records and Information System (IRIS)	674.7	4,866.0	5,540.7	2,414.9	3,125.8	23,359.0	21,859.0	1,500.0	Please refer to the body of the report.	Green
Peer to Peer Site	0.0	250.0	250.0	9.7	240.3	18,750.0	18,750.0	-	Please refer to the body of the report.	Green
HRMS Upgrade	0.0	360.0	360.0	0.0	360.0	1,121.0	1,121.0	-	Please refer to the body of the report.	Yellow
<u>Replacements / Maintenance / Equipment Projects:</u>										
State-of-Good-Repair - Police	2,535.0	4,544.0	7,079.0	2,979.0	4,100.0	n/a	n/a	n/a	Please refer to the body of the report.	Yellow
52 Division Renovations	0.0	2,948.0	2,948.0	0.0	2,948.0	8,300.0	8,300.0	-	Please refer to the body of the report.	Yellow
Total Debt-Funded Projects	7,109.0	17,610.0	24,719.0	11,546.5	13,172.5					
<u>Lifecycle Projects (Vehicle & Equipment Reserve)</u>										
Vehicle Replacement	1,251.8	4,422.0	5,673.8	5,673.8	-	n/a	n/a	n/a	Please refer to the body of the report.	Green
IT-Related Replacements	8,483.6	13,609.0	22,092.6	15,178.5	6,914.1	n/a	n/a	n/a	Please refer to the body of the report.	Green
Other Equipment	778.5	3,326.0	4,104.5	2,648.9	1,455.7	n/a	n/a	n/a	Please refer to the body of the report.	Green
Total Lifecycle Projects	10,513.9	21,357.0	31,870.9	23,501.2	8,369.7					
Total Gross Expenditures:	17,622.9	38,967.0	56,589.9	35,047.7	21,542.3	Percent spent:		61.9%		
<u>Less other-than-debt funding:</u>										
Funding from Developmental Charges	0.0	-1,725.0	-1,725.0	-1,725.0	-	n/a	n/a	n/a		
Recoverable Debt - Parking East	-87.8	-1,598.0	-1,685.8	-1,685.8	-	-4,398.0	- 4,398.0	-		
Vehicle & Equipment Reserve	-10,513.9	-21,357.0	-31,870.9	-23,501.2	- 8,369.7	n/a	n/a	n/a		
Total Other-than-debt Funding:	-10,601.7	-24,680.0	-35,281.7	-26,912.0	-8,369.7					
Total Net Expenditures:	7,021.2	14,287.0	21,308.2	8,135.7	13,172.5			38.2%		

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 13, 2014**

**#P252. TORONTO POLICE SERVICES BOARD – PROPOSED 2015 NET
OPERATING BUDGET**

The Board was also in receipt of the following report October 27, 2014 from Alok Mukherjee, Chair:

Subject: TORONTO POLICE SERVICES BOARD – PROPOSED 2015 NET
OPERATING BUDGET

Recommendation:

It is recommended:

1. THAT the Board approve a proposed 2015 net operating budget of \$ 2,315,800 which is a decrease of 1.8 % over a 2014 budget of \$ 2,358,200,
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 2015 net operating budget, recommended in this report, represents a decrease of 8% over a 2014 budget of \$ 2,358,200. The Toronto Police Services Board (TPSB) 2015 operating budget request is a net amount of \$ 2,315,800. This request excludes the impact of any salary agreement that might be reached with the Senior Officers' Organization for 2015.

Background/Purpose:

The Toronto Police Services Board's 2015 operating budget target, as recommended by the City of Toronto, is a 0% increase over the 2014 approved net operating budget.

Discussion:

The City adjusted the Board's base budget in 2014 through the reversal of the one-time cost of \$300,000, approved in 2014 and funded by a City reserve, to enable the Board to engage an external consultant to conduct a review of the Chief's Internal Organizational Review and to identify further measures to ensure delivery of police services in a way that is adequate and effective

New initiatives:

Website Redesign and Upgrading

I recommend that \$32,000 be included in the 2015 budget to enable the Board to issue a Request for Quotations (RFQ) for assistance in upgrading Board's website. The current website is built on a platform that is 8 years old and which does not support the features necessary to enhance the Board's objective of timely information-sharing with the community nor does it adequately provide features to support the information-sharing or communication needs of individual Board members. In addition, the funds are required to ensure that the Board's website complies with AODA standards.

Data Collection and Analysis – Community Contacts

The Board approved the inclusion of \$250,000 to secure an external consultant or evaluator to determine what type of data should be collected, the retention period and the scope of the data required as a result of the Boards approval of the Community Contacts Policy (Board Minute P102/14 refers).

Consideration 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, the City Audit Services chargeback and for external labour relations legal counsel are factored out of the budget, the actual administrative costs proposed in the 2015 budget amount to only \$ 90,600.

The proposed 2015 budget reinstates funding for limited professional development and learning opportunities for all Board members by provide sufficient funds for their attendance at the Ontario Association of Police Services Boards' (OAPSB) conference and the Canadian Association of Police Governance's (CAPG) conference. Funds will continue to be available 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 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 beyond that which is request for data analysis arising from the Community Contacts Policy.

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 and which continue to meet.

Human Resources Management is anticipating that the costs of labour relations legal matters will rise in 2015. 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.

Consideration: Salary and Benefit Accounts

The budget request in the Board's salary and benefit accounts, totalling \$969,200, includes staff salary/benefits and Board Member remuneration. The budget has decreased by \$52,900 due to the elimination of one staff position early in 2014.

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 also continuing to review and implement 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.

The implementation of Justice Morden's recommendations is a continuing pressure that may have an impact on the Board's budget in 2015 and beyond.

Conclusion:

I recommend that the Board approve a 2015 net operating budget of \$2,315,800 which is a decrease of 1.8% over a 2014 budget of \$ 2,358,200.

The Chair noted that the requested 2015 budget represents a 1.8% decrease over the 2014 budget.

The Board approved the foregoing 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 13, 2014**

**#P253. PURCHASE AWARD FOR THE SUPPLY AND DELIVERY OF A RIGID
HULL INFLATABLE BOAT**

The Board was also in receipt of the following report October 20, 2014 from William Blair, Chief of Police:

Subject: AWARD FOR THE SUPPLY AND DELIVERY OF ONE (1) RIGID HULL
INFLATABLE BOAT

Recommendation:

It is recommended that the Board award the supply and delivery of one (1) Rigid Hull Inflatable Boat to Inland Liferrafts & Marine Limited, at a cost of \$486,380, plus applicable taxes.

Financial Implications:

The expenditure for the vessel is \$576,380 less \$90,000 trade in allowance for a total of \$486,380, excluding taxes. Funding is included in the 2014 - 2022 Capital Program under the Vehicle Replacement Project.

As a result of the purchase of one Rigid Hull Inflatable Boat and the reduction in the overall inventory of one vessel, the Service will avoid a cost of approximately \$500,000 in the future.

Background/Purpose:

The Toronto Police Service Marine Unit currently operates 12 major vessels performing patrol, rescue and recovery functions. The strategy is to replace two of the current vessels with one Rigid Hull Inflatable Boat thereby reducing the fleet by one vessel. In addition to the regular patrol, rescue and recovery functions, the new vessel will provide tactical capability and enhanced response times.

Discussion:

Purchasing Services posted a Request for Quotation (RFQ) #1145646-14 to MERX on September 12, 2014, where seven vendors picked up the RFQ. A mandatory site visit was carried out on September 18, 2014. Only one vendor attended and was therefore the only vendor permitted to submit a bid to the RFQ.

The bid was reviewed by Fleet and Materials Management and Marine Unit staff and it was determined that Inland Liferrafts & Marine Limited was the lowest bid and met all specifications and requirements.

Conclusion:

As a result of the Request for Quotation, it is recommended that Inland Liferrafts and Marine Limited be awarded the contract for the Rigid Hull Inflatable Boat as described in the specification. As the price, including taxes, will exceed \$500,000, Board approval is required.

Deputy Chief Mike Federico, Operational Support Command and Tony Veneziano, Chief Administrative Officer, Corporate Services Command will be in attendance to respond to any questions from the Board.

The Board was also in receipt of a written submission from Kris Langenfeld with regard to the foregoing report. A copy of Mr. Langenfeld's submission is on file in the Board office.

The Board approved the foregoing report and received Mr. Langenfeld's written submission.

Moved by: A. Pringle

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 13, 2014**

**#P254. INTEGRATED RECORDS AND INFORMATION SYSTEM (IRIS)
CAPITAL PROJECT – ONE YEAR SINGLE SOURCED EXTENSION OF
CONTRACTS**

The Board was also in receipt of the following report October 24, 2014 from William Blair, Chief of Police:

Subject: INTEGRATED RECORDS AND INFORMATION SYSTEM (IRIS) CAPITAL
PROJECT - ONE YEAR SINGLE SOURCED EXTENSION OF CONTRACTS

Recommendations:

It is recommended that:

- 1) the Board approve continued use of Andy Hunter Consultants Inc. as a senior business analyst service provider for the IRIS capital project at a cost of \$180,000 (excluding taxes) for the period December 14, 2014 to December 13, 2015;
- 2) the Board approve Modis Canada Inc. as a senior business analyst service provider for the IRIS capital project at a cost of \$250,000 (excluding taxes) for the period January 1, 2015 to December 31, 2015;
- 3) the Board approve Modis Canada Inc. as an information technology system development service provider for the IRIS capital project at a cost of \$185,000 (excluding taxes) for the period January 1, 2015 to December 31, 2015;
- 4) the Board approve Modis Canada Inc. as an information technology system development service provider for the IRIS capital project at a cost of \$185,200 (excluding taxes) for the period January 1, 2015 to December 31, 2015; and
- 5) the Board approve The Ian Martin Group as an information technology system development service provider for the IRIS capital project at a cost of a \$220,000 (excluding taxes) for the period January 1, 2015 to December 31, 2015.

Financial Implications:

The cost to continue to use these single sourced professional services providers for up to a full year, as recommended in this report, will total up \$1,020,200 (plus applicable taxes). The contract extensions will be funded through available funding in the IRIS capital project.

Background/Purpose:

In October 2011, the Board approved the Versaterm Inc. contract for the supply and delivery of software, maintenance and professional services in relation to the acquisition and implementation of a new records management system (Min. No. P262/11 refers).

The records management system is the core business system of the Toronto Police Service (Service), and is critical to and impacts front line and support operations across the Service. Due to the complexity of this implementation, the Service contracted with a number of information technology professional service vendors for the provision of required information technology-related services. As a result, the services of two business analysts and three system developers were acquired from organizations specializing in the provision of such services.

The senior business analyst provided by Andy Hunter Consultants Inc. was originally a single source arrangement. This external professional services contractor already had extensive knowledge and experience with the implementation of the Versadex records management system at the London (Ontario) Police Service. The individual provided a valuable skill set to the project that did not exist at that time in the Service.

The business analyst and system developer contractors provided through Modis Canada Inc. and the Ian Martin Group were originally obtained through a competitive procurement process. These agreements were awarded to these firms based on authorities delegated to the Chief by the Board, under Financial Control Bylaw 147, wherein the Chief is given authority for commitments of up to \$500,000.

The agreements with Andy Hunter Consultants Inc., Modis Canada Inc., and The Ian Martin Group, for these services, expire on or before year-end 2014.

Since the Service-wide rollout of the Versadex application on November 5, 2013, these external professional services contractors have served the Service well in supporting field officers through the significant changes occurring during the stabilization period. In addition to process change, field support and configuration management support during system stabilization, the contractors have acted as Business Intelligence (BI) development resources, Business Analysts and have created the Service's reporting infrastructure.

The complexity of the IRIS project, accompanied by continuing staff shortages, put a strain on the Service's Information Technology Services unit and other civilian resources. Therefore, the work performed by the individuals assigned to the project through the various service providers must be retained in order to complete reporting infrastructure work, along with continuing business intelligence and report creation work.

Given the pending expiration of the contracts and the fact that each contract would now exceed the Chief's \$500,000 commitment authority, the purpose of this report is to request Board approval to extend the contracts at the current rates, and on a single source basis, to the end of 2015. This will enable the Service to maintain continuity of external professional services still required to stabilize this large and complex system, by continuing to use the same outside service contractors.

Discussion:

The external professional services providers engaged by the Service to provide business analysis and system development services have acquired significant knowledge in how the Versadex and eJust products relate to front-line police operations and other end-users at the Toronto Police Service. Although the contractors originally performed project implementation work, the technical complexity of the IRIS system required that the Service continue to utilize their services beyond the implementation date.

Since the November 2013 go-live for the system, the senior business analyst contractors have assisted with implementation support including:

- User Access /Security
- Issuing Log Work/Vendor Engagement and Scheduling production deployments
- Daily Field Support (Field and internal support)
- Environment /Code Management Between Test, Training, and Production Environments
- Process Related Support (Information Security, Change Management, Solution Design)
- Versaterm and eJust configuration and table maintenance to optimize workflow
- Writing programs/scripts to extract information from the database into a report in order support operational and business requirements
- Writing programs/scripts to update information in the database in order to streamline and eliminate valuable members time and resources

In addition, the system developers have assisted with implementation support, such as:

- The construction of the crime reporting system
- Accompanying management reports such as Community Safety Notes (CSN), Provincial Offence Act (POA), Level 3 and 4 search reports, Crime and Intelligence, Performance reporting and so on
- Technical upgrades to the property and evidence system
- Development of attachment functionality to attach audio/video and other medium to occurrences to support electronic disclosure
- Integration of MCM/Viclas and Versadex General Occurrences for Criteria Cases
- As PEMS decommissioning has been deferred, technical upgrades are required to Property Applications (PDI, Property Forms wizard, Scanner Software and VTMS) through 2015
- Transition of development and technical deliverables to internal staff

The need to continue stabilization work will extend beyond the expiration of the five contracts. In addition, business intelligence work and the creation of the reporting infrastructure, which includes critical reports, such as the daily dashboard, monthly executive dashboard, Officer Performance Review (OPR), and seven major crime indicators, will benefit greatly from the expertise and experience gained by the individuals assigned to these contractor roles.

It should be noted that the value of four of the individual contracts, to December 2014, will not exceed the \$500,000 approval authority delegated to the Chief of Police, by the Board, through the Financial Control By-law 147. However, the required extension into 2015 will bring the value of each of these four individual contracts to over the \$500,000 commitment limit. One of the contracts with Modis was already approved by the Board because the contract value was expected to exceed the \$500,000 commitment limit. It is estimated that the cost of these extensions will total up to \$1,020,200 (plus applicable taxes). However, the Service will continually monitor the need for these outside resources and will release the contractors prior to the extension date once their services are no longer required and the transition to internal staff is completed.

Conclusion:

Due to the technical skills required to continue the implementation of the new system, the services of two senior business analysts and three system developers are requested through single-sourced arrangements with Andy Hunter Consultants Inc., Modis Canada Inc., and The Ian Martin Group.

The continued use of outside information technology contractors is essential to meet the needs of the IRIS system and the Service through to 2015. The individuals being hired through information technology professional services firms have worked on and are familiar with the IRIS implementation. The Service is therefore requesting that their services be extended at the current rates, and on a single sourced basis, into 2015, to ensure continuity of services and knowledge required post-implementation for this large and complex project, as well as to ensure the full benefits of the project are realized.

It is therefore recommended that the Board approve the extension of the current agreements, on a single sourced basis, for a one year period as outlined in the recommendations.

Deputy Chief Peter Sloy, Community Safety Command, and Mr. Tony Veneziano, Chief Administrative Officer will be in attendance to answer any questions from the Board.

In response to the Board's question about the implementation of the IRIS program, the Chief responded that some Service members have struggled with the new program due to the fact that it is a very complex change to the systems being used, as well as changes to business processes. The Chief also advised that the IRIS implementation team has been working with Service members to address the challenges.

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 13, 2014**

**#P255. PRE-QUALIFIED GENERAL CONTRACTORS FOR CONSTRUCTION
SERVICES – VALUES FROM \$500,000 TO \$3,500,000**

The Board was also in receipt of the following report October 23, 2014 from William Blair, Chief of Police:

Subject: PRE-QUALIFIED GENERAL CONTRACTORS FOR CONSTRUCTION
SERVICES - VALUES FROM \$500,000 TO \$3,500,000

Recommendation:

It is recommended that the Board approve the 13 pre-qualified general contractors listed below for the provision of construction services for renovation values from \$0.5M to \$3.5M for a three year period commencing on January 1, 2015 to December 31, 2017.

1. Aquicon Construction Co. Limited
2. Collaborative Structures Limited
3. DPI Construction Management
4. Eastern Construction Company Limited
5. Elite Construction Incorporated
6. M.J. Dixon Construction Limited
7. Mettko
8. Percon Construction Incorporated
9. Steelcore Construction Limited
10. Struct-Con Construction
11. Stracor Incorporated
12. The Atlas Corporation
13. Urbacon Limited

Financial Implications:

There are no immediate financial implications relating to the recommendation contained within this report. The listing of pre-qualified contractors provides the Service with a pool of construction contractors meeting specifications, who can provide quotations to projects with a value between \$0.5M and \$3.5M.

In order to select pre-qualified vendors or contractors, each submission is evaluated against a pre-determined list of qualifications to ensure they are able to provide the service for which they would be requested to provide quotations for in the future. Any construction project assigned to the successful proponent of a quotation process is subject to availability of funds and appropriate approvals.

Background/Purpose:

A list of pre-qualified contractors enables the Service to more expeditiously award construction or renovation work. Over the years, the Service prequalified general contractors who would be used for all values of construction work with the exception of major capital projects. Since the Service engages many general contractors for lesser valued renovation projects, it became apparent that the value of some of the work was so small that the Service would receive fewer than expected bids. In addition, some of the quoted projects were so large that they posed performance challenges for some of the contractors. Therefore, in an effort to ensure that the Service has a selection of vendors with experience in larger sized projects it was determined that it would be beneficial to prequalify a group of general contractors with the experience to manage projects larger than \$500,000, but limited in value of approximately \$3.5M.

The Service currently has (a Board approved list) nine pre-qualified general contractors for the provision of construction services for values of \$50,000 to \$0.5M (Min. No. P96/14 refers). The purpose of this report is to establish a list of pre-qualified vendors for a three year period starting on January 1, 2015 for construction/renovation work valued from \$0.5M to \$3.5M.

Discussion:

On May 9, 2014, Purchasing Services issued a Request for Pre-Qualification (RFPQ) #1142842-14 to select pre-qualified general contractors for construction services with a value between \$0.5M and \$3.5M. The Service advertised the RFPQ using MERX, an electronic tendering service, designed to facilitate the procurement of goods and services worldwide. Fifty two (52) vendors downloaded the RFPQ package.

Having pre-qualified contractors allows the TPS to avoid the administrative burden of tendering every renovation project to the full market and enables projects to be completed in a more efficient manner. The renovation services required are tendered on a project by project basis, and the pre-qualified contractors have the opportunity to bid on each project. The final work is, therefore, still subject to a competitive bidding process but to a limited number of contractors.

The RFPQ closed on May 30, 2014, and 31 responses were received. The intent of the RFPQ was to identify a minimum of four to a maximum of twelve (12) contractors who can provide construction/renovation services required by the TPS from time to time.

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

- experience in Industrial Commercial Institutional (ICI) Construction over the past 5 years (25 points);
- experience in law enforcement/ high security/government facilities (30 points);
- project manager assigned (35 points);
- site superintendent assigned (35 points);
- scheduling methodology (25 points);

- quality assurance/control program (25 points) and;
- safety qualification/policy (25 points).

The project manager and site superintendent were evaluated based on years of experience as well as the value of projects they worked on.

The committee's evaluation resulted in the selection of the thirteen (13) pre-qualified general contractors listed below achieving the highest overall score:

1. Aquicon Construction Co. Limited
2. Collaborative Structures Limited
3. DPI Construction Management
4. Eastern Construction Company Limited
5. Elite Construction Incorporated
6. M.J. Dixon Construction Limited
7. Mettko
8. Percon Construction Incorporated
9. Steelcore Construction Limited
10. Struct-Con Construction
11. Stracor Incorporated
12. The Atlas Corporation
13. Urbacon Limited

For this process, there was a tie for 12th place and therefore both companies were accepted. The evaluation committee, therefore, recommended the inclusion of one additional company, bringing the total number of pre-qualified contractors on the listing to 13.

Conclusion:

A list of pre-qualified contractors enables the TPS to receive quotations for construction/renovation work in a more expeditious manner.

As a result of a competitive purchasing process conducted by the TPS, 13 general contractors are recommended as pre-qualified construction contractors for a three year term from January 1, 2015 to December 31, 2017. These contractors will provide a pool of service providers that could be requested to submit bids on projects with costs ranging between \$0.5M and \$3.5M.

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

The Board approved the foregoing report.

Moved by: M. Delgrande

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 13, 2014**

**#P256. VENDOR OF RECORD FOR INSTALLATION SERVICES FOR
ELECTRONIC DEVICES IN VEHICLES**

The Board was also in receipt of the following report October 30, 2014 from William Blair, Chief of Police:

Subject: VENDOR OF RECORD FOR INSTALLATION SERVICES FOR
ELECTRONIC DEVICES IN VEHICLES

Recommendations:

It is recommended that:

- (1) the Board approve D&R Electronics Inc. as the Vendor of Record for the provision of installation services for electronic devices in vehicles for a period of three years commencing on January 1, 2015 to December 31, 2017, and including the option to renew for two additional one-year terms subject to satisfactory performance and at the discretion of the Service; 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 estimated five year cost, including the two one-year renewal options, for the installation of electronic devices in vehicles is \$2.65M. Funds for this purpose have been included within the Service's 2015-2024 capital budget request, as part of the vehicle and equipment lifecycle replacement reserve.

The cost of outsourcing the installation services would be approximately \$125,000 (on an annual basis), lower than the cost of hiring additional permanent staff to meet the increased work, and avoids a commitment to permanent staff.

The estimates may be subject to adjustment due to changes in the number and type of electronic devices and or vehicle types. Any significant changes will be taken into account in future years capital budget requests.

Background/Purpose:

Electronic equipment in Service vehicles has seen a significant increase in quantity and complexity over the past 20 years. Since 1990, the Service's vehicles have gone from being

equipped with a radio and simple computer terminal to the use of a remote mount radio, mobile workstation with keyboard, drivers licence reader, printer, integrated in-car-camera system (ICC) with multiple cameras, wireless microphones, on-vehicle data storage and automatic wireless downloads, automatic vehicle location (AVL) equipment, wireless modems, auxiliary battery with power management systems and multiple associated antennas, devices, mounts and cabling.

This rapid change in equipment has equated to an increase in the number of hours to perform installations in the police vehicles. There has also been an increase in the number of equipment lifecycle replacement projects, including:

1. In Car Cameras (ICC)
2. Mobile Workstation (MWS)
3. Automatic Vehicle Location (AVL)
4. New Car
5. Radio

As an example, each year approximately 100 cars are replaced as part of the New Car lifecycle. This requires the removal of electronic equipment from older cars and the re-installation of the electronic equipment into replacement vehicles. The annual installation effort for the New Car lifecycle project alone has increased, due to the complexity of the equipment, from 1,200 person hours in 1990, to 6,250 person hours in 2014 and is projected to grow to 8,750 hours person hours in 2015. The Service has not increased the number of installation staff, and the resource requirements for the lifecycle projects now exceed the capacity of existing staff. As a result, external contract staff have been engaged on an ad hoc basis to meet the increased demands.

In addition, the increased quantity and complexity of vehicle electronics and corresponding installation effort, combined with the lack of sufficient resources has resulted in delays in completing projects and increased overtime costs. Delays in replacing electronic devices in vehicles further extend the cost for ongoing support.

Additional resources are therefore needed to meet the increased installation requirements in the most efficient and economical way possible.

Discussion:

All systems and vehicles have a defined life span and the reserve funded lifecycle programs are set up to manage the timely replacement of the vehicles and electronic equipment prior to the point where they become unreliable and expensive to maintain. The addition of ICC and AVL equipment to the lifecycle projects has increased the resources needed for the annual replacement of vehicles. It now takes longer to install electronic systems in new patrol vehicles, and cars which did not require installation services previously, now require AVL equipment. With the increased work per vehicle, the number of vehicles requiring work, and the increase in the number of lifecycle projects, existing staff can no longer meet the requirements of day to day operations (e.g. repairs) as well as the equipment lifecycle replacement projects.

Outsourcing of Installation Services for Electronic Systems and Equipment in Vehicles:

Vehicle and electronics lifecycle replacement projects are typically performed in large deployments during a concentrated period of time. This ensures hardware warranty coverage is maximized, user training is minimized and new vehicles are put into operation as quickly as possible. If the Service were to perform all lifecycle services over the five year period with internal resources and meet all schedules, approximately 16,000 person hours of work would be required, on average, annually. This translates to approximately eight additional installer positions being required at a cost of \$656,000 per year, including benefits. This method would ensure the knowledge and expertise on the vehicle electronics systems is retained by the core team of internal staff technicians. These additional staff could also be available to meet new or emergent requirements and day to day operations.

Support of the day to day operations requires a technician with a higher level of training and detailed knowledge of Service systems. However, as vehicle and electronic systems lifecycle projects are made up of multiple repeated tasks over a concentrated timeframe, they are excellent candidates for outsourcing.

By outsourcing installation tasks, the Service gains the required capacity of technicians to meet the demand of the projects without the long term commitment to permanent staff.

Failure to obtain the necessary resources will cause delays in electronic installations and vehicle replacements and will leave older vehicles and equipment on the road for a longer period of time. This increases the risk of breakdowns, lessens the reliability of the equipment in our vehicles, and results in vehicles being taken off the road for repairs.

Results of Procurement Process for Installation Services:

On March 27, 2014, the Purchasing Services unit issued Request for Quotation (RFQ) #1142035-14 for vehicle installation services of electronic systems based on a flat per vehicle rate. The RFQ was posted on the MERX website. It closed on April 17, 2014, and only one response was received. The sole response from D&R Electronics Inc. was reviewed by the Purchasing Services unit and exceeded all the mandatory criteria of the RFQ. This included letters of reference demonstrating that they have successfully performed a high volume of installation services, over 50 vehicles per customer annually, in a public safety environment using the International Standards Organization or Six Sigma quality standards.

Based on the vendor's bid, outsourcing the installation of electronic systems and devices in Service vehicles is estimated to cost \$530,000 annually. This is approximately \$125,000 lower than the annual cost (approximately \$656,000) to hire additional permanent staff to do the work.

Conclusion:

Reliable electronic equipment and systems in Service vehicles will provide officers with the tools to effectively perform their public safety duties, while ensuring officer safety and accountability.

The establishment of a vendor of record for vehicle electronics installation services enables the Service to more cost-effectively meet the ever increasing resource demand and complexity of electronic systems in the vehicles, and without making an investment in additional permanent positions for this purpose.

As a result of a competitive RFQ process, D&R Electronics Inc. is recommended as the vendor of record for the provision of vehicle electronic installation service for a three year period commencing January 1, 2014 and ending December 31, 2017, including the option to renew for two additional one-year terms subject to satisfactory performance, and at the discretion of the Service.

Mr. Tony Veneziano, Chief Administrative Officer, Corporate Services Command, will be in attendance to respond to 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 13, 2014**

**#P257. VENDOR OF RECORD FOR HANDYMAN SERVICES – ADDITIONAL
INFORMATION**

The Board was also in receipt of the following report October 30, 2014 from William Blair, Chief of Police:

Subject: VENDOR OF RECORD FOR HANDYMAN SERVICES - ADDITIONAL
INFORMATION

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

Annual expenditures for the handyman Vendor of Record (VOR) were estimated at \$0.15 Million (M) at the time the five year contract was reported to the November 2013 Board meeting (Min. No. P271/13 refers).

However, based on 2014 experience to date and future anticipated work, the value of services to be obtained from this VOR will approximate \$0.4 million (M) per year, for a total contract value of \$2.0M.

Funding for these services is included in the Service's operating and capital budgets.

Background/Purpose:

The purpose of this report is to provide the Board with an updated contract value estimate, based on 2014 experience to date and anticipated work in future years, over the term of the contract.

Discussion:

In 2013, the Service conducted a competitive process to establish a VOR for the provision of Handyman Services. Amaida was the successful proponent and was approved by the Board at its November 2013 meeting as the VOR for five years between January 1, 2014 and December 31, 2018 (Min. No. P271/13 refers). The contract with Amaida secures pre-determined hourly rates, with increases tied to the City of Toronto's fair wage policy, for the entire five year period. At the time of the award, the estimated value of work was approximately \$0.15M per year. The handyman services would be used for small repairs (as done in prior years), as well as for small projects, in order to complete necessary repairs and other work as expeditiously as possible.

During 2014, the VOR has been utilized to perform minor repairs to damaged drywall, paint, tiles and floors. However, in 2014, the Service's Facilities Management unit (Facilities) received approval to proceed with a number of small projects, in addition to regular repair work to facilities. As a result, the VOR was utilized to perform small project work such as full floor and tile replacement, acoustic panel replacement and millwork replacement in various locations. The value of the work performed in 2014 will approximate \$0.4M by the end of the year.

The Service's Facilities unit is currently in the process of developing an updated state of good repair plan that continues to take advantage of the pre-set rates and the expeditious service provided by this VOR arrangement. As a result, it is anticipated that the same amount will continue to be spent thorough-out the remaining contract years. Utilizing the 2014 experience and planned projects for future years, over the term of the contract, it is projected that an annual spend of approximately \$0.4M represents a more accurate reflection of the work to be assigned to the handyman VOR.

It should also be noted that Facilities has positioned itself to receive competitive pricing for higher value project work by establishing a Board approved list of pre-qualified general contractors for projects valued between \$50,000 and \$0.5M (Board Min No P96/14 refers). Projects within this value range will be subject to a quotation process from the pre-qualified contractors. Through the handyman VOR and pre-qualified contractors processes, the Service can complete smaller projects/repairs expeditiously and award larger more complicated projects following a request for quotations process with the pre-qualified vendors.

Conclusion:

The Service operates out of 52 facilities throughout the City, with a footprint of approximately 2.5 square feet. As a result, repairs and small construction repair work is required on a regular basis to fix potential hazards and other state of good repair breakdowns.

The establishment of a vendor of record for handyman services provides the Service with the ability to access any required repair services when needed at an established hourly rate and based on a specific quote obtained, in advance, for each repair and small project. This results in a more efficient and effective completion of required repairs and other small value construction related services. The value of the handyman VOR contract over the next four years, originally estimated at \$0.15M per year is now expected to be closer to \$0.4M per year over the remaining four years of the contract.

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

Dr. Noria asked for clarification regarding the number of square feet of the 52 facilities which is stated as 2.5 in the report. Mr. Veneziano responded that the footprint of the Service's occupied facilities is 2.5 million square feet.

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 13, 2014**

**#P258. EXTENSION OF VENDOR OF RECORD FOR ACQUISITION AND
MAINTENANCE OF NETWORKING HARDWARE, SOFTWARE AND
PROFESSIONAL SERVICES**

The Board was also in receipt of the following report October 24, 2014 from William Blair, Chief of Police:

Subject: EXTENSION OF VENDOR OF RECORD FOR ACQUISITION AND
MAINTENANCE OF NETWORKING HARDWARE, SOFTWARE AND
PROFESSIONAL SERVICES

Recommendations:

It is recommended that:

- (1) the Board approve the first one-year contract extension option with OnX Enterprise Solutions Ltd. as the vendor of record for the supply of networking hardware, software and professional services for the period January 1, 2015 to December 31, 2015;
- (2) the Board approve the first one-year contract extension option with OnX Enterprise Solutions Ltd. for the supply of Cisco SMARTnet maintenance and upgrade protection for the installed Cisco network hardware and related software products, for the period January 1, 2015 to December 31, 2015; and
- (3) 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 purchase of hardware and software is funded from the Service's Vehicle and Equipment Reserve, based on the network lifecycle replacement plan. Funding (\$1 Million in 2015) is included in the Board-approved 2014-2023 capital program (Min. No. P240/2013 refers).

The annual network maintenance services and software support costs of approximately \$1.25 Million have been included in the 2015 operating budget request. These costs can vary year to year as they are based upon the current inventory of devices and software in service. These changes are determined on an annual basis as part of the maintenance renewal process and will be included in future years' operating budget requests.

Background/Purpose:

The Toronto Police Service's (TPS) computing infrastructure is comprised of a main data centre, a second data centre that provides backup facilities for the Service's disaster recovery

requirements, and local servers at all major remote sites (divisions and units). The network provides the critical link between the two data centres and the Service's approximate 3,700 desktops and printers, to the information housed in the central and local servers. As the TPS completes its migration to Voice Over IP (VOIP) telephone systems, the Service's voicemail and phone system will also depend up on this network infrastructure for operation.

At its meeting on November 24, 2011, the Board approved Cisco SMARTnet maintenance services to provide on-going and reliable maintenance for the TPS networking environment (Min. No. P297/2011 refers). Cisco does not deal directly with customers for the acquisition of its products and related SMARTnet maintenance services. Instead, they enlist authorized re-sellers to distribute these products and services to their customers.

Discussion:

The TPS requires a reliable and cost-effective supply of equipment, maintenance and professional services to maintain its network infrastructure in a "state of good repair" in order to support its reliable use of information technology.

The contract awarded to OnX Enterprise Solutions Ltd. for the period January 1, 2012 to December 31, 2014 included 2 options for one year terms that may be executed at the discretion of the Board. OnX Enterprise Solutions has met or exceed all contract terms in providing network support and product. The discount and associated prices for all acquisition and maintenance for networking hardware software and professional services is periodically compared to similar services and equipment provided to the City and its Agencies, Boards and Commissions as well as external similar sized organizations. During all these comparisons the prices and discounts proved to be competitive or less expensive.

Conclusion:

OnX Enterprise Solutions Ltd. has met all of our terms, conditions and requirements since January 1, 2012, and it is therefore recommended that the first one-year extension option be exercised on both contracts. The pricing structure is deemed to be competitive with respect to maintenance, hardware, software and related networking components as well as services required for the planning and implementation of the TPS network solutions. In addition, this approval will enable better co-ordination and implementation of the current network lifecycle and VoIP deployments.

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

The Board approved the foregoing report.

Moved by: M. Moliner

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 13, 2014**

**#P259. REQUEST FOR SERVICES FROM EJUST SYSTEM INC. TO ENABLE
ONGOING PRODUCT ENHANCEMENTS**

The Board was also in receipt of the following report October 28, 2014 from William Blair, Chief of Police:

Subject: REQUEST FOR SERVICES FROM EJUST SYSTEM INC. (EJUST) TO
ENABLE ONGOING PRODUCT ENHANCEMENTS

Recommendation:

It is recommended that the Board approve the use of eJust Systems Inc. (eJust) to provide the Toronto Police Service (TPS) with professional services required for any enhancements required to the eJust products, during the remaining four years of the agreement.

Financial Implications:

Over the term of the agreement with eJust Systems Inc. there will inevitably be the opportunity/requirement to improve and enhance their product offerings. The type of improvement and related estimated cost is difficult to know at this time. However, any enhancements requested by TPS will be subject to the availability of funds.

Background/Purpose:

The Board awarded a five-year \$3.15M contract to eJust on June 15, 2012 (Min. No. P149/12 refers). The initial term of the licence agreement commenced on November 5, 2013 and will end on November 4, 2018.

The purpose of this report is to obtain Board approval to use eJust as the vendor of record for professional services/enhancements that fall outside the scope of the agreement with eJust.

Discussion:

Since entering into the agreement with eJust, the TPS has identified opportunities to enhance the product beyond the functionality originally purchased. In accordance with the Board's Financial Control By-law 147, the TPS has authorized additional cumulative expenditures of up to ten percent of the original commitment. However, over the remaining four years of the agreement, there may be future enhancements to the eJust product that fall outside the vendor's annual upgrades and modernization efforts, included in scope and costs of the agreement. As a result, the ten percent threshold will likely be exceeded. The TPS is therefore requesting Board approval to obtain professional services from eJust for future enhancements that would benefits

the Service. Quotes will be obtained from eJust in advance for any enhancements being requested, and will be subject to the availability of funds.

Conclusion:

Pursuant to the implementation of Versadex on November 5, 2013, eJust continues to support the TPS on product enhancements such as warrants for arrests, investigator redaction module, jurisdictional specific crown envelopes, PDF file inclusion for prosecution package to MAG, and other functions required to support TPS's court disclosure process.

As disclosure practices evolve, changes and enhancements are likely. The ability to use eJust Systems Inc. to modify their products will give TPS the ability to continuously improve the products.

The Board is therefore being requested to approve eJust System Inc. to provide required professional services to enable product enhancements over the life of the current agreement with eJust, subject to the availability of funds in the TPS's annual budgets.

Deputy Chief Peter Sloly, Community Safety Command will be in attendance to answer any questions from the Board.

The Board approved the foregoing 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 13, 2014**

#P260. TORONTO POLICE SERVICE – 2015 OPERATING BUDGET REQUEST

The Board was also in receipt of the following report November 01, 2014 from William Blair, Chief of Police:

Subject: TORONTO POLICE SERVICE – 2015 OPERATING BUDGET REQUEST

Recommendations:

It is recommended that:

- (1) the Board approve the Toronto Police Service's 2015 net operating budget request of \$957.7 Million (M), which is a \$0M or 0% increase over the 2014 approved budget;
- (2) the Board approve a revised uniform establishment of 5,462 officers, a reduction of 43 from the current establishment;
- (3) the Board approve a revised civilian establishment of 2,218, an increase of 56 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) 2015 operating budget net request of \$957.7M (\$1,088.7 gross) is \$0M or 0% above the 2014 approved budget. This achieves the City Manager's target request to all City divisions, agencies, boards and commissions of a 0% increase over the 2014 approved budget.

A summary of the Service's 2015 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 2016 and 2017 budget outlooks.

The collective agreements between the Toronto Police Services Board (Board) and the Toronto Police Association (TPA) and Toronto Police Senior Officers' Organization (SOO), which expire on December 31, 2014, have yet to be settled. Therefore, the Service's 2015 operating budget request does not include the impact of any salary settlement, as it is not known at this time.

Table 1 - 2015 Summary of Changes

	\$Ms	\$ change over 2014 Request	% change over 2014 Request
2014 Net Budget	957.7		
2015 Target	957.7		
Net impact of salary costs		-\$2.1	-0.22%
Reserve Contributions		\$0.1	0.01%
Other Expenditures		\$4.7	0.49%
2015 Gross Budget Increase		\$2.7	0.28%
Revenues		-\$2.7	-0.28%
2015 Net Budget Increase		\$0.0	0.00%

The current collective agreements expire December 31, 2014, the 2015 budget request does not include the impact of these labour contracts which are currently being negotiated.

Background/Purpose:

The purpose of this report is to provide the Board with the Service's recommended 2015 operating budget request. The report includes information on the level of funding required in 2015 to provide public safety services to the City of Toronto. The recommended request has been developed to achieve the City Manager's target request of a 0% increase over the 2014 approved budget, and is based on:

- Current 2015 plans, anticipated increases/decreases in vendor contracts and revenue sources (e.g. fees, grants);
- Pressures in mandatory accounts; and
- The application of economic (e.g. price indexes) factors and guidelines provided by the City.

Discussion:

The sections that follow provide information on key accomplishments achieved in 2014, the resources and activities required to achieve the Board's and Service's Business Priorities, continuing Service initiatives intended to maximize service levels while managing the cost of policing, followed by detailed information to justify and explain the various funding requirements that make up our 2015 budget request. Specifically, the report contains the following sections:

- What has Driven the Budget Increases from 2004 to 2014
- Key 2014 Accomplishments
- Board and Service Priorities and the Activities to Achieve the Priorities
- Review of Potential Transfer of School Crossing Guard and Lifeguard Programs to City
- Impact of 2015 Pan American/Parapan American Games
- Major Crime Indicators
- 2015 City and Service Budget Guidelines
- 2015 Operating Budget Development Process
- 2015 Operating Budget Request – Details

What has Driven the Budget Increases from 2004 to 2014:

The Service’s net budget has increased by \$288M since 2004, growing from \$669.7M to \$957.7M in 2014.

Table 2 summarizes budget increases between 2004 and 2014. Attachment C provides more detailed information with respect to the breakdown of the overall increases.

Table 2 – Summary of Year-Over-Year Change - Net Operating Budget (\$Ms)

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015 Req.
Net Budget	669.7	708.3	744.5	778.4	814.2	846.9	880.4	922.6	927.8	928.6	957.7	957.7
\$ Increase		38.6	36.3	33.8	35.8	32.8	33.4	42.2	5.3	0.8	29.1	0.0
Total % increase		5.8%	5.1%	4.5%	4.6%	4.0%	3.9%	4.8%	0.6%	0.1%	3.1%	0.0%
Collective Agreement (% impact)		3.4%	3.2%	2.8%	3.2%	2.1%	3.2%	3.4%	2.5%	2.8%	2.9%	0.0%
Other (% impact)		2.4%	1.9%	1.7%	1.4%	1.9%	0.7%	1.4%	-1.9%	-2.7%	0.2%	0.0%

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

- Approximately \$241M or 84% of the total budget increase of \$288M from 2004 to 2014 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.
- \$47M or 16% is related to non-collective agreement related increases. Of this total, \$7M or 2% is related to the hiring of sworn officers , as well as court officers approved by the Board and the City during this time period, due to increases in the number of court rooms by the Province. The phased-in uploading of court security costs by the Province has more than offset this pressure.
- The remaining \$40M 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 averages less than 0.5% annually over that period, which is below the average rate of inflation over that same period.

Key 2014 Accomplishments:

The Service is committed to being a world leader in policing, and is committed to delivering police services which are sensitive to the needs of the community, while promoting innovation, continuous learning and managing for value. 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 the 2014 accomplishments were the result of the Chief's Internal Organizational Review (CIOR), a program focusing on efficiency and effectiveness reviews that will allow the Service to provide sustainable, efficient, effective and economical services. Many of the CIOR reviews were dedicated to reviewing business processes, with the aim of streamlining or changing existing processes, and enabling the redeployment of staff time or positions for better overall service delivery. Essentially the reviews looked at what we do, whether we need to continue doing it, and if so, how and who we do it with, so that most cost-effective use of limited resources is achieved.

A summary of some of the major accomplishments follows:

Service Re-organization

Based on an external consultant's review of the Service's organizational structure, on January 1, 2014, a new organizational structure was implemented by the Service. At its meeting of January 16, 2014, the Board approved the new organization structure on an interim basis through December 2014 (Min. No. P11/14 refers). The objective of the review was to identify opportunities to delayer the current organization structure, recommend further civilianization opportunities, realign hierarchical span of control and structurally align the organization to provide more effective service delivery.

A number of significant changes resulted from the new organization structure, including the elimination of a senior officer rank and certain management positions, as well as the realignment or consolidation of "like" units. The review also identified service gaps for the organization to rectify. The Service is in the process of completing the implementation of the new organizational structure by moving forward with the hiring of positions that resulted from the realignment and consolidation of functions/units.

Stabilization of the Integrated Records and Information System (IRIS)

IRIS is the Service's core operational system that is critical to front-line operations, investigative responsibilities and information for operational and decision-making purposes. The system went live on November 5, 2013 and continues to go through a period of stabilization during 2014 allowing members to become comfortable with the system's functionality and requirements.

Business intelligence and reporting work will continue into 2015, to optimize the benefits to be gained from this new system.

Paid Duty Management System

The automated Paid Duty Management System (PDMS) was implemented in March 2014. The system was developed in response to the City Auditor General's review and recommendations, as well as the need to improve distribution of paid duties throughout the organization and remove uniform members from those distribution functions. The PDMS has made the process of requesting and filling paid duties more efficient for external customers, while broadening the population of officers available to perform requested duties. The business processes that accompany the system are intended to mitigate the risk of non-collection of both the officers' earnings and the Service's administrative fees, and better meet Canada Revenue Agency legislative reporting requirements.

Staffing

Staffing of both uniform and civilian vacancies, after the 2013 hiring freeze, became a top priority in 2014 to ensure that resources were available to effectively provide both internal and external services, and minimize risks in the various business and administrative processes. The Service hired 180 recruits, distributed between the April and August classes and is currently planning a December class of recruits, in order to maintain average deployment numbers. Civilian hiring focused on addressing the backlog of vacancies resulting from the hiring freeze in 2013, as well as new vacancies resulting from normal attrition and approved civilianization opportunities, which will contribute to bringing the overall cost of the policing program down. Approved 2013 civilianization initiatives, which became a 2014 hiring focus, include Divisional Prisoner Management positions, Forensic Identification positions and Scene of Crime technicians.

Provincial Funding

Provincial grants continue to be leveraged to ensure the Service is able to maintain 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.

It is important to note that a significant portion of the provincial funding is tied to staffing levels. As described in further detail in Attachment B, once the Service falls below a threshold of 5,510 officers and recruits, the grant funding begins to be clawed back. As a result, a budget pressure is created as the Service has come to rely on the grant funding to maintain deployment. Therefore any discussions around uniform staffing levels have to take into account the potential loss of provincial grant funding.

Duty Operations Centre

In July, 2014, the Toronto Police Operations Centre (TPOC) went live. TPOC will have oversight of policing operations across the City on a 24/7 basis. TPOC functions include the redeployment of primary response officers across divisional borders based on call volumes and wait times, continuous intelligence monitoring and crime analysis. This unit shares space and operates out of what is currently the Service's Major Incident Command Centre. Although the main centre is up and running, the Service continues to assess technological solutions that would further contribute to the effectiveness of this function.

Centralization of the Transit Patrol Unit (TPU)

In July 2014, the Service's transit patrol functions were consolidated and moved to a centralized location within close proximity to the City's subway system. It should be noted that the TPU is located in a non-City owned location. The arrangement is based on an agreement with a large property management firm that provided an excellent location for TPU operations at a nominal cost to the Service. The move allows for increased efficiency and effectiveness in transit patrol operations.

Implementation of CopLogic for Shoplifting Calls

The software application *Cop logic* is an on-line reporting tool for citizens to input their own occurrence data for subsequent follow up by police support staff. The program became the subject of a 2012 CIOR review, which identified that the application could be used for a broader range of data, thereby reducing the number of occurrences/time front line officers spend inputting data on lower priority occurrences.

As a result, the program was enhanced to divert routine shoplifting (theft under) calls from the regular police response cycle thereby reducing the need for police officer attendance. Major retailers invest heavily in their own loss prevention initiatives, and have embraced the concept of their private security taking on a more active role in the reporting of shoplifting incidents.

In 2014, expanded use of the program, coupled with the Security Partner arrest protocol resulted in reduced efforts by front line officers not having to attend for minor arrests made by private Security Partners, such as Loss Prevention Officers and Security Guards. With the expanded use of CopLogic, the Service conservatively diverts approximately 2,000 shoplifting calls a year. This enables officers to be deployed to higher priority calls and activities.

The use of the CopLogic program highlights how the Service continues to use technology as an enabler to the policing function, providing an effective service while minimizing reliance on human resources. The expanded use of CopLogic is an example of how the Service is increasing the use of on-line reporting to enhance its public safety business model.

Board and Service Priorities and the Activities to Achieve the Priorities:

Every three years, the Board and Service determine the priorities that will be given extra emphasis over the three year period of the plan. Although these priorities do not represent all of

the mandated responsibilities that the Service will be working on, they do provide strategic areas where resources and efforts will be focused on. For the 2014 to 2016 year, the Board and Service reaffirmed their commitment to the following priorities:

Safe Communities & Neighbourhoods

Safe communities and neighbourhoods will continue to be a top priority for the Service in 2015. Public trust, community engagement and public/private partnerships all contribute to public safety. Continuing in 2015, the Service will allocate resources to activities that enhance prevention and enforcement, improve support for victims and witnesses, and improve road safety and traffic flow. Enhanced proactive, rather than reactive engagement of community members, and the development of policing activities, will contribute to fostering a sense of community and improving the perceptions of safety in neighbourhoods. Additionally, our goals are to enhance officers' ability to effectively interact with "people in crisis" (Iacobucci report), and improve both public and Service member awareness of the vulnerabilities associated with the use of the internet and cyber devices.

For the 2015 year, the activities that will help the Service achieve these goals are:

- Targeted public safety initiatives such as Spring Clean, Summer Safety and Fall Maintenance;
- Unit specific initiatives focused in specifics such as Project Red Rose, Hot Wheels and Crib Safe;
- Safer Communities Project;
- Neighbourhood TAVIS initiative;
- The Somali Outreach Program;
- Victim Witness Strategy;
- Police and Community Engagement Review (PACER) Recommendations Implementation; and
- Implementation of Recommendations made by Former Justice Frank Iacobucci in his "Police Encounters with People in Crisis" Report.

Economic Sustainability & Operational Excellence

Although the Service has always been focused on providing value for taxpayers' dollars, more strategic efficiency and effectiveness reviews began with the initiation of the CIOR in 2012. For the first time, economic sustainability and excellence in operations is a standalone goal. This signifies the importance of continuous improvement/value for money and the need to align Service programs with core and priority requirements. This ensures that Service resources are used most effectively in order to enable a more sustainable policing cost model, in the short and longer term. In 2015, the Service will continue operational reviews and the development of partnerships that allow sustainable, efficient, effective and economic services. Developing measurable standards to optimize both internal and external service delivery and improving human resource management and accountability will allow the Service to better manage member performance and comprehensive succession planning for both civilian and uniform members. Finally, the Service continues to explore and expand the use of technology to not only support

administration, operations and investigations, but to also develop and improve the Service's capacity to deal with crimes involving or using technology. The technological initiatives being explored will require up-front investments, and in some cases, enabling legislation.

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.

For the 2015 year, the activities and opportunities that will help the Service achieve these goals are:

- Development of the HR and Performance Management unit within the Human Resources pillar of Corporate Services Command;
- Continue to review processes for improvement opportunities from an efficiencies and value for money perspective and keep administrative overhead at an optimal level;
- Development of an Asset Management Strategy for major capital assets;
- Continue civilianization initiatives that result in better alignment of service requirements with required knowledge, skills and abilities and in most cases, an overall reduced program cost to the Service;
- Continue the Traffic Technology Review, which began in May 2012, and evaluated the use of technology to improve public safety in relation to traffic. As part of the CIOR, a number of technologies such as red-light cameras, pro turn cameras, speed radar cameras and other technologies that are being used in other jurisdictions, as well as the outcomes on public safety for their use, were assessed. In the 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, as well as enable a further reduction in court overtime, as officers would not have to attend court for these offences. The report included a recommendation for the Service and Board to immediately begin to advocate with governing bodies and the City of Toronto for use (or increased use - i.e. red light cameras) of these technologies. This will require meetings with appropriate City and Provincial officials;
- Ensuring all procurement engagements are submitted to a competitive process that promotes fairness and transparency, while obtaining the best price and value for the organization;
- Uniform-specific performance measurement and the program evaluation process;
- Pooling of divisional resources; and
- Flexible shift schedules for specialized units.

High Quality, Professional Service to the Community

High quality and professional service are the cornerstones of the Service core values. In specifically identifying these goals as priority, the Service commits to implementing organizational and operational changes that address concerns of bias, discrimination, profiling and ethics. Through improved training and professional development, Service members will

have the opportunity to enhance the range of skills and cultural competencies needed to police effectively in the City of Toronto, allowing them to embrace diversity and community interactions. Customer service improvements continue to be a priority in 2015, with a focus on both internal and external person to person relations, and the use of a professional, courteous and respectful approach in each interaction.

For the 2015 year, the activities that will help the Service achieve these goals are:

- Finalization of the Service's Customer Service Excellence strategy and implementation of the plan to enhance the provision of quality service to both internal and external customers;
- The continuation of Intercultural and Diversity training;
- Community confidence /satisfaction surveys;
- Victim follow-up notifications;
- Increased education and innovation initiatives;
- Increased number of Virtual Town Hall community meetings
- Implementation of the PACER recommendations; and
- Increased number of high visibility, neighbourhood and community patrols.

Review of Potential Transfer of School Crossing Guard and Lifeguard Programs to City:

The Service continues to review our operations in order to maximize service levels and manage the cost of policing programs. Both the Lifeguard Program and School Crossing Guard Program, which are non-core policing services, were the subject of comprehensive reviews as part of the CIOR. The programs were also reviewed by City Staff, in terms of the City potentially taking over the management of these programs.

Lifeguard Program

The Service's Marine Unit has been administering the Lifeguard Program since 1982. Approximately 84 Lifeguard and 13 Head Lifeguards, who are temporary, part-time non-Toronto Police Association employees, are responsible for 11 beaches. One civilian member of the Marine Unit supervises the program. Lifeguards are trained, equipped and supervised by the Service. Wage rates are set by the Toronto Police Services Board.

The City's Parks, Forestry & Recreation (PF&R) performed a comprehensive review and financial analysis to determine the cost of transferring administration of the program to the City. The proposed location for the group was in the PF&R's Aquatic Section. The City took the direct cost of the program, such as supervisory salaries, materials and equipment into account, as well as the indirect costs such as human resources, labour relations, and financial/administrative services. In addition, the analysis recognized the significant coordination with the Service's Marine Services unit that is required to successfully carry out rescue-related tasks.

The City concluded that it would be more expensive for its PF&R division to administer the program, and has therefore recommended that the lifeguard program continue to be delivered by the Service. The cost of this program is currently provided for in the City's Non-Program budget,

but may be moved back to the Service's operating budget. A decision on this will be confirmed through the 2015 budget review process.

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. There is currently one full-time equivalent civilian assigned to this, so this initiative could result in the civilianization of 11 uniform positions.

Although the Service recommended civilianization of the program management, a determination of where the overall administration of the school crossing guard program should reside was the subject of continuing discussions with the City. Therefore, the implementation of this initiative was put on hold pending further direction from the City and the Board. During 2014, the City conducted their own review of the program, to determine if there was any cost/benefit to moving the program to the City Transportation Services division.

The City took the direct cost of the program, such as supervisory salaries, materials and equipment, into account, along with indirect administrative costs, such as human resource and financial requirements.

The City analysis concluded that it would be more expensive for its Transportation Services division to manage the crossing guard program, and has recommended that the program continue to be administered by the Service. This also enables the current arrangement, whereby a police officer can cover a crossing guard location in an emergent situation, to continue. The cost of this program is currently provided for in the City's Non-Program budget, but may be moved back to the Service's operating budget. A decision on this will be confirmed through the 2015 budget review process.

The Service will continue to review the proposed civilianization option, along with other possible service delivery models, with the goal of implementing a new model for the delivery of this service in 2015.

Impact of the 2015 Pan American/Parapan American Games:

The Toronto 2015 Pan American/Parapan American Games (Games) will be held in the City of Toronto and surrounding municipalities in July and August of 2015. The Toronto Police Service's Pan Am Games Planning Team continues to prepare for the Games' operational phase (June 24 to August 21, 2015), working cooperatively with multiple internal and external stakeholders. Since approximately 65% of the Games' competition and training venues are located within the City of Toronto, extensive planning prior to the arrival of athletes, coaches, team officials, and Games' family members from the 41 participating countries is required. To increase the number of personnel available to meet the Games' resource demands, particularly during between July 6 and July 26, 2015, when personnel requirements are at their peak, a number of staffing strategies have been implemented.

Business continuity planning team members have done extensive analysis of resource obligations required to meet the demands of the Games' operational phase, while ensuring the continuity of regular operations. As a result, the human resource strategy developed for the 2015 budget must balance the increased requirements for uniform members for the Games, regular Service operations, other special events, unexpected events and the need to achieve the City's target.

A budget for the Service's security responsibilities for the Games is being finalized. A cost recovery agreement with the Ministry is in the process of being finalized and executed as well. The Service's budget does not reflect the cost and recoveries for the Games, other than the planning costs that have and are being incurred. Discussions have begun with City Finance staff on how the budget for the Games will be reflected in the Service's 2015 budget.

Major Crime Indicators:

Seven major crime indicators are used as a key barometer of crime within the City. Table 3a indicates that all major crime indicators have decreased significantly (36%) from 2005 to 2013.

Offence	2005	2013	
	Total	% Chg	Total
Murder	80	-29%	57
Sex Assault	1,657	-4%	1,599
Assault	19,164	-25%	14,448
Robbery	4,540	-25%	3,391
Break and Enter	10,997	-42%	6,349
Auto Theft	9,191	-66%	3,096
Theft Over	1,133	-29%	799
Total	46,762	-36%	29,739

Table 3b below highlights that, although major crime was down in all categories except for murder in 2013 compared to 2012, there have been increases in break and enter, auto theft and theft over in 2014. Overall, major crime has increased by 1% in 2014, compared to 2013 (as of September 30, 2014). While year to date 2014 figures show a leveling off of the favourable trends experienced from 2005 to 2013, the indicators are still favourable.

Table 3b - Major Crime Indicators - as at September 30th					
Offence	2012	2013		2014	
	Total	% Chg	Total	% Chg	Total
Murder	41	15%	47	-13%	41
Sex Assault	1,381	-19%	1,114	0%	1,112
Assault	12,080	-10%	10,931	-4%	10,502
Robbery	3,058	-15%	2,589	-15%	2,200
Break and Enter	5,159	-14%	4,431	13%	5,009
Auto Theft	2,725	-15%	2,306	10%	2,541
Theft Over	602	-10%	542	24%	671
Total	25,046	-12%	21,960	1%	22,076

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, investment 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.

As a result, the 2015 operating budget has been prepared with the objective of maintaining an adequate number of uniform members and providing them with required equipment that will allow the Service, in partnership with community stakeholders, to focus on those strategic and proactive activities that continue to contribute to keeping major crime and quality of life indicators in line.

2015 City and Service Budget Guidelines:

For 2015, the City Manager and Deputy City Manager/Chief Financial Officer (CFO) requested that each program and agency submit an operating budget equivalent to their 2014 net approved operating budget – a 0% increase.

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

- Implementation of Efficiency Review savings;
- Implementation of user fee changes;
- Historical spending patterns;
- Continuous improvements; and
- Operating impacts from capital.

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).

2015 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 2015 operating budget request based on the following actions and directions:

- resume hiring of uniform officers to achieve a deployment target of the actual average number of officers deployed in 2013 and 2014;
- budget for non-salary accounts based on year-end 2013 information, year-to-date 2014 information, and known changes;
- no new/enhanced services/initiatives other than civilianization and other efficiency and cost-effectiveness opportunities; and
- operating impacts from capital be reviewed and minimized wherever possible.

No consideration was given to the 2015 and future salary settlement impacts as they are not known at this time.

The Service began its 2015 operating budget development in April 2014. A preliminary budget, serving as the starting point for City Finance staff review, was provided to City staff in July.

From May to August 2014, 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 October 9, 2014, the Board, at its confidential meeting, was presented with a 2015 operating budget request that reflected a 0% increase over 2014. Concurrently, meetings with City Finance staff, the City's CFO and City Manager occurred on August 7 and October 17, 2014.

2015 Operating Budget Request - Details:

As a result of civilianization recommendations included in the Service's HR strategy, the Service's approved uniform deployment target would be reduced from 5,505 to 5,462. 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 5,505. However, the impact of the civilianization initiative, once approved, has been included where appropriate.

The 2015 net operating budget request of \$957.7M will result in the Service attaining an average deployed strength of 5,275 officers in 2015 (which is 230 below the currently approved target of 5,505), as well as services, supplies, equipment and internal services required to effectively support operations.

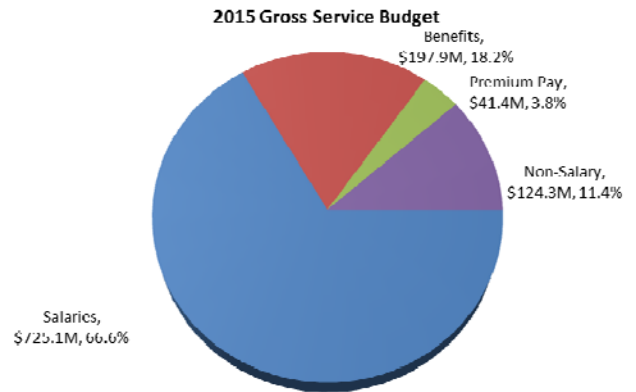


Figure 1. Overall Budget Request

Figure 1 indicates that, on a gross basis, 89% of the Service’s budget is for salaries, benefits, and premium pay (court attendance, callbacks and required overtime). The remaining 11% 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, along with the materials and associated costs of any regular business entity.

Table 4 summarizes the current 2015 request by category of increase/decrease, followed by a discussion on each category.

	2015 Request \$Ms	\$ Increase / (Decrease) over 2014 Budget	% Increase / (Decrease) over 2014 Budget
2014 Net Budget - \$957.7M			
(a) Estimated Impact of 2015 Salary Settlement	n/a	n/a	n/a
(b) Salary Requirements	725.1	\$1.9	0.20%
(c) Premium Pay	41.4	-\$4.4	-0.46%
(d) Statutory Deductions and Fringe Benefits	197.9	\$1.2	0.13%
(e) Reserve Contributions	38.4	\$0.1	0.01%
(f) Other Expenditures	85.9	\$4.7	0.50%
(g) Civilianization	-	-\$0.8	-0.08%
(h) Revenues	- 131.0	-\$2.7	-0.28%
Net Request/Amount above target	\$957.7	\$0.0	0.00%

The current collective agreements expire December 31, 2014, the 2015 budget request does not include the impact of these labour contracts which are currently being negotiated.

(a) Estimated Impact of 2015 Salary Settlement

The current collective agreements between the Board and the Toronto Police Association (TPA) and Senior Officers' Organization (SOO) will expire on December 31, 2014. Therefore, no salary settlement impacts are included in the 2015 operating budget request.

(b) Salary Requirements

The total salary budget for 2015 (exclusive of the impact of the salary settlements) is \$725.1M. This budget represents an increase of \$1.9M (a 0.20% increase over the Service's total 2014 operating budget). Table 5 provides a summary of changes in this category, each of which is discussed in detail below.

	Change \$Ms
- Human Resource strategy for uniform members	
- 2015 impact of 2015 replacements	\$6.5
- 2015 part-year savings from separations (estimated at 180 officers)	-\$10.6
- 2015 annualized savings from 2014 separations (projected at 210)	-\$15.0
- 2015 annualized impact of 2014 replacements	\$11.2
- 2014 annualized and 2015 part-year reclassification costs	\$4.9
- Annualization of CIOR initiative	\$3.5
- Change in gapping experience	\$1.5
- Vulnerable Sector Screening Staff - Offset by Revenue	\$0.8
- Net Other Changes (e.g., in-year job reclassifications, chg in leaves, etc.)	-\$0.9
Total	\$1.9

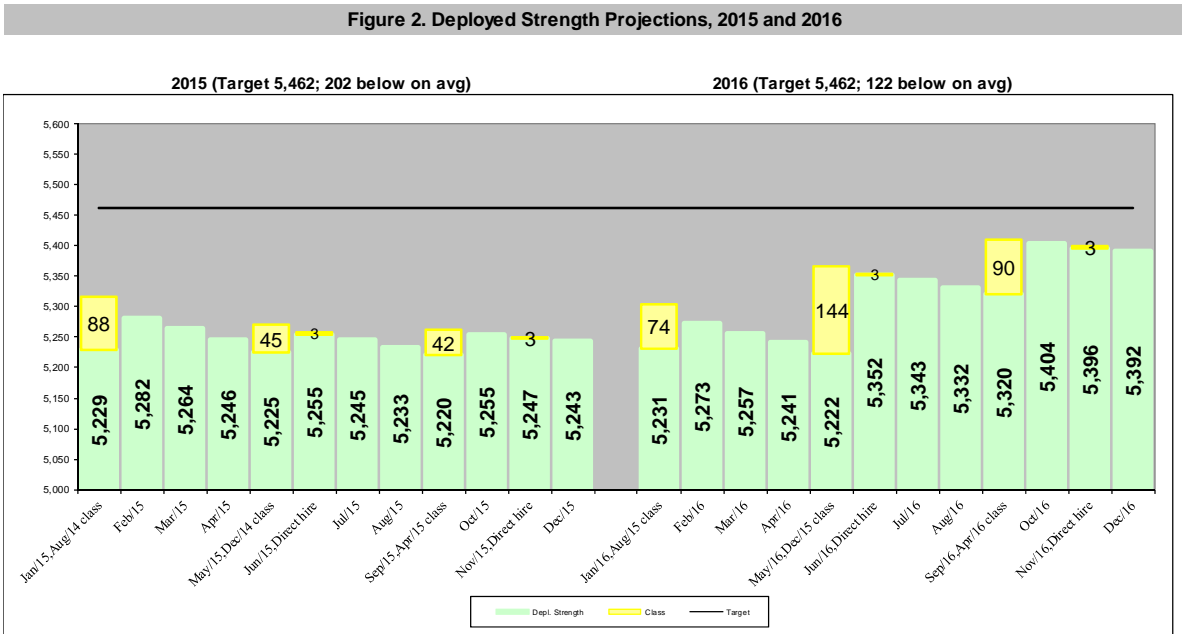
- **Human Resource (HR) Strategy for Uniform Members:** The Service normally plans class sizes for the three intake classes held annually by the Ontario Police College (in April, August, and December), with the goal of maintaining an average deployed strength equal to our approved establishment.

In light of budget pressures, the Service's current strategy reflects a reduced hiring plan to maintain a deployment level in 2015 equal to the 2013 and 2014 average deployment level of 5,275. This deployment level is 230 below the current approved establishment of 5,505, prior to the proposed 2015 civilianization initiatives. To achieve this deployment level, class sizes have been established at 45 for December 2014 and 85 (April), 74 (August) and 144 (December) for 2015 classes. The annualized impact of the 2014 replacements is \$11.2M. The part-year cost of the 2015 hires is \$6.5M. The proposed civilianization initiatives would

result in a reduction of the April class from 85 to 42 recruits. It is important to note that the Service has made a conscious decision to not ramp up hiring to the Board and City current approved establishment of 5,505, in order to help maintain the budget request increase over 2014, at 0%.

2014 separations are projected at 210 (compared to 165 as budgeted for in 2014). 2015 separations are projected at 180. Resignations and retirements occur throughout the year. Given that the Service budget is based on the timing of hires and separations, the impacts from 2014 must be annualized in the following year. The 2015 annualized net impact of 2014 separations results in a budget reduction of \$15M. The part-year savings of 180 officers anticipated to leave in 2015 is estimated at \$10.6M.

Figure 2 shows the impact of proposed civilianization initiatives in 2015 on the Service’s target average deployment, from 5,505 to 5,462. In addition, the Figure depicts the Service’s uniform HR strategy, which includes anticipated classes in December 2014 and the 2015 year, that would allow the Service to maintain average deployment at the 2013 and 2014 levels. Without the class of 45 in December 2014, the Service would be at about 5,200 officers during the busy summer months of 2015 – or about 305 officers below our current approved strength. As noted earlier, the Service’s ability to respond to its’ planned objectives and the policing needs of special events such as the PanAm/Parapan Games is dependent on ensuring the proposed human resource strategy is adhered to. Figure 2 also depicts the net impact of separations and hires in each month for 2015 and 2016, based on the assumptions identified above.



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 2015 cost of reclassifications for officers hired in 2014 and in previous years, is \$3.4M.

- HR Strategy for Civilian Members: Opportunities for civilianization are recommended that would increase the Service's approved civilian establishment to 2,218. For the purposes of this discussion, all comparisons are made to the current Board and City-approved establishment of 2,162. 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.

The 2014 budget contained only part year funding for the CIOR civilianization initiatives; the annualized pressure of these initiatives in 2015 amounts to \$3.5M. It must be noted that had these initiatives not been approved, there would have been a greater pressure on the 2015 operating budget for the costs of the required uniform staffing that the civilians are replacing. The Board should note that civilianization can cause an immediate pressure as a result of the civilian hiring, but reduces the overall program cost once fully implemented.

The Service gapping and hiring strategy generally assumes 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. 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. The Board's direction resulted in a significant reduction in 2013 hires. Following the lift of the hiring freeze in 2014, efforts have been made to fill the significant backlog of positions resulting from the freeze and new vacancies resulting from civilian separations in 2014. Due to the significant number of vacancies, efforts to catch up will continue into 2015 and 2016. Civilian staffing levels are currently well below establishment with approximately 200 vacancies. Civilian separations in 2015 are estimated at 85, based on historical experience. This necessary increased hiring pace results in a \$1.5M pressure on the 2015 budget request.

As evidenced by the 2013 hiring freeze, uniform and civilian vacancies throughout the Service are placing a strain on remaining staff and 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 has resulted 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, even with the vacancies. However, the risk of activities not being fulfilled, services delayed and errors and omissions occurring continues to be a possible reality until vacancies are filled. Reducing the number of vacancies continues to be a top priority; maintaining gapping at reasonable levels is the prudent strategy in the longer term.

Finally, the Board, at its meeting of April 10, 2014, approved the addition of 13 positions to improve the efficiency of responding to requests for vulnerable sector screening checks to

within a two week timeline for completion (Board Minute #P66/2014 refers). Funding for this initiative was to come from a proposed increase to the fees. As a result, Toronto City Council, at its meeting of August 25, 26, 27 and 28, 2014, approved the proposed fee increase to be effective January 1, 2015.

- Civilianization Initiatives (decrease of \$0.8M):** Civilianization is a long-term Service strategy that will continue to review the authority and skills set required to perform jobs and functions, with the goal of providing the respective services in the most efficient and cost-effective way possible. In 2014, a number of positions historically staffed with uniform members, were civilianized. This resulted in a lower uniform establishment, with a corresponding increase to the civilian establishment. As a result, longer term benefits will be experienced, including an overall reduction in the cost of affected programs. In 2015, the Service continued its review of how service is provided, with the goal of identifying initiatives that will allow the Service to provide more efficient, effective or economical services. Table 6 summarizes the civilianization initiatives that have been recommended for implementation, and their staffing impacts.

Table 6 - Summary of Civilianization Initiatives				
Command	Unit	Job Title (Classification if Known)	# of Uniform Positions	# of Civilian Positions
Corporate Services	Accounting Services	Group Leader, CPDO Admin Clerk, Paid Duties Paid Duty Coordinator	-3	3
Corporate Services	Occupational Health & Safety	Health and Safety Officer (Z24)	-1	1
Corporate Services	HR & Performance Management	Uniform database management analyst	-1	1
Operational Support Command	Professional Standards	Governance Analyst (A11)	-3	3
Operational Support Command	Toronto Police College	Training and Couse Facilitator	-7	7
Operational Support Command	Records Management Services	Charge Processing Clerk, A05	-18	18
Specialized Operations Command	Deployment to be determined	Crime Scene Support Technician	-10	10
			-43	43

As a result of the civilianization initiatives, the Service has recommended a decrease to the uniform establishment of 43 (down to 5,462) and an increase to the civilian establishment by the same amount (up to 2,218). The civilianization of an additional 43 positions in 2015, will result in the total civilianization of 142 positions in 2014 and 2015, with further opportunities currently being assessed.

- 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 a decrease of \$0.9M in 2015.

(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 3 provides a breakdown by category of premium pay.

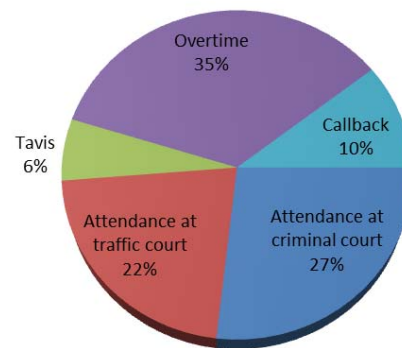


Figure 3. Premium Pay by Reason for Expenditure

The 2011-2014 premium pay budgets were reduced by a total of \$6.9M (18.4%) to address budget pressures (after adjusting for salary settlements, and excluding the impact of off-duty court attendance).

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. However, based on 2014 trends, the Service is now in a position to recommend a further premium pay reduction of \$1.5M, bringing the total reduction since 2011 to \$8.4M (22.5%).

Over and above this decrease, the Service has experienced a significant decrease in premium pay costs incurred for officer attendance at traffic court while off-duty. The 2015 premium pay budget request has been reduced by a further \$2.9M to reflect this experience. However, it is important to note that this reduction has a net zero impact on the Service's operating budget, as the Service will be reducing its recovery from the City by the same amount.

(d) Statutory Payroll Deductions and Fringe Benefits

This category of expenditure represents an increase of \$1.2M (a 0.13% increase over the Service's total 2014 budget). As shown in Figure 4, 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. A small decrease to the rates applied to the Yearly Maximum Pensionable Earnings (YMPE) level for uniform staff for 2015 has been included. Employment Insurance and Canada Pension Plan rates have been updated to reflect estimated levels for 2015. Total costs are projected to remain about the same in 2015 as 2014.

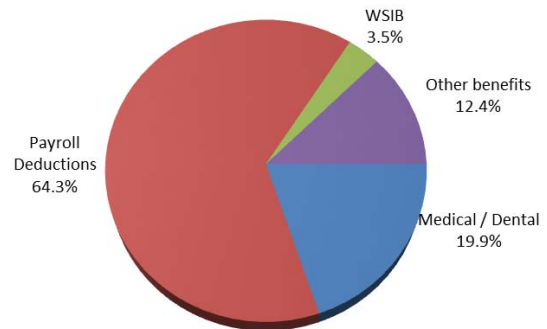


Figure 4. Breakdown of Statutory Deductions and Fringe Benefits

- **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 2014, the Service observed a moderate decline in the increase for these benefits. This has been considered in the 2015 request, resulting in a lower projected increase of \$0.1M.
- **Net other changes to benefits:** The current contract for retiree medical/dental insurance expires at the end of 2014. Premiums are expected to increase significantly in 2015, resulting in a pressure of \$0.8M. The various changes in costs in other accounts (such as group life insurance and Workplace Safety and Insurance Board (WSIB) result in a net decrease of \$0.2M. Benefits funded from reserves are expected to increase by \$0.5M.

(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 2015 budget for contribution to reserves is \$38.4M. This budget represents an increase of \$0.1M over the 2014 contribution amount (a 0.01% increase over the Service's total 2014 operating budget). The small 2015 reserve contribution increase is due to the following:

- **Sick Pay Gratuity Reserve (increase of \$1.0M):** 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 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. As part of the 2014 budget approval process, it was agreed to phase in this increase from 2014 to 2016.

However, to mitigate budget pressures in 2015, the City Manager and City CFO have agreed to extend the phase in period by one year, to 2017. Further increases of \$2.0M in 2016 and \$1.5M in 2017 will be included so that our budget base includes the funding necessary to meet our annual obligations in this regard.

- Central Sick Bank Reserve (decrease of \$1.0M): This reserve funds salaries for staff who have exhausted regular sick time and are on long-term sick leave. Based on projected spending and the balance in this reserve, budgeted contributions for 2015 have been reduced by \$1.0M.
- Contribution to Vehicle and Equipment Reserve (increase of \$0.0M): 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. 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, requested contributions for 2015 are being maintained at 2014 levels, with planned annual increases of \$1.0M in 2016 and 2017.

(f) Other Expenditures

The remaining expenditure categories include the materials, equipment and services required for day-to-day operations, which are similar to those incurred by regular business entities. Wherever possible, accounts within this category have been flat-lined to the 2014 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 \$4.7M (a 0.5% increase over the Service's total 2014 operating budget). The following summarizes the most significant changes:

- Caretaking, Maintenance and Utility Costs for TPS facilities (increase of \$0.4M): The City provides caretaking and maintenance services for the Service, and administers the Service's utility costs. Based on initial estimates, the Service was asked to budget for an increase of \$1.3M. Since then, 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, the requested increase has been reduced to \$0.4M. 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 (decrease of \$0.5M): 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 2015 budget request is based on City established pricing which is unchanged from 2014 and expected usage, which has decreased during 2014. The decrease in usage is expected to continue into 2015, resulting in the reduced budget request.

- Computer Maintenance (increase of \$1.0M): The cost of computer maintenance is impacted by current contract values as well as market rates when existing contracts expire. Technological advances and the addition of new systems (e.g. In Car Cameras) have allowed the Service to alter its approach to policing and increase officer safety and accountability. However, the increase in systems and related software/hardware has caused increased cost pressures. The 2015 increase is due to various contract increases for the Service's maintenance of hardware and software.
- Impact from Capital (increase of \$2.8M): When the capital budget is prepared, estimated operating budget impacts are included as part of the business case, and are identified to the Board and the City, during their consideration and approval of each project in the Capital Program. The operating impact from capital projects in 2015 relates to licensing and maintenance costs for the Toronto Radio Infrastructure Project (TRIP), eTicketing and Integrated Records and Information System (IRIS) projects.
- Net other changes (increase of \$1.0M): 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.). In all cases, increases have been justified during the budget process to ensure that they are operationally required. Through the budget process, these accounts have been reviewed and reduced wherever possible.

(g) Revenues

Total revenue has been increased by \$2.7M, resulting in a 0.28% decrease over the Service's total 2014 net 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's share to be phased-in over the seven year period is about \$45M. An increase of \$6.3M is therefore anticipated for 2015.
- Prisoner Return Recoveries (increase of \$0.4M): 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 began 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. When the 2014 budget was prepared, it was anticipated that all of the revenue would be lost after April 2014. However, a significant number of prisoners continue to be transported to Milton, and as a result, the Service will continue to receive revenue.

- Secondment Revenue (decrease of \$2.0M): There has been a significant reduction on United Nations overseas secondments and as a result, recoveries are expected to be much lower than previous years.
- Off-Duty POA Court Attendance (\$2.9M decrease): As discussed in the premium pay section of this report, there is an anticipated significant decrease in City recoveries for this initiative, in the amount of \$2.9M.
- Grants (decrease of \$0.5M): 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). 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 may not receive full funding from the Safer Community grant in 2015. As a result, a reduction of \$0.5M has been factored into our budget request. It should be noted that civilianization impacts uniform establishment, reducing the amount of grant funding available. For 2015, the reduction in grant revenue has been factored into the net impact of the proposed civilianization initiative shown above.

- Vulnerable Sector Screening (\$0.8M increase): As discussed in the HR Strategy for Civilian Positions section of this report, there is an anticipated increase in revenues for Vulnerable Sector Screening due to an increase in fees effective January 1, 2015.
- Net other changes (increase of \$0.6M): Changes in various other accounts (e.g. recoveries and draws from Reserves to offset increased expenditures) result in a net increase in revenues.

2016 and 2017 Outlooks:

Attachment A provides the 2016 and 2017 outlook budgets for the Service. It should be noted that the financial impact of union contract settlements in place after December 2014 are not known at this time and therefore not factored into the outlook budgets. The outlooks demonstrate that the Service anticipates a 1.66% pressure in 2016 and a 0.51% pressure in 2017 (not including the impact of salary settlements in those years) based on economic indicators and contractual and legislative obligations known at this time.

Conclusion:

The Service’s 2015 net operating budget request is \$957.7M, which is unchanged from the 2014 net operating budget. The Service has taken various actions to ensure that the net budget request meets the City’s target of a 0% increase over the 2014 approved budget.

The 2015 budget request includes the funding required to achieve an average deployed strength of 5,275 in 2015, which is 230 below the authorized target of 5,505, but equal to the average deployed strength for the last two years. If approved by the Board, the average deployed strength will be further reduced by 43 uniform positions, resulting from the proposed civilianization of 43 positions in 2015.

The budget also provides funding for the necessary supporting infrastructure (e.g., civilian staffing, equipment, services), and assumes that civilian hiring will resume at a pace that will address the significant staffing shortages currently affecting the Service.

As shown in Figure 5, the majority of the Service’s budget is allocated to front-line activities such as responding to calls, investigations and traffic enforcement. This allocation of resources allows the Service to focus on activities which meet the Service and Board’s strategic priorities.

Other policing activities include community-based foot and bicycle patrol, and provision of court services. Only 15% of the budget is allocated to internal services like Fleet, Information Technology (IT) and Communications, areas which directly support front-line policing operations. The remaining 4% is assigned to administration and training.

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. The Service has also had to address and fund inflationary and other pressures, such as benefit increases, gasoline costs, etc., while attempting to meet budget targets imposed by the City.

The Service has and continues to promote continuous improvement and value for money thinking across the organization, as evidenced by the Service and Board priority of Economic Sustainability and Operational Excellence, 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 human and other resources.

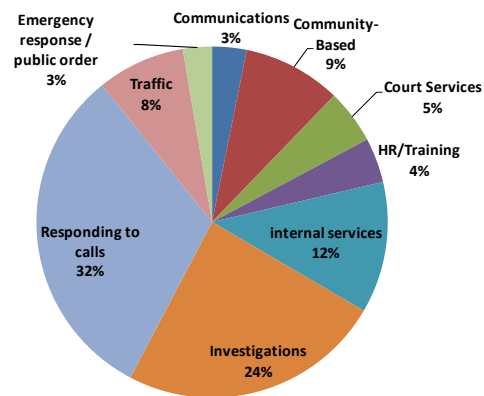


Figure 5 - How Does the Service Use the Taxpayer's Investment in Public Safety

The main reason for the large increase in the Service's budget over the last 10 years has been the impact of the collective agreement settlements. This factor alone has accounted for \$241M or 84% of the \$288M net budget increase from 2004 to 2014. The current collective agreements between the Board and the TPA and SOO expire on December 31, 2014, and the impact of the collective agreements in 2015 is not known at this time. The Service has however, taken various action, as identified in this report, to achieve the City target of a 0% increase over 2014. We are also committed to continuing initiatives that will enable more sustainable, effective and value-added public safety services, so that taxpayers get the greatest return from their investment in public safety services.

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

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

- **Mr. John Sewell, Toronto Police Accountability Coalition***
- **Mr. Miguel Avila**

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

Mr. Sewell expressed concern that a detailed line by line budget is not posted on the Board's website.

The Chair advised the Board that due to the City's truncated budget process, the Board agreed to a shortened budget process. As a result the Board's budget subcommittee has not had an opportunity to prepare the budget in a line by line format that can be posted publicly.

The Chief advised that he would provide a budget within the next 7 days that will be suitable to be posted publicly.

The Board received the deputations and Mr. Sewell's written submission and approved the foregoing report.

The Board approved the following Motion:

1. **THAT the Board work with the Chief to provide a more detailed version of the budget that can be posted publicly.**

Moved by: A. Mukherjee

Board Meeting, November 13, 2014
2015 REQUEST - TORONTO POLICE SERVICE
2015 Request, 2016-2017 Outlook

	# unif.	# civ.	2015 Request	% chg	2016 Outlook	% chg	2017 Outlook	% chg
Total Approved Establishment	5,505	2,162						
2014 Approved Budget			957,661.2					
					2015 Request: 957,661.2		2016 Outlook: 973,524.9	
Salary Requirements								
A Annual'd impact-last year's separations (210(P))			(15,027.5)	2015 sepn:	(7,055.6)	2016 sepn:	(6,543.4)	
B Annualized impact of last year's replacements			11,244.9	2015 rept:	13,078.0	2016 rept:	11,532.2	
C Savings from current year's separations (180(B))			(10,602.4)	2016 sepn:	(9,643.1)	2017 sepn:	(9,643.1)	
D Cost of current year's hires			6,512.6	2016 rept:	6,600.2	2017 rept:	4,769.9	
E Annualized impact of previous year's reclassification costs			3,429.6		2,770.7		3,555.8	
F Part-year current year reclassification costs			1,428.5		1,847.2		2,370.4	
G Leap year			0.0		1,900.0		(1,900.0)	
I Annualization of CIOR initiatives			3,529.1		1,000.0		0.0	
J Change in gapping estimates			1,538.8		1,500.0		0.0	
K Vulnerable Sector Screening - Offset by Revenue (see note 1)		13	761.4		0.0		0.0	
Y1 New Initiatives - civilianization	-43	43	(812.7)		(85.6)		434.1	
L Net other (chg in retention pay, classifications, etc.)			(943.3)		0.0		0.0	
			1,059.0	0.11%	11,911.8	1.24%	4,575.9	0.47%
Premium Pay								
A POA Off-Duty Court Attendance (change in estimate)			(2,944.0)		0.0		0.0	
C Net Other			(1,500.0)		0.0		0.0	
			(4,444.0)	-0.46%	0.0	0.00%	0.0	0.00%
Fringe Benefits								
A Medical / dental / admin changes			109.6		937.8		1,205.6	
B Retiree benefits			839.6		115.5		119.2	
C Benefit costs funded from Reserve (offset by draws)			492.1		4.5		4.7	
D EHT, EI, CPP, OMERS - estimated rates for budgeted salaries			38.8		2,267.9		1,186.4	
G WSIB Medical, Pension, Admin			(259.0)		284.5		231.1	
H Net Other			9.6		45.4		17.8	
			1,230.7	0.13%	3,655.6	0.38%	2,764.8	0.28%
Contributions to Reserve								
A Increased contribution to Health Care Spending Account			100.0		100.0		100.0	
B Increased contribution to Sick Pay Gratuity			1,000.0		2,000.0		1,500.0	
C Planned growth - Vehicle/Equip			0.0		1,000.0		1,000.0	
F Change in contribution to Central Sick Bank			(1,000.0)		0.0		0.0	
			100.0	0.01%	3,100.0	0.32%	2,600.0	0.27%
Other Expenditures								
A Caretaking / maintenance / utilities (facilities)			392.0		1,587.8		635.4	
B Uniform cleaning contract			57.1		57.1		0.0	
C Telephone / data lines			(127.0)		(650.0)		0.0	
D Uniforms			63.7		150.0		100.0	
E Vehicles - prep, parts, tires			10.4		(0.2)		(0.2)	
F Computer maintenance			1,011.5		500.0		525.0	
G Computer hardware / software			330.7		0.0		0.0	
J Courses and seminars			5.1		0.0		0.0	
K Gasoline			(519.6)		0.0		0.0	
L Legal costs			(47.1)		0.0		0.0	
M Other equipment			(125.9)		0.0		0.0	
N Operating impact from capital			2,755.0		357.0		0.0	
O Recruit hiring costs			0.5		0.0		0.0	
Q Communication parts / radio, pager rentals			(29.5)		(120.0)		0.0	
R Contracted Services			203.8		0.0		0.0	
Z Net other			762.1		(6.3)		56.4	
			4,742.8	0.50%	1,875.4	0.20%	1,316.6	0.14%
Revenues								
A Loss of grant funding due to non-hiring			498.7		0.0		0.0	
B Prisoner return recovery			(442.5)		0.0		0.0	
D Provincial funding for court services			(6,292.3)		(6,292.3)		(6,292.3)	
E Changes in secondment revenue			2,029.4		0.0		0.0	
G Changes in other recoveries			(95.7)		0.0		0.0	
H Changes to reserve draws (offsets expenditures)			(554.2)		0.0		0.0	
I Changes in other fees			64.9		0.0		0.0	
J Vulnerable Sector Screening (see note 1)			(761.4)		0.0		0.0	
JI Decrease to Off Duty court attendance			2,944.0		0.0		0.0	
M Recovery from PanAm 2015			0.0		1,613.2		0.0	
N Miscellaneous revenue			(79.4)		0.0		0.0	
			(2,688.5)	-0.28%	(4,679.1)	-0.49%	(6,292.3)	-0.65%
BUDGET INCREASE (DECREASE):	(43)	56	(0.0)	0.00%	15,863.7	1.66%	4,965.0	0.51%
TOTAL BUDGET REQUEST	5,462	2,218	957,661.2		973,524.9		978,489.9	

Notes:

- (1) Civilian establishment changed in-year for vulnerable sector screening staffing; cost directly offset by revenue (zero net impact).
(2) No collective agreement in place after December 31, 2014
(3) PanAm costs currently identified as zero impact; costs have not been allocated by category

Grants Tied to Uniform Staffing Levels

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.

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:

Category	Allocation
Community Policing	175
Targeted Areas:	
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
Total	250

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:

Grant	Benchmark		# Officers Funded over Benchmark	Min. # Officers to Maintain Funding	Funding per Officer	Total Annual Grant Funding
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

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

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015 Req.	2004- 2015	Avg.
Net Budget	669.7	708.3	744.5	778.4	814.2	846.9	880.4	922.6	927.8	928.6	957.7	957.7		
\$ Increase		38.6	36.3	33.8	35.8	32.8	33.4	42.2	5.3	0.8	29.1	0.0	288.0	
Total % increase		5.8%	5.1%	4.5%	4.6%	4.0%	3.9%	4.8%	0.6%	0.1%	3.1%	0.0%	43.0%	
Collective Agreement (\$ impact)		22.7	22.5	21.2	24.7	16.7	27.2	30.2	23.2	25.6	27.3	0.0	241.3	21.9
Hiring (\$ Impact)		0.8	5.1	12.6	4.6	1.8	3.5	0.2	-9.4	-10.0	-2.2	0.4	7.4	0.7
Other (\$ impact)		15.0	8.8	0.0	6.5	14.2	2.7	11.8	-8.5	-14.8	4.0	-0.4	39.4	3.6
Collective Agreement (% impact)		3.4%	3.2%	2.8%	3.2%	2.1%	3.2%	3.4%	2.5%	2.8%	2.9%	0.0%	36.0%	2.7%
Hiring (% Impact)		0.1%	0.7%	1.7%	0.6%	0.2%	0.4%	0.0%	-1.0%	-1.1%	-0.2%	0.0%	1.1%	0.1%
Other (% impact)		2.1%	1.2%	0.0%	0.8%	1.7%	0.3%	1.3%	-0.9%	-1.6%	0.4%	0.0%	5.9%	0.5%
Collective Agreement (% of total increase)		58.8%	62.0%	62.6%	68.9%	51.0%	81.4%	71.6%	441.4%	3287.1%	93.9%	n/a	83.8%	
Hiring (% of total increase)		2.2%	13.9%	37.1%	12.8%	5.6%	10.5%	0.4%	-178.9%	-1284.0%	-7.6%	n/a	2.6%	
Other (% of total increase)		39.0%	24.2%	0.1%	18.2%	43.4%	8.2%	28.0%	-161.7%	-1900.4%	13.7%	n/a	13.7%	

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 13, 2014**

**#P261. TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT:
2015 OPERATING BUDGET REQUEST**

The Board was also in receipt of the following report November 01, 2014 from William Blair, Chief of Police:

Subject: TORONTO POLICE SERVICE PARKING ENFORCEMENT UNIT – 2015
OPERATING BUDGET REQUEST

Recommendations:

It is recommended that:

- (1) the Board approve a 2015 net Operating Budget request of \$44.1 Million (M), a decrease of \$0.5M (1.14%) from the 2014 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) 2015 net operating budget request is \$44.1M (\$45.6M gross). This request represents a decrease of \$0.5M (1.14%) from the 2014 net operating budget of \$44.6M. The main reason for the decrease is due to the annualized impact from the move of the Parking Enforcement East operation from a leased facility to the Service's Progress Avenue site in 2014.

Background/Purpose:

This report provides the Board with information on PEU's 2015 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, community based parking programs 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 impact compliance with Municipal by-laws and enforcement activities. As an example, the City's tag cancellation guidelines can conflict with operating enforcement practices and City By-laws, 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 2014?:

In 2014, several factors had an impact on public behaviour or the ability to issue tags:

- Accelerated attrition throughout the year (including PEOs filling Service vacancies);
- Adverse weather conditions (extreme cold and snow, the lingering impact of the “Ice Storm” and increased levels of construction hampered tag issuance at various times throughout the year. For example, one bad weather day such as snow or flood has the potential to cause a 5,000 reduction in tags;
- By-law consolidation and increased fines for parking and by-law traffic flow related offenses intended to increase compliance (e.g. parking fines for rush hour routes increased from \$60.00 to \$150.00), coupled with highly visible directed patrols;
- By-law exemption for pay and display for 10 minute exception period and 10 minute grace period for couriers engaged in deliveries;
- Implementation of the habitual offender program has had a positive impact on revenues, but hindered tag issuance; and
- Directed patrols to the rush hour corridors and direct patrols in support of traffic congestion management.

The Board should note that Municipal Law Enforcement Officer tag issuance has also declined in 2014.

Despite the above issues, it is anticipated that tag issuance will still be between 2.50M and 2.55M for parking program tags (PEOs, MLEOs and Police Officers) in 2014.

Many of the above issues are expected to continue to have an impact on tag issuance into 2015. In addition, the Pan Am games are expected to have a negative impact on tag issuance as significant numbers of staff will be deployed to assist with traffic flow issues around the Games sites. It must be noted that PEU has been continuously adjusting operations and staff deployments to best meet the many objectives of the unit.

2015 Operating Budget – Guidelines and Budget Development Process

For 2015, the City Manager and Deputy City Manager/Chief Financial Officer (CFO) requested that each program and agency submit an operating budget equivalent to their 2014 net approved operating budget – a 0% increase.

In addition, City Finance issues general guidelines for budget development. For 2015, City Finance guidelines also instructed that the following factors be considered:

- Implementation of Efficiency Review savings;

- Implementation of user fee changes, ensuring compliance with the User Fee Policy and in accordance with the User Fee Review recommendations;
- Historical spending patterns;
- Continuous improvements; and
- Operating impacts from capital.

The development of PEU’s 2015 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 2013 information, year-to-date 2014 information, and known changes; and
- No new initiatives.

2015 Operating Budget Request:

The 2015 operating budget request of \$45.6M (gross) and \$44.1M (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.

Figure 1 indicates that, on a gross basis, 84.5% of PEU’s budget is for salaries, premium pay and fringe benefits. The remaining 15.5% 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 2015 request by category of change, followed by a discussion on each category.

2015 Gross Parking Enforcement Budget

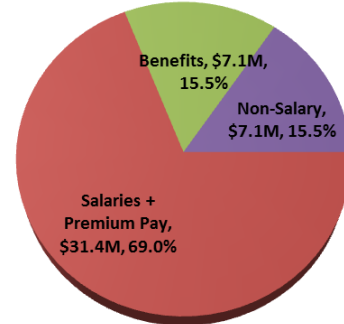


Figure 1. Overall Budget Request

Table 1 - Summary of 2015 Budget Request By Category of Change

	Request \$000s	\$ Increase / (Decrease) over 2014	% Increase / (Decrease) over 2014
2014 Net Budget - \$44,630,100			
(a) Impact of 2014 Salary Settlement	n/a	n/a	-
(b) Salary Requirements	28,770.3	\$7.7	0.0%
(c) Premium Pay	2,710.3	\$0.0	0.0%
(d) Statutory Deductions and Fringe Benefits	7,069.8	\$19.3	0.0%
(e) Reserve Contributions	2,318.3	\$14.5	0.0%
(f) Other Expenditures	4,736.1	<u>-\$416.9</u>	<u>-1.0%</u>
2015 Gross Budget Request	\$45,604.8	-\$375.4	-0.9%
(g) Revenues	<u>-\$1,484.6</u>	<u>-\$134.5</u>	<u>-0.3%</u>
2015 Net Budget Request	\$44,120.2	-\$509.9	-1.2%

The current collective agreements expire December 31, 2014, the 2015 budget request does not include the impact of these labour contracts which are currently being negotiated.

(a) Estimated Impact of 2015 Salary Settlement

The current collective agreements with the Toronto Police Association (TPA) and Senior Officers' Organization (SOO) will expire on December 31, 2014. No salary settlement impacts are included in the 2015 operating budget request.

(b) Salary Requirements (\$28.8M)

The 2015 PEU budget reflects an overall establishment of 394. Included in the establishment is a staff complement of 357 PEOs. The total salary budget for 2015 assumes that the replacement of PEOs continues, based on attrition estimates. This budget represents a \$7,700 increase (a 0.02% increase over PEU's total 2014 budget) due to salary increments.

(c) Premium Pay (\$2.7M)

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 request for 2015 is \$2.7M. This budget represents a zero change from the 2014 budget.

(d) Statutory Payroll Deductions and Fringe Benefits (\$7.1M)

This category of expenditure represents an increase of \$19,300 (a 0.04% increase over PEU's total 2014 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.

(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 2015 budget for contribution to reserves is \$2.3M. This budget represents a \$14,500 increase over PEU's total 2014 budget.

(f) Other Expenditures (\$4.7M)

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 2014 level. The Parking Enforcement East (PKE) and Parking Headquarters Management (PHQ) operation has relocated from a leased facility to the Service's Progress Avenue site. The former PKE and PHQ lease had a five-year term that expired June 30, 2014. At the time of budget preparation, the exact move date was not confirmed and therefore, the 2014 lease budget was not reduced. As a result, the 2015 net lease budget can be reduced by \$507,000.

Overall this category is down \$416,900. The savings from the lease costs have been partially offset by computer life cycle replacements and inflationary increases with respect to intercompany chargebacks between the Toronto Police Service and PEU.

(g) Revenues (\$1.5M)

Revenue is comprised of draws from reserves and towing/pound administrative recoveries. This budget represents a \$134,500 increase over PEU's total 2014 budget.

2016 and 2017 Outlooks:

City Finance has requested that budget outlooks for 2016 and 2017 be provided for each budget. Based on known pressures and inflationary increases, the current estimate for 2016 is \$44.3M (\$0.2M or 0.5% over 2015) and for 2017 is \$44.6M (\$0.3M or 0.5% over 2016). The 2016 and 2017 outlooks do not include any salary settlement impacts.

Conclusion:

The PEU's 2014 net operating budget request of \$44.1M is \$0.5M or 1.14% lower than the 2014 net operating budget of \$44.6M. The 2015 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.

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

The Board approved the foregoing report.

Moved by: D. Noria

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 13, 2014**

**#P262. TORONTO POLICE SERVICE – 2015-2024 CAPITAL PROGRAM
REQUEST**

The Board was also in receipt of the following report November 01, 2014 from William Blair, Chief of Police:

Subject: TORONTO POLICE SERVICE 2015-2024 CAPITAL PROGRAM REQUEST

Recommendations:

It is recommended that:

- (1) the Board approve the Toronto Police Service's 2015-2024 Capital Program with a 2015 net request of \$15.9 Million (excluding cash flow carry forwards from 2014), and a net total of \$242.1 Million for 2015-2024, as detailed in Attachment A; and
- (2) the Board forward a copy of this report to the City Budget Committee for approval and to the City's Deputy City Manager and Chief Financial Officer for information.

Financial Implications:

Capital projects are funding either from the issuance of debt by the City of Toronto (City) or through draws from Reserves established for specific purposes (e.g. the Service's Vehicle and Equipment Reserve). The Reserves are funded via contributions from the Service's operating budget. The use of Reserves along with the allocation of City development charges for qualifying Service projects, reduce reliance on debt funding.

Table 1 below provides a summary of the Toronto Police Service's (Service) 2015-2024 Capital Program request compared to the City of Toronto's ten-year affordability debt target.

The Service's 2015-2024 Capital Program meets the City's ten-year debt-affordability target on average over the ten years. Additional detail on debt-funded and Reserve-funded projects can be found in Attachments A and B respectively.

Table 1. Summary of 2015-2024 Capital Program Request (\$Ms)

	2015	2016	2017	2018	2019	5-Year Total	2020-2024 Total	2015-2024 Total
Total On-Going and New Projects	21.9	32.7	43.7	32.0	39.4	169.7	125.8	295.5
Reserve-funded projects	21.4	19.7	26.7	30.9	27.5	126.2	121.3	247.5
Total gross projects:	43.3	52.4	70.4	62.9	66.9	295.9	247.1	543.0
Other-than-debt funding	-21.4	-19.7	-26.7	-30.9	-27.5	-126.2	-121.3	-247.5
Funding from Development charges	-6.0	-1.3	-8.5	0.0	-11.4	-27.2	-26.2	-53.4
NET DEBT FUNDING:	15.9	31.4	35.2	32.0	28.0	142.5	99.6	242.0
CITY DEBT TARGET:	20.8	36.3	35.2	36.6	26.4	155.3	86.7	242.0
Variance to target "(over)/under"	4.9	4.9	0.0	4.6	-1.6	12.8	-12.9	0.0

The implementation of capital projects can have an impact on the Service’s on-going operating budget requirements. Capital projects and investments usually require maintenance, support and operation beyond the initial one-time project cost. It is important to determine the impact of the on-going effects on the operating budget. As a result, capital spending decisions are not made independently of the operating budget impact, as the total cost of ownership must be considered.

The Service is also continuing its strategy to properly fund the replacement of vehicles, technology and other equipment through contributions to the Vehicle and Equipment Reserve (Reserve). Attachment C provides a summary of the estimated operating impact from capital excluding Reserve-funded projects. The 2015 incremental operating impact is \$2.8M, \$150,000 of which is for the cost of eTicketing printers which will be covered by the City’s Court Services department. Approval of the 2015-2024 capital program request will result in an estimated annualized pressure to the Service’s operating budget of \$6.7M by 2024, mainly due to increased system maintenance and building operations requirements. These increased operating costs will be included in future operating budget requests, as required.

Background/Purpose:

The purpose of this report is to provide the Board with details of the Service’s 2015-2024 Capital Program request. At its confidential meeting of October 9, 2014, the recommended Capital Program was presented to the Board for consideration. The request has also been reviewed with City Finance staff as well as the City Manager and the Deputy City Manager and Chief Financial Officer.

Attachment A to this report provides a detailed project listing of debt-funded projects, and Attachment B provides a detailed listing of projects funded from the Vehicle and Equipment Reserve. Attachment C provides a summary of the 2015–2024 program estimated operating impact from capital, excluding Reserve-funded projects.

Discussion:

Capital projects, by their nature, require significant initial financial investments. However, they can also provide longer-term organizational benefits and impacts. An organization's capital program should therefore be consistent with and enable the achievement of the organization's strategic objectives.

Strategic Direction – The Shift to Technological/Information Related Initiatives:

The Service's 2015-2024 Capital Program request contains projects that continue to address and improve the Service's ageing facility infrastructure, and ensuring our key information and technology needs are appropriately addressed.

The projects in the capital program will:

- ensure our facilities are safe and accessible to the public, and in a state of good repair;
- enable operational effectiveness/efficiency and service enhancement;
- result in improved information for decision making and to better meet operational requirements;
- ensure all new facilities incorporate Accessibility for Ontarians with Disabilities Act (AODA) requirements;
- help enhance officer and public safety;
- contribute to environmental protection/energy efficiency; and
- ensure our fleet and computer equipment are properly replaced.

The objectives of the capital budget have evolved and are being shifted from being facilities-focused to more technology/information systems-focused, with an emphasis on producing and managing information as well as enabling effective analysis to support public safety operations and services. New and emerging technologies are playing an increasingly crucial role in policing by equipping officers with enforcement and investigative tools that have the potential to make them better informed and more effective. Given the increasing power of technology, the extensive growth in social media, mobile communications infrastructure, and the expansion of innovative applications available, the need for computer assisted tools and mobility continues to increase in law enforcement agencies. Technology also presents the opportunity to increase officer safety and accountability

Technology is also changing the structure and operation of law enforcement agencies, enabling administrators to more efficiently manage and deploy resources, monitor crime trends with greater precision, and target intervention and investigative assets with greater effectiveness. Technology is facilitating closer and more collaborative relationships between law enforcement

and the community. The explosive growth and technological sophistication of smartphones and the surging popularity of social networking sites have empowered the general public and raised expectations regarding the transparency of the law enforcement organization, the services provided, and the public's ability to communicate with the police. The Service must therefore position itself to effectively lead and participate in the evolving technological and information sharing environment in order to meet its public safety objectives.

The Service is exploring various projects such as Next Generation 911 (NG911), Integrated Strategic Threat Analysis & Response System (iSTAR), Body Worn Cameras, expanded use of Conductive Energy Weapons (CEWs), Business Intelligence and a pilot project for Electronic Document Management (EDM). This will allow us to consider and where appropriate, embrace advancements in technology in order to increase accountability and efficiency, and improve the safety of both police and the public. However, the benefits of these initiatives and other opportunities will have to be balanced against the cost, both one-time and on-going.

Development of Cost Estimates and Project Management:

Due to the large cost and complexity of capital projects, the Service has developed and has been following a formal project management framework since 2006. This framework requires the submission of a project charter for each approved project request, and the establishment of a steering committee to oversee the project during its lifecycle.

The cost estimate for each project in the recommended Capital Program has been reviewed to ensure the estimate and annual cash flows are still valid, taking into consideration key project milestones, procurement requirements, any third-party actions/approvals required, as well as other applicable assumptions and information. It is important to note that the Service takes all known factors related to the project cost into account in order to develop accurate cost estimates. However, assumptions can change throughout the project as more information becomes available, and more importantly, before going through a formal procurement process for the various requirements. Despite due diligence efforts taken in advance of the actual start of the project, issues could come to light as work progresses. Consequently, the estimates could change as the project progresses.

The Board and City are kept apprised of any changes to cost estimates as soon as they become known. Any required transfers from other projects in the program are fully justified and reported to the Board and City Budget Committee for approval. As previously indicated, the Service continues to strive to deliver projects on or below budget, and has been very successful in achieving this objective in the last 10 years. However, even with the best planning and management, there are times when additional funds are required for certain projects, due to required scope changes, unanticipated events or higher than anticipated market prices. The Service is also mindful of operating budget impacts and so, some projects not yet started are being revisited to ensure they are still viable from an overall budget perspective.

2014 Accomplishments:

The Service experienced a number of key accomplishments related to the implementation and management of the capital program in 2014:

- Completion of renovation and move of the Service's new Property and Evidence Management facility excluding auto squad (below budget by \$640K);
- Completion of renovation and move the new Parking Enforcement unit facility (below budget by \$450K); and
- Continuing to stabilize and provide production support efforts, including staffing considerations, for Versadex and eJust, following the the November 2013 go-live of the Integrated Records and Information System (IRIS).

City Debt Affordability Targets:

Corporate targets for Agencies, Boards, Commissions and Departments (ABCDs) are allocated by the City's Deputy City Manager and Chief Financial Officer (City CFO). The Service's 2015-2024 Capital Program meets the City's overall debt target, on average, over the ten-year program. However, due to the length and scheduling of projects, there are variances in some years (see Table 1).

2015-2024 Capital Program Request:

The 2015-2024 Capital Program is segregated into four categories for presentation purposes:

- A. On-Going Projects
- B. Projects beginning in 2015-2019
- C. Projects beginning in 2020-2024
- D. Projects funded through Reserves
- E. Potential Projects Outside of Proposed Portfolio

A. On-Going Projects

There are four projects in progress in the 2015-2024 Capital Program:

State-of-Good-Repair (SOGR) – ongoing

This project provides funding for the SOGR requirements that the Service is responsible for. The Service has been budgeting approximately \$4M annually for this project. However, due to a shortage of staff (vacancies) in the Service's Facilities Management, the capacity to properly manage planned projects does not exist. As a result, the Service has reduced the requested funding in 2015 to \$1.8M. A detailed SOGR backlog list and ten-year plan has been provided to City Finance staff.

Human Resource Management System Upgrades (\$1.1M, beginning in 2014)

Human resources information and payroll administration for the Service is managed using the PeopleSoft Human Resource Management System (HRMS). This project provides funding for an upgrade to HRMS beginning in 2014. This upgrade is necessary to reduce the risk associated with relying on outdated software and avoid the risk of losing vendor support. Maintaining access to system support is particularly important with a payroll system which must incorporate annual (or more frequent) tax updates and Human Resource regulations into system programming and functionality.

The start date of this project was delayed in order to review the possibility of taking advantage of new functionality that was not included in the original project plan such as enhanced position management and organizational charts, and automating benefits administration. The scope was also expanded to incorporate a review of the current training methodology, approach, and training materials to ensure that the effectiveness of the current train-the-trainer process is updated.

The estimated operating budget impact for incremental maintenance costs is \$22,000 annually, beginning in 2016. Funding for a further upgrade of this product has been added to 2020 and 2021, at an estimated cost of \$1.2M.

52 Division Renovation (\$8.3M, beginning in 2014)

The current program includes a funding request for the renovation of the 52 Division facility. Due to the current staffing shortage in the Facilities Management Unit (FCM), the majority of the work in this facility will be done in 2015. The current budget is based on an initial design plan. However, it will be refined once the exact plan and scope of work is finalized and approved.

Peer-to-Peer Data Centre (\$19.1M, beginning in 2014)

An information technology disaster recovery plan enables continued computer-related operations after a disaster prevents the use of a computer facility normally used to support critical business operations and information. Typically, a disaster recovery (DR) site is built with an active primary site and a secondary site on standby. However, in a Peer-to-Peer (P2P) model, both centres are active at the same time. In a disaster, computer functions at the unaffected centre as well as policing and support operations, continue with no disruption to services.

The Service's current DR site is located in a 3,000 square foot facility leased from the City of Toronto (City) and is currently shared with the City's main data centre. This site houses the Service's mission critical (Class A) systems, which store highly sensitive electronic information relating to the day to day business needs of Service.

A number of significant issues with the current DR site have been previously reported to the Board, as part of the capital budget process:

1. Space at the current DR site is shared with the City, and has reached maximum capacity;
2. Electrical capacity at the current site has been exhausted, impacting power redundancy;
3. The security needs of Service differ from those of the City and what is currently available;
4. Industry in the vicinity of the existing DR site is not conducive/ideal for a data operation and poses a risk to that operation; and
5. Industry best practice related to distance between the primary and secondary sites (between 25 and 40 kilometers) is not being followed, as the current distance between the two Service sites is 7 kilometers.

The nature of the Service's business creates a unique situation when considering options for a P2P DR site. The Service's need for internal business continuity and the timely, effective and efficient response is dependent on planning and preparedness efforts. Proper planning and preparedness ensures business continuity and protects the health, safety and welfare of City residents. Although cost is always a major consideration, the need to keep Service systems up and running particularly during a disaster and the additional security requirements because of the sensitivity of policing information, are equally important to the analysis of options available.

The Service has identified a number of options available for a P2P DR site:

1. Remediation/Retro-fit current location;
2. Co-locate at a new site with the City of Toronto or other Police agencies;
3. Co-locate with another organization at a multi-tenant facility;
4. Utilize a modular data centre;
5. Outsource to a peer to peer data centre service provider; and
6. Design, build and operate a separate TPS data centre.

The Service's Information Technology Services (ITS) unit has initiated discussions with possible partners identified with each option, such as the City of Toronto and other police agencies, to determine the feasibility of joining together. It became evident through the discussions that none of the possible partners could commit to the same time period required by the Service and/or financial resources in order to execute a joint strategy. Furthermore, the needs of each organization were not necessarily determined and had the potential of seriously delaying the Service's ability to move forward. This is a critical issue based on the current location's serious space and power issues, and must therefore be addressed as expeditiously as possible.

ITS also engaged the services of a consultant to perform a high level analysis of the costs associated with each option. The cost estimates provided by the consultants included broad

assumptions and were based on their best experience with P2P DR sites. However, the costs did represent a reasonable expectation of the expected upfront/one-time and annual funding obligations.

The consolidated work of the consultant and ITS concluded that the best option for the Service, given the immediate operational need, the security and location risks and the unique business requirements, is to design, build and operate its own facility, in a structure that would ultimately be owned by the City of Toronto.

During the capital budget process meetings in 2013, the Board was presented with the results of the work performed to this point, supporting the design/build/operate conclusion, at which time the Board requested the Service to examine the activities of other police agencies of similar size and financial institutions. As a result, ITS surveyed nine police agencies and five financial institutions. Four of the nine police services responded to the survey. All of these police services indicated that they operated their own DR data centres in State or City-owned facilities. Only one financial institution responded to the survey, and it indicated that it also operated its own facility for information that was considered highly sensitive in nature. The banking respondent did indicate that outsourcing of this function only occurred where and when it made sense based on required security and operational control. The results of the survey work were presented to the Board at its confidential meeting of October 9, 2014.

As a result of considerable analysis, the Service continues to recommend that the Board approve a P2P DR site that is designed and built specifically to Service specifications and operated by Service staff. Given the nature of the Service's security requirements, the ability to manage its own risk associated with the DR strategy, the cost feasibility and the real estate attractiveness (legacy value) of holding property on a City-owned location make the option recommended viable.

The current budget assumes a high-level cost of acquiring land (most likely outside the City of Toronto) and constructing a building to meet the Service's requirements and based on best practice disaster recovery provisions. The search by City Real Estate however could also identify a suitable building that would be renovated to meet our requirements. The current assumption is for a 5,000 square feet computer room, with an additional 1000-2000 square feet for support and to accommodate the housing of staff in the event of a large and prolonged disaster. The estimated cost of the site could change as a result of several factors, including the cost of the land ultimately acquired by the City, and the size and design of the facility. The facility size and design will be reviewed and confirmed to identify any potential reductions, once the location is finalized. It is important to note, however, that City Real Estate will not start a search until there is approved funding for this project. An operating cost impact of \$350,000 per year is estimated for building operations and utilities costs, beginning in mid-2017.

The Board will be kept apprised of any changes to the current preliminary budget through the capital budget approval process, as well the quarterly capital variance reporting process.

B. Projects beginning in 2015-2019

54 Division Facility (\$37.3M, beginning in 2015)

This project provides funding for the construction of a new 54 Division. The current facility was built in 1951 as a light industrial building and subsequently was retrofitted for police use and occupied by the Service in 1973. The project has been in the Service's capital program for the last several years based on the long-term facilities plan.

There are both physical and operational issues with the existing 54 Division site and building:

- Space for members occupying this facility is insufficient;
- The building is in a general state of disrepair. Both the Service and the City perform ongoing maintenance and repair. However, due to the age and condition of the building, there are issues with respect to the heating, ventilation and air condition system, the electrical system, plumbing, and the fire protection and alarm system. The building and site are prone to flooding, and the building does not meet current Accessibility for Ontarians with Disabilities Act (AODA) accessibility standards;
- The site is in an industrial location and not easily accessed by visitors and members, as there is no direct access to public transit, and there are limited parking spaces; and
- There are issues with respect to locker room facilities, firearms storage, front counter security, detention cells, investigative and response areas.

The budget includes funding for land acquisition, construction and other costs. Service staff have been working with City Real Estate to acquire a suitable property. The current budget assumes the construction of a 55,000 square foot facility built to LEEDS Silver standards, although the Service no longer seeks LEEDS Silver certification. Costing assumptions are based on construction costs of previous divisional projects, updated for a construction inflation rate. The project cash flow assumes the acquisition of land and some of the design work would begin in 2015 with construction starting in 2016.

It should be noted that the project cost could change as a result of several factors, including the cost of the site ultimately acquired, the size and design of the facility as well as market conditions with respect to the construction services required. The facility size and design will be reviewed and confirmed to identify any potential reductions, once the site is selected. The Board will be kept apprised through the quarterly capital variance reporting process.

An operating cost impact of \$144,000 per year is estimated for additional building operations and utilities, beginning in mid-2018.

During the 2014-2023 capital program review process, the approval to commence the actual implementation of the project was deferred by the Board to allow for further consideration.

This project will therefore not commence and no financial commitments will be made until Board approval is obtained.

Time Resource Management System (TRMS) Upgrade (\$4.1M, beginning in 2015)

The Service uses an off-the-shelf payroll time and attendance software solution, known as TRMS. This system went live in August 2003, and is used to collect and process time and attendance-specific data, administer accrual bank data, and assist in the deployment of members. Since its implementation, the Service has upgraded TRMS to enhance the existing functionality and de-customize the application to reduce maintenance and upgrade costs.

An effective time and attendance system is critical for any organization. This project would provide funding to upgrade the current system which will only be supported by the vendor until the end of 2017. The cost estimate for the project is based on the costs incurred during the last upgrade.

Funds allocated to this project are based on the continuing need to upgrade the system. However, the Service's needs with respect to time-keeping, deployment, scheduling and exception reporting and approval are becoming more sophisticated and complex. Consequently, while the immediate plan is to upgrade the existing system, the Service will also be reviewing the changing and future requirements and potentially revise the business case to not upgrade, but rather completely replace, the current system.

In this regard, there are several options available to the Service. One option is to explore the possibility of participating in the City's new enterprise time and attendance system solution. Another is to determine what other systems are available in the market that meet the Service's needs. The Service will perform required due diligence and review all options to determine the most viable option in light of its unique labour and time keeping environment. Given these current unknowns, this business case will continue to be developed and the Board will be kept apprised during future budget development cycles, or once a more definitive option is validated.

The annual operating budget impact for incremental maintenance costs, if the current planned upgrade is completed, is estimated at \$22,000 beginning in 2017. Funding for a further upgrade of this product has been added to 2022 to 2024, at an estimated cost of \$4.2M.

Business Intelligence (BI) Technologies (\$8.8M, beginning in 2015) - project formerly identified as Data Warehouse

BI Technologies represent a set of methodologies, processes, architectures, and technologies that transform raw data into meaningful and useful information used to enable more effective strategic, tactical, and operational insights and decision-making. Services such as Edmonton, Vancouver, New York and Chicago already have BI solutions that enhance their operations.

The objectives of this project include developing a strategy and architecture for building and maintaining a data warehouse environment, and providing associated interfaces and

appropriate query and data-mining tools. In turn, the technologies will enable an environment where users will be able to make more effective business decisions, provide improved customer service, and spend less time on searching, acquiring and understanding data. In a policing environment, improved data management can lead to improved crime analysis, based on identification of unrecognized data relationships and trends, improved deployment of resources, and a heightened ability to prioritize investigation of crimes or incidents.

This project has been deferred for a number of years due other priorities in the capital program. However, it is now necessary to move forward with the implementation of the data warehouse, which is a best practice for large organizations. The City has also commenced work on a business analytic system framework for its operations. The Service has and will continue discussion with City staff to ensure best practices and opportunities to leverage our work during the planning and implementation project life-cycle, are mutually shared and considered.

Progress on this project and any issues that materialize will be reported to the Board through the quarterly capital variance reports.

The annual operating budget impact resulting from incremental maintenance costs and staff support of the system is currently estimated at \$1M. However, the Service will continually review and refine this estimated to keep on on-going cost impact as low as possible.

Electronic Document Management (EDM) Proof of Concept (\$0.5M, beginning in 2015)

An enormous collection of paper-based information exists throughout the Service. It is expensive to create, collect, file, archive, retrieve, reproduce and transport the information. The primary goal of an EDM system is to store, control, monitor, and report on a repository of electronic document files. These documents come from various sources, including office productivity suites, document workflow applications, and other applications that create, edit, update, or delete documents.

In its simplest form, an EDM system represents a group of files as a folder or directory. Given the size and diversity of large enterprises, and of the documents that they produce, EDM systems provide sophisticated capabilities to manage large repositories of documents through the use of metadata and rules that determine what content can be created, read, updated, or deleted and any workflows associated with these activities. EDM provides a range of benefits, including improved efficiency, productivity, access to information and improved customer service. Reduced operating costs are anticipated through the reduced use of paper and printing, and lower requirements for physical storage space.

This project will take a phase-in approach. The scope is for phase one, to be a proof of concept, where two units of the Service will be tested. If the testing is successful, the system could be introduced to other areas or functions of the Service as well as the Board office. If justified from a cost and benefit analysis, a Service-wide roll-out would include conducting a high-level assessment of today's paper-based information across the Service, evaluating

potential electronic document management and workflow solutions, establishing electronic document standards, policies and procedures, and planning for a Corporate-wide solution.

Radio Replacement (\$36.5M, beginning in 2016)

The Service's current communication radios were replaced over the period of 2006 to 2012. Although the lifecycle for these radios is ideally seven years, the Service has decided to replace these radios every ten years to reduce capital costs. While the extension of this lifecycle to ten years has resulted in some incremental operating costs, there is still an overall cost benefit to the Service. This project provides funding for the replacement of radios beginning in 2016 (for radios purchased in 2006) to 2022.

41 Division Facility (\$38.9M, beginning in 2017)

This project provides funding for the land acquisition and construction for a new 41 Division. Land costs could change significantly based on the actual location chosen and market values at the time of purchase. The Service will also explore the feasibility of constructing a new facility on the current 41 Division site. This could reduce the cost estimate for this project significantly, as there would be no land-acquisition cost. However, it would also make the project more complicated in terms of relocating existing staff during construction of the new facility, and will result in costs to move and house the officers in an alternate location. It will also increase the time required to complete the project. Some of the land savings would be re-directed to the costs of temporarily re-locating 41 Division staff during the construction process.

The present project cash flow assumes the acquisition of land. Some of the design and minor construction work would begin in 2018 with the majority of construction commencing in 2019.

Based on current standards, the budget assumes the construction of a 55,000 square foot facility built to LEEDS Silver standards, although the Service no longer seeks LEEDS Silver certification. Costing assumptions are based on construction costs of previous divisional projects, updated for the construction inflation rate. The project cost could change as a result of several factors, including the cost of the site (if one is acquired) as well as the size and design of the facility. The facility size and design will be reviewed and confirmed to identify any potential reductions, once the site is selected. The Board will be kept apprised through future capital budget processes.

The additional operating cost impact of \$144,000 per year is a high-level estimate for building operations and utilities commencing from mid-2020.

TPS Archiving (\$0.8M in 2017)

This project requests funding for the establishment of an archiving function at the Service's Progress Avenue site. Legislation requires the Service to store "cold case" files for a minimum of 25 years. Memo books are also stored for a lengthy period. The relatively new

requirement of video storage is also increasing. Service staff are endeavouring to reduce current holdings, but based on retention periods, the Service is faced with increasing storage requirements.

The Service currently stores its archival records and files at City Archives. However, the City is experiencing space issues within its storage facility. In 2011, City Archives indicated that there would be a newly introduced charge for storing and retrieving boxes. The Service has not yet been required to pay this fee. However, once invoicing for the fee begins, based on initial discussions and assuming a ten-percent growth annually (based on 2011-2013 estimates), storage costs would grow to \$300,000 or more annually, within five years.

There is no on-going operating impact currently assumed as a result of this project. Future analysis will be required to determine if any additional resources will be required, and an update will be provided in future capital programs.

32 Division Renovation (\$12M, beginning in 2017)

This project requests funding for the renovation of 32 Division as per the Service's long-term facility plan for replacement and renovation of facilities. An amount for required renovations has been estimated. However, this estimate will be further reviewed and refined as the project start date approaches.

The cost of the project has been increased in the current program by \$5M to include structural modifications to the garage area and providing additional usable square footage, elevator modernization, upgrades to cells for prisoner and officer safety, exterior upgrades to provide parking for disabled members of the public, improved storm water management to resolve the frequent ponding in the parking lot, upgrades and replacement of major HVAC system components including major electrical upgrades. The amount represents an estimated value of re-modernizing based on a closer review of requirements. However, as noted above, further study will more closely refine the project budget. The Board will be kept abreast of changes in scope and cost estimates in future budget development processes.

13 Division Facility (\$38.9M, beginning in 2018)

This project provides funding for the land acquisition and construction of a new 13 Division facility. Land costs could change significantly based on the actual location chosen and market values at the time of purchase. The project cash flow assumes planning in 2018, acquisition of land in 2019 and construction beginning in 2020.

The budget assumes the construction of a 55,000 square foot facility built to LEEDS Silver standards, although the Service no longer seeks LEEDS Silver certification. Costing assumptions are based on construction costs of previous divisional projects, updated for the construction inflation rate. The project cost could change as a result of several factors, including the cost of the site (if one is acquired), the size and design of the facility, and construction market conditions at the time. The facility size and design will be reviewed and

confirmed to identify any potential reductions, once the site is selected. The Board will be kept apprised through future capital budget processes.

The additional operating cost impact of \$150,000 per year is a high-level estimate for building operations and utilities commencing from mid-2021.

Automated Fingerprint Identification System – AFIS (next replacement - \$3.1M in 2019)

The current AFIS system was purchased and implemented in late 2012. The system has an estimated lifecycle replacement of five to seven years. The replacement is scheduled to be implemented in early 2019.

C. Projects beginning in 2020-2024

There are five projects beginning during the 2020-2024 period. The majority of these projects relate to the continuation of the Service’s long-term facility plan for replacement and renovation of facilities.

D. Reserve funded projects

All projects listed in this category are funded from the Service’s Vehicle and Equipment Reserve (Reserve) and have no impact on debt financing. Using the Reserve for the lifecycle replacement of vehicles and equipment avoids having to debt-finance these purchases. This approach has and continues to be supported by City Finance. It should be noted, however, that this strategy of funding equipment replacements from the Reserve results in an impact on the operating budget, as it is necessary to make regular annual contributions to replenish the Reserve balance so that future requirements are sustainable.

Estimates for all projects are revised annually based on up-to-date information, and new replacement plans are included as they become known. Attachment B identifies all of the currently identified Reserve-funded projects.

The current plans suggest a deficit beginning in 2017; however, replacement requirements, budgets and timelines are being constantly reviewed to ensure viability of the Reserve on a long-term basis.

Table 2, below, provides a summary of anticipated Reserve activity for 2015-2024:

Table 2. 2015-2024 Reserve Activity (\$Ms)

	2015	2016	2017	2018	2019	...	2024
Opening Balance*:	\$6.2	\$4.2	\$4.8	-\$0.5	-\$9.0	...	-\$11.5
Contributions:	\$19.4	\$20.4	\$21.4	\$22.4	\$23.4	...	\$28.4
Draws:	\$21.4	\$19.8	\$26.7	\$30.9	\$27.4	...	\$23.2
Year-end Balance:	\$4.2	\$4.8	-\$0.5	-\$9.0	-\$13.0	...	-\$6.3
Incremental Operating Impact	\$0.0	\$1.0	\$1.0	\$2.0	\$2.0	...	\$2.0

E. Potential Projects outside of the Proposed Portfolio

Next Generation 911 (NG911)

The current system for 911 calls works on an analog platform and can only receive voice calls. Bell Canada owns the 911 telecom infrastructure for Toronto. The full Next Generation 911 (NG911) implementation will upgrade existing systems to accept digital Internet Protocol (IP) information instead of analog information. This will enable Public Safety Answering Points (PSAP) to accept text and other digital mediums. All PSAPs will need to upgrade their call centre technology to ensure continued service for the new platform.

Three main phases of enhanced functionality are predicted, specifically: replacement of the current 911 system; change from voice to IP format; and acceptance of multimedia formats. In 2014, the Service performed the analog to digital upgrade that it was mandated by legislation to perform, at a cost of approximately \$0.5M. However, the ability to accept multi-media formats is an emerging issue that staff continues to investigate, together with other police services in Ontario and across North America. Staff are also engaging City staff on this initiative, as NG911 is, to a certain extent, an issue for Toronto Fire and Emergency Medical Services as well.

Due to the many unknowns related to this project, no funding can be estimated at this time. However, the Board is advised that Service staff continue to work with public safety partners to move towards recommending the extent of the implementation both desired and required in the future.

Expanded use of Conductive Energy Weapons (CEWs)

On August 27, 2013, the Ministry of Community Safety and Correctional Services announced a change to the Ontario government's rules regarding the use of CEWs. Effective immediately and as of that date, the province is allowing police services to put CEWs in the hands of frontline officers if the police services choose to increase the deployment of these units.

A number of coroner's inquests have made reference to CEWs and the July 2014 former Justice Iacobucci Report: *Police Encounters with People in Crisis* recommends that the Service consider conducting a pilot project to assess the potential for expanding CEW access within the Service, with consideration of:

- Supervision;
- Use of Cameras with CEWs; and
- Reporting

As a result of the Iacobucci report, the Service has assembled an implementation team to review the recommendations with the goal of implementing them, were practical and feasible, including a review of the CEW pilot project recommended. There would be both capital and operating cost impacts if the Service were to begin equipping frontline officers with CEWs. The cost per unit, including ancillary equipment such as holsters, cartridges, etc. is estimated at \$2,000 per unit (or approximately \$2.4M per 1,000 officers). There are also related costs for training of officers that are equipped with CEWs as well as replacement of cartridges, maintenance and subsequently replacing the units. A detailed assessment would be required to determine exactly which and how many officers would be equipped, and what the training and on-going operating requirements would be. The additional costs would be viewed against the benefits expanding the use of CEWs would potentially provide. The capital program does not include a budget for additional CEWs at this time.

Integrated Strategic Threat Analysis and Response System (iSTAR)

Having the right information in the hands of the right people at the right time will significantly enhance the Service's near real time decision-making abilities, as well as the:

- ability to coordinate and deploy resources to provide consolidated and centralized information in support of investigations;
- assist in solving crimes;
- assist in crime and order management;
- utilize social media and other open information sources to their fullest extent; and
- maintain City-wide situational awareness.

iSTAR allows for a centralized and focused management of incidents or events, both planned and spontaneous, as well as escalations that require advanced coordination and response. iSTAR aims to ensure effective, efficient Operational Readiness and Response, refine the formal Emergency Planning and Preparedness processes, and define opportune areas to leverage existing technology assets more effectively. This would increase Service

effectiveness, thereby helping to enhance customer service, and develop/implement new technology as an enabler to drive positive change and desired outcomes.

This project will provide the capacity for the centralized management of daily operations and will facilitate operations during major planned events. This project will leverage new and existing technologies to implement an enterprise-wide solution. It will provide a robust and flexible system capable of performing a myriad of functions to support the operations of the Toronto Police Service.

This project is currently in the planning stage. Although a need has been identified, a detailed plan, specifications/functionality design and budget estimate are not yet available.

Body Worn Cameras

The Iacobucci Report: *Police Encounters with People in Crisis* also recommends body worn cameras as a means to enhance officer safety and accountability, provide valuable evidence for the courts, and reduce use-of-force incidents and complaints. In 2014, approximately \$0.59M of operating funds have been allocated for the purchase of 100 body wearable cameras and accompanying infrastructure from three vendors selected through a competitive Request for Proposal process. Once the cameras are obtained, a pilot project will be conducted for approximately 12 months in four units of the Service, to determine the usability and functionality of the devices, technological issues, as well as to assist with any required clarification and strengthening of the “rules of engagement” associated with a full-Service roll-out of the technology. The pilot project will be governed by a working group, established to develop the guiding principles that include consideration of human rights, privacy and existing legislation, determination of evaluation criteria and the establishment performance indicators.

The results of the pilot, along with a recommendation regarding body-worn cameras, will be provided to the Board as they become available, at which time next steps will be determined.

Conclusion:

A detailed review of all projects in the Service’s 2015-2024 capital program request has been conducted, to ensure the capital program reflects the priorities of the Service, is consistent with the Service’s strategic objectives, and is in line with City provided debt targets. The 2015-2024 capital program has a 2015 net request of \$15.9M (excluding cash flow carry forwards from 2014), and a net total of \$242.1M for the ten-year period. The 2015-2024 Capital Program request meets the City’s total debt affordability target for the ten-year program. However, the program does not achieve the City’s annual debt target for each year. This is due to the fact that there is limited flexibility to adjust cash flows to meet the annual City targets, as the funds required for each project vary and are tied to a construction or other schedule.

This Capital Program request has been reviewed with the Board and City staff and is being tabled at the Board for approval and submission to the City.

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

The Board approved the following Motion:

- 1. THAT the Board approve the foregoing report with the exception of the 54 Division project consideration of which will be deferred until the Board has an opportunity to consider the KPMG Comprehensive Organizational Review.**

The Chief stated that the 54 Division project will therefore not commence and no financial commitments will be made until Board approval is obtained.

Moved by: M. Thompson

2015-2024 CAPITAL PROGRAM REQUEST (\$000s)

Attachment B

Project Name	Plan	2015	2016	2017	2018	2019	Total	2020	2021	2022	2023	2024	Total	Total
	to end of 2014						2015-2019 Request						2020-2024 Forecast	2015-2024 Program
Other than debt expenditure (Draw from Reserve)														
Vehicle and Equipment (LR)	57,054	6,350	6,021	6,054	5,990	6,990	31,405	6,104	5,804	5,804	5,804	5,804	29,320	60,725
Workstation, Laptop, Printer (LR)	33,674	2,700	3,000	4,150	2,800	2,800	15,450	3,050	4,300	2,900	2,900	3,150	16,300	31,750
Servers (LR)	25,910	4,515	3,045	2,499	4,203	4,741	19,003	4,741	3,197	2,624	4,807	4,158	19,527	38,530
IT Business Resumption (LR)	15,092	1,281	1,407	1,365	1,235	1,786	7,074	1,345	1,477	1,433	1,775	1,553	7,583	14,657
Mobile Workstations (LR)	16,664	0	0	300	9,420	1,000	10,720	0	0	300	9,420	1,000	10,720	21,440
Network Equipment (LR)	8,358	998	1,200	2,900	2,800	2,400	10,298	1,750	1,750	2,250	3,750	1,750	11,250	21,548
Locker Replacement (LR)	2,567	350	500	350	48	198	1,446	48	198	48	48	48	390	1,836
Furniture Replacement (LR)	5,202	1,485	743	757	1,485	1,485	5,955	772	1,514	772	757	757	4,572	10,527
AVL (LR)	1,498	0	0	0	0	1,500	1,500	0	0	0	0	1,500	1,500	3,000
In - Car Camera (LR)	444	0	2,202	2,195	0	0	4,397	0	2,202	2,195	0	0	4,397	8,794
Voice Logging (LR)	1,127	0	0	0	300	0	300	0	0	0	300	0	300	600
Electronic Surveillance (LR)	1,070	0	0	1,069	0	0	1,069	0	0	1,091	0	0	1,091	2,160
Digital Photography (LR)	253	233	272	0	0	0	505	228	258	0	0	0	486	991
DVAM I (LR)	1,109	657	362	362	362	350	2,093	263	262	244	244	244	1,257	3,350
Voicemail / Call Centre (LR)	315	0	0	500	0	0	500	0	0	500	0	0	500	1,000
DVAM II (LR)	1,203	0	0	0	0	1,263	1,263	0	0	0	0	1,263	1,263	2,526
Asset and Inventory Mgmt.System (LR)	195	0	0	0	72	0	72	0	0	72	0	0	72	144
Property & Evidence Scanners (LR)	117	0	0	0	0	40	40	0	0	0	0	40	40	80
DPLN (LR)	500	0	0	0	0	750	750	0	0	0	0	750	750	1,500
Small Equipment (e.g. telephone handset) (LR)	1,120	100	0	0	0	750	850	750	0	0	0	0	750	1,600
Small Equipment - test analyzers (LR)	870	0	0	0	580	508	1,088	0	0	0	0	0	0	1,088
Small Equipment - ICC Microphones (LR)	0	137	0	0	251	251	639	251	0	0	251	251	753	1,392
Small Equipment - Video Recording Equipment (LR)	448	92	92	92	92	92	460	92	92	92	92	92	460	920
Radar Unit Replacement	353	212	46	291	186	9	744	14	10	5	340	245	614	1,358
Livescan Machines (LR)	423	0	0	0	540	0	540	0	0	0	540	0	540	1,080
Wireless Parking System (LR)	2,341	0	0	2,973	0	0	2,973	0	0	0	2,973	0	2,973	5,946
CCTV	252	250	250	0	0	0	500	275	275	0	0	0	550	1,050
AEDs	0	0	12	0	12	0	24	112	0	27	0	12	151	175
Fleet Equipment	300	100	100	100	100	100	500	100	100	100	100	100	500	1,000
Security System (LR)	465	635	500	475	450	440	2,500	570	465	465	465	465	2,430	4,930
Conducted Energy Weapon (CEW) Replacment	0	1,320	0	0	0	0	1,320	0	0	0	0	0	0	1,320
Marine Vessel Electronics Replacement	0	0	0	300	0	0	300	0	0	300	0	0	300	600
Total Reserve Projects:	178,924	21,415	19,752	26,732	30,926	27,453	126,278	20,465	21,904	21,222	34,566	23,182	121,339	247,617

2015-2024 - CAPITAL BUDGET REQUEST (\$000s)

OPERATING IMPACT FROM CAPITAL

Attachment C

Project Name	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Comments
Radio Infrastructure	1,124.4	1,141.4	1,141.4	1,141.4	1,141.4	1,141.4	1,141.4	1,141.4	1,141.4	1,141.4	Operating impact provided by the City (TRIP maintenance plus licensing for the microwave system)
Property and Evidence Management Facility	733.0	740.3	747.7	755.2	762.7	770.3	778.1	785.8	793.7	801.6	Building Operations, Service Contracts and Utilities. 2015 is based on the IDC request. Included estimated increase of 1% per year
14 Division - Central Lockup	454.2	458.8	463.3	468.0	472.7	477.4	482.2	487.0	491.9	496.8	Building Operations, Service Contracts and Utilities -2015 request is based on IDC request. Included estimated increase of 1%
eTicketing Solution	150.0	150.0	150.0	150.0	150.0	150.0	150.0	150.0	150.0	150.0	Cost adjustments in 2015. Printers cost will be covered by City's Court Services under IDR
IRIS - Integrated Records and Information System	2,241.4	2,241.4	2,241.4	2,241.4	2,191.4	2,191.4	2,191.4	2,191.4	2,191.4	2,191.4	Maintenance costs; lifecycle contribution
54 Division	0.0	0.0	0.0	72.0	144.0	145.4	146.9	148.4	149.8	151.3	Building Operations, Service Contracts and Utilities; starting half a year 2018. Included estimated increase of 1% per year
HRMS Upgrade	0.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	Incremental maintenance cost of \$22K per year from 2016
TRMS Upgrade	0.0	0.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	Incremental maintenance cost of \$22K per year from 2017
Peer to Peer Site	0.0	0.0	175.0	350.0	353.5	357.0	360.6	364.2	367.9	371.5	Building Operations, Service Contracts and Utilities; starting mid-2017
41 Division	0.0	0.0	0.0	0.0	0.0	72.0	144.0	145.4	146.9	148.4	Building Operations, Service Contracts and Utilities; starting half a year 2021
13 Division	0.0	0.0	0.0	0.0	0.0	0.0	75.0	150.0	151.5	153.0	Building Operations, Service Contracts and Utilities; starting 2024
Business Intelligence Technology	0.0	0.0	300.0	1,038.0	1,038.0	1,038.0	1,038.0	1,038.0	1,038.0	1,038.0	\$0.59M for salaries for 5 people; \$0.5M for maintenance
Total Projects Operating Impact	4,703.0	4,753.9	5,262.8	6,260.0	6,297.7	6,387.0	6,551.5	6,645.6	6,666.4	6,687.5	
Total Projects Operating Impact excluding Facilities Maint	3,515.8	3,554.8	3,876.8	4,614.8	4,564.8	4,564.8	4,564.8	4,564.8	4,564.8	4,564.8	
Total Projects - Incremental Operating Impact	2,755.0	50.9	509.0	997.1	37.7	89.3	164.5	94.1	20.8	21.0	

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 13, 2014**

#P263. CRIME STATISTICS

The Board was also in receipt of the attached correspondence dated November 12, 2014 from Frances Nunziata, City Councillor.

The Chief advised that the crime statistics information and mapping previously posted on the Service's website was based upon the previous records system. He advised that Service is going through a number of significant changes with respect to the new information system, however, he expects that eventually the new system will have the ability to map crime statistics and post the data online for the public.

The Board received the correspondence.

Moved by: A. Mukherjee



Councillor Frances Nunziata
Council Speaker
Toronto City Council
Ward 11
York South-Weston

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Suite C49
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November 12, 2014

To: Chair and Members of the Toronto Police Services Board

Re: Crime Statistics

In recent months, the Toronto Police Service (TPS) has changed the way in which it displays crime statistics on the TPS website. Since these changes were implemented, I have received a number of complaints from the public, specifically related to the way in which Crime Indicators are now reported.

In the past, one could visit the TPS website, select a police division and neighbourhood of interest, and a map upon which the various crimes that took place within that area would appear (Figure 1). The map would give the public a clear indication of not only the crimes that were reported, but where they occurred. This way of reporting out crime statistics has since been changed such that Crime Indicators are now reported on a chart, with numbers and percentages (Figure 2), providing no information as to where within the police division these crimes took place.

I respectfully request that the Board ask that the Chief of Police reconsider the changes made to the way crime statistics are reported on the TPS website with consideration given to reinstating the practice of mapping crime indicators within police divisions as was previously done.

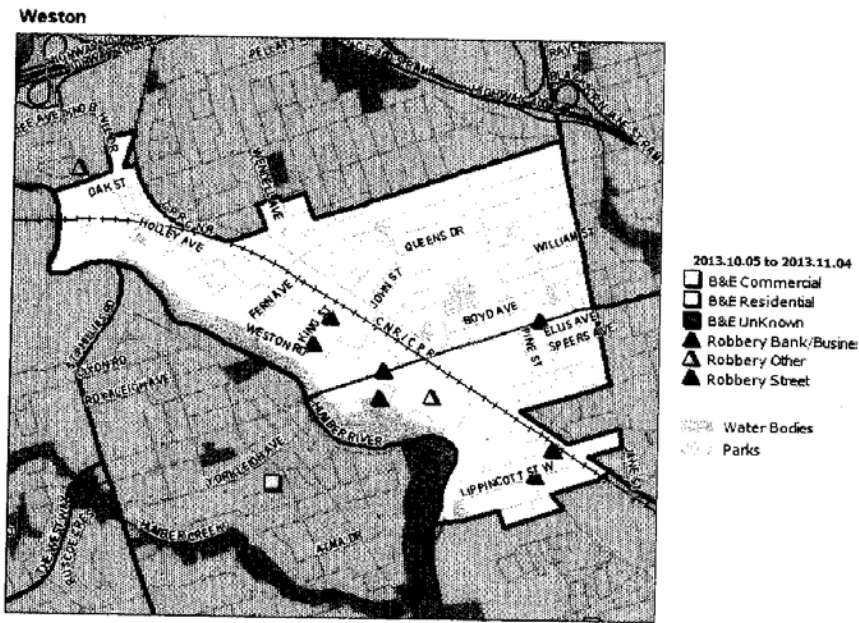
Yours Sincerely,

A handwritten signature in black ink, appearing to read "Frances Nunziata", written over a large, stylized flourish or scribble.

Frances Nunziata
Councillor, Ward 11, York South-Weston

Att. (1)

Figure 1: Crime indicators as previously reported on TPS website



CLOSE X

Figure 2: Crime indicators as currently reported on TPS website

Toronto Police Service
To Serve and Protect
416-924-9101 | Emergency 911

Newsroom | Community Safety | Sexting Toronto | Inside the TPS | Programs | Contact Us | Office Sites

TPS Crime Statistics
Crime Indicators

Note: By accessing these pages, the reader agrees to full acceptance of disclaimer terms and conditions.

Displaying data for: **12/2/2014**

Geographical Command/Division: **12 Division**

Offence	2012			2013			2014		
	% Chg.	% Clear	Total	% Chg.	% Clear	Total	% Chg.	% Clear	Total
Assault	4%	50%	59	-3%	53	55	-12%	70%	58
Auto Theft	22%	4%	10	-2%	10	15	1%	8%	18
Breach and Enter	11%	31%	28	-15%	24	21	-3%	31%	13
Burglary	19%	41%	16	-12%	13	14	-25%	23%	3
Sexual Assault	28%	5%	8	-14%	4	11	25%	45%	10
Theft Over	22%	8%	2	-12%	1	2	-15%	44%	1
Total	16%	40%	1,400	-10%	47%	1,288	-8%	63%	1,483

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 13, 2014**

#P264. ESTABLISHMENT OF COMMUNITY AWARDS

Councillor Thompson requested that the Board establish two annual awards promoting police/community partnership in honour of Superintendent (retired) Bob Qualtrough. Councillor Thompson stated that Superintendent Qualtrough was an outstanding resident of Scarborough and an outstanding police leader. Also, that as a police leader Superintendent Qualtrough had great impact in the community, as well as in terms of the work he did with young police officers in his leadership role as Superintendent of 41 Division.

The Board approved the following Motions:

- 1. THAT the Board consider establishing an annual non cash award of excellence and leadership in promoting police-community partnerships in honour and memory of late Superintendent Bob Qualtrough to be awarded to a member of the Service and to a member of the community; and**
- 2. THAT the Board direct the Chair to report to the Board on the process required to establish this award.**

Moved: M. Thompson

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 13, 2014**

#P265. *IN CAMERA* MEETING – NOVEMBER 13, 2014

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
Ms. Frances Nunziata, Councillor & Member
Mr. Michael Del Grande, Councillor & Member
Dr. Dhun Noria, Member
Mr. Andrew Pringle, Member
Ms. Marie Moliner, Member

Absent: Mr. Michael Thompson, Councillor & Vice-Chair

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 13, 2014**

#P266. ADJOURNMENT

Alok Mukherjee
Chair