

18. October 27, 2014 from Alok Mukherjee, Chair

Re: Toronto Police Services Board – Proposed 2015 Net Operating Budget

27 October 2014

To: Members
Toronto Police Services Board

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,
1. 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.

Respectfully submitted,

Alok Mukherjee
Chair

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