



The following *draft* Minutes of the meeting of the Toronto Police Services Board held on November 12, 2015 are subject to adoption at its next regularly scheduled meeting.

The Minutes of the meeting held on October 19, 2015, previously circulated in draft form, were approved by the Toronto Police Services Board at its meeting held on November 12, 2015.

MINUTES OF THE PUBLIC MEETING of the Toronto Police Services Board held on **NOVEMBER 12, 2015** at 1:00 PM in the Auditorium, 40 College Street, Toronto, Ontario.

PRESENT:

Mr. Andrew Pringle, Chair
Dr. Dhun Noria, Member
Ms. Marie Moliner, Member
Ms. Shelley Carroll, Councillor & Member
Mr. John Tory, Mayor & Member

ABSENT:

Mr. Chin Lee, Councillor & Vice-Chair

ALSO PRESENT:

Mr. Mark Saunders, Chief of Police
Ms. Jane Burton, City of Toronto - Legal Services Division
Ms. Deirdre Williams, Board Administrator

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 12, 2015**

#P278. APPOINTMENT TO THE BOARD – KENNETH JEFFERS

The Board was in receipt of the attached Order-in-Council No. 1507/2015 which was approved by the Lieutenant Governor on November 4, 2015 appointing Kenneth Jeffers as a member of the Toronto Police Services Board for a period of two years.

Chair Andrew Pringle administered the oath of office and the oath of secrecy to Mr. Jeffers.

The Board received the Order-in-Council and extended a welcome to Mr. Jeffers.

Moved by: A. Pringle



Ontario
Executive Council
Conseil exécutif

Order in Council
Décret

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and concurrence of the Executive Council, orders that:

Sur la recommandation de la personne soussignée, le lieutenant-gouverneur, sur l'avis et avec le consentement du Conseil exécutif, décrète ce qui suit :

Pursuant to the provisions of the *Police Services Act*, as amended,

Kenneth Jeffers, Toronto

be appointed a member of the Toronto Police Services Board for a period of two years, effective from the date of this Order-in-Council.

Recommended *K. Wynne*
Premier and President
of the Council

Concurred *Jim Bradley*
Chair of Cabinet

Approved and Ordered NOV 04 2015
Date

Ed Dowdson
Lieutenant Governor

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#P279. UBER – CITY OF TORONTO

Chair Pringle advised that he had recently received several requests from members of the taxi industry to deliver deputations to the Board with respect to UBER's ride sharing services which are now operating in Toronto. The taxi industry believes that UBER drivers are operating as unlicensed taxicabs. Chair Pringle asked Chief Saunders to explain whether the TPS has authority to deal with UBER insofar as its enforcement of City By-Laws and the *Highway Traffic Act*.

Chief Saunders said that the police are hampered from becoming involved in enforcing the laws relating to the Uber matter by several issues. They include the fact that Peace Officers are not protected by current legislation when they operate in an undercover capacity under the Highway Traffic Act or City by-laws. In a judgement related to the city's attempt to get an injunction, the judge found that making arrangements for a ride on the Uber application (app) was not the same as a making a "call" anticipated in the legislation and so the mechanics of obtaining an Uber ride does not constitute an offence under the existing law. He cited the fact that Uber drivers are under no obligation to identify themselves as Uber drivers (apart from the requirement to produce a driver's licence, ownership and insurance paper as required by the HTA and the CAIA). He also advised the Board that the proof of each transaction was very complicated to obtain – from the identity of the person actually making the "arrangement" via an app on a cell phone to proving the financial connection between the passenger and the driver. The Chief advised that the Police are waiting for changes to the city's regulation of ground transportation to clarify the situation.

The Board received the foregoing.

Moved by: A. Pringle

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#P280. UPDATE ON THE CHILD & YOUTH ADVOCACY CENTRE

The Board was in receipt of the following report October 07, 2015 from Mark Saunders, Chief of Police:

Subject: STATUS UPDATE: CHILD & YOUTH ADVOCACY CENTRE

Recommendation:

It is recommended that the Board receive this status report on the Child and Youth Advocacy Centre.

Background/Purpose:

This purpose of this report and presentation is to provide the Board with an update on the achievements and status of the Child and Youth Advocacy Centre (CYAC), covering the period of October 1, 2013 – September 30, 2015. The presentation will be provided by Detective Sergeant Gregory Payne of the Toronto Police Service - Specialized Criminal Investigations - Sex Crimes, Mrs. Karyn Kennedy, President & CEO of BOOST Child & Youth Advocacy Centre and Mr. Dave Fleming, Branch Director, Intake Branch, Toronto Children's Aid Society.

Discussion:

The CYAC occupies three floors at 890 Yonge Street in Toronto and provides co-located services using a coordinated, multi-disciplinary team approach to the investigation, prosecution, treatment and prevention of child abuse. The primary goal of this partnership was to establish a facility whereby partnering professionals would be able to provide expert services to child abuse victims.

Partner agencies ensuring the safety and well-being of the victims include: Children's Aid Society of Toronto, Catholic Children's Aid Society, Jewish Family & Child Services, Native Child and Family Services, BOOST Child & Youth Advocacy Centre, Sick Children's Hospital, SAFE-T Program: Halton Trauma Centre the Child Development Institute and the Victim Witness Assistance Program.

In 2005, a steering committee was formed in Toronto with partner agency representation. All partners committed staff and resources to the planning and implementation. A CYAC pilot project was conducted from April 2011 – March 2013 involving many of the partner agencies in the west end of Toronto.

Initial funding was received from the Federal Government, the Ministry of Children and Youth Services and the Ministry of Community Safety and Correctional Services. Significant contributions were also provided by private donors, which were instrumental in the opening of the CYAC on October 1, 2013.

Types of Cases Investigated at the CYAC:

Cases investigated include serious physical, sexual and emotional abuse or neglect of victims under the age of 16, as well as sexual offences of victims under the age of 18. Investigators also collaborate with the respective Service division and/or the Specialized Criminal Investigations - Homicide unit in the event of a death of a child under the age of 16.

Joint Investigation – Initial Planning:

CYAC supervisors co-ordinate an investigative team comprised of an assigned Children’s Aid worker and police officer. There is a pre-investigation discussion, sharing of information and investigative planning. The team can also consult with the Hospital for Sick Children’s member and a mental health clinician if needed.

Caseflow Enhancements:

An advocate is assigned to the victim and family. Following the investigative interview, the advocate participates in the debrief meeting and facilitates internal referrals within the centre as well as in the community.

Case reviews and peer reviews of interviews with an expert from the Hospital for Sick Children occur regularly. The two reviews enhance the investigative process, improve forensic interviewing skills, and in turn the potential for successful outcomes. Members discuss investigations, concerns, updates and plan next steps.

CYAC Caseload Analysis: First two years:

In the last two years, 1,566 reports have been investigated. A comprehensive breakdown will be included in the presentation to the Board. When appropriate, the CYAC model fosters the ability to achieve an informal resolution, in partnership with stakeholders. This provides resolution benefits to victims, families, systems and agencies.

Upcoming Challenges:

The current lease at 890 Yonge Street ends in December 2018. The current model does not offer services to children, youth and their families living in Scarborough, Etobicoke or all of North York. Children in those areas of the City of Toronto are still required to go to a number of different locations for services. They do not have the benefit of the multi-disciplinary team approach.

Conclusion:

This presentation regarding the progress of the CYAC will provide insight to the Board on this very collaborative and successful initiative. The CYAC uses creative partnerships and combines the experiences, knowledge and skills of all members to provide improved support for victims and families affected by abuse. Policing resources traditionally utilised within the Toronto Police Service are now being shared with partner agencies. Support and referrals provided by the CYAC and its partners deliver high quality, professional service to the community.

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

The following persons were in attendance and delivered a presentation to the Board on the progress of the Child and Youth Advocacy Centre (“CYAC”):

- **D/Sgt. Gregory Payne, Specialized Criminal Investigations, Sex Crimes Unit**
- **Dave Fleming, Branch Director, Intake Branch, Toronto Children’s Aid Society**

A copy of the presentation is on file in the Board office.

Following the presentation, D/Sgt. Payne and Mr. Fleming responded to questions by the Board.

The Board received the foregoing report and the presentation. The Board also expressed its appreciation to D/Sgt. Payne and Mr. Fleming for the work that they are doing to improve the support for victims and families affected by abuse.

Moved by: D. Noria

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**#P281. MOBILE CRISIS INTERVENTION TEAM – UPDATE AND RESULTS
OF PROGRAM EVALUATION**

The Board was in receipt of the following report October 27, 2015 from Mark Saunders, Chief of Police:

Subject: MOBILE CRISIS INTERVENTION TEAM - UPDATE AND OUTCOME
EVALUATION REPORT PRESENTATION

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

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

Background/Purpose:

The Mobile Crisis Intervention Team (MCIT) Steering Committee has now received the results of a program evaluation conducted by the Centre for Research on Inner City Health (CRICH). In Addition, during 2014-15 the MCIT program expanded to include all geographical areas of the City of Toronto, with the addition of a new team supported by North York General Hospital, to serve the Central North areas of the city. The territory covered by existing teams was also expanded to ensure every police division had access to a team.

Discussion:

Accordingly, the Service will make a presentation to the Board and share the results of the evaluation and describe in further detail the current status of the Toronto Police MCIT Program.

Conclusion:

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

The following persons were in attendance and delivered a presentation to the Board on the results of an evaluation of the Mobile Crisis Intervention Team (“MCIT”) program that was conducted by the Centre for Research on Inner City Health (“CRICH”):

- **Linda Young, St. Michael’s Hospital; and**
- **Vicky Stergiopoulos, St. Michael’s Hospital.**

A copy of the presentation is on file in the Board office.

Following the presentation, Ms. Young and Dr. Stergiopoulos responded to questions by the Board.

The following persons were in attendance and delivered depositions to the Board:

- **Don Weitz ***
- **Miguel Avila-Velarde ***
- **John Sewell ***

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

Deputy Chief Mike Federico, Community Safety Command, was also in attendance and responded to questions by the Board.

The Board noted that the presentation and depositions indicated that the results of the evaluation of the MCIT program were contained in a report that had been prepared by CRICH. The Board expressed an interest in receiving a copy of the CRICH report particularly as there were references during the presentation and depositions to recommendations that appear to have been made as a result of the evaluation.

Deputy Chief Federico said that many of the recommendations contained in the CRICH report were similar to recommendations that were made, and subsequently responded to by the TPS, arising from the JKE Inquest and the report by Supreme Court Justice Frank Iacobucci entitled *Police Encounters with People in Crisis*.

The Board approved the following Motions:

- 1. THAT the Board receive the presentation, depositions, written submissions and the Chief's report; and**
- 2. THAT the Chief provide a report to the Board which contains a copy of the CRICH report on the evaluation of the MCIT program and a list of all the recommendations indicating which recommendations have been addressed, how they were addressed and which recommendations have not yet been addressed.**

Moved by: S. Carroll

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**#P282. GAP ANALYSIS – THE TORONTO POLICE SERVICE AND THE
NATIONAL STANDARDS FOR PSYCHOLOGICAL HEALTH AND
SAFETY IN THE WORKPLACE**

The Board was in receipt of the following report October 06, 2015 from Mark Saunders, Chief of Police:

Subject: GAP ANALYSIS – THE TORONTO POLICE SERVICE AND THE
NATIONAL STANDARDS FOR PSYCHOLOGICAL HEALTH AND SAFETY
IN THE WORKPLACE

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

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

Background/Purpose:

In recognizing the importance of workplace psychological health and safety, the Toronto Police Services Board (the Board) and the Toronto Police Service (the Service) formed a joint committee comprised of members of the Board, the Service, the Senior Officers' Organization and the Toronto Police Association to steer the implementation within the Service of the National Standard for Psychological Health and Safety in the Workplace (the National Standard, the Standard) (Min. No. P222/14 refers). The committee met on November 12, 2014, February 23, 2015, June 4, 2015 and September 11, 2015.

Consistent with its mandate, the committee asked the Service to conduct a gap analysis to compare the Service's systems of support to the National Standard and report the results to the Board. This report serves that purpose.

Discussion:

To carry out this task, a review team from the Service's Audit and Quality Assurance Unit was formed. Team members are certified auditors who conducted their work according to established standards of review. To perform the gap analysis, the team compared Board policies, Service procedures, the Service's response to the independent review Police Encounters with People in Crisis by Justice Iacobucci, and the results of interviews with members responsible for workplace psychological health and safety, to the National Standard.

The Standard, developed by the Canadian Standards Association and the Mental Health Commission of Canada, is a voluntary set of guidelines, tools, and resources, focused on promoting employees' psychological health and preventing psychological harm due to workplace factors. It is not mandatory; it is left to each organization to adopt or adapt all or part of it. The Standard outlines five key areas required to construct a sound workplace mental health and safety program:

- (1) Psychological Health and Safety Management Systems – policy, leadership, and participation,
- (2) Planning,
- (3) Implementation and operations,
- (4) Evaluation and corrective action, and
- (5) Management review.

The review team found that the Service has an enviable record of effectively and efficiently supporting the psychological health and safety of its members. Indeed, the Service has been recognized by both the Ontario Psychological Association and the American Psychological Association in 2008, 2009, and 2010 for its efforts to provide a psychologically healthy workplace. While, the gap analysis revealed that the Service is providing excellent support for its members it found that further work can be done.

Psychological Health and Safety Management Systems – Policy, Leadership, and Participation,

The Toronto Police Services Board has policies that direct the Service to address members' health and welfare and there are at least 13 Service procedures that directly apply. As well, there are three units and several programs focused on members' health including their psychological health:

- (1) Occupational Health Safety Services,
- (2) Medical Advisory Services,
- (3) Psychological Services,
- (4) EFAP program,
- (5) Critical Incident Response Team program,
- (6) Wellness Program
 - a. Fitness,
 - b. Nutritionist
- (7) Local Joint Occupational Health and Safety Committees

Other programs that indirectly support workplace psychological health include local social and wellness committees, the Amateur Athletic Association, which encourages fellowship through physical fitness (proven beneficial to mental health), and the Internal Support Networks that offer peer support to help members maintain a proper work life balance. While some programs are voluntary, some are compulsory. For example, if a members' fitness for duty is a concern the member will be ordered to attend Medical Advisory Services for a fitness-for-duty review. Members applying to work, or working in units where there is a heightened psychological risk

must participate in a psychological assessment with the Service's psychologists. Finally, if members experience a critical incident they must attend critical incident wellness defusing or debriefing sessions.

The Service appreciates the need for a strong and co-ordinated psychological health and safety program. However, it became apparent to the review team that there is room to improve the communication and coordination between the units that share the responsibility. Seven of the areas responsible for members' health report to the Director of Human Resources while another - the Wellness Program - does not. The Wellness Program, which includes nutrition, fitness and fatigue management (important for mental health), is currently attached to the Toronto Police College primarily because healthy living depends, to a great extent, on one's knowledge and training in this area. Nevertheless, given the inter-relationship between the functions, the Service might consider consolidating them under the Human Resources Director to maximize their combined contribution to members' health. At the very least, because the Wellness Program is a large part of the psychological health and safety portfolio it should be part of any strategic planning.

One of the key elements of the Standard is the expectation that employees will be fully aware of the programs and supports available to them. While the team identified some gaps here, it noted that prior to the review the Service had identified the issue and had started to take action. For example, in February 2014, Psychological Services conducted a health promotion campaign during Psychology Month called the Elephant in the Room that got members talking about mental illness without the stigma. Printed material (pamphlets, fact sheets, news articles) and internal web presence reminds members of the available supports including EFAP (provided by Shepell-fgi), Peer Critical Incident Response Teams, Psychological Services, and Occupational Health and Safety Services which includes Medical Advisory Services. Information about the resources and supports is also promoted at many training opportunity including the supervisors' and leadership courses. Members' personal experience is also shared in these forums to destigmatize mental illness and encourage members to seek help. Finally, consistent with the National Standard a formal statement on psychological wellness for Service members has been produced. The statement incorporates the elements outlined in the Standard and has been posted prominently in Service facilities and on the Service's website <http://www.torontopolice.on.ca/>

Implementation and Operations,

With respect to implementation and operations, the Standard suggests that organizations have a sustainable infrastructure supported by individuals that have the knowledge, authority and the abilities to integrate psychological health and safety into management systems and training. Key to this statement is the word sustainable. The Service has procedures to guide its members, including supervisors, through issues related to workplace psychological health and safety. The necessary steps have been taken to place qualified members in positions of responsibility and the Service is working to continuously improve the training provided to its membership. For instance, the Service is currently assessing the program The Road to Mental Readiness (R2MR), a training curriculum designed to improve members' resistance and resiliency to psychological harm, to determine if the program appropriate. However, while there are several programs and initiatives underway, to be sustainable, the Service may consider assigning the overall

responsibility for members' psychological health to the office of the Director of Human Resources.

Evaluation and Corrective Action

The Service collects and review data that are known to be Service-wide indicators of psychological health (e.g.: member absentee rates, member use of Service's benefits such as EFAP, pharma-care and psychologists). In addition, the Service evaluates its individual units and programs to assess their performance and progress. However, the review team found that no consolidated evaluation criteria and process exists to evaluate the Service's overall performance related to workplace psychological health and safety. This gap makes it difficult for the Service to assess its overall performance and make improvements or demonstrate that corrective action was taken overall.

Management Review

The review team prepared a chart utilizing the sample audit tool provided in the National Standard. On the chart the left column refers to the specific standard, the next column indicates the importance of the standard, the next column indicates, by using colour coding (green, yellow, red) the degree to which the Service meets the Standard (meets, partially meets, does not meet); the next column indicates the review team's findings, and the last column provides some of their comments. The review found that out of 61 standards, the Service meets 37 (60%) and partially meets the rest 24 or (40%). The standards that were partially met consist, in the main, of matters regarding data collection, evaluation, awareness, and management review. The review team found that the entire Standard was, at least in part, addressed by the Service. For those standards that were partially met, the Service is reviewing those aspects of its systems of support. The attached chart highlights the results of the gap analysis.

Note

While not part of the gap analysis, the committee noted some serious reservations about a standard that for it seemed overly detailed and complicated for an organization as varied and complex as Toronto Police. The Centre for Addictions and Mental Health (CAMH), a member of the Board's subcommittee, made a similar assessment regarding the applicability of the standard to their agency. As a result, CAMH has adapted instead of adopting the Standard as it's currently written to meet the needs and circumstances of their organization. After some considerable discussion, the committee agreed that the Service should consider the same approach.

Conclusion:

Acknowledging the importance of workplace psychological health and safety the Board and the Service formed a committee to consider how the Service can continue to best support its members. At the request of the committee the Service undertook a gap analysis to compare the Service's programs to the standards suggested by the Canadian Standards Association and the Mental Health Commission of Canada in their National Standard for Psychological Health and

Safety in the Workplace. The review team found that out of 61 standards the Service meets 60% of them and met the remainder in part. For those standards that the Service partially met, it is reviewing those aspects of its systems of support. Finally, after some discussion, the committee asked the Service to consider adapting the Standard to the Service's needs instead of adopting it as it is currently written.

Deputy Chief of Police Mike Federico, Community Safety Command, will be in attendance to answer question that the Board might have regarding this report.

Mr. Kris Langenfeld was in attendance and delivered a deputation to the Board. A written copy of Mr. Langenfeld's deputation is on file in the Board office.

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

Moved by: D. Noria

SAMPLE AUDIT TOOL

LEVEL:

- A. Requirements (expressed with “shall” throughout the body of this Standard), which are mandatory aspects that are required in order to implement this Standard;
- B. Recommendations (expressed with “should” throughout the body of this Standard), which suggest aspects that are deemed valuable for full implementation of this Standard but not at the same level as requirements; and
- C. Options, which reflect best practices and are considered as “nice to have” parts of the PHSMS. The column labelled “Level” in Table E.1 indicates those audit questions that relate to the Item categories “A”, “B”, and “C”.

GREEN: The Service meets the majority of itemized criteria

YELLOW: The Service meets some of the itemized criteria

RED: The Service has not met the itemized criteria and/or the team did not have the expertise to make a determination

1. Psychological Health and Safety Management Systems (PHSMS) policy; leadership; participation				
	Level		Findings	Comments
<p>1.1 Responsibilities and authorities related to the PHSMS must be defined and communicated throughout the organization.</p>	A		<ul style="list-style-type: none"> • SP 08-01 EFAP (Rationale, Committee Mandate) • SP 08-09 Workplace Safety (Local JHSC, Central JHSC) • Creation of Board Sub-Committee Mental Health approved per BM #265 of Sept.24, 2009 • BM #P222 October 9, 2014-Joint Sub-Committee composed of representatives from the Board, Service, SOO, TPA, CAMH, and subject to consultation with the Chief, one former member of TPS and up to two relatives of Service members impacted by mental health. 	<ul style="list-style-type: none"> • Professional Standards Support-Governance is currently drafting a new SP as per the Iacobucci Report Rec #39 to address this issue.
<p>1.2 A policy statement (alone or incorporated as part of another relevant policy) endorsed by senior management should refer to psychological health and safety as it applies to the organization.</p>	A		<ul style="list-style-type: none"> • SP 08-01 EFAP (Rationale, Committee Mandate) • SP 08-09 Workplace Safety (Rationale, Procedure) • SP 08-12 Harassment (Rationale, Procedure) • TPSB Policy - Equal Opportunity, Discrimination and Workplace Harassment Prevention • TPSB Policy - Workplace Violence Prevention • TPSB Policy - Occupational Health and Safety • TPSB Policy - Human Rights 	<ul style="list-style-type: none"> • Professional Standards Support-Governance is currently drafting a new SP as per the Iacobucci Report Rec #39 to address this issue.
<p>1.3 The policy statement must reflect the organization's commitment to:</p> <ul style="list-style-type: none"> • Establish, promote, and maintain a PHSMS • Align with stated organizational values and ethics. 	A		<ul style="list-style-type: none"> • SP 08-01 EFAP (Rationale, Committee Mandate) • SP 08-02 Sickness Reporting (Rationale, Procedure, Restricted Duties) • SP 08-03 Injured on Duty Reporting (Rationale, Procedure, Restricted Duties) • SP 08-04 Members Involved in a Traumatic Critical Incident (Rationale, Procedure, Critical Incident Response Team, Traumatic Critical Incident Mitigation Process, Post Incident Firearms Exposure Session) 	<ul style="list-style-type: none"> • Professional Standards Support-Governance is currently drafting a new SP as per the Iacobucci Report Rec #39 to address this issue.

1. Psychological Health and Safety Management Systems (PHSMS) policy; leadership; participation				
	Level		Findings	Comments
<ul style="list-style-type: none"> • Establish and implement a process to evaluate the effectiveness of the system and implement changes. • Delegate the necessary authority to implement the system. • Ensure involvement of workers/worker representatives in the development, implementation, and continual improvement of the system. 			<ul style="list-style-type: none"> • SP 08-05 Substance Abuse (Rationale) • SP 08-06 Hazardous Materials, Decontamination and De-infestation (Rationale, Procedure, Hazardous Materials in the Workplace, Contamination/Decontamination, Handling and Disposal of found needle debris) • SP 08-07 Communicable Diseases (Rationale, Procedure) • SP 08-08 Central Sick Leave Bank (Procedure) • SP 08-09 Workplace Safety (Rationale, Procedure, Local and Central JHSC, U/C – OHS) • SP 08-11 Workplace Violence (Rationale, Procedure) • SP 08-10 External Threats Against Service Members (Rationale, Procedure, Service Initiatives) • SP 08-12 Workplace Harassment (Rationale, Procedure) 	
<p>1.3 (continued)</p> <ul style="list-style-type: none"> • Provide ongoing resources. • Ensure regular evaluation and review. • Respect the principles of mutual respect and cooperation. 	A		<ul style="list-style-type: none"> • SP 08-13 Workplace Accommodation-Medical (Rationale, Procedure) • TPSB Policy -Equal Opportunity, Discrimination and Workplace Harassment Prevention • TPSB Policy - Workplace Violence Prevention • TPSB Policy - Occupational Health and Safety 	

1. Psychological Health and Safety Management Systems (PHSMS) policy; leadership; participation				
	Level		Findings	Comments
			<ul style="list-style-type: none"> • TPSB Policy - Human Rights 	
<p>1.4 Organizational leadership must demonstrate the following qualities:</p> <ul style="list-style-type: none"> • reinforce the development and sustainability of a psychologically healthy and safe workplace environment; • support line management; • establish key objectives for continual improvement; • “Walk the talk”; • ensure psychological health and safety is part of decision making processes; • engage workers/worker representatives. 	A		<ul style="list-style-type: none"> • SP 08-01 EFAP (Rationale, Procedure, Committee Mandate) • SP 08-02 Sickness Reporting (Rationale, Procedure, Restricted Duties) • SP 08-03 Injured on Duty Reporting (Rationale, Procedure, Restricted Duties) • SP 08-04 Members Involved in a Traumatic Critical Incident (Rationale, Procedure, Critical Incident Response Team, Traumatic Critical Incident Mitigation Process, Post Incident Firearms Exposure Session) • SP 08-05 Substance Abuse (Rationale) • SP 08-06 Hazardous Materials, Decontamination and De-infestation (Rationale, Procedure, Hazardous Materials in the Workplace) • SP 08-07 Communicable Diseases (Rationale, Procedure) • SP 08-08 Central Sick Leave Bank (Rationale, Procedure, Eligibility) • SP-08-09 Workplace Safety (Rationale, Procedure) • SP 08-10 External Threats Against Service Members (Rationale, Procedure) • SP 08-11 Workplace Violence (Rationale, Procedure) 	<ul style="list-style-type: none"> • The issue found in bullet point #5 of the criteria needs to be addressed by Psychological Services and OHS.

1. Psychological Health and Safety Management Systems (PHSMS) policy; leadership; participation				
	Level		Findings	Comments
			<ul style="list-style-type: none"> • SP 08-12 Workplace Harassment (Rationale, Procedure) • SP 08-13 Workplace Accommodation-Medical (Rationale, Procedure) • TPSB Policy - Equal Opportunity, Discrimination and Workplace Harassment Prevention • TPSB Policy - Workplace Violence Prevention • TPSB Policy - Occupational Health and Safety • TPSB Policy - Human Rights • Internal Support Network (ISN) 	
<p>1.5 The organization must ensure participation through:</p> <ul style="list-style-type: none"> • engaging stakeholders in regular dialogue; engaging workers/worker representatives in policy development, data generation, and planning; • encouraging worker/worker representative participation in programs; 	A		<ul style="list-style-type: none"> • SP 08-01 EFAP (Rationale, Procedure) • SP 08-02 Sickness Reporting (Rationale, Procedure, Restricted Duties) • SP 08-03 Injured on Duty Reporting (Rationale, Procedure, Investigations, Comments by Supervisors and Restricted Duties) • SP 08-04 Members Involved in a Traumatic Critical Incident (Rationale, Procedure, Critical Response Team, Traumatic Critical Incident Mitigation Process, Post Incident Firearms Exposure Session) • SP-08-09 Workplace Safety (Local and Central Joint Health and Safety Committee, U/C-OHS) • SP 08-11 Workplace Violence (Rationale, Procedure) • SP 08-12 Workplace Harassment (Rationale, Procedure) • Collective agreement 	<ul style="list-style-type: none"> • Psychological Services believes the Service does have the frame work for a Psychological Health & Safety Management System but it is fragmented and lacks integration particularly in the areas of planning, data generation and evaluation.

1. Psychological Health and Safety Management Systems (PHSMS) policy; leadership; participation				
	Level		Findings	Comments
<ul style="list-style-type: none"> encouraging worker/worker representative in the evaluation process; and ensuring results of the evaluation process are communicated and follow-up action plans are available. 				
<p>1.6 The organization must engage the OHS committee/worker representatives in defining their involvement in the PHSMS.</p>	A		<ul style="list-style-type: none"> SP 08-01 EFAP (Rationale, Committee Mandate) SP 08-09 Workplace Safety (Local JHSC, Central JHSC) Creation of Board Sub-Committee Mental Health approved per BM #265 of Sept.24, 2009 BM #P222 October 9, 2014-Joint Sub-Committee composed of reps. from the Board, Service, SOO, TPA, CAMH, and subject to consultation with the Chief, one former member of TPS and up to two relatives of Service members impacted by mental healthcentral 	<ul style="list-style-type: none"> Professional Standards Support-Governance is currently drafting a new SP as per the Iacobucci Report Rec #39 to address this issue.
<p>1.7 Confidentiality of persons must be respected, including removal of identifying material on relevant documents.</p>	A		<ul style="list-style-type: none"> SP 08-01 EFAP (Confidentiality) SP 08-12 Workplace Harassment (Rationale, Procedure) SP 08-13 Workplace Accommodations-Medical (Confidentiality) 	

1. Psychological Health and Safety Management Systems (PHSMS) policy; leadership; participation				
	Level		Findings	Comments
<p>1.8 The organization has considered development of a specific PHSMS Committee.</p>	C		<ul style="list-style-type: none"> • Creation of Board Sub-Committee Mental Health approved per BM #265 of Sept.24,2009 • BM #P222 October 9, 2014-Joint Sub-Committee composed of representatives from the Board, Service, SOO, TPA, CAMH, and subject to consultation with the Chief, one former member of TPS and up to two relatives of Service members impacted by mental health. • SP 08-09- Workplace Safety (Unit commander Local JHSC) 	
<p>1.9 The organization must encourage worker/worker representative participation by:</p> <ul style="list-style-type: none"> • providing time and resources to participate in the PHSMS program; • identifying and removing barriers to participation; and • involving and training in relevant aspects of the PHSMS. 	A		<ul style="list-style-type: none"> • Various OHS training courses at TPC <ul style="list-style-type: none"> a) OHS Basic Certification/OHS Sector Specific b) First Aid Renewal c) Healthy Eating Program d) OHS-Civilian e) OHS for Supervisors f) Police Officer Lateral Entry g) Uniform coach Officer h) Major Incident Rapid Response Team i) Ethics & Professionalism in Policing j) Ethics & Inclusivity in the Workplace k) Organization Development Course • SP 08-01 EFAP (Rationale, Procedure) • SP 08-03 Injured on Duty Reporting (Rationale, Procedure) • SP 08-04 Members Involved in a Traumatic Critical Incident (Rationale, Appendix B) • SP 08-05 Substance Abuse (Rationale) • SP 08-07 Communicable Diseases (Rationale, Procedure) • SP 08-08 Central Sick Leave Bank (Rationale, Procedure, Eligibility, Benefits) 	<ul style="list-style-type: none"> • New recruits are being taught The Road to Mental Health Readiness (R2MR) course at the Ontario Police College. The Service is examining the course to determine if it meets the requirements of the Service.

1. Psychological Health and Safety Management Systems (PHSMS) policy; leadership; participation				
	Level		Findings	Comments
			<ul style="list-style-type: none"> • SP 08-09 Workplace Safety (Procedure) • SP 08-10 External Threats Against Service Members (Rationale, Procedure, threats, Service Initiatives) • SP08-12 Workplace Harassment (Rationale, Procedure) • TPSB Policy - Human Rights • Internal Support Network (ISN) 	

2. Planning				
	Level		Findings	Comments
2.1 The organization's planning process must include: <ul style="list-style-type: none"> • plans to manage workplace psychological health and safety, including assessment of worker health impact, financial impact and organizational policy/processes promoting good psychological health; • a collective vision of a psychologically healthy 	A		<ul style="list-style-type: none"> • SP 08-01 EFAP (Rationale, Procedure, Committee Mandate) • SP 08-02 Sickness Reporting (Rationale, Procedure, Restricted Duties) • SP 08-03 Injured on Duty Reporting (Rationale, Procedure, Reporting, Investigations, Restricted Duties, Insufficient Sick Bank Credits) • SP 08-04 Members Involved in a Traumatic Critical Incident (Rationale, Procedure, Critical Incident Response Team, Traumatic Critical Incident Mitigation Process, Post Incident Firearms Exposure Session) • SP 08-05 Substance Abuse (Rationale, Procedure) • SP 08-06 Hazardous Materials, Decontamination & De-infestation (Rationale, Procedure) • SP 08-07 Communicable Diseases (Rationale, Procedure) • SP 08-08 CSLB (Eligibility, Benefits, SCLB Rehabilitation 	<ul style="list-style-type: none"> • Psychological Services believes the Service does have the frame work for a Psychological Health & Safety Management System but it is fragmented and lacks integration particularly in the areas of planning, data generation and evaluation. • Bullet point #4 of the criteria is currently being addressed.

2. Planning				
	Level		Findings	Comments
<p>workplace with specific goals for reaching the vision and a plan for ongoing process monitoring for continual improvement;</p> <ul style="list-style-type: none"> • assessment of the strengths of the existing psychological health and safety strategy; and • recognition and identification of current practices that are already protecting and promoting psychological health and safety. 			<ul style="list-style-type: none"> • SP 08-09 Workplace Safety (Rationale, Procedure) • SP 08-10 External Threats Against Service Members (Procedure, Threats, Initiatives) • SP 08-11 Workplace Violence (Rationale, Procedure) • SP 08-12 Workplace Harassment (Rationale, Procedure) • SP 08-13 Workplace Accommodations-Medical (Rationale, Procedure) 	
<p>2.2 The organization must review its approach to managing and promoting psychological health and safety in the workplace and to assess conformance with the requirements and recommendations in this Standard.</p>	A			<ul style="list-style-type: none"> • Currently being assessed in this review.

<p>2.3 The organization must have a defined data collection process that respects privacy requirements.</p>	A		<ul style="list-style-type: none"> • SP 08-01 EFAP (Confidentiality) • SP 08-09 Workplace Safety (Procedure-U/C, U/C-OHS, CJHSC) • SP 08-13 Workplace Accommodation-Medical (Confidentiality) 	
<p>2.4 The organization must maintain a record of all data collected and information on its sources and share results as required with the OHS committee.</p>	A		<ul style="list-style-type: none"> • SP 08-09 Workplace Safety (Procedure-U/C, U/C-OHS, CJHSC) • SP 08-01 EFAP (Confidentiality) 	<ul style="list-style-type: none"> • The Service does collect select data however it does not have an integrated process.
<p>2.5 The organization makes use of multiple sources of data in their planning process.</p>	C		<ul style="list-style-type: none"> • SP 08-09 Workplace Safety (Procedure-U/C, U/C-OHS, CJHSC) 	<ul style="list-style-type: none"> • Professional Standards Support-Governance is currently drafting a new SP as per the Iacobucci Report Rec #39 to address this issue.
<p>2.6 The data collection process must ensure that privacy is protected by removal of personal identifiers and aggregation of data.</p>	A		<ul style="list-style-type: none"> • SP 08-01 EFAP (Confidentiality) • SP 08-12 Workplace Harassment (Rationale, Procedure) • SP 08-13 Workplace Accommodation-Medical (Confidentiality) 	
<p>2.7 The organization must develop, implement, and maintain a risk management process that includes:</p> <ul style="list-style-type: none"> • hazard identification and processes to eliminate 	A		<ul style="list-style-type: none"> • SP 08-04 Members Involved in a Traumatic Critical Incident (Rationale, Procedure, Critical Incident Response Team, Traumatic Critical Incident Mitigation Process, Post Incident Firearms Exposure Session) • SP 08-05 Substance Abuse (Rationale, Procedure) • SP 08-06 Hazardous Materials, Decontamination & Deinfestation (Rationale, Procedure) 	<ul style="list-style-type: none"> • The Service does not have a formal psychological health and safety process but there are programs and committees in place that deal with hazard/risk identification and risk management.

<p>hazards where possible;</p> <ul style="list-style-type: none"> • risk assessment for each identified hazard; • preventive and protective measures to control risks; and • a priority process reflecting the size, nature, and complexity of the hazard and risk and also, where possible, respecting the traditional hierarchy of risk control. 			<ul style="list-style-type: none"> • SP 08-09 Workplace Safety (Rationale, Procedure) • SP 08-10 External Threats Against Service Members (Rationale, Procedure, Threats) • Being addressed by Psychological Services and Occupational Health & Safety 	
<p>2.8 The organization must assess their occupational health management system for compatibility with the requirements of this Standard.</p>	A			<ul style="list-style-type: none"> • Currently being assessed in this review.
<p>2.9 The following factors have been assessed:</p> <ul style="list-style-type: none"> • psychological support; • organizational culture; • clear leadership and expectations; • civility and respect; • psychological job demands; • growth and development; 	C		<ul style="list-style-type: none"> • SP 08-01 EFAP (Rationale Procedure) • SP 08-05 Substance Abuse (Rationale) • SP 08-09 Workplace Safety (Rationale, Procedure) • SP 08-10 External Threats Against Service Members (Rationale, Procedure) • SP 08-11 Workplace Violence (Rationale, Procedure) • SP 08-12 Workplace Harassment (Rationale, Procedure) • SP 08-13 Workplace Accommodation-Medical (Rationale, Procedure) • SP 13-01 Awards (Rationale, Recommendation for Award) • Creation of Board Sub-Committee Mental Health approved per BM #P265 of September 24, 2009 	<ul style="list-style-type: none"> • Currently being assessed in this review.

<ul style="list-style-type: none"> • recognition and reward; • involvement and influence; • workload management; • engagement; • work/life balance; • psychological protection from violence, bullying and harassment; • protection of physical safety; and • other chronic stressors as identified by workers 			<ul style="list-style-type: none"> • BM #P222 October 9, 2014 Joint Sub-Committee composed of representatives from the Board, Service, SOO, TPA, CAMH and subject to consultation with the Chief, one former member of TPS and up to two relatives of Service members impacted by mental health • Wellness Program 	
<p>2.10 The organization should identify and assess opportunities for promoting psychological health.</p>	B		<ul style="list-style-type: none"> • SP 08-01 EFAP (Rationale Procedure) • SP 08-04 Members Involved in a Traumatic Critical Incident (Rationale, Procedure, Critical Incident Response Team, Traumatic Critical Incident Mitigation Process, Post Incident Firearms Exposure Session) • SP 08-05 Substance Abuse (Rationale, Procedure) • SP 08-06 Hazardous Materials, Decontamination, Deinfestation (Contamination, Decontamination, Handling and Disposal of found Needle Debris, Lice, Scabies) • SP 08-07 Communicable Diseases (Procedure) • SP 08-09 Workplace Safety (Rationale, Procedure) • SP 08-10 External Threats Against Service Members (Rationale, Threats, Service Initiatives) • SP 08-12 Workplace Harassment (Rationale, Procedure) • SP 08-13 Workplace Accommodation-Medical (Rationale, Procedure) 	<ul style="list-style-type: none"> • The Service is examining the R2MR course to determine if it meets the requirements of the Service. If the Service does adopt the course it will be taught Service wide. • The Service has a program that specifically addresses the needs of Service members assigned to specialized units.
<p>2.11 The organization must consider the unique needs of a diverse population and</p>	A		<ul style="list-style-type: none"> • SP 08-01 EFAP (Rationale, Procedure, Committee Mandate) • SP 08-02 Sickness Reporting (Rationale, Procedure, Restricted Duties) • SP 08-03 Injured on Duty Reporting (Rationale, Procedure, 	

<p>solicit input when these needs are relevant to achieving the goals of this Standard.</p>			<p>Restricted Duties)</p> <ul style="list-style-type: none"> • SP 08-04 Members Involved in a Traumatic Critical Incident (Rationale, Procedure, Critical Incident Response Team, Traumatic Critical Incident Mitigation Process, Post Incident Firearms Exposure Session) • SP 08-05 Substance Abuse (Rationale) • SP 08-06 Hazardous Materials, Decontamination and Deinfestation (Rationale, Contamination, Decontamination, Handling and Disposal of found Needle Debris) • 08-09 Workplace Safety (Rationale, Procedure) • SP 08-10 External Threats Against Service Members (Rationale, Procedure, Threats, Service Initiatives) • SP 08-11 Workplace Violence (Rationale, Procedure) • SP 08-12 Workplace Harassment (Rationale, Procedure) 	
<p>2.12 The organization must consider workplace factors that can impact the ability of diverse populations to stay at work or return to work.</p>	<p>A</p>		<ul style="list-style-type: none"> • SP 08-01 EFAP (Rationale, Procedure, Committee Mandate) • SP 08-02 Sickness Reporting (Rationale, Procedure, Restricted Duties) • SP 08-03 IOD Reporting (Rationale, Procedure, Restricted Duties) • SP 08-04 Members Involved in a Traumatic Critical Incident (Rationale, Procedure, Critical Incident Response Team, Traumatic Critical Incident Mitigation Process, Post Incident Firearms Exposure Session) • SP 08-05 Substance Abuse (Rationale) • SP 08-06 Hazardous Materials, Decontamination and Deinfestation (Rationale, Procedure, Threats, Service Initiatives) • SP 08-07 Communicable Diseases (Rationale, Procedure) • SP 08-08 Central Sick Leave Bank (Rationale, Procedure) • SP-08-09 Workplace Safety (Rationale, Procedure) 	

			<ul style="list-style-type: none"> • SP 08-11 Workplace Violence (Rationale, Procedure) • SP 08-10 External Threats Against Service Members (Rationale, Procedure, Threats, Service Initiatives) • SP 08-12 Workplace Harassment (Rationale, Procedure) • SP 08-13 Workplace Accommodation-Medical (Rationale, Procedure) 	
<p>2.13 The organization should encourage individual workers to seek assistance internally or externally when needed.</p>	B		<ul style="list-style-type: none"> • SP 08-01 EFAP (Rationale, Procedure, Committee Mandate) • SP 08-02 Sickness Reporting (Rationale, Procedure, Restricted Duties) • SP 08-03 Injured on Duty Reporting (Rationale, Procedure, Restricted Duties) • SP 08-04 Members Involved in a Traumatic Critical Incident (Rationale, Procedure, Critical Incident Response Team, Traumatic Critical Incident Mitigation Process, Post Incident Firearms Exposure Session) • SP 08-05 Substance Abuse (Rationale) • SP 08-06 Hazardous Materials, Decontamination and De-infestation (Rationale, Contamination, Decontamination, Handling and Disposing of found Needle Debris) • SP 08-07 Communicable Diseases (Rationale, Procedure) • SP 08-08 Central Sick Leave Bank (Rationale, Procedure) • SP-08-09 Workplace Safety (Rationale, Procedure) • SP 08-10 External Threats Against Service Members (Rationale, Procedure) • SP 08-11 Workplace Violence (Rationale, Procedure) • SP 08-12 Workplace Harassment (Rationale, Procedure) • SP 08-13 Workplace Accommodation-Medical (Rationale, Procedure) 	

<p>2.14 The organization must take steps to link workers in need to internal resources and should also take steps to link workers to community or other resources.</p>	<p>A&B</p>	<ul style="list-style-type: none"> • SP 08-01 EFAP (Rationale, Procedure) • SP 08-02 Sickness Reporting (Rationale, Procedure) • SP 08-03 Injured on Duty Reporting (Rationale, Procedure-Supervisor) • SP 08-04 Members Involved in a Traumatic Critical Incident (Rationale, Procedure, Critical Incident Response Team, Traumatic Critical Incident Mitigation Process, Post Incident Firearms Exposure Session) • SP 08-05 Substance Abuse (Rationale, Procedure) • SP 08-06 Hazardous Materials, Decontamination & De-infestation (Rationale, Procedure) • SP 08-07 Communicable Diseases (Rationale, Procedure, Disinfection Facilities) • SP 08-08 Central Sick Leave Bank (Eligibility, Benefits, SCLB Rehabilitation) • SP 08-09 Workplace Safety (Rationale, Procedure) • SP 08-10 External Threats Against Service Members (Procedure) • SP 08-11 Workplace Violence (Rationale, Procedure) • SP 08-12 Workplace Harassment (Rationale, Procedure) • SP 08-13 Workplace Accommodation-Medical (Rationale, Procedure) 	
<p>2.15 The organization must document the PHSMS objectives and targets for relevant functions and levels within the organization.</p>	<p>A</p>	<ul style="list-style-type: none"> • OHS Statement of Commitment • Health and Safety related unit specific mandates • SP 08-01 EFAP (Rationale, Procedure) • SP 08-03 Injured on Duty Reporting (Rationale,, Procedure-Supervisor) • SP 08-04 Members Involved in a Traumatic Critical Incident (Rationale, Procedure, Critical Incident Response Team, Traumatic Critical Incident Mitigation Process, Post Incident Firearms Exposure Session) • SP 08-09 Workplace Safety (Rationale, Procedure) 	<ul style="list-style-type: none"> • Professional Standards Support-Governance is currently drafting a new SP as per the Iacobucci Report Rec #39 to address this issue.

			<ul style="list-style-type: none"> • SP 08-10 External Threats Against Service Members (Procedure) • SP 08-11 Workplace Violence (Rationale, Procedure) • SP 08-12 Workplace Harassment (Rationale, Procedure) • SP 08-13 Workplace Accommodation-Medical (Rationale, Procedure) 	
<p>2.16 Objectives and targets should be:</p> <ul style="list-style-type: none"> • measurable; • consistent with the PHSMS policy and commitment to PHSMS, compliance with legal requirements and other requirements, and commitment to continual improvement; • based on past reviews, including past performance measures and any work-related psychological health and safety hazards, risks, the result of the data collection, and identification and assessment of psychological workplace factors, management system deficiencies, and opportunities for improvement that have been identified; 	B		<ul style="list-style-type: none"> • SP 08-01 EFAP (Rationale, Committee Mandate) • SP 08-09 Workplace Safety (Rationale, Procedure) • SP 08-11 Workplace Violence (Rationale, Procedure) • SP 08-12 Workplace Harassment (Rationale, Procedure) • SP 08-13 Workplace Accommodation-Medical (Rationale, Procedure) 	<ul style="list-style-type: none"> • Professional Standards Support-Governance is currently drafting a new SP as per the Iacobucci Report Rec #39 to address this issue.

<ul style="list-style-type: none"> • determined after consultation with workers, consideration of technological options, the organization's operational and business requirements; and • reviewed and modified according to changing information and conditions, as appropriate. 				
<p>2.17 The organization's objectives and targets should reinforce existing strengths and promote new opportunities for improving psychological health and safety.</p>	B		<ul style="list-style-type: none"> • SP 08-01 EFAP (Rationale, Committee Mandate) • SP 08-09 Workplace Safety (Rationale, Procedure) • SP 08-10 External Threats Against Service Members (Rationale, Procedure) • SP 08-11 Workplace Violence (Rationale, Procedure, U/C-OHS) • SP 08-12 Workplace Harassment (Rationale, Procedure, U/C-OHS) • Wellness Program 	<ul style="list-style-type: none"> • Professional Standards Support-Governance is currently drafting a new SP as per the Iacobucci Report Rec #39 to address this issue.
<p>2.18 The organization must establish and maintain a plan for achieving its objectives and targets, including:</p> <ul style="list-style-type: none"> • designation of responsibility for achieving objectives and targets; and • identification of the means and time-frame 	A		<ul style="list-style-type: none"> • Board Sub-Committee Members' Mental Health approved per BM #265 of Sept.24,2009 • BM #P222 October 9, 2014 creation of a Joint Sub-Committee composed of representatives from the Board, Service, SOO, TPA, CAMH, 	<ul style="list-style-type: none"> • Professional Standards Support-Governance is currently drafting a new SP as per the Iacobucci Report Rec #39 to address this issue. • The Service will consider consolidating this file under the Director of HR

<p>within which the objectives and targets are to be achieved.</p>				
<p>2.19 The organization must establish, implement, and maintain a system to manage changes that can affect psychological health and safety.</p>	<p>A</p>		<ul style="list-style-type: none"> • SP 08-01 EFAP (Rationale, Procedure) • SP 08-03 Injured on Duty Reporting (Procedure, Investigations, Comments by Supervisors, Restricted Duties, Appeals) • SP 08-04 Members Involved in a Traumatic Critical Incident (Rationale, Procedure, Critical Incident Response Team, Traumatic Critical Incident Mitigation Process, Post Incident Firearms Exposure Session) • SP 08-05 Substance Abuse (Rationale, Procedure) • SP 08-06 Hazardous Materials, Decontamination and De-Infestation (Rationale, Procedure) • SP 08-07 Communicable Diseases (Rationale, Procedure) • SP 08-08 Central Sick Leave Bank (Procedure, Eligibility, Benefits) • SP 08-09 Workplace Safety (Rationale, Procedure) • SP 08-10 External Threats Against Service Members (Rationale, Procedure) • SP 08-10 External Threats Against Service Members (Rationale, Procedure) • SP 08-11 Workplace Violence (Rationale) • SP 08-12 Workplace Harassment (Rationale, Procedure) • SP 08-13 Workplace Accommodation-Medical (Rationale, Procedure) 	<ul style="list-style-type: none"> • Professional Standards Support-Governance is currently drafting a new SP as per the Iacobucci Report Rec #39 to address this issue. • At this time current change management processes are adequate to respond to changes in the workplace
<p>2.20 The system in Item 2.19 should include aspects on:</p> <ul style="list-style-type: none"> • communication between stakeholders about the changes; • information sessions and training for workers and worker 	<p>B</p>		<ul style="list-style-type: none"> • SP 08-01 EFAP (Rationale, Procedure) • SP 08-03 Injured on Duty Reporting (Procedure, Investigations, Comments by Supervisors, Restricted Duties, Appeals) • SP 08-04 Members Involved in a Traumatic Critical Incident (Rationale, Procedure, Critical Incident Response Team, Traumatic Critical Incident Mitigation Process, Post Incident Firearms Exposure Session) • SP 08-09 Workplace Safety (Rationale, Procedure) 	<ul style="list-style-type: none"> • Professional Standards Support-Governance is currently drafting a new SP as per the Iacobucci Report Rec #39 to address this issue. • Psychological Wellness Program for specialized units • If the Service adopts the R2MR it will assist members

representatives; and • support as necessary to assist workers in adapting to changes.			<ul style="list-style-type: none"> • SP 08-11 Workplace Violence (Rationale) • SP 08-12 Workplace Harassment (Rationale, Procedure) • SP 08-13 Workplace Accommodation-Medical (Rationale) 	
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3. Implementation and Operations				
	Level		Findings	Comments
3.1 The organization must provide and sustain the infrastructure and resources needed to achieve conformity with this Standard.	A		<ul style="list-style-type: none"> • Establishment of appropriate health and safety related units and functions • SP 08-01 EFAP (Rationale, Procedure) • SP 08-09 Workplace Safety (Rationale, Procedure) • BM #P222 October 9, 2014-Joint Sub-Committee composed of representatives from the Board, Service, SOO, TPA, CAMH, and subject to consultation with the Chief, one former member of TPS and up to two relatives of Service members impacted by mental health. • Training: various OHS related courses at TPC and OPC <ul style="list-style-type: none"> •OHS Basic Certification/OHS Sector Specific •First Aid Renewal •Healthy Eating Program •OHS-Civilian and Supervisors •Uniform coach Officer •Major Incident Rapid Response Team •Ethics & Professionalism in Policing •Ethics & Inclusivity in the Workplace •Organization Development Course •The Road to Mental Readiness (R2MR) 	
3.2 The organization should recognize that:	B		<ul style="list-style-type: none"> • Health and safety related units are led and staffed by qualified and certified members with the appropriate authority to fulfill their mandate 	<ul style="list-style-type: none"> • Professional Standards Support-Governance is currently drafting a new SP as per the Iacobucci Report

3. Implementation and Operations				
	Level		Findings	Comments
<ul style="list-style-type: none"> workplace parties possess sufficient authority and resources to fulfill their duties related to this Standard; workplace parties possess the knowledge, authority, and abilities to integrate psychological health and safety into management systems, operations, processes, procedures, and practices; and persons with roles as specified in this Standard possess knowledge, skills, and abilities to carry out their roles (e.g., auditing, training, assessment, analysis, etc.). 			<ul style="list-style-type: none"> SP 08-01 EFAP (Rationale, Procedure) SP 08-03 Injured on Duty Reporting (Procedure, Investigations, Comments by Supervisors, Restricted Duties, Appeals) SP 08-04 Members Involved in a Traumatic Critical Incident (Rationale, Procedure, Critical Incident Response Team, Traumatic Critical Incident Mitigation Process, Post Incident Firearms Exposure Session) SP 08-09 Workplace Safety (Rationale, Procedure) SP 08-11 Workplace Violence (Rationale) SP 08-12 Workplace Harassment (Rationale, Procedure) Training : Various OHS related courses at TPC and OPC <ul style="list-style-type: none"> OHS Basic Certification/OHS Sector Specific First Aid Renewal Healthy Eating Program OHS-Civilian OHS for Supervisors Police Officer Lateral Entry Uniform coach Officer Major Incident Rapid Response Team Ethics & Professionalism in Policing Ethics & Inclusivity in the Workplace Organization Development Course The Road to Mental Readiness (R2MR) 	Rec #39 to address this issue.

3. Implementation and Operations				
	Level		Findings	Comments
<p>3.3 The organization establishes and sustains processes to implement preventive and protective measures to address the identified hazards and risks.</p>	A		<ul style="list-style-type: none"> • SP 08-01 EFAP (Rationale, Procedure) • SP 08-03 Injured on Duty Reporting (Procedure, Investigations, Comments by Supervisors, Restricted Duties, Appeals) • SP 08-04 Members Involved in a Traumatic Critical Incident (Rationale, Procedure, Critical Incident Response Team, Traumatic Critical Incident Mitigation Process, Post Incident Firearms Exposure Session) • SP 08-05 Substance Abuse (Rationale, Procedure) • SP 08-06 Hazardous Materials, Decontamination and De-Infestation (Rationale, Procedure) • SP 08-07 Communicable Diseases (Rationale, Procedure) • SP 08-11 Workplace Violence (Rationale, Procedure) • SP 08-12 Workplace Harassment (Rationale, Procedure) 	<ul style="list-style-type: none"> • The Service does not have a formal psychological health and safety process but there are programs and committees in place that deal with hazard/risk identification and risk management.
<p>3.4 The organization has implemented preventive and protective measures that reflect the following priorities:</p> <ul style="list-style-type: none"> • eliminating the hazard; implementing controls to reduce the risks related to hazards that cannot be eliminated; • implementing use of personal protective equipment in applicable circumstances; and 	A		<ul style="list-style-type: none"> • SP 08-01 EFAP (Rationale, Procedure) • SP 08-03 Injured on Duty Reporting (Rationale, Procedure-Supervisor) • SP 08-04 Members Involved in a Traumatic Critical Incident (Rationale, Procedure, Critical Incident Response Team, Traumatic Critical Incident Mitigation Process, Post Incident Firearms Exposure Session) • SP 08-05 Substance Abuse (Rationale, Procedure) • SP 08-06 Hazardous Materials, Decontamination and De-Infestation (Rationale, Procedure) • SP 08-07 Communicable Diseases (Rationale, Procedure) • SP 08-09 Workplace Safety (Rationale, Procedure) • SP 08-10 External Threats Against Service Members (Rationale, Procedure) 	<ul style="list-style-type: none"> • The Service does not have a formal psychological health and safety process but there are programs and committees in place that deal with hazard/risk identification and risk management.

3. Implementation and Operations				
	Level		Findings	Comments
<ul style="list-style-type: none"> implementing processes to respond to and provide support for issues that can impact psychological health and other factors, e.g. personal factors 			<ul style="list-style-type: none"> SP 08-11 Workplace Violence (Rationale, Procedure) SP 08-12 Workplace Harassment (Rationale, Procedure) SP 08-13 Workplace Accommodation-Medical (Rationale, Procedure) Wellness Program Internal Support Network (ISN) Toronto Police Amateur Athletic Association (TPAAA) 	
<p>3.5 The organization must establish and sustain processes to:</p> <ul style="list-style-type: none"> provide information about factors in the workplace that contribute to psychological health and safety, and how to reduce hazards and risks that potentially cause psychological harm, and how to enhance factors that promote psychological health. ensure stakeholder education, awareness, 	A		<ul style="list-style-type: none"> SP 08-01 EFAP (Rationale, Procedure) SP 08-02 Sickness Reporting (Rationale, Procedure) SP 08-03 Injured on Duty Reporting (Rationale, Procedure-Supervisor) SP 08-04 Members Involved in a Traumatic Critical Incident (Rationale, Procedure, Critical Incident Response Team, Traumatic Critical Incident Mitigation Process, Post Incident Firearms Exposure Session) SP 08-05 Substance Abuse (Rationale, Procedure) SP 08-06 Hazardous Materials, Decontamination & Deinfestation (Rationale, Procedure) SP 08-07 Communicable Diseases (Rationale, Procedure, Disinfection Facilities) SP 08-08 Central Sick Leave Bank (Eligibility, Benefits, SCLB Rehabilitation) SP 08-09 Workplace Safety (Rationale, Procedure) SP 08-10 External Threats Against Service Members (Rationale, 	<ul style="list-style-type: none"> The Service does not have a formal psychological health and safety process but there are programs and committees in place that deal with hazard/risk identification and risk management.

3. Implementation and Operations				
	Level		Findings	Comments
<p>and understanding of the nature and dynamics of stigma, psychological illness, safety and health</p> <ul style="list-style-type: none"> • communicate to stakeholders • existing policies and available supports. • communicate to stakeholders processes available when issues can impact psychological health and safety. • communicate to stakeholders information about the psychological health and safety system and related plans and processes. • include stakeholder ideas, concerns, and input for consideration. Ensure communication throughout the monitoring and review process (see Clause 4.5) to all workplace parties. 			<p>Procedure)</p> <ul style="list-style-type: none"> • SP 08-11 Workplace Violence (Rationale, Procedure) • SP 08-12 Workplace Harassment (Rationale, Procedure) • SP 08-13 Workplace Accommodation-Medical (Rationale, Procedure)Wellness Program • Internal Support Network (ISN) • Toronto Police Amateur Athletic Association (TPAAA) 	
3.6			<ul style="list-style-type: none"> • SP 08-01 EFAP (Rationale, Procedure) 	<ul style="list-style-type: none"> • Professional Standards Support-

3. Implementation and Operations				
	Level		Findings	Comments
<p>The organization has established processes to support effective and sustained implementation, including:</p> <ul style="list-style-type: none"> • sponsorship by senior leadership and leadership at all levels of the organization; • engagement on the part of stakeholders; and • assessment and application of change management principles throughout planning and implementation 	A		<ul style="list-style-type: none"> • SP 08-02 Sickness Reporting (Rationale, Procedure) • SP 08-03 Injured on Duty Reporting (Rationale, Procedure-Supervisor) • SP 08-04 Members Involved in a Traumatic Critical Incident (Rationale, Procedure, Critical Incident Response Team, Traumatic Critical Incident Mitigation Process, Post Incident Firearms Exposure Session) • SP 08-08 Central Sick Leave Bank (Eligibility, Benefits, SCLB Rehabilitation) • SP 08-09 Workplace Safety (Rationale, Procedure) • SP 08-10 External Threats Against Service Members (Rationale, Procedure) • SP 08-11 Workplace Violence (Rationale, Procedure) • SP 08-12 Workplace Harassment (Rationale, Procedure) • SP 08-13 Workplace Accommodation-Medical (Rationale, Procedure) • TPSB Equal Opportunity, Discrimination and Workplace Harassment Prevention • TPSB Workplace Violence Prevention • TPSB Occupational Health and Safety • TPSB Human Rights • Wellness Program • Internal Support Network (ISN) 	<p>Governance is currently drafting a new SP as per the Iacobucci Report Rec #39 to address this issue.</p> <ul style="list-style-type: none"> • The Service is considering consolidating this file under the Director of HR

3. Implementation and Operations				
	Level		Findings	Comments
			<ul style="list-style-type: none"> • Toronto Police Amateur Athletic Association (TPAAA) 	
<p>3.7 The organization must establish:</p> <ul style="list-style-type: none"> • clear responsibilities and accountabilities for effective implementation; • governance processes that support effective implementation and communication plans; and • documentation requirements 	A		<ul style="list-style-type: none"> • SP 08-01 EFAP (Rationale, Procedure) • SP 08-02 Sickness Reporting (Rationale, Procedure) • SP 08-03 Injured on Duty Reporting (Rationale, Procedure-Supervisor) • SP 08-04 Members Involved in a Traumatic Critical Incident (Rationale, Procedure, Critical Incident Response Team, Traumatic Critical Incident Mitigation Process, Post Incident Firearms Exposure Session) • SP 08-09 Workplace Safety (Rationale, Procedure) • SP 08-10 External Threats Against Service Members (Rationale, Procedure) • SP 08-11 Workplace Violence (Rationale, Procedure) • SP 08-12 Workplace Harassment (Rationale, Procedure) • SP 08-13 Workplace Accommodation-Medical (Rationale, Procedure) • BM #P222 October 9, 2014 Joint Sub-Committee composed of representatives from the Board, Service, SOO, TPA, CAMH, and subject to consultation with the Chief, one former member of TPS and up to two relatives of Service members impacted by mental health • TPSB Policy - Equal Opportunity, Discrimination and Workplace Harassment Prevention • TPSB Policy - Workplace Violence Prevention • TPSB Policy - Occupational Health and Safety 	<ul style="list-style-type: none"> • Professional Standards Support-Governance is currently drafting a new SP as per the Iacobucci Report Rec #39 to address this issue.

3. Implementation and Operations				
	Level		Findings	Comments
			<ul style="list-style-type: none"> • TPSB Policy - Human Rights • Various OHS related courses at TPC 	
3.8 The organization must establish and sustain processes that ensure confidentiality and privacy rights are respected and protected	A		<ul style="list-style-type: none"> • SP 08-01 EFAP (Confidentiality) • SP 08-12 Workplace Harassment (Rationale, Procedure) • SP 08-13 Workplace Accommodation-Medical (Confidentiality) 	
3.9 The organization must establish and sustain ongoing resources to: <ul style="list-style-type: none"> • determine expectations and minimum requirements of workers and in particular those in leadership roles (e.g., supervisors, managers, workers representatives, union leadership) to prevent psychological harm, promote psychological health of workers, and address problems related to psychological health and safety; and • provide orientation and 	A		<ul style="list-style-type: none"> • Establishment of appropriate health and safety related units and functions with appropriate mandates, and performance standards and assessments • Training: various OHS related courses at TPC <ul style="list-style-type: none"> • OHS Basic Certification/OHS Sector Specific • First Aid Renewal • Healthy Eating Program • OHS-Civilian • OHS for Supervisors • Police Officer Lateral Entry • Uniform coach Officer • Major Incident Rapid Response Team • Ethics & Professionalism in Policing • Ethics & Inclusivity in the Workplace • Organization Development Course • SP 08-04 Members Involved in a Traumatic Critical Incident • SP 08-09 Workplace Safety (Rationale, Procedure) • SP 08-10 External Threats Against Service Members (Rationale, 	Professional Standards Support-Governance is currently drafting a new SP as per the Iacobucci Report Rec #39 to address this issue.

3. Implementation and Operations				
	Level		Findings	Comments
training to meet requirements for Clause 4.4.6			Procedure) <ul style="list-style-type: none"> • SP 08-11 Workplace Violence (Rationale, Procedure) • SP 08-12 Workplace Harassment (Rationale, Procedure) • SP 08-13 Workplace Accommodation-Medical (Rationale, Procedure) • Wellness Program • Internal Support Network (ISN) • Toronto Police Amateur Athletic Association (TPAAA) 	
3.10 The organization should establish and sustain processes to: <ul style="list-style-type: none"> • provide accessible coaching and supports as required, recognizing the potential complexities of psychological health and safety situations, the unique needs of the individuals affected, and the skills needed and <ul style="list-style-type: none"> • assess and address competence of those in leadership roles specific to Item 3.9. 	B		<ul style="list-style-type: none"> • Establishment of appropriate health and safety related units and functions with appropriate mandates and processes • Training; various OHS related courses at TPC and OPC <ul style="list-style-type: none"> OHS Basic Certification/OHS Sector Specific First Aid Renewal Healthy Eating Program OHS-Civilian OHS for Supervisors Internal Support Network (ISN) • Toronto Police Amateur Athletic Association (TPAAA) • Uniform coach officer • Major Incident Rapid Response Team • Ethics & Professionalism in Policing and Ethics & Inclusivity in the Workplace • Organizational Behaviour and Development • SP 08-04 Members Involved in a Traumatic Critical Incident Appendix B • SP 08-09 Workplace Safety (Rationale, Procedure) • SP 08-12 Workplace Harassment (Rationale, Procedure) • SP 08-13 Workplace Accommodation-Medical (Rationale) • The Road to Mental Readiness (R2MR) 	<ul style="list-style-type: none"> • Professional Standards Support-Governance is currently drafting a new SP as per the Iacobucci Report Rec #39 to address this issue.

3. Implementation and Operations				
	Level		Findings	Comments
<p>3.11 The organization must establish and sustain processes to:</p> <ul style="list-style-type: none"> • identify potential critical events where psychological suffering, illness, or injury is involved, or likely to occur, while respecting confidentiality and privacy of all parties; • provide response and support, including consideration of specialized external supports; • provide related training for key personnel involved in critical event response; and • ensure there are opportunities for debriefing and for revising guidelines for critical events as applicable. 	A		<ul style="list-style-type: none"> • SP 08-01 EFAP (Rationale, Procedure) • SP 08-04 Members Involved in a Traumatic Critical Incident (Rationale, Procedure, Critical Incident Response Team, Traumatic Critical Incident Mitigation Process, Post Incident Firearms Exposure Session, Appendix "B") • SP 08-08 Central Sick Leave Bank (Eligibility, Benefits, SCLB Rehabilitation) • SP 08-09 Workplace Safety (Rationale, Procedure) • SP 08-10 External Threats Against Service Members (Rationale, Procedure) • SP 08-12 Workplace Harassment (Rationale, Procedure) • SP 08-13 Workplace Accommodation-Medical (Rationale, Procedure) • Various OHS related courses at TPC 	
<p>3.12 The organization must establish and sustain</p>	A		<ul style="list-style-type: none"> • SP 08-01 EFAP (Confidentiality) • SP 08-04 Members Involved in a Traumatic Critical Incident (Rationale, Procedure, Critical Incident Response Team, 	

3. Implementation and Operations				
	Level		Findings	Comments
<p>processes to:</p> <ul style="list-style-type: none"> • ensure the psychological health and safety risks and impacts of critical events are assessed; • manage critical events in a manner that reduces psychological risks to the extent possible and that supports ongoing psychological safety; • incorporate learnings from critical events into established plans related to the psychological health and safety system; and • ensure there are opportunities for reviewing and for revising guidelines for critical events as applicable. 			<p>Traumatic Critical Incident Mitigation Process, Post Incident Firearms Exposure Session, Appendix “B”)</p> <ul style="list-style-type: none"> • SP 08-09 Workplace Safety (Rationale, Procedure) • SP 08-11 Workplace Violence (Rationale, Procedure) • SP 08-12 Workplace Harassment (Rationale, Procedure) 	
<p>3.13</p> <ul style="list-style-type: none"> • The organization must establish and maintain procedures for reporting and investigating work-related psychological health and safety incidents. These 	A		<ul style="list-style-type: none"> • Establishment of appropriate health and safety related units and functions with appropriate mandates, authorities, and processes for reporting and investigating incidents • SP 08-01 EFAP (Rationale, Procedure, Confidentiality) • SP 08-03 Injured on Duty Reporting (Rationale, Procedure-Supervisor) • SP 08-04 Members Involved in a Traumatic Critical Incident 	<ul style="list-style-type: none"> • Professional Standards Support-Governance is currently drafting a new SP as per the Iacobucci Report Rec #39 to address this issue.

3. Implementation and Operations

	Level		Findings	Comments
<p>procedures must include:</p> <ul style="list-style-type: none"> • establishing roles and responsibilities of all parties participating in the investigation process; practices that foster a psychologically safe environment that allows workers to report errors, hazards, adverse events, and close calls; • a commitment to appropriate accountability, looking first at system factors that contributed to the error or adverse event; • actions to mitigate any consequences of work-related psychological injuries, illnesses, acute traumatic events, chronic stressors, fatalities (including suicides), attempted suicides, and psychological health and safety incidents; • the identification of the immediate and 			<p>(Rationale, Procedure, Critical Incident Response Team, Traumatic Critical Incident Mitigation Process, Post Incident Firearms Exposure Session)</p> <ul style="list-style-type: none"> • SP 08-05 Substance Abuse (Rationale, Procedure) • SP 08-06 Hazardous Materials, Decontamination & Deinfestation (Rationale, Procedure) • SP 08-07 Communicable Diseases (Rationale, Procedure, Disinfection Facilities) • SP 08-09 Workplace Safety (Rationale, Procedure) • SP 08-10 External Threats Against Service Members (Rationale, Procedure) • SP 08-11 Workplace Violence (Rationale, Procedure) • SP 08-12 Workplace Harassment (Rationale, Procedure) 	

3. Implementation and Operations				
	Level		Findings	Comments
underlying cause(s) of such incidents and the implementation of recommended corrective and preventive actions; and				
<ul style="list-style-type: none"> an assessment of effectiveness of any preventive and corrective actions taken. 				
<p>3.14 Work-related psychological health and safety incident investigations should:</p> <ul style="list-style-type: none"> be carried out by persons who are experienced in psychological injury and incident investigation; be carried out by persons impartial and who are perceived to be impartial by all parties; be carried out with the participation of the appropriate workplace parties; and respect the privacy and confidentiality of 	B		<ul style="list-style-type: none"> Establishment of appropriate health and safety related units and functions with appropriate personnel, mandates, authorities, and processes for investigating incidents SP 08-01 EFAP (Confidentiality) SP 08-09 Workplace Safety (Rationale, Procedure) SP 08-10 External Threats Against Service Members (Rationale, Procedure) SP 08-11 Workplace Violence (Rationale, Procedure) SP 08-12 Workplace Harassment (Rationale, Procedure) 	<ul style="list-style-type: none"> Professional Standards Support-Governance is currently drafting a new SP as per the Iacobucci Report Rec #39 to address this issue.

3. Implementation and Operations				
	Level		Findings	Comments
involved parties, and other relevant legislation.				
3.15 Investigations of cause(s) of work-related psychological health and safety incidents must identify any failures in the PHSMS and must be documented.	A		<ul style="list-style-type: none"> • Establishment of appropriate health and safety related units and functions with appropriate mandates, authorities, and processes for reporting, investigating, and documenting incidents • SP 08-09 Workplace Safety (Rationale, Procedure) • SP 08-10 External Threats Against Service Members (Rationale, Procedure) • SP 08-11 Workplace Violence (Rationale, Procedure) • SP 08-12 Workplace Harassment (Rationale, Procedure) 	<ul style="list-style-type: none"> • Professional Standards Support-Governance is currently drafting a new SP as per the Iacobucci Report Rec #39 to address this issue.
3.16 Recommendations must be developed and, along with the investigation's results, must be communicated to the workplace parties.	A		<ul style="list-style-type: none"> • Established JHSC reporting processes • SP 08-09 Workplace Safety (Rationale, Procedure) • SP 08-10 External Threats Against Service Members (Rationale, Procedure) • SP 08-11 Workplace Violence (Rationale, Procedure) • SP 08-12 Workplace Harassment (Rationale, Procedure) 	<ul style="list-style-type: none"> • Professional Standards Support-Governance is currently drafting a new SP as per the Iacobucci Report Rec #39 to address this issue.
3.17 Recommendations must form the basis of corrective action and must be included in the management review process and contribute to	A		<ul style="list-style-type: none"> • Established JHSC processes • Established Service-wide reporting processes (e.g.: A&QA processes) • SP 08-09 Workplace Safety (Rationale, Procedure) • SP 08-11 Workplace Violence (Rationale, Procedure) 	<ul style="list-style-type: none"> • Professional Standards Support-Governance is currently drafting a new SP as per the Iacobucci Report Rec #39 to address this issue.

3. Implementation and Operations				
	Level		Findings	Comments
the continual improvement of the PHSMS.			<ul style="list-style-type: none"> • SP 08-12 Workplace Harassment (Rationale, Procedure) 	
<p>3.18 The organization must establish and sustain processes to:</p> <ul style="list-style-type: none"> • make external parties and their personnel aware of the organization's policies and expectations related to protecting the psychological health and safety of the organization's workers; and • address any issues or concerns identified 	A		<ul style="list-style-type: none"> • TPSB - Occupational Health and Safety • TPSB Policy - Workplace Violence Prevention • TPSB Policy - Human Rights • Equal Opportunity, Discrimination and Workplace Harassment Prevention • Police Response to Persons who are emotionally disturbed or have a mental illness or a developmental disability is made available online and can be accessed by the public. • Health and safety information such as EFAP is available on the Service intranet. The Service also distributes literature concerning health and safety issues. 	

4. Evaluation and Corrective Action				
	Level		Findings	Comments
<p>4.1 The organization must establish and maintain procedures to monitor,</p>	A		<ul style="list-style-type: none"> • SP 08-01 EFAP (Confidentiality) • SP 08-03 Injured on Duty Reporting (Rationale, Procedure-Supervisor, Officer in charge) • SP 08-04 Members Involved in a Traumatic Critical Incident 	<ul style="list-style-type: none"> • Professional Standards Support-Governance is currently drafting a new SP as per the Iacobucci Report Rec #39 to address this issue.

4. Evaluation and Corrective Action				
	Level		Findings	Comments
measure, and record psychological health and safety and the effectiveness of the PHSMS, respecting the confidentiality and privacy of all individuals.			<p>(Rationale, Procedure, Critical Incident Response Team, Traumatic Critical Incident Mitigation Process, Post Incident Firearms Exposure Session)</p> <ul style="list-style-type: none"> • SP 08-09 Workplace Safety (Rationale, Procedure) • SP 08-10 External Threats Against Service Members (Rationale, Procedure) • SP 08-11 Workplace Violence (Rationale, Procedure) • SP 08-12 Workplace Harassment (Rationale, Procedure) • SP 08-13 Workplace Accommodation-Medical (Rationale) • Analysis of Service absentee data • Analysis of members' use of Service benefits 	
<p>4.2 The organization must assess organizational conformance to this Standard, including an evaluation of the processes associated with the implementation of this Standard.</p>	A			Currently being assessed in this review.
<p>4.3 The organization's performance monitoring and measurement approach:</p> <ul style="list-style-type: none"> • determines the extent to which the PHSMS policy, objectives, and targets are being met; • provides data on PHSMS 	A		<ul style="list-style-type: none"> • The Service applies established audit and evaluation processes to the units and functions that currently exist 	<ul style="list-style-type: none"> • Professional Standards Support-Governance is currently drafting a new SP as per the Iacobucci Report Rec #39 to address this issue. • The Service is considering consolidating this file under the Director of HR

4. Evaluation and Corrective Action				
	Level		Findings	Comments
<p>performance and results;</p> <ul style="list-style-type: none"> determines whether the day-to-day arrangements for hazard and risk identification, assessment, minimization, and elimination or control are in place and operating effectively; and provides the basis for decisions about improvements to psychological health and safety of the workplace and the PHSMS. 				
<p>4.4 Qualitative and quantitative measures (appropriate to the needs, size, and nature of the organization) must be developed in consultation with workers (and where applicable, their representatives) and must be carried out by competent persons.</p>	A		<ul style="list-style-type: none"> The Service applies established audit and evaluation processes to the units and functions that currently exist Appropriate use of data, including data collected through established HR functions are used (e.g.: number of information sessions and participants, absentee data, injury claims, benefit use), Worker and worker representative consultation through established forums (e.g.: JHSC, wellness and social committees) 	<ul style="list-style-type: none"> Professional Standards Support-Governance is currently drafting a new SP as per the Iacobucci Report Rec #39 to address this issue.
<p>4.5 Monitoring and measuring</p>	A		<ul style="list-style-type: none"> The Service applies established audit and evaluation processes to the units and functions that currently exist 	<ul style="list-style-type: none"> Professional Standards Support-Governance is currently drafting a

4. Evaluation and Corrective Action

	Level		Findings	Comments
<p>results must be recorded and include the following, as applicable:</p> <ul style="list-style-type: none"> • leadership engagement with the PHSMS; • baseline assessment of psychosocial risk factors; • baseline assessment of other workplace determinants of psychological health (e.g. environmental, physical, job requirement, staffing levels); • psychological injury and illness statistics; • return-to-work programs; • aggregated data from health risk assessments; and aggregated analysis of the results of investigations or events 			<ul style="list-style-type: none"> • SP 08-01 EFAP (Rationale, Procedure) • SP 08-02 Sickness Reporting (Medical Advisor-OHS-MAS) • SP 08-03 Injured on Duty Reporting (Medical Advisor-OHS-MAS) • SP 08-04 Members Involved in a Traumatic Critical Incident (Rationale, Procedure, Critical Incident Response Team, Traumatic Critical Incident Mitigation Process, Post Incident Firearms Exposure Session) • SP 08-09 Workplace Safety (Rationale, Procedure-Local and Central JHSC) • SP 08-11 Workplace Violence (Rationale, Procedure) • SP 08-12 Workplace Harassment (Procedure, Unit Commander OHS) • SP 08-13-Workplace Accommodation –Medical (Rationale, Manager-OHS) 	<p>new SP as per the Iacobucci Report Rec #39 to address this issue.</p> <ul style="list-style-type: none"> • The Service is exploring the development of a consolidated evaluation report.

4. Evaluation and Corrective Action				
	Level		Findings	Comments
<p>4.6 The organization must establish and maintain an internal audit program to conduct audits at planned intervals to determine whether the PHSMS:</p> <ul style="list-style-type: none"> conforms to the requirements of this Standard and to the psychological health and safety system requirements established by the organization; and is effectively implemented and maintained. 	A		<ul style="list-style-type: none"> The Service uses established audit processes using generally acceptable auditing standards and will make appropriate referrals to Audit and Quality Assurance 	<ul style="list-style-type: none"> Regular auditing of the system is not yet mandated but will be addressed in the drafting of the new SP as per the Iacobucci Report Rec #39. The Service is exploring the development of a consolidated evaluation process.
<p>4.7 The internal audit program must include criteria for:</p> <ul style="list-style-type: none"> auditor competency; the audit scope; the frequency of audits; the audit methodology; and reporting requirements 	A		<ul style="list-style-type: none"> The Service employs generally acceptable audit processes and appropriately qualified auditors. 	<ul style="list-style-type: none"> Regular auditing of the system is not yet mandated but will be addressed in the drafting of the new SP as per the Iacobucci Report Rec #39. The Service is exploring the development of a consolidated evaluation report.
<p>4.8 The audit results, audit conclusions, and any</p>	A		<ul style="list-style-type: none"> The Service employs generally acceptable audit and reporting processes 	<ul style="list-style-type: none"> Regular auditing of the system is not yet mandated but will be addressed in the drafting of the new SP as per

4. Evaluation and Corrective Action				
	Level		Findings	Comments
corrective action plan must be documented and communicated to affected workplace parties, including workers and worker representatives, and those responsible for corrective action.				<p>the Iacobucci Report Rec #39.</p> <ul style="list-style-type: none"> The Service is exploring the development of a consolidated evaluation report.
<p>4.9 The organization must consult with workers and, where applicable, their representatives on auditor selection, the audit process, and the analysis of results.</p>	A		<ul style="list-style-type: none"> The Service has existing joint worker and employer processes (e.g. JHSC) 	<ul style="list-style-type: none"> Regular auditing of the system is not yet mandated but will be addressed in the drafting of the new SP as per the Iacobucci Report Rec #39.
<p>4.10 Management responsible for the activity being audited must ensure that corrective actions are taken to address any non-conformance with the organization's PHSMS or this Standard identified during the audit.</p>	A		<ul style="list-style-type: none"> Units and members responsible for health and safety are currently required to fulfil their mandate which includes taking corrective measures when appropriate. 	<ul style="list-style-type: none"> Regular auditing of the system is not yet mandated but will be addressed in the drafting of the new SP as per the Iacobucci Report Rec #39.
<p>4.11 The organization must establish and maintain preventive and corrective action procedures to:</p>	A		<ul style="list-style-type: none"> Units and members responsible for health and safety are currently required to fulfil their mandate which includes taking corrective measures when appropriate. SP 08-01 EFAP (Rationale, Procedure) SP 08-04 Members Involved in a Traumatic Critical Incident 	<ul style="list-style-type: none"> While the Service does not have a consolidated psychological health and safety process; there are numerous programs and committees in place that deal with

4. Evaluation and Corrective Action				
	Level		Findings	Comments
<ul style="list-style-type: none"> • address PHSMS non-conformances and inadequately controlled hazards and their related risks; • identify any newly created hazards resulting from preventive and corrective actions; • expedite action on new or inadequately controlled hazards and risks; • track actions taken to ensure their effective implementation; and • implement initiatives to prevent recurrence of hazards 			(Rationale, Procedure, Critical Incident Response Team, Traumatic Critical Incident Mitigation Process, Post Incident Firearms Exposure Session) <ul style="list-style-type: none"> • SP 08-05 Substance Abuse (Rationale, Procedure) • SP 08-06 Hazardous Materials, Decontamination and De-Infestation (Rationale, Procedure) • SP 08-07 Communicable Diseases (Rationale, Procedure) • SP 08-09 Workplace Safety (Rationale, Procedure) • SP 08-10 External Threats Against Service Members (Rationale, Procedure) 	hazard/risk identification and risk management.

5. Management Review				
	Level		Findings	Comments
5.1 The organization must establish and maintain a			<ul style="list-style-type: none"> • Units and members responsible for health and safety are currently required to fulfil their mandate which includes taking corrective measures when appropriate. 	<ul style="list-style-type: none"> • Professional Standards Support-Governance is currently drafting a new SP as per the Iacobucci Report

5. Management Review				
	Level		Findings	Comments
<p>process to conduct scheduled management reviews of the PHSMS, including:</p> <ul style="list-style-type: none"> • review and analysis of key outcome data (e.g. audit results, evaluation/outcomes data); • assessment of the level of conformance of the PHSMS to this Standard; • a detailed review of findings that are considered significant; and organizational and other reporting requirements. 			<ul style="list-style-type: none"> • SP 08-09 Workplace Safety (Rationale, Procedure-Local and Central JHSC) • SP 08-11 Workplace Violence (Rationale, Procedure) <ul style="list-style-type: none"> • SP 08-12 Workplace Harassment (Procedure, Unit Commander OHS) 	<p>Rec #39 to address this issue.</p>
<p>5.2 The review process should address the degree to which the goals of a psychologically healthy and safe workplace are being achieved</p>	B		<ul style="list-style-type: none"> • Units and members responsible for health and safety are currently required to fulfil their mandate which includes taking corrective measures when appropriate. • SP 08-09 Workplace Safety (Rationale, Procedure-Local and Central JHSC) • SP 08-11 Workplace Violence (Rationale, Procedure) • SP 08-12 Workplace Harassment (Procedure, Unit Commander OHS) 	<ul style="list-style-type: none"> • Professional Standards Support-Governance is currently drafting a new SP as per the Iacobucci Report Rec #39 to address this issue. • While there is an existing review process in place, management will ensure that goals and objectives are measurable in order to properly assess the achievement of targets.

5. Management Review				
	Level		Findings	Comments
<p>5.3 The outcome of the review process must include:</p> <ul style="list-style-type: none"> • opportunities for improvement and, where deficiencies/variances are identified, corrective actions to be implemented; • review and update of the organizational policies and procedures specific to or related to the PHSMS; • review and update of objectives, targets, and action plans; and • Communications opportunities to enhance understanding and application of results. 	A		<ul style="list-style-type: none"> • Units and members responsible for health and safety are currently required to fulfil their mandate which includes taking corrective measures when appropriate. • SP 08-09 Workplace Safety (Rationale, Procedure-JHSC) • SP 08-12 Workplace Harassment (Procedure, Unit Commander OHS) 	<ul style="list-style-type: none"> • Professional Standards Support-Governance is currently drafting a new SP as per the Iacobucci Report Rec #39 to address this issue. • The Service is exploring the development of a consolidated evaluation • While there is an existing review process in place, management will ensure that goals and objectives are measurable in order to properly assess the achievement of targets.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 12, 2015**

**#P283. POLICING AND MEETING THE NEEDS OF OUR AGEING
POPULATION**

The Board was in receipt of the following report October 23, 2015 from Mark Saunders, Chief of Police:

Subject: POLICING AND MEETING THE NEEDS OF OUR AGEING POPULATION

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

At its meeting of July 16, 2015, the Board received a presentation from Dr. Sinha and Ms. Campbell on Policing and Meeting the Needs of Our Ageing Population. As a result, the Board requested a report on the following motions:

- That the Chief of Police encourage the Community Police Liaison Committees, Chief's Consultative Committees and Chief's Advisory Council to focus on safety issues of older adults;
- That the Chief of Police consider adopting the 11 recommended Toronto Police Service Actions from the Toronto Seniors Strategy;
- That the Toronto Police Service address issues related to an aging population and that it shall consider these in the next Business Plan; and
- That the Chief of Police consider designating a Toronto Police Service Senior officer to work with City staff to implement the Toronto Seniors Strategy actions and develop data sharing agreements.

Discussion:

The Service has for many years had a police officer assigned the responsibility of taking carriage of issues related to seniors. The Vulnerable Persons Specialist (VPS) is a designated officer, attached to the Divisional Policing Support Unit (DPSU), with the primary function of

overseeing issues, such as older adult abuse and neglect. The VPS is also involved with providing support to the field and specialized units on issues dealing with numerous criminal frauds, scams, financial literacy, mental health, disability and homelessness issues. The VPS is engaged in formal training and education, both internally with Service personnel and externally, with a number of community and government stakeholders. Additionally, the VPS acts as an important Service resource for divisional front-line officers and specialized units. The expertise of the VPS is also utilized by a number of external agencies and organizations.

The VPS is a public educator on a number of senior safety topics, including regular guest appearances on public radio talking about important senior safety issues and promoting senior safety messaging on social media. This ensures the broader public's increased awareness and understanding of wide-ranging issues and concerns of older adults. Additionally, the VPS is very well-connected to the larger community including multi-jurisdictional, intergovernmental, cross-sectional agencies and organizations. These ongoing and evolving relationships are of utmost importance to the Service as they provide a sounding board to what is occurring in the city, as well as valuable partnerships in various community projects.

The DPSU Elder Abuse website supports a section on elder abuse, ageing and fraud awareness for seniors and provides resources and links. There is the capacity to implement additional links that will direct seniors in need to resources that will best assist those whom have been victimized by crime.

Many Service members are actively engaged in using social media to promote positive police and safety messaging. The VPS is an active social media user for the Service. Each day, the VPS posts and tweets @ #SeniorSafetyTipoftheDay. This message covers a wide variety of crime prevention and general safety topics, including information on fraud awareness and prevention for seniors, traffic safety and elder abuse. Throughout the course of the year and especially during special themed days, weeks or months, the officer promotes this messaging. Examples are January is Alzheimer's Month, March is Fraud Prevention Month, June is Seniors Month and November is Financial Literacy Month. June 15, is recognized internationally as World Elder Abuse Awareness Day (WEAAD). During these months, the majority of tweets and posts relate to these very themes as it pertains to seniors issues.

Representation on Chief's Committees:

Currently, there are a number of seniors from the general community participating as members of the 17 Community Police Liaison Committees (CPLCs), across the Service. These seniors are best positioned to identify and discuss relevant older adult issues to the committees, such as the safety issues and concerns of older adults. DPSU is currently in the process of organizing the 2015 Community Consultative Committees (CPC) Conference scheduled for November 28, 2015. The theme for this year's conference is: "**Impacts on our Ageing Population - Concepts, Challenges, Change**". The itinerary includes break-out sessions that cover a variety of issues of importance to an ageing population, including elder abuse, fraud, financial literacy, personal safety, home security and community safety. Upon its conclusion, the CPC Conference results will then be gathered, tabulated and analysed. A concluding report will be generated

which will act as a springboard to assist in future direction the Service shall consider as Toronto's population demographics shift to an increasingly older age.

Recommendation from the Toronto Seniors Strategy:

Several of the 11 recommendations proposed by the Toronto Seniors Strategy have been adopted by the Service. For example, recommendation 2(b), discusses internal guides for Service personnel in accessing resources for older adults. This has been in place for a number of years and officers may access this information through a search on elder abuse, on the DPSU Internal Website. There are other recommendations from the Seniors Strategy, for example, data sharing (recommendation 1(b)) and officer training (recommendation 2(f)), which are ongoing.

This fall, DPSU, in consultation with Corporate Communications, will be discussing the development of several public service announcements (PSAs). This is in conjunction with the Video Services Unit showcasing newly created Service Crime Prevention Pamphlets. A new crime prevention pamphlet will be highlighted for each PSA. These new crime prevention pamphlets and PSAs are for all age groups, two specifically are geared towards seniors, "Distraction Thefts" and "Frauds and Scams Against Seniors." This initiative addresses recommendation 2(c), (public awareness campaign) of the Toronto Seniors Strategy.

Another example of outreach into our neighbourhoods is a partnership with two city services. Due to its success in reaching seniors during the summer months of 2014, the joint Toronto Police Service, Toronto Fire Services and the Toronto Public Library partnership will be continuing. The Service contribution at the next event will focus on fraud awareness information for seniors (Toronto Seniors Strategy recommendation 22(b) and 23(d)).

At the Toronto Police College (TPC), officers participate in educational courses (Toronto Seniors Strategy recommendation 2(f)), related to a number of investigative and frontline functions. In particular, the Crime Prevention Course offers a component on the abuse and neglect of older adults. DPSU is currently working with the TPC in development of the first-ever **Crimes Against Seniors Investigator Course**. This is a five-day course planned for early 2016.

As well, the results of the 2015 CPC Conference are expected to form the basis of a Service Seniors' Community Safety Information Booklet. This addresses recommendation 2(a), (Seniors' Advisory Committee) of the Toronto Senior Strategy, as well as recommendation 22(d), (Seniors' guidebook).

Toronto Police Service Business Plan:

The next Service Business Plan is scheduled for 2017-2019. The Service has yet to determine what the priorities will be, however, seniors' issues will be considered during the consultation and discussion phases.

Designation of Senior Officer:

A Senior Officer from DPSU sits on the City of Toronto - Accountability Table. This committee is the overseeing body for the implementation of the Toronto Seniors Strategy. DPSU will consult with the Service's Business Intelligence Unit to discuss data sharing opportunities with the City of Toronto.

Conclusion:

The Service, through DPSU, continues to promote seniors' education, safety and crime prevention messaging to support divisional and specialized units, in all aspects of crimes against seniors.

In consultation with our community stakeholders, we continue to be a leader in the policing community on seniors' issues. To maintain safety and security in our communities, the Service continues to create meaningful partnerships through trust, understanding, shared knowledge and effective community mobilization efforts.

We continue to work with our corporate and community partners in providing value-added seniors' programs and initiatives that can and do extend support to seniors, as well as raising awareness of the many different issues, realities and challenges faced by the city's ageing population.

Constructive partnerships and positive outcomes that occur as a result of our community-police interactions remain the cornerstone of a successful police service, which in turn, leads to a safer, more secure and healthier community.

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

The Board received the foregoing report.

Moved by: S. Carroll

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 12, 2015**

**#P284. SPECIAL FUND: UPDATE ON YOUTH EMPLOYMENT SERVICES
(YES) JOB CAMP PROGRAM**

The Board was in receipt of the following report October 22, 2015 from Andy Pringle, Chair:

Subject: SPECIAL FUND STATUS UPDATE: YOUTH EMPLOYMENT SERVICES

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

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

Background/Purpose:

Founded by the Rotary Club of Toronto in 1968, Youth Employment Services (YES) has a rich history spanning 40 years and has become the established model for other sector agencies across the country. YES provides young people with professional counselling and training to help them realize their full potential and has an 83% success rate in finding jobs, training and education, or business outcomes for youth.

The YES Job Camp Program is an employment and personal development program designed to help disadvantaged and vulnerable youth develop employability and life skills and find employment. Youth who participate in the program face one or more challenges that may include having a criminal record, having a grade 12 or less education, homelessness and having a mental health disorder that make it difficult to navigate the labour market on their own. Job Camp is an intensive two week program offered annually to 120 youth, 15 – 30 years of age, who are not in school and are unemployed. 2014 Job Camp statistics show that 86% of participants achieved a positive outcome and were successful in finding and maintaining employment, returning to school or enrolling in further training.

On February 19, 2015, the Board approved \$20,000 from the Board Special Fund to support the YES Job Camp Program, Min. No. P46/15 refers. The purpose of this report is to provide the Board with a status update received from YES, regarding the 2015/16 Job Camp Program to date.

Discussion:

The funds provided by the Board Special Fund covers the cost of 22 youth participating in the program. The funds provided by the Board represent 18.3% of the total program cost of \$109,260.

The interim report outlines the success of 69 youth that have participated in the job program to date and includes several testimonials from youth that have completed the program. Statistics included in the report are as follows:

- 87% of participants had grade 12 or less education
- 65% had been out of school or out of work for more than six months
- 94% of participants have found employment
 - 59 youth found full time employment
 - 6 youth found part-time employment

An additional 60 youth will participate in the program between November 2015 and March 2016. A copy of the interim report is attached for your information. As well, a copy of YES' 2015 Annual Report, which provides more details about the impact of YES programs, can be accessed at <http://www.yes.on.ca/annual-reports/>.

Conclusion:

The Job Camp program continues to address socio-economic factors that create barriers to self-sufficiency for at-risk youth. The program outcomes are in keeping with the 'Community Outreach' criteria outlined in the Special Fund Policy which supports initiatives "benefiting children and/or youth and/or their families and that address violence prevention or prevention of repetition of violence or the root causes of violence."

YES continues to pursue developing an ongoing relationship with the Service to establish ongoing mentoring and or workshops that would be beneficial to at-risk youth.

The Board received the foregoing report.

Moved by: S. Carroll



Interim Funding Report

Submitted to the Toronto Police Services Board

By Youth Employment Services YES

October 2015



TORONTO POLICE SERVICES BOARD INTERIM FUNDING REPORT

We would like to take this opportunity to once again thank the Toronto Police Service Board for your support of Youth Employment Services YES. Your generous gift of \$20,000 has helped some of Toronto's most marginalized and at-risk youth to participate in Job Camp. Job Camp accepts 120 youth in the program every year. Since we received your contribution in April of this year, 69 youth have completed the program. Our report outlines the success of these 69 youth.

JOB CAMP PROGRAM DESCRIPTION

Job Camp is an employment and personal development program designed to help disadvantaged and vulnerable youth develop employability and life skills and find employment. Youth participate in two weeks of intensive workshops to improve their employability and life skills, after which they work one-on-one with our highly skilled Job Developers to identify and pursue job opportunities. Job Camp is offered to participants free of charge. Youth also receive breakfast and lunch during the two weeks of workshops as well as TTC tokens and a clothing allowance to aid them in their job search.

JOB CAMP OBJECTIVES

The objectives of the program are to reduce youth unemployment and enhance economic development in Toronto by assisting vulnerable unemployed youth to acquire employability skills in order to be successful in finding and maintaining employment.

Short-Term Objectives:



- Help at-risk youth become economically independent through finding and maintaining employment.
- Provide a safe and supportive environment where youth feel comfortable to participate.
- Assist at-risk and unemployed youth to clarify goals, and access job opportunities, educational options, training programs and community resources.
- Increase participants' employability skills.
- Help keep at-risk youth off the streets and out of trouble.

Long-Term Objectives

- Empower and prepare participants to become productive, self-sustaining members of society who contribute to the economic growth of their communities.
- Improve life skills and self-esteem of participants.
- Enable vulnerable youth to see a future for themselves in the world of work.
- Lessen the strain on social services.

JOB CAMP PROGRAM INTERIM OUTCOMES

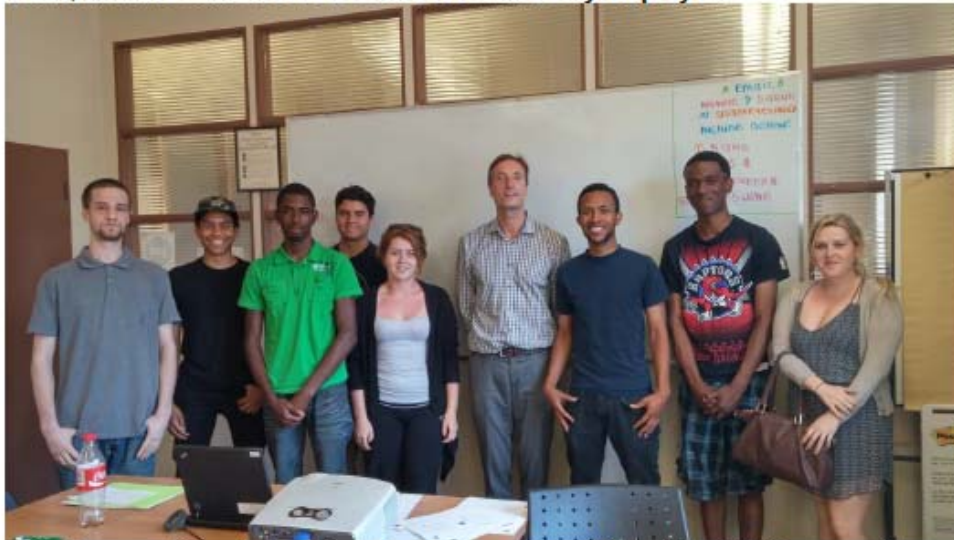
At the halfway mark in the Job Camp program, **69 youth have completed the program.** We are proud that **65 (or 94%) of the participants have found employment!**

-  59 youth (86%) have found full-time employment
-  6 youth (9%) have found part-time employment

The results achieved by our youth are incredible, especially given the many personal challenges and employment barriers that they were facing when they began the Job Camp program. Here are some of the challenges that they faced:

- 87% of participants had Grade 12 or less as their highest level of education
- 65% had been out of school, work and training for more than six months
- 35% had no prior work experience
- 33% were from Neighborhood Improvement Areas
- 19% had housing/living instability
- 16% had family disruptions
- 10% had a criminal record
- 10% were New Canadians
- 8% had a disability (physical or developmental)
- 6% were single parents.
- 5% had health problems

These young people came to our office feeling frustrated, angry and hopeless about their situation. They have left empowered with a new sense of self-worth and value, and the skills needed to find work and stay employed!



Job Camp participants learning about presentation skills with Ed Caffyn, one of our many community volunteers.

JOB CAMP SUCCESS STORIES

The best way to truly understand the impact of your gift is through the words of the youth that have benefited. Here are some of their stories:

"My personal life was struggling. Credit collection agencies were always calling me, I was fed up questioning if I'm ever going to get a job. I had a friend show me YES – his personal experience was awesome and he was helped so well he's been in the same job for the past four years. YES helped me update my resume, showed me how to make a cover letter, taught me what to say and what not to say, and how to prevent going into debt. They gave me the ability to find work with much more knowledge under my belt! I was able to bring my fiancé here to help him get back on his feet. As for myself, it's a start to success and happiness. Anyone can do what they dream too as long as they stay positive, try your best and never be afraid to ask a question. You never know what the results will be!" - Anna

"Before I joined YES I was having a hard time finding a job to fit my schedule. I am a single mom and have challenges with finding a job that fits around day care. I was starting to feel discouraged and was also feeling a little intimidated by certain jobs. After coming to YES and learning all the skills I am more confident. YES is working hard with me to find the right job for me. I now know how to sell myself to an employer when on a job interview." - Jamie

"Before I came to YES I was struggling with figuring out what I wanted to do with my life. I wasn't motivated, couldn't get up early enough, had never made a resume and hadn't been to a job interview in a really long time. It was hard but totally worth it as now I want to move up in the world and I realized I deserve better in life. I am really grateful I made it into this program when I did." - Shyeann

"Before YES I was unemployed and hanging around with the wrong crowd. I lost my father at a young age. I did some time and then realized I wanted to change my life. I came to YES because I wanted to get a job. I got sent out on interviews and got employed at a hotel. I love this program!" - Kristoff

MOVING FORWARD

We are excited to continue to offer this exciting program and anticipate that another 60 more youth will participate between now and March 31, 2016.

We are thrilled to have begun conversations with TPS staff members to set up volunteer opportunities to engage with our Job Camp youth. We enjoyed meeting with Inspector Stu Eley on September 16 and learning more about TPS, and will continue to engage him and other staff in our program.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 12, 2015**

#P285. ANNUAL REPORT – 2015 HEALTHY WORKPLACE INITIATIVES

The Board was in receipt of the following report September 22, 2015 from Mark Saunders, Chief of Police:

Subject: 2015 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, 2014 to September 30, 2015.

Wellness 2015 (Uniform and Civilian)

The wellness presentation for the 2015 In-Service Training Program (ISTP) is entitled *Trauma & Resilience in Policing: Trauma, Burnout, & Compassion Fatigue*, and discusses strategies and tactics for educating members about important mental health concepts with the overall goal of decreasing negative stigma.

Police officers are frequently exposed to high-stress situations and traumatic events. The Iacobucci Report (Chapter 7; page 18) recommends that:

“The TPS consider placing more emphasis, within the existing time allocated to in-service training if necessary, on the areas identified in Recommendation 15.”

Recommendation 15 (Chapter 7; page 17) includes the importance of “addressing and debunking stereotypes and stigmas concerning mental health”.

Officers are trained in the area of physical survival but there is a need for more training on how to handle the mental stressors of policing.

This presentation provides education on trauma, burnout, and compassion fatigue, and outlines what we can do to keep ourselves and our members both physically and mentally healthy. By providing education on trauma and its effects, the hope is that this will encourage more people to ask for help in dealing with mental health issues.

The 2014 ISTP wellness presentation was designed to raise awareness about the serious issue that is Post-Traumatic Stress Disorder (PTSD), and to emphasize preventative strategies that include counselling/talk therapy, exercise and nutrition, as well as mindfulness and breathing. To keep audiences engaged and to assist the presenters with the delivery of the content, a number of videos were interspersed throughout the presentation.

The feedback the Toronto Police College (TPC) Wellness Team received in regards to the 2014 presentation was that the videos, although of good quality, featured individuals (such as war veterans and country-wide police officers) who were harder to identify with because they were not Toronto Police employees. Therefore for the 2015 ISTP wellness presentation, the Wellness Team worked with Video Services to create meaningful videos that feature TPS members talking about stress, PTSD and wellness strategies.

The 2015 ISTP wellness presentation builds upon last year’s training with a specific focus on TPS-created videos. This presentation emphasizes the importance of self-care as it pertains to building resiliency. At the same time, the presentation aims to decrease stigma by featuring videos of TPS officers who have experienced mental health issues, in addition to uniform members who are in a unique position to comment on resiliency. The wellness strategies covered include the “4 Rs” of stress management (Relationships, Reflection, Refuelling & Exercise, and Relaxation), which are discussed in great detail.

To date, the 2015 ISTP wellness presentation has reached 2,800 members and its delivery is ongoing.

Work is progressing on the development of the 2016 ISTP wellness presentation. The wellness presentation for next year will be designed to cover resiliency from a nutrition and overall lifestyle perspective. PTSD and mental health have been specifically covered two years in a row, and much of the feedback has suggested it would be best to change the content to keep the subject matter interesting and engaging for our members.

The 2016 ISTP wellness presentation will cover practical tips, suggestions and quality information on a range of topics, including fatigue management, the hypervigilance rollercoaster and healthy eating on the run for uniform officers.

Chronic Disease Education

Disease Management Counselling sessions are conducted on an as-needed basis. 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

Over the past year, Nutritionist Erin Moore, a member of the Wellness Team, has conducted more than 70 presentations with respect to healthy eating choices and has reached more than 1,050 members (uniform and civilian) across the TPS. Topics include – but are not limited to – nutrition basics, healthy eating on the run, and nutrition for stress management.

Nutrition and healthy eating presentations for divisional platoon training is a consistent part of the Wellness Program. The TPS locations covered this year are as follows: Transit, DPSU, TSV, D55, D53, D52, D43 and D14.

Nutrition and wellness presentations are offered regularly to other units on a by-request basis. TPS locations covered this year include, but are not limited to, Communications, Marine Unit, Court Services, Toronto Drug Squad, and various units located at Headquarters.

The Wellness Team is also involved in providing nutrition information to the Youth in Policing Initiative (YIPI) program, with presentations being provided on an as-needed basis.

The Organizational Development Course includes a wellness component as part of training. The presentation entitled *Nutrition Stress Busters* is taught as part of this course several times throughout the year and is consistently well-received.

Over the past year, more than 130 individual consultations were conducted on nutrition, lifestyle and weight loss with TPS members. Sessions are approximately one and a half to two hours in length. During these consults, important concepts such as digestion and healthy blood-sugar management are discussed and healthy meal plans are designed for each individual.

Over the past year, Mr. Tim Finlay, Physical Fitness Coordinator, has conducted more than 200 fitness consultations and personal movement analyses. Consults range from one to three hours each and provide members with important information on movement screening, tips on appropriate kinesthetic movements, as well as developing individual exercise programs.

An exciting new initiative that is currently under development is the TPS Guide to Healthy Eating on the Run. This guide is designed to provide maximum benefit for our uniform members. The guide is broken down by each division to offer healthy eating advice, including late night restaurant options. This guide will make it easier for our members to make better food choices by providing nutritional information including fat, calories and sodium for popular foods as well as practical nutrition tips. Ms. Erin Moore recently completed four days of night shift at various divisions within Community Safety Command (CSC) so she could gain valuable insights

into the needs of officers working overnight shifts in an effort to research what tips would better serve our members.

The guide will be designed to feature an easy-to-read format that is colour coded with an “eat this, not that” type of design. By providing a comparison of what to choose as opposed to what to avoid, this may encourage members to make healthier eating choices.

Plans to disseminate this information include—but are not limited to—handing out copies of the full guide and divisional wallet-size cards at wellness training sessions, posting the guide on wellness boards at police divisions, and uploading the guide to the TPS Wellness website, which can be accessed on any workstation, home computer or Android phone.

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. Since that time, Ms. Moore has become a Certified Yoga Instructor as a first step towards providing yoga in-house throughout the TPS.

The TPS Yoga Program focuses on trauma-sensitive yoga techniques with an emphasis on poses to support the shoulders, lower back and hips. Through evidence-based yoga and mindfulness practices, the TPS yoga program can help increase members’ resilience by focusing the mind and strengthening the body, while helping participants 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 has developed over the last two years and shows great promise of becoming a sustainable program. The yoga program is currently running bi-weekly at the TPC with great success with a regular attendance of about 10 people per session. The program is also running weekly at 14 Division with an attendance of roughly 10 uniform members per class.

To make the program sustainable at a TPS location, the concepts of mindfulness, breathing and yoga are strategically introduced. Initially the benefits of yoga are discussed as part as platoon training and general interest is noted. Future platoon training is then booked where uniform members have the opportunity to attend an introductory yoga class. This appears to be an effective strategy for introducing yoga. The yoga class attendance at 14 Division doubled after the platoon training yoga sessions commenced.

Yoga platoon training is currently booked at 43 and 52 Division with plans of the program growing and expanding to other units.

Emotional Survival for Law Enforcement

Mental health training is also becoming more integrated into the TPC programs. The *Emotional Survival for Law Enforcement* presentation, based on Dr. Kevin Gilmartin’s work, is running regularly in two TPC courses.

The *Emotional Survival for Law Enforcement* presentation has been an important part of recruit training for several years now, along with the more recent additions of yoga and a lecture on resiliency to the curriculum. The *Building Resiliency in Policing* presentation covers the concept of hypervigilance as well as strategies for staying physically and mentally fit throughout a career in policing.

Recruit training is now more well-rounded thanks to changes in the structure of the curriculum to accommodate time for 30 minutes of daily wellness training. The training consists of team building exercises, full-body workouts, yoga, and mobility sessions. The objective of these classes is to help build team cohesiveness, emphasize the importance of resiliency, and reinforce the core values of TPS including Respect, Teamwork and Positive Attitude.

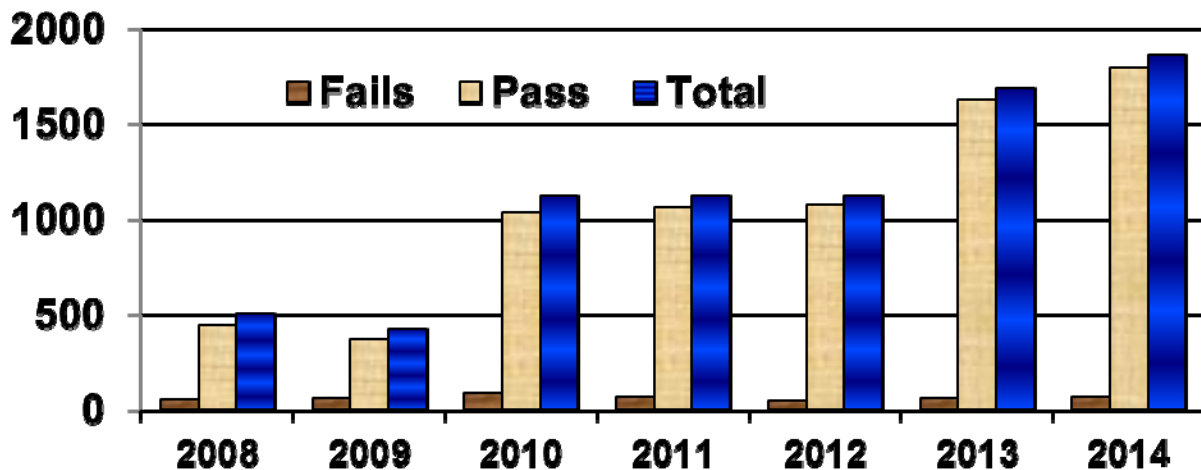
Ontario Police Fitness Award Program

The Ontario Police Fitness Award (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 the TPS “Fitness Pin” program.

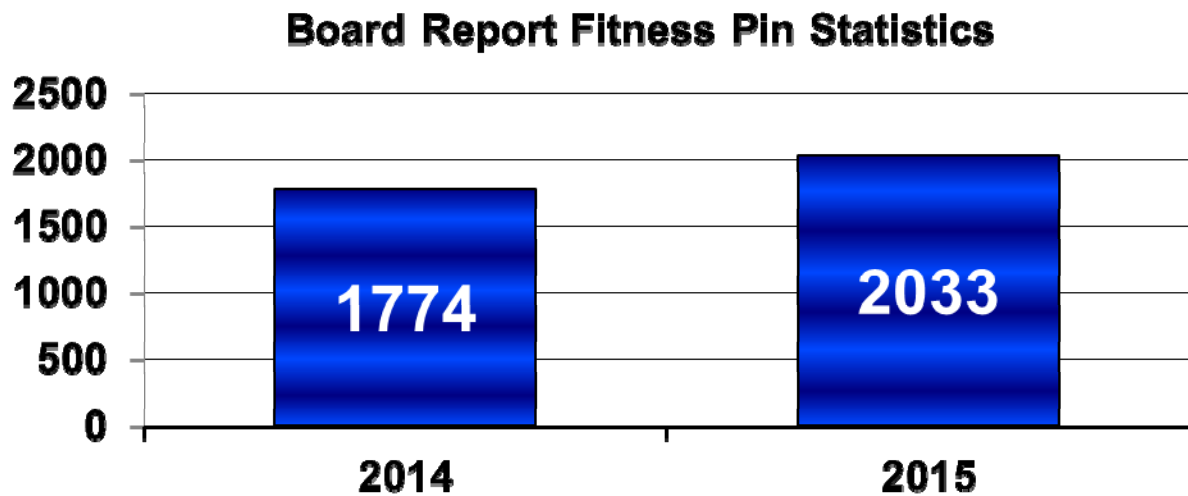
At the end of November 2014, 13 TPS members were trained and certified as OPFA Fitness Pin Appraisers. There are approximately 80 certified TPS Fitness Pin Appraisers and they are situated at a variety of units and locations across the Service. All TPS appraisers attend the TPC for a day of updated training and recertification on a yearly basis. Also, these appraisers act as a contact at their units and divisions for fitness and wellness information passed from the TPS Physical Fitness Coordinator.

Since the 2010 introduction of the Unit Commander Award of four hours of non-cashable lieu time for successful completion of the Fitness Pin Test, there has been a steady increase in members participating in the OPFA program.

Fitness Pin Statistics 2008 - 2014



In comparison to last year's Board report, there has also been an increase in the number of Fitness Pin tests conducted in 2015.



In November 2015, another class of certified TPS Fitness Pin Appraisers will be trained at the TPC. As the statistics show, the participation in TPS Fitness Pin Program continues to grow. The TPS Fitness Pin program has been a fantastic tool for improving the health, wellness, and fitness of TPS members.

Measurement Database and Wellness Intranet Site

The TPS Wellness website has been successfully running since March 2011. This site is Internet-based, making it practical for our members and their families to access quality wellness information at any time. The Wellness Website has also been a practical way for members to sign up for fitness pin testing and to access any preliminary instructions.

The Wellness Website continues to grow with newly generated content in regards to articles, recipes and videos. Recently, a new video yoga section was added allowing members to have easy access to yoga exercises. The Wellness Team plans to continue to generate new content for the website.

To date, the website has an average of 300 visitors monthly.

Communications - Internal and External

The Wellness Team continues to support divisional wellness initiatives as needed.

Although the communication strategy has changed over the years, the wellness team continues to visit individual locations and provide the necessary support and training as needed. They have 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 (EFAP) and the Critical Incident Response Team (CIRT)

Psychological Services, the EFAP, and the CIRT/Peer Support team continue to work with TPS divisions and the TPC to ensure that members involved in critical incidents receive the appropriate supports in the aftermath of an event, including access to critical-incident debriefings and additional follow-up intervention as required. A total of 44 critical-incident debriefings were conducted during 2014. In addition to trauma-related services, the EFAP program offers 24-hour access to counselling services for members and their families. In 2014, a total of 967 cases were seen by the EFAP program. During 2015, the Peer Support team launched a promotional campaign to increase awareness regarding the supports available through the Peer Support team and to ensure that TPS members know how to connect with peer support colleagues who can assist during times of crisis. This campaign included the launch of a video entitled “You are Not Alone” that documents the challenges faced by uniform and civilian members and that emphasizes the message that no one must cope with these challenges alone. Currently, there are 74 active uniform and civilian members who volunteer their service to the CIRT/Peer Support team.

The Psychological Services section continues to provide a Psychological Wellness program that offers access to psychological support for members working in areas of the Service identified as at increased risk for adverse impact due to the demands of the job. Created in 2008, the Psychological Wellness program provides annual Wellness visits with a TPS psychologist for members working in the Child Exploitation Section and the Child and Youth Advocacy Centre (Sex Crimes Unit); forensic investigators and photo technicians (Forensic Identification Services); undercover operators (both Drug Squad and members of the Toronto and Provincial undercover pools at Intelligence); Emergency Task Force officers; civilian “911” call-takers and dispatch operators (Communication Services); and members of the Collision Reconstruction Squad (Traffic Services). In conjunction with the Psychological Wellness Program, Psychological Services also continues to support officers returning from military leave or International Policing Operations with the RCMP or the United Nations (UN), as well as their families. A total of 418 TPS members were seen at Psychological Services for Wellness visits during 2014.

In 2015, the Psychological Wellness Program was expanded to include annual visits with members of the Homicide Squad, including the civilian members who provide support to the Major Case Management section. Consistent with the recommendations of the Iacobucci Review, further expansion of the Psychological Wellness Program also was initiated as a pilot project at 14 and 22 Divisions. Offered at the end of the first year on the job, Wellness visits provide the opportunity for new officers to reflect on the realities of the job in a safe and confidential setting, including the impact of the demands of the job on home, family, and personal wellness. Outcome data is being collected regarding the usefulness of this initiative, with data to be analyzed at the end of the first year of the project. By the end of April 2015, a total of 149 members from across the Service had been seen through the Psychological Wellness Program. The feasibility of expanding the Psychological Wellness Program to include additional front-line officers, coach officers, and supervisors is currently under review, with further expansion contingent upon the hire of a third psychologist.

As noted in previous Board reports, the TPS Psychological Wellness Program has drawn favourable attention from the police psychology community. In August 2015, the Psychological Services section served as local hosts to the annual conference of the American Psychological Association's Division 18, the Police and Public Safety Section, with police psychologists attending from across North America. At this conference, considerable interest was shown in the recommendations of the Iacobucci Review "Police Encounters with People in Crisis", particularly those recommendations that identify the need to reduce the stigma around attention to mental healthcare needs and the need to enhance the provision of psychological wellness supports to police service members. Following the conference, a Service psychologist was invited to meet with the psychologists who provide psychological support to the Chicago Police Department (CPD), with the goal of identifying opportunities for the provision of psychological wellness supports to the members of that department.

In addition to the Psychological Wellness Program, the Service psychologists provide individual consultation services to members in need of mental health support. Although these appointments typically are scheduled on a self-referral basis, on occasion members are referred by concerned supervisors or colleagues who recognize that the member would benefit from the opportunity to talk about challenges faced, either at home or on the job. These visits are always voluntary and conducted with the informed consent of the member. During 2014, a total of 80 individual consultation visits were scheduled at Psychological Services, with an additional 42 visits scheduled by the end of April 2015.

Finally, Psychological Services, the EFAP Coordinator, and CIRT/Peer Support team members make ongoing contributions to the psychological health of members through participation in TPS Wellness events, including, for example, the provision of an address entitled "Coping and Resilience for Police Families" that is presented to new constable graduates and their families at the Toronto Police College 'Family Day'; a talk on managing mental health in the workplace presented to newly promoted Staff Sergeants; and training on mental health and responding to emotionally disturbed callers for new 911 Communicators.

Chaplaincy Services

As of January 1, 2014, the Toronto Police Chaplaincy Services program has been integrated into the Occupational Health and Safety Unit of the Human Resources pillar.

The new reporting structure now complements the mandate of TPS services within Occupational Health and Safety by completing our holistic care model. This model also contributes to maintaining the bio-psycho-social integrity of all TPS members. We now also look to our Chaplaincy Services to complement rehabilitation mandates to support return to work and member resiliency.

Since the retirement of the Reverend Walter Kelly, the program is seeking a new leader to provide direction and coordinate Chaplaincy programs and services. Our new Co-ordinator of Chaplaincy Services will be responsible for continuing the provision of spiritual, moral, and supportive emotional counselling, maintaining partnerships with our community groups and

working closely with the Occupational Health and Safety Team to contribute to programs that complement rehabilitation services and return to work

The TPS now has 19 Volunteer Chaplains who are involved in the TPS Chaplaincy Program. The Chaplains are available on site, at the divisions, and make special visitations where required, for the emotional and spiritual well-being of our members. We currently require volunteer chaplains for 22 Division and 42 Division. Recruitment for these gaps will begin once the appointment of our new Chaplain Co-ordinator is completed.

With a growing body of research suggesting that religion and spirituality may help people cope with illness, depression and stress, Occupational Health & Safety looks forward to better incorporating Spiritual Health into our continuum of care.

Conclusion:

The next annual report update will be presented to the Board at its November 2016 meeting, and will cover the period between October 1, 2015, and September 30, 2016.

Deputy Chief Peter Sloly, 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: J. Tory

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 12, 2015**

**#P286. ANNUAL REPORT – 2016 COMMUNITY EVENTS FUNDED BY THE
SPECIAL FUND**

The Board was in receipt of the following report September 14, 2015 from Mark Saunders, Chief of Police:

Subject: ANNUAL REPORT: 2016 COMMUNITY EVENTS FUNDED BY THE
SPECIAL FUND

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

The Board's Special Fund will be reduced by \$88,000.00, which is the total cost of expenditures related to the annual events listed in this report. The costs are based on the funding requests for 2015, as well as any projected increases in cost.

Background/Purpose:

The Board at its meeting on July 22, 2010, granted standing authority to the Chair and the Vice Chair to approve expenditures from the Board's Special Fund for a total amount not to exceed \$10,000.00 per individual event for internal and community events annually hosted in whole or in part by the Board and the Service. The Standing Authority would only apply to events that are to be identified in a list which is provided to the Board for information at the beginning of each calendar year (Min. No. P208/10 refers).

This report provides the internal and community events that are scheduled to take place in 2016.

Discussion:

The Board and the Toronto Police Service participate in and / or organize many community events and / or initiatives, both internally and externally throughout the year. These events serve to increase public awareness of significant contributions made by community members in Toronto. They also provide a unique opportunity for members of the Service and members of the public to join together and celebrate the diversity that makes Toronto a vibrant city.

The Service's participation in these community events serves to increase awareness amongst Service members about the traditions and contributions of the many diverse communities.

The Service also participates in raising money for worthwhile charitable causes such as the United Way. The consultative groups have contributed financially to these events through funding that they receive from the Board and donations. They are permitted to generate supplementary funds by way of committee approved fundraising initiatives in accordance with the stipulations outlined in the Community Volunteer and Consultation Manual.

The Board and the Service recognize the importance of engaging members of the community along with police officers in various programs, initiatives, and events that provide opportunities for community members to interact with police officers in positive ways.

The Divisional Policing Support Unit (DPSU) is responsible for co-ordinating many events at Police Headquarters and other locations throughout the City during the year. These events are intended to promote positive relations between the police and the diverse communities which showcase our advancements and continued partnerships in these areas.

The community events coordinated by DPSU for which funding has been provided by the Board are:

- Black History Month
- Asian Heritage Month
- Board and Chief's Pride Reception
- National Aboriginal Day
- Scotiabank Caribbean Carnival Kick-Off Celebration and Float
- Annual Community Police Consultative Conference
- LGBT Youth Justice Bursary Award
- International Francophonie Day
- National Victims of Crime Awareness Week

2016 Events:

The following chart provides a list of annual events hosted / co-hosted by the Service that are scheduled to take place in 2016, as well as a breakdown of the historical requests for funding for the years 2014 and 2015.

Event	2014	2015	2016
Black History Month Celebration	6,000	6,000	6,000
Torch Run / Special Olympics	5,000	5,000	5,000
United Way Campaign	10,000	10,000	10,000
Asian Heritage Month Celebration	5,000	5,000	5,000
Board & Chief's Pride Reception	3,000	3,000	3,000
National Aboriginal Day	5,000	5,000	5,000
LGBT Youth Justice Bursary Award	3,000	3,000	3,000
Caribbean Carnival Kick-off Event & Float	10,000	10,000	10,000
Youth in Policing Initiative Graduation Luncheons and Refreshments	2,800	2,800	5,000
Annual Community Police Consultative Conference	8,500	8,500	8,500
Chief of Police Fundraising Gala / Victim Services Toronto	4,000	4,000	4,000
International Francophonie Day	5,000	5,000	5,000
National Victims of Crime Awareness Month	500	500	500

Auxiliary Appreciation	3,000	3,000	3,000
Volunteer Appreciation	2,000	2,000	2,000
Toronto Police Cricket Club	9,000	9,000	9,000
Pride Float			4,000
Total	81,800	81,800	88,000

The following list includes the areas that are considered when establishing a budget for a particular community / cultural event:

- Venue
- Food and Refreshments
- Posters, Frames and Printing
- Exhibits and Displays
- Speakers / Presenters
- Entertainment
- Honourariums
- Transportation
- Incidentals

An increase in the amount allocated for the Youth in Policing Initiative (YIPI) graduation events is sought, from \$2,800 in previous years to \$5,000 for 2016. The YIPI program, which is in its tenth year, has seen an increase from 100 students to 155 students for its summer program, and with the introduction of fall and winter programs in 2013, a further 126 students are employed. The increase is being requested in order to provide adequate refreshments for all three YIPI programs. The breakdown for the \$2,800 requested in 2013 -2015 is as follows:

- \$1,500 - Mid-Summer training lunch
- \$ 650 - Fall graduation refreshments
- \$ 650 - Winter graduation refreshments

Due to the increased number of students participating in the program and an increase in the catering prices the funds previously approved by the Board are insufficient. Approximately 160 participants, including 155 youth, attend the mid-summer training luncheon, and approximately 250 people including 126 youth and parents attend the fall and winter graduation events.

The Board at its meeting of January 21, 2015, approved an additional annual expenditure, not to exceed \$4,000, for construction materials, decorations and the rental of sound equipment that may be required for the Service's Pride float (Min No. P9/2015 refers).

Any funds not utilized will be returned to the Board. The Service also considers alternative sources of funding to help offset the costs which are incurred when hosting a particular community event. For example, when an event has been held in a particular community, in addition to funding from the Board, the Community Consultative Committee, where one exists, has contributed funds towards the cost of the event from monies received by the Board for their respective Consultative Committee. Community members have also absorbed some of the cost associated with a particular event.

All of the above noted requests for funding from the Board's Special Fund have been reviewed to ensure that they meet the criteria set out in the Board's Special Fund Policy and that they are consistent with the following Service Priorities:

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

The Service will notify the Board office six weeks in advance of each event approved to receive funds, so that a cheque can be issued.

Conclusion:

Strong community / police partnerships are based on mutual trust, respect, understanding and are essential for the safety and well-being of all members of our community. The Board and the Service's participation in these events reinforces a continued commitment to working with our diverse communities and it also aims at fostering mutually respectful and beneficial relationships.

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

The Board received the foregoing report.

Moved by: D. Noria

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 12, 2015**

**#P287. RESPONSE TO THE JURY RECOMMENDATIONS FROM THE
CORONER'S INQUEST INTO THE DEATH OF DONALD PERCIVAL
THOMPSON**

The Board was in receipt of the following report September 30, 2015 from Mark Saunders, Chief of Police:

Subject: RESPONSE TO THE JURY RECOMMENDATIONS FROM THE
CORONER'S INQUEST INTO THE DEATH OF DONALD PERCIVAL
THOMPSON

Recommendations:

It is recommended that:

- (1) the Board receive this report for information; and
- (2) the Board forward a copy of this report to the Chief Coroner for the Province of Ontario

Financial Implications:

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

Background/Purpose:

At its meeting on August 20, 2015, the Board received a report entitled "Final Report: Inquest into the Death of Donald Percival Thompson – Verdict and Recommendations of the Jury" (Min. No. P218/15 refers). This report summarized the outcome of the Coroner's inquest into the death of Mr. Donald Percival Thompson.

The inquest was conducted in the city of Toronto during the period of April 20, 2015 to April 27, 2015. As a result of the inquest, the jury directed three of four recommendations to the Toronto Police Service (Service).

The following is a summary of the circumstances of the death of Mr. Donald Percival Thompson and issues addressed at the inquest, as delivered by Dr. John Carlisle, Presiding Coroner.

Summary of the Circumstances of the Death

On April 26, 2013 at about 12:37PM Toronto Police received a 911 call regarding a man walking around outside a bank branch at Kennedy Road and Eglinton Ave. who apparently had a large knife or machete on his person.

Arriving police officers observed the man walking on the southeast corner and attempted to communicate with him.

The man turned to face the police officers and drew out the machete holding it in the direction of the officers.

Despite being directed clearly to drop the knife, the man advanced on the officers brandishing the machete in a menacing fashion.

When the man reached a few feet from the police officers and they could back up no further due to heavy traffic in the street two officers simultaneously discharged their service weapons and the decedent was struck by the bullets and collapsed.

He was transported to the hospital promptly but unfortunately, despite medical treatment, he could not be revived and was pronounced dead.

A coroner investigated and a post mortem examination was conducted.

Discussion:

Professional Standards Support – Governance was tasked with preparing responses for the jury recommendations directed to the Service from the Coroner's inquest into the death of Mr. Donald Percival Thompson.

Service subject matter experts from the Toronto Police College (TPC) and Communications Services contributed to the responses contained in this report.

Response to the Jury Recommendations:

Recommendation #1:

Whenever a sergeant is dispatched to a scene, to consider directing dispatchers and the sergeant to communicate, whenever circumstances permit, if and when the sergeant is en route, along with an estimated time of arrival. If such a practice already exists, to consider whether it is appropriate to issue a reminder to all communications staff and sergeants regarding this suggested best practice.

The Service concurs with and is in compliance with this recommendation.

The Jury Inquest into the Deaths of Mr. Reyal Jardine-Douglas, Ms. Sylvia Klibingaitis and Mr. Michael Eligon resulted in a similar recommendation (Min. No. P82/14 refers). As a result, the Service implemented procedural changes in response to that recommendation.

In 2014, Communication Services revised their unit-specific directive entitled “Keeping Units Advised of Action Taken”, C.6.1.21, to state:

Upon receiving a request for a specialized unit and/or a supervisor equipped with a CEW to attend an event the dispatcher shall, if circumstances permit, ensure and confirm that officers receive the information that the specialized unit/supervisor is en route; providing an estimated time of arrival whenever possible.

It is now standard operating procedure for communications dispatchers to routinely solicit information and provide updates related to the estimated time of arrival for sergeants dispatched to a scene.

Use of police radios is a topic that is covered during the yearly In-Service Training Program (ISTP) conducted by TPC and is mandatory for all front-line police officers. This training includes a number of scenario-based exercises, including some that simulate communication between officers and dispatchers. All officers are reminded during their yearly ISTP to provide status updates as often as possible and to provide sufficient details when broadcasting their status.

Training for dispatchers is provided in-house at Communications Services, and also includes a yearly ISTP. In autumn 2014, a reminder about directive C.6.1.21 was included in the Communications Services In-Service handout distributed to all dispatchers. In addition, this directive has been incorporated into training scenarios for all dispatcher training classes.

Recommendation #2:

The Toronto Police Service to continue to explore new technologies in the area of less lethal use of force options.

The Service concurs with and is in compliance with this recommendation.

The Service has and continues to identify, research and review available and emerging less lethal use of force technologies and best practices. The Service is also a member of the Provincial Use of Force Committee, making recommendations to the government on such equipment.

The Service will soon be adopting the Combined Tactical Systems (CTS) sock round as a less lethal use of force option, in compliance with provincial legislation (O. Reg. 926/90, s.14 *Police Services Act*, “Equipment and Use of Force”). The sock round, which will be used in conjunction with a specially distinguishable shotgun, is classified as a less lethal impact projectile capable of providing a pain compliance response to an individual. This option is not a replacement or substitution for deadly force when the situation to use lethal force is justified. The primary

objective of introducing this option is to increase public safety in an effort to reduce fatalities or serious injuries whenever possible.

At present, the Service equips its officers with all the use of force options required by legislation. These options include a firearm, oleoresin capsicum (OC) aerosol spray and baton issued to all officers, and a conductive energy weapon (CEW) issued to front-line supervisors and Emergency Task Force (ETF) officers.

The Service anticipates that the CTS sock round will be available as a less lethal use of force option in January 2016.

Recommendation #4:

Concern expressed over incomplete communication by police and dispatch regarding need for ambulance. I.e, "Shots Fired" warns EMS of potential urgency of call.

The Service is in compliance with this recommendation.

In situations where police have been dispatched to attend a scene and a subsequent medical emergency requires the presence of an ambulance, dispatchers from Communications Services contact their colleagues from Toronto Paramedics Services (Paramedics), formerly known as EMS. Communications Services dispatchers relay as much information as they can to Paramedics dispatchers, as soon as they can. This is done as a standard practice. Information between the two dispatchers is updated and clarified as more information is obtained and as time permits.

There are situations that occur where Communications Services dispatchers may be required to contact Paramedics dispatchers prior to receiving a complete report from officers on scene as to what the exact circumstances of the medical situation are. Waiting for a complete report from the scene would introduce a delay into the process of notifying Paramedics. The Service will continue to follow a process of alerting Paramedics dispatchers to send an ambulance to the scene as soon as it is known that one is needed, and will update the call as more information becomes available.

Conclusion:

As a result of the Coroner's inquest into the death of Mr. Donald Percival Thompson, and the subsequent jury recommendations, the Service has conducted a review of Service governance, training and current practices.

As a part of the Service's business process, we will continue to review options that will improve our service in similar situations.

In summary, the Service concurs with the recommendations contained in this report and is either currently in compliance or taking steps to ensure compliance with these recommendations.

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

The Board approved the foregoing report.

Moved by: J. Tory



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,

_____ of / de _____
 _____ of / de _____
 _____ of / de _____
 _____ of / de _____
 _____ of / de _____

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

Surname / Nom de famille Thompson	Given Names / Prénoms Donald Percival
--------------------------------------	--

aged / 50 Years held at / 25 Morton Shulman Ave. , Ontario
à l'âge de / tenue à

from the / April 20th to the / April 27th 20 15
du / au

By / Dr. / D^r J. 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
Donald Percival Thompson
 Date and Time of Death / Date et heure du décès
April 26, 2013 / 13:12 hr
 Place of Death / Lieu du décès
Sunnybrook Health Science Centre, Toronto
 Cause of Death / Cause du décès
Gunshot wounds to the chest

By what means / Circonstances du décès
Homicide

Original signed by: Foreman / Original signé par: Président du jury _____

 Original signed by jurors / Original signé par les jurés

The verdict was received on the / 27th day of / April 20 15
Ce verdict a été reçu le / (Day / Jour) (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) 2015/04/27
--	--

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 :

Donald Percival THOMPSON

JURY RECOMMENDATIONS RECOMMANDATIONS DU JURY

Recommendations to Toronto Police Service / Chief of Police:

1. Whenever a sergeant is dispatched to a scene, to consider directing dispatchers and the sergeant to communicate, whenever circumstances permit, if and when the sergeant is en route, along with an estimated time of arrival. If such a practice already exists, to consider whether it is appropriate to issue a reminder to all communications staff and sergeants regarding this suggested best practice.

To the Toronto Police Service / Chief of Police:

2. The Toronto Police Service to continue to explore new technologies in the area of less lethal use of force options.

To the Ontario Police College:

3. To continue to update The Ontario Use Of Force Model based on current incidents or new research in the field of Policing.

To the Toronto Police Service / Chief of Police and Department of Ambulance Services (DAS/EMS):

4. Concern expressed over incomplete communication by police and dispatch regarding need for ambulance. ie, "Shots Fired" warns EMS of potential urgency of call.

Personal information contained on this form is collected under the authority of the Coroners Act, R.S.O. 1990, C. C.37, as amended. Questions about this collection should be directed to the Chief Coroner, 25 Morton Shulman Avenue, Toronto ON M3M 0B1, Tel.: 416 314-4000 or Toll Free: 1 877 991-9959.
Les renseignements personnels contenus dans cette formule sont recueillis en vertu de la Loi sur les coroners, L.R.O. 1990, chap. C.37, telle que modifiée. Si vous avez des questions sur la collecte de ces renseignements, veuillez les adresser au coroner en chef, 25, avenue Morton Shulman, Toronto ON M3M 0B1, tél. : 416 314-4000 ou, sans frais : 1 877 991-9959.

Verdict Explanation

**Inquest Into The Death Of Donald Percival Thompson
Coroner's Courts
25 Morton Shulman Ave
Toronto, Ontario
April 20, 2015 to April 27, 2015**

I intend to give a brief synopsis of the issues presented at this inquest. I would like to stress that much of this explanation will be my interpretation of both the evidence presented and of the jury's reasoning in making recommendations. The sole purpose of this explanation is to assist the reader in understanding the verdict and recommendations made by the jury. This explanation is not to be considered as actual evidence presented at the inquest and is in no way intended to replace the jury's verdict.

Participants:

Coroner's Counsel

Michael Blain
Chief Counsel
Office of the Chief Coroner
25 Morton Shulman Ave.
Toronto, Ont.
647 329 1850

Coroner's Investigator

Les Young
Provincial Constable
Coroner's Inquest Investigation Unit
Criminal Investigation Branch
Ontario Provincial Police
647-515-0045

Coroner's Constable

Walter Kalynowysch
Provincial Constable
Coroner's Constable
Ontario Provincial Police
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Reporter

Devon Lockett
Network Reporting Services
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Parties With Standing:

Represented By:

Chief of the Toronto Police Service

Gail Glickman, Sie-Wing Khow
40 College St.
Toronto, Ont. M5G 2J3 416-808-7802

Toronto Police Services Board

Brennah Smith, Michele Brady
Metro Hall, 55 John St.
Toronto, Ont. M5V 3C6 416-397-5612

Constable Bulford

Jimmy Lee, 170 Bloor St. W. Suite 702
Toronto, Ont. M5S 1T9 647-999-8912

Constables Wilson and Court

Gary Clewley, 357 Bay St. Suite 400
Toronto, Ont. M5H 2T7 647-999-8910

Summary of the Circumstances of the Death:

On April 26, 2013 at about 12:37 PM Toronto Police received a 911 call regarding a man walking around outside a bank branch at Kennedy Road and Eglinton Ave. who apparently had a large knife or machete on his person.

Arriving police officers observed the man walking on the southeast corner and attempted to communicate with him.

The man turned to face the police officers and drew out the machete holding it in the direction of the officers.

Despite being directed clearly to drop the knife, the man advanced on the officers brandishing the machete in a menacing fashion.

When the man reached a few feet from the police officers and they could back up no further due to heavy traffic in the street two officers simultaneously discharged their service weapons and the decedent was struck by the bullets and collapsed.

He was transported to hospital promptly but unfortunately, despite medical treatment, he could not be revived and was pronounced dead.

A coroner investigated and a post mortem examination was conducted.

The jury heard from 20 witnesses over 4 days, considered 16 exhibits and deliberated approximately 3 hours before reaching a verdict.

Verdict:

Name of the Deceased: Donald Percival Thompson

Date and Time of Death: April 26, 2013, 13:12 H

Place of Death: Sunnybrook Health Sciences Centre, Toronto

Cause of Death: Gunshot Wounds to the Chest

By What Means : Homicide

Recommendations:

To Toronto Police Service / Chief of Police:

1. Whenever a sergeant is dispatched to a scene, to consider directing dispatchers and the sergeant to communicate, whenever circumstances permit, if and when the sergeant is en route, along with an estimated time of arrival. If such a practice already exists, to consider whether it is appropriate to issue a reminder to all communications staff and sergeants regarding this suggested best practice.

Coroner's Comments:

The jury heard that frontline police constables in the City of Toronto are not issued with conducted energy weapons or Tasers. These intermediate use of force level weapons are issued to supervisors (sergeants) and certain other special units. The jury felt that such weapons might be useful in some cases of police confrontations with violent persons exhibiting signs of possible mental illness and that officers confronting such situations might be assisted in exercising their judgement as to the best response by knowing, where possible, if a supervisor or other officer with a conducted energy weapon was attending the call and what delay might be expected in their arrival. They were advised by one party that this is already done and felt that, in that case, a reminder should be issued.

2. The Toronto Police Service to continue to explore new technologies in the area of less lethal use of force options.

Coroner's Comments:

The jury heard that there are new and emerging technologies which might, if adopted, provide police officers with less lethal options in responding to dangerous behavior threatening life and limb by members of the public. They viewed video of one such option.

The jury felt that all such available technologies should be carefully evaluated and considered for use in the hope that future deaths in circumstances similar to this case might be avoided.

To the Ontario Police College:

3. To continue to update The Ontario Use Of Force Model based on current incidents or new research in the field of Policing.

Coroner's Comments:

The jury observed that the copies they were shown of the Ontario Use of Force Model which guides training of officers in the use of force and assists in understanding use of force in incidents such as this case was dated a considerable number of years prior to this death. They felt that this model should regularly be reviewed in the light of experience and new research and that the date on the document should reflect that of the most recent review.

To the Toronto Police Service / Chief of Police and Department of Ambulance Services (DAS/EMS):

4. Concern expressed over incomplete communication by police and dispatch regarding need for ambulance.
ie, "Shots Fired" warns EMS of potential urgency of call.

Coroner's Comments:

The jury heard recordings of the 911 telephone calls and the dispatch operations relevant to this death. The jury noted what appeared to them to be confusion about the priority of the ambulance call which was first a lower level and then upgraded to an

emergency response. They felt that a call indicating that shots had been fired should be recognized as an emergency immediately and that policy should reflect this.

Closing Comments

In closing, I would like to stress once again that this document was prepared solely for the purpose of assisting interested parties in understanding the jury's verdict. It is worth repeating that this is not the verdict. Likewise, many of the comments regarding the evidence are my personal recollection of the same and are not put forth as actual evidence. If any party feels that I made a gross error in my recollection of the evidence, it would be greatly appreciated if it could be brought to my attention so that any error can be corrected.



John R. Carlisle M.D., LL.B., FCLM

Presiding Coroner

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 12, 2015**

**#P288. SPECIAL CONSTABLES: APPOINTMENTS: UNIVERSITY OF
TORONTO – SCARBOROUGH CAMPUS**

The Board was in receipt of the following report October 13, 2015 from Mark Saunders, Chief of Police:

Subject: SPECIAL CONSTABLES: APPOINTMENTS:
UNIVERSITY OF TORONTO, SCARBOROUGH CAMPUS

Recommendation:

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

Financial Implications:

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

Background/Purpose

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

The Service received requests from the U of T, Scarborough Campus, to appoint the following individuals as special constables:

Agency	Name
U of T, Scarborough Campus	Susie Lennie
U of T, Scarborough Campus	James Cowan
U of T, Scarborough Campus	Steven Hollaway

Discussion:

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

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

The U of T has advised the Service that the above individuals satisfy all of the appointment criteria as set out in their agreements with the Board. The agency's approved strength and current complement are as indicated below:

Agency	Approved Strength	Current Complement
U of T, Scarborough Campus	15	12

Conclusion:

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

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

The Board approved the foregoing report.

Moved by: J. Tory

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 12, 2015**

**#P289. TORONTO POLICE SERVICE 2015 CAPITAL BUDGET VARIANCE
REPORT FOR THE PERIOD ENDING SEPTEMBER 30, 2015**

The Board was in receipt of the following report October 28, 2015 from Mark Saunders, Chief of Police:

Subject: 2015 CAPITAL BUDGET VARIANCE REPORT FOR THE TORONTO
POLICE SERVICE – PERIOD ENDING SEPTEMBER 30, 2015

Recommendations:

It is recommended that:

- (1) the Board approve an in-year budget adjustment of \$42,000 for the 52 Division project as City Facilities Management is contributing \$568,000 (\$42,000 in 2015 and \$526,000 in 2016) towards the project to cover the cost of City-identified state of good repair (SOGR) items such as elevator modernization and building envelope repairs that the Service will perform as part of this project; and
- (2) the Board forward a copy of this report 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 2015 was \$15.9 million (M). The net available funding in 2015 is \$26.2M, which includes the 2014 carry forward and a \$42,000 contribution from the City of Toronto Facilities Management department towards the 52 Division renovation project.

As at September 2015, the Toronto Police Service (Service) is projecting total net expenditures of \$8.9M compared to \$26.2M in available funding (a spending rate of 34%). This includes a \$7M under expenditure due to the Board deferral of the new 54 Division capital project.

The projected under-expenditure for 2015 is \$17.3M, \$15.3M of which will be carried forward to 2016. The estimated remaining \$2M will be returned back to the City at the end of the year. The projected surplus is the result of the Integrated Records and Information System (\$700,000) and Parking East Facility (\$210,000) projects as both are expected to be completed below budget. The Peer to Peer Data Centre and 52 Division Renovations projects will lose \$120,000 and \$979,000 respectively, due to the one year carry forward rule. Funding for 52 Division

Renovation project is required and will be requested in the 2017-2026 capital program to complete the project.

Background/Purpose:

At its meeting of November 13, 2014, the Toronto Police Services Board (Board) approved the Service's 2015-2024 Capital Program (Min. No. P262/14 refers). The Board's approval, however, deferred the 54 Division facility project, until the Board considers the KPMG Chief's Organizational Review (CIOR) report. Toronto City Council, at its meeting of March 10 and 11, 2015, approved the Service's 2015-2024 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, 2015.

Discussion:

Summary of Capital Projects:

Attachment B provides a status summary of the on-going projects from 2014 as well as projects that started in 2015. Any significant issues or concerns have been highlighted below in the "Key Highlights/Issues" section of this report.

Key Highlights/Issues:

As part of its project management framework, the Service uses a colour code system (i.e. green, yellow or red) to reflect the 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/functionalities), 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 2015-2024 Capital Program. Summary information includes status updates as at the time of writing this report.

- Parking Enforcement East (\$7.8M revised budget - \$9M original budget)

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 a leased facility to the Service’s Progress Avenue site. Construction, fit-up work and the relocation of PKE and PHQ operations were completed in July 2014.

The Service has continued to work through construction deficiencies throughout 2015. It is anticipated that the project will be completed below budget by \$210,000 in 2015 as the mechanical units originally planned for replacement have been reviewed and determined to be in a good state of repair. Funding of \$1.2 was already returned to the City at the end of 2014. Therefore, the total estimated underspending will be \$1.4M from the original budget when the project is fully complete.

- 54 Division Facility (\$37.3M)

Overall Project Health Status	
Current	Previous Variance Report
RED	RED

This project provides funding for the construction of a new 54 Division facility. The current facility was originally constructed as a light industrial building in 1951 and was subsequently retrofitted as a police facility and occupied by the Service in 1973. The structural condition of this facility is poor, significantly impacting the Service’s ability to maintain the facility in a state of good repair, and it no longer meets the requirements of the Service or needs of the community. 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.

The project cash flow assumed land acquisition in 2015 and the start of construction in 2016. However, the Board put the start date of the new 54 Division facility on hold until the Board has an opportunity to receive and consider the results of the review conducted by KPMG. No decision has been made as of yet. As a result of the hold, the entire available funding of \$7M for 2015 will be carried forward to 2016. Any of the \$7M not used in 2016 will be lost under the City’s one year carry forward rule. It should be noted that, for 2016, the 54 Division facility will be considered as part of an overall facility realignment, that considers both the evolving policing environment and service levels to the community in the planning of its capital expenditures over the next ten years.

- IRIS – Integrated Records and Information System (\$21.8M revised budget - \$24.4M original budget)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

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

In the 3rd quarter of 2015, work related to document scanning directly into the Versadex system, the development of reliable business analytics and reports and the development of crime analysis and mapping tools is continuing. In addition, the creation of data extraction reports to assist with business efficiency and continuity within business units across the Service is being done.

The Service also continues to address any key process or system issues so that the cause of these issues can be determined, and any corrective action required can be taken.

It is anticipated that this project will be completed below budget by about \$700,000 in addition to the \$2.6M that was already returned to the City, for a total underspending of \$3.3M from the original budget when the project is fully complete.

- Peer to Peer Site (Disaster Recovery Site) (\$19.1M)

Overall Project Health Status	
Current	Previous Variance Report
YELLOW	YELLOW

This project provides funding for a new Peer to Peer Data Centre 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 impact both the City and the Service. As a result, this mission-critical operation is at risk because the Service is subject to limitations in the existing facility which impair current operations and future growth requirements. In addition, the current line-of-sight distance from the primary site is 7 kilometers, which is significantly less than the industry minimum standard of 25 kilometers for disaster recovery sites.

The City has commissioned a real estate firm to search properties in the Region of Peel and City of Vaughan, based on set criteria developed by an information technology consultant. A Request for Proposal (RFP) was issued in the second quarter of 2015 and the MMM Group was awarded the prime consultant contract for this project. The consultant is currently reviewing properties and considering appropriate areas for the site.

Although the project timeline has not been significantly impacted, the timing of expenditures has been delayed. As a result, from the available \$3.9M, it is anticipated that \$3.6M will be carried forward to 2016. In addition, \$120,000 of funding will be lost due to the one year carry forward rule.

- Human Resources Management System Upgrade (\$1.5M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	YELLOW

The Service uses an Oracle product, Peoplesoft, to manage human resources related information, and to administer and report payroll and benefits related information. This system is referred to as the Human Resource Management System (HRMS).

This project consists of a technical upgrade and a functional upgrade. The technical upgrade is necessary in order to bring the associated software up to date so it can continue to receive vendor support. This support includes receiving system updates, at various times during the year, based on both federal and provincial government legislated changes. There are also technical fixes that need to happen on a regular basis pending other vendor software related issues. The planned technical upgrade will bring the system from the current version of 9.1 to version 9.2.

The scope of this project also includes funds for a functional upgrade. Version 9.2 has new functionality that the Service will explore to achieve administrative efficiencies and be in a position to provide better information and customer service. As a result, the project scope has evolved to include business process reviews and fit-gap sessions relating to existing and functionality improvements. The work required to move this project forward has begun, now that these additional functional improvements have been considered. Any cost implications in this regard are in the process of being considered, and changes to the project budget were incorporated into the Service’s 2016-2025 capital budget request.

The Request for Service (RFS) for the project work was issued in the first quarter of 2015. A Project Manager and Senior Developer began work in July. The Service has also selected a Senior Business Analyst for business process and fit-gap sessions, which began in September.

The technical upgrade will be completed by the end 2016. In addition, the business process analysis work will produce a three-year vision and plan for the system, which will include functional improvements to be implemented in 2016, by the end of the first quarter of 2016. As a result, from the available funding of \$1.5M, it is anticipated that \$1.1M will be carried forward to 2016.

- Time Management Resource System (\$4.1M)

Overall Project Health Status	
Current	Previous Variance Report
YELLOW	YELLOW

An effective time and attendance system is critical for any organization. Project funding has been approved to upgrade the current time keeping system, which is an Infor product, known as the Time Management Resource System (TRMS). This system was implemented and

went live in August 2003. The system is used Service-wide to collect and process time and attendance-specific data, administer accrual banks, and assist in the deployment of members. Since its implementation, the Service has upgraded TRMS to enhance the existing functionality and de-customized the application to reduce maintenance and upgrade costs.

The original scope of this project provided funding to upgrade the version used in 2014, which was expected to only be supported until the end of 2017. The cost estimate for the original project is based on the costs incurred during the last upgrade. However, in 2014, the Service performed an in-house technical upgrade to alleviate a database problem and now has support beyond 2017, although not operating on the latest version. In addition, despite the fact that the funds allocated to this project are based on the continuing need to upgrade to maintain vendor support, the Service's needs with respect to time-keeping, deployment, scheduling, exception reporting and approval are becoming more sophisticated and complex. The Service wants to therefore ensure that any funds invested to upgrade the current system or implement a new time and attendance system, are well spent and value-added.

As a result, the Service is reviewing the original business case, system functionality and operational requirements, with the goal of exploring all options available. This would include possible participation in the enterprise time and attendance system solution the City is currently exploring as well as time and attendance system other police services are using. In addition, the Service will explore a further upgrade to the latest version of the product. Given these current unknowns, this business case will continue to be developed, including performing required due diligence to develop the pros and cons of each option. The Board will be kept apprised during future budget development and approval cycles.

It is anticipated that the \$600,000 funding will be carried forward to 2016.

- Enterprise Business Intelligence (\$8.8M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

Business Intelligence (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 have BI solutions.

The objectives of this project include developing a strategy and architecture for building and maintaining a data warehouse environment, and providing appropriate query, interfaces and data mining tools. The environment created will allow users 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 and more effective crime analysis by removing data silos. This allows for better accuracy and reliability of data, enabling improved deployment of police resources, and the

ability to prioritize the investigation of crimes or incidents which enable more value added policing activities and enhanced public safety.

In 2015, the project team will be established in order to develop the BI framework and reference architecture, develop data modeling and build requirements for the business and technology, in order to select the right technology and product. The Request for Service (RFS) for the project work was issued and a Senior Business Analyst and Senior Project Manager have started work. A Senior Data Quality Assurance Analyst has been selected and is expected to begin work before year end. Due to the rigorous process associated with hiring consultants with the necessary knowledge, experience and required skill sets, project start times for the project team have been delayed. As a result, from the available funding of \$2.3M, it is anticipated that \$1.8M will be carried forward to 2016.

- State of Good Repair (\$6M available funds in 2015 – ongoing, includes carry forward)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

This project, managed by the Service’s Facilities Management (FCM) unit, provides funds to maintain the interior of police buildings in a safe and reliable state of good repair. Due to a significant staff shortage in the FCM unit, and the need to provide considerable support to the IRIS project in 2013, much of the work scheduled for 2013 was deferred. Staffing shortages continued to be an issue in 2014, resulting in further deferral of planned work. The 2015 project plan, which included some 2014 projects, was adjusted to reflect the unit’s capacity during the year.

The unit has been restored to full staffing in late September 2015, allowing for project plan adjustments based on current priorities and previously deferred projects. By 2016, it is anticipated that the Service’s backlog list of projects will be prioritized, a work-plan established and resources be allocated to address capacity considerations and funding available.

From the available funding of \$6M, it is anticipated that \$1.7M will be carried forward to 2016.

- 52 Division Renovations (\$8.9M revised budget, after City contribution - \$8.3M original budget)

Overall Project Health Status	
Current	Previous Variance Report
RED	YELLOW

This project provides funding for the 52 Division facility renovations to correct structural and other building deficiencies. The pre-qualification process for the project architect has been completed and awarded. The design is finalized and the Service has engaged the City of Toronto for preliminary planning review, to verify zoning requirements. The pre-

qualification process for the general contractor has been completed and the contract award for construction services was approved by the Board at its October 2015 meeting.

As indicated in previous variance reports, the project was delayed due to the lack of resources in the Service's Facilities Management unit. The unit has been backfilling positions and the project has proceeded slower than expected. Due to the later start it is anticipated that approximately \$979,000 of the 2014 funding will be lost due to the one year carry forward rule. Through collaboration with the City of Toronto, City Facilities Management is contributing an additional \$568,000 (\$42,000 in 2015 and \$526,000 in 2016) towards the project to cover the cost of City identified state of good repair (SOGR) items such as elevator modernization and building envelope repairs. This transfer of funds and co-ordination of work creates cost efficiencies and minimizes disruption to divisional staff and the community.

From the available funding of \$8.3M, it is anticipated that \$5.4M will be carried forward to 2016. Additional funding of approximately \$1M, that will be lost due to one year carry forward rule and returned back to the City, will be requested in the 2017-2026 capital program to complete the project.

- 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 and information technology equipment.

The projected under-expenditure for 2015 is \$8.3M, \$7.5M of which will be carried forward to 2016. The estimated remaining \$0.8M will be returned back to the Reserve. The projected surplus is the result of the Digital Video Asset Management (DVAMS) I Lifecycle project for \$657,000 which is not required in 2015. At this time, installation on this system is contingent upon the lifecycle replacement of DVAMS II, a system which will be the standard architecture for closed-circuit television (CCTV) systems for the Service. These two lifecycle projects will be combined in 2016 and cash flow requirements will be adjusted. From the Workstation, Laptop and Printer lifecycle project, \$107,000 will not be required due to a lower than anticipated cost for printers.

Conclusion:

As at September 30, 2015, the Service is projecting total net expenditures of \$8.9M compared to \$26.2M in available funding. The projected under-expenditure for 2015 is \$17.3M of which \$15.3M will be carried forward to 2016. A large portion of the underspending is the \$7M, required for the 54 Division site, which was deferred by the Board pending the completion of the KPMG review.

The projected surplus is as a result of the Integrated Records and Information System (\$700,000) and Parking East Facility (\$210,000) projects, which are expected to be completed below budget.

It is estimated that Peer to Peer Data Centre and 52 Division Renovation projects will lose \$120,000 and \$979,000 respectively.

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: S. Carroll

2015-2024 CAPITAL PROGRAM REQUEST (\$000s)

Attachment A

Project Name	Plan to end of 2014	2015	2016	2017	2018	2019	Total 2015-2019 Request	2020	2021	2022	2023	2024	Total 2020-2024 Forecast	Total 2015-2024 Program	Total Project Cost
Projects In Progress															
State-of-Good-Repair - Police	4,594	1,800	3,000	4,000	4,100	4,100	17,000	4,100	4,100	4,100	4,100	4,100	20,500	37,500	42,094
HRMS Upgrade	360	1,125	0	0	0	0	1,125	378	799	0	0	0	1,177	2,302	2,662
52 Division - Renovation	2,948	5,352	0	0	0	0	5,352	0	0	0	0	0	0	5,352	8,300
Peer to Peer Site (Disaster Recovery Site)	250	3,629	8,470	6,659	130	0	18,888	0	0	0	0	0	0	18,888	19,138
Total, Projects In Progress	8,152	11,906	11,470	10,659	4,230	4,100	42,365	4,478	4,899	4,100	4,100	4,100	21,677	64,042	72,194
Upcoming Projects															
54 Division (includes land)	0	7,000	2,500	18,500	9,296	0	37,296	0	0	0	0	0	0	37,296	37,296
TRMS Upgrade	0	600	1,500	2,022	0	0	4,122	0	0	630	1,500	2,022	4,152	8,274	8,274
Business Intelligence	0	2,336	2,818	3,664	0	0	8,818	0	0	0	0	0	0	8,818	8,818
Electronic Document Management (Proof of Concept)	0	50	450	0	0	0	500	0	0	0	0	0	0	500	500
Radio Replacement	0	0	13,913	2,713	3,542	2,478	22,646	4,093	5,304	4,480	0	0	13,877	36,523	36,523
41 Division (includes land)	0	0	0	395	9,561	19,122	29,078	9,850	0	0	0	0	9,850	38,928	38,928
TPS Archiving	0	0	0	750	0	0	750	0	0	0	0	0	0	750	750
32 Division - Renovation	0	0	0	4,990	4,990	2,000	11,980	0	0	0	0	0	0	11,980	11,980
13 Division (includes land)	0	0	0	0	372	8,645	9,017	18,500	11,411	0	0	0	29,911	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
Expansion of Fibre Optics Network	0	0	0	0	0	0	0	0	881	0	4,785	6,385	12,051	12,051	12,051
55 Division - Renovation	0	0	0	0	0	0	0	0	0	0	3,000	5,300	8,300	8,300	8,300
22 Division - Renovation	0	0	0	0	0	0	0	0	0	0	3,000	5,300	8,300	8,300	8,300
Relocation of PSU	0	0	0	0	0	0	0	0	0	500	7,400	5,148	13,048	13,048	13,048
Relocation of FIS	0	0	0	0	0	0	0	0	0	0	0	4,649	4,649	4,649	60,525
Total, Upcoming Capital Projects:	0	9,986	21,181	33,034	27,761	35,298	127,260	32,443	17,596	5,610	19,685	28,804	104,138	231,398	287,274
Total Debt Funded Capital Projects:	8,152	21,892	32,651	43,693	31,991	39,398	169,625	36,921	22,495	9,710	23,785	32,904	125,815	295,440	359,468
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	426,541
Total Gross Projects	187,076	43,307	52,403	70,425	62,917	66,851	295,902	57,386	44,399	30,932	58,351	56,086	247,154	543,057	786,008
Funding Sources:															
Vehicle and Equipment Reserve	(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)	(426,541)
Funding from Development Charges	(15,476)	(6,000)	(1,285)	(8,462)	0	(11,420)	(27,167)	(5,121)	(5,173)	(400)	(5,204)	(10,323)	(26,221)	(53,388)	(68,864)
Total Funding Sources:	(194,400)	(27,415)	(21,037)	(35,194)	(30,926)	(38,873)	(153,445)	(25,586)	(27,077)	(21,622)	(39,770)	(33,505)	(147,560)	(301,005)	(495,405)
Total Net Debt-Funding Request:	(7,324)	15,892	31,366	35,231	31,991	27,978	142,458	31,800	17,322	9,310	18,581	22,581	99,594	242,052	290,604
5-year Average:							28,492						19,919	24,205	
City Target:		20,829	36,320	35,231	36,539	26,428	155,347	23,083	21,592	9,310	16,360	16,360	86,705	242,052	
City Target - 5-year Average:							31,069						17,341	24,205	
Variance to Target:		4,937	4,954	0	4,548	(1,550)	12,889	(8,717)	4,270	0	(2,221)	(6,221)	(12,889)	(0)	
Cumulative Variance to Target			9,891	9,891	14,439	12,889		4,172	8,442	8,442	6,221	(0)			
Variance to Target - 5-year Average:							2,578						(2,578)	(0)	

2015 Capital Budget Variance Report as at September 30, 2015 (\$000s)

Project Name	Carry Forward from 2014	2015 Budget	Available to Spend in 2015	2015 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>										
Parking East Facility	700.0	0.0	700.0	490.3	209.7	7,818.0	7,608.3	209.7	Please refer to the body of the report.	Green
54 Division Facility (includes land)	0.0	7,000.0	7,000.0	0.0	7,000.0	37,296.0	37,296.0	-	Please refer to the body of the report.	Red
<u>Information Technology Projects:</u>										
Integrated Records and Information System (IRIS)	1,800.0	0.0	1,800.0	1,100.0	700.0	21,847.0	21,147.0	700.0	Please refer to the body of the report.	Green
Peer to Peer Site	240.3	3,629.0	3,869.3	120.0	3,749.3	19,138.0	19,138.0	-	Please refer to the body of the report.	Yellow
HRMS Upgrade	360.0	1,125.0	1,485.0	400.0	1,085.0	1,485.0	1,485.0	-	Please refer to the body of the report.	Green
TRMS Upgrade	0.0	600.0	600.0	0.0	600.0	4,122.0	4,122.0	-	Please refer to the body of the report.	Yellow
Business Intelligence	0.0	2,336.0	2,336.0	550.0	1,786.0	8,818.0	8,818.0	-	Please refer to the body of the report.	Green
Electronic Document Management (Proof of Concept)	0.0	50.0	50.0	50.0	-	500.0	500.0	-	Project is on time and on budget.	Green
<u>Replacements / Maintenance / Equipment Projects:</u>										
State-of-Good-Repair - Police	4,238.4	1,800.0	6,038.4	4,338.4	1,700.0	n/a	n/a	n/a	Please refer to the body of the report.	Green
52 Division Renovations	2,948.0	5,394.0	8,342.0	1,969.3	6,372.7	8,300.0	8,300.0	-	Please refer to the body of the report.	Red
Total Debt-Funded Projects	10,286.7	21,934.0	32,220.7	9,018.0	23,202.7					
<u>Lifecycle Projects (Vehicle & Equipment Reserve)</u>										
Vehicle Replacement	526.1	6,350.0	6,876.1	6,876.1	-	n/a	n/a	n/a	Please refer to the body of the report.	Green
IT-Related Replacements	5,947.2	9,823.0	15,770.2	10,145.6	5,624.6	n/a	n/a	n/a	Please refer to the body of the report.	Green
Other Equipment	1,735.9	5,171.9	6,907.9	4,211.4	2,696.5	n/a	n/a	n/a	Please refer to the body of the report.	Green
Total Lifecycle Projects	8,209.2	21,344.9	29,554.1	21,233.1	8,321.0					
Total Gross Expenditures:	18,495.9	43,278.9	61,774.8	30,251.1	31,523.7	Percent spent:		49.0%		
<u>Less other-than-debt funding:</u>										
Funding from Developmental Charges (\$5M for 54 div and \$1M for peer to peer)	0.000	(6,000.000)	(6,000.000)	(120.000)	(5,880.000)	n/a	n/a	n/a		
Vehicle & Equipment Reserve	(8,209.158)	(21,344.947)	(29,554.106)	(21,233.096)	(8,321.010)	n/a	n/a	n/a		
Total Other-than-debt Funding:	(8,209.158)	(27,344.947)	(35,554.106)	(21,353.096)	(14,201.010)					
Total Net Expenditures:	10,286.7	15,934.0	26,220.7	8,898.0	17,322.7			33.9%		

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 12, 2015**

#P290. TORONTO POLICE SERVICES BOARD – 2016 MEETING SCHEDULE

The Board was in receipt of the following report October 30, 2015 from Andy Pringle, Chair:

Subject: Toronto Police Services Board - 2016 Meeting Schedule

Recommendations:

It is recommended:

1. THAT the Board approve the 2016 meeting schedule outlined in this report; and
2. THAT, subject to the approval of recommendation no. 1, any requests to amend the schedule shall be proposed by the Board member seeking the amendment in the form of a Motion for consideration at an appropriate public meeting.

Financial Implications:

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

Background/Purpose:

The Board bases its annual schedule of meetings on a number of factors, including: days that are least likely to conflict with the City of Toronto schedule of council; standing committees of council; community councils and other committee meetings; annual key conferences for members of the Board; and other significant events at which members of the Board and the Chief of Police are expected to attend, such as police graduations.

In order to recognize culturally-significant days, the Board approved a policy indicating that it would attempt to avoid scheduling any meetings involving the public on these days. A list of the days formally recognized as culturally significant was also approved (Min. No. P358/05 refers).

Although the Board attempts to follow its schedule of meetings as much as possible once it has been established, there may be circumstances which result in changes on short notice during the year.

Discussion:

I have reviewed the current 2016 schedule of meetings developed by the City of Toronto; the dates upon which culturally-significant holidays will be observed in 2016; and dates for key conferences that members of the Board or Chief of Police may attend during the year.

Board Meeting Schedule – 2016:

Based on the foregoing review, I am proposing the following dates for the Board's 2016 meetings:

Wednesday, January 20

Friday, February 19

Thursday, March 17

Thursday, April 14

Thursday, May 19

Friday, June 17

Thursday, July 21

Thursday, August 18

Thursday, September 15

Thursday, October 20

Thursday, November 17

Friday, December 16

I know that as the year progresses, there may be a few dates when some Board members may not be able to attend a meeting due to new personal or business commitments. Unless a quorum of the Board cannot be achieved, I believe that the meeting dates, as proposed, should be confirmed in order to establish a regular cycle of meetings at this time. Once the schedule has been approved, any requests to amend the schedule shall be proposed by the Board member seeking the amendment in the form of a Motion for consideration at an appropriate public meeting.

Times and Locations of Board Meetings:

It is anticipated that all *in camera* meetings will commence at 8:30 AM followed by a public meeting at 1:00 PM. The meetings will take place at Toronto Police Headquarters. Most public meetings are broadcast live through a link on the Board's website, www.tpsb.ca, or through the TPS YouTube channel www.youtube.com/torontopolice. Agendas for public meetings are also available on the Board's website.

Conclusion:

It is recommended that the Board approve the 2016 meeting schedule outlined above and, once the schedule has been approved, any requests to amend it shall be proposed by the Board member seeking the amendment in the form of a Motion for consideration at an appropriate public meeting.

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 12, 2015**

**#P291. BODY-WORN CAMERA PILOT PROJECT – MONTHLY REPORT –
NOVEMBER 2015**

The Board was in receipt of the following report November 01, 2015 from Mark Saunders, Chief of Police:

Subject: BODY WORN CAMERA PILOT PROJECT: NOVEMBER 2015

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

The Board at its meeting of July 16, 2015, approved the following motion:

- (1) The Chief be requested to provide a monthly public report to the Board, starting with the August 2015 meeting of the Board, on the implementation of the Body-Worn Camera Pilot Project, including any issues, emerging patterns, member feedback and community response (Min. No. P183/2015 refers).*

Discussion:

On May 18, 2015, the Service implemented a 12-month pilot project to explore the benefits, challenges, and issues surrounding the use of Body Worn Cameras (BWC) in Toronto.

Using both quantitative and qualitative data, the pilot project will be evaluated to assess how the project was implemented and what results it achieved. If appropriate, it will offer recommendations on possible adjustments to assist in achieving the project's stated goals and assist with wider implementation, if such expansion is shown to be desirable and feasible.

The Service's evaluation is being assisted by an external Evaluation Advisory Committee, comprised of evaluation and data specialists. This independent panel of experts is providing advice on, and is monitoring the quality of the evaluation.

The following information is submitted in response to the Board's request for a monthly update on any issues, emerging patterns, member feedback and community response on the BWC pilot project.

Communication:

On Thursday, October 29, 2015, Inspector Michael Barsky presented an overview of the BWC pilot project to the Canadian Chiefs of Police (CACCP) / Professional Standards Association meeting being held in Toronto.

On the same day, Inspector Barsky also participated in a panel discussion on BWCs, being conducted by the Ministry of the Attorney General before a large group of Assistant Crown Attorneys.

Issues:

There have been no new issues arising since the last report. The pilot project is continuing with the assistance of the two remaining vendors, Panasonic Canada and Reveal Media (Integr8).

Emerging Patterns:

As of October 30, 2015, the total number of videos recorded was 14,031, using 4.8TB of storage. This is a total of 1850 hours recorded.

Member Feedback:

On November 12, 2015, members of the BWC pilot project team and members of TAVIS Rapid Response Team will meet to discuss the general experience of the TAVIS participants and any issues that have arisen during the pilot.

Staff Superintendent Tom Russell, Inspector Michael Barsky and Staff Sergeant Graham Gibson from the pilot project team will attend.

Community Response:

On Wednesday, October 28, 2015, members of the Service's Strategy Management - Strategic Planning team attended 'Forum Research Inc.', an independent market research firm in Toronto. The team observed six groups of participants organized as focus groups, two specifically with young adults aged 18-24, one with seniors, and three that were generally representative of the community (e.g. gender, neighbourhoods, ethnicity/visible minority).

One of the topics discussed by the participants in the focus groups was the Toronto Police Service BWC pilot project. Staff Superintendent Tom Russell, Inspector Michael Barsky and Staff Sergeant Graham Gibson of the pilot project team also attended and observed a sampling of the focus groups.

The results of these sessions will be prepared in a report by 'Forum Research Inc.' and provided in the near future to Strategy Management - Strategic Planning. This report will be considered in the evaluation of the pilot project.

The overall impression was that the participants were generally supportive of police use of body worn cameras. Some concerns were raised in the discussions, such as privacy and security of the videos, when they will be on /off, costs of the program to the public, etc. The benefits of the cameras that participants noted were that the cameras will provide an objective record of events; this protects both the public and police officers, and helps with evidence collection, etc. There was agreement that the videos should not be made generally available to the public.

Conclusion:

November 2015 marks the half way mark for the duration of pilot and officers are scheduled to exchange their Panasonic cameras for Reveal Media cameras, and vice versa. This will allow officer participants to use both of the cameras providing an opportunity to evaluate the technology in a fair and balanced manner.

The BWC pilot project implementation team will continue to report to the Board on a monthly basis with regard to any issues, emerging patterns, member feedback and community response.

Chief Mark Saunders will be in attendance to answer any questions that the Board may have regarding this report.

Mr. Kris Langenfeld was in attendance and delivered a deputation to the Board. A written copy of Mr. Langenfeld's deputation is on file in the Board office.

The Board received Mr. Langenfeld's deputation and 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 12, 2015**

**#P292. TORONTO POLICE SERVICE – 2016 OPERATING BUDGET –
REVISED REQUEST**

The Board was in receipt of the following report November 09, 2015 from Mark Saunders, Chief of Police:

Subject: TORONTO POLICE SERVICE 2016 OPERATING BUDGET – REVISED
REQUEST

Recommendations:

It is recommended that:

- (1) the Board approve a revised 2016 net operating budget request of \$1,006.7 Million (M), an increase of \$27M or 2.76% over the 2015 net approved budget;
- (2) the Board approve a revised uniform establishment of 5,448 officers, a reduction of 14 from the current establishment;
- (3) the Board approve a revised civilian establishment of 2,230, an increase of 12 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) 2016 net operating budget request of \$1,015.8M (\$1,138.9M gross) was presented to the Board at its October 19, 2015 meeting (Min. No. P273/15 refers), with a recommendation for approval. This request was an increase of \$36.1M or 3.69% over the 2015 approved budget. A copy of the report submitted to the Board is attached to this report, and provides detailed information on the Service's 2016 operating budget request.

At the October meeting, the Board requested that additional reductions be made to the Service's 2016 operating budget request. In response to the Board's request, the Service has reviewed all areas of its budget submission to identify potential cost reductions, as well as any increases to revenue estimates.

As a result, the revised 2016 operating budget request is \$1,006.7M net (\$1,132.3M gross). This is an increase of \$27M (2.76%) over the 2015 net approved budget of \$979.7M, and a decrease of \$9.1M over the original 2016 budget request presented to the Board at its October 2015 meeting. A breakdown of the recommended \$9.1M reduction is provided below.

Item	Reduction/ (Increase) (\$000s)	Comments
Leap year cost	\$1,900	To be funded from City Tax Rate Stabilization Reserve, as per City Finance staff
TAVIS premium pay	\$1,000	Reduced based on loss of TAVIS Provincial funding
Medical, dental, administrative fee	\$616	Anticipated impact of new cap on physiotherapy services negotiated by the Board in the recent collective agreement, and premium reductions just recently negotiated by the Service
Other benefits	\$423	Change in estimates and assumptions, based on more up-to-date information
Reserves	\$2,100	Further reduced to prior year contribution levels – however, this is not in line with Service’s increased contribution strategy and creates future budget pressures
Facility custodial costs	\$500	Renegotiation of costs with City Facilities that provides these services to the Service
Other expenditures – hiring impacts	\$251	Related impacts of reduced hiring
Other expenditures	(\$134)	Net increase in expenditures based on more up-to-date information
Change in revenue estimates	\$2,424	Increased revenue based on further review of all revenue sources
Total	\$9,080	

The Service has identified significant savings and cost avoidance in the last five years, in order to keep budget increases to an absolute minimum. Higher costs due to collective agreement related increases from 2011 to 2015 were effectively mitigated through no or reduced uniform hiring, significant cuts to premium pay and non-salary increases which were kept for the most part below zero, during that period. Specifically, the Service’s payroll costs (including the impact of reduced premium pay) are approximately \$30M lower than in 2011.

Consequently, significant additional reductions are difficult to make without impacting service levels and effectively respond to a changing type of crime (cyber) and other emerging threats to public safety, as well as meet collective agreement and vendor contractual obligations. More up-to-date information and additional analysis, combined with the City funding the leap year impact (\$1.9M) from its Tax Rate Stabilization Reserve have allowed the Service to find further potential budget reductions totalling \$9.1M. However, it is important to note that a good part of this reduction is not sustainable, given that some of the recommended amounts are driven by

assumptions about market prices and revenues, and/or create future pressures on reserves. For example, the \$2.1M reduction to reserves simply defers the required additional contributions to future years.

Background/Purpose:

In developing the original 2016 budget request, the Service considered all known information at the time, including staffing levels required to provide public safety services, collective agreement and vendor contract obligations, as well as previous years' spending trends, including 2015 expenditure projections. The 2016 budget request is also reflective of actions taken over the last several years to reduce the funds required by the Service to provide adequate and effective policing. The Service does not control collective agreement related impacts that the Board negotiates, including employee benefit provisions. Since 89% of the Service's budget is for salaries and benefits, the actions the Service can take to reduce its budget are somewhat limited. Accordingly, some of the measures taken over the last several years to reduce its budget and program costs have included among other things, a 10% reduction in senior management positions, no or reduced uniform hiring, an increase in civilian gapping, significant reductions to premium pay, the on-going deferral of required reserve contributions, and most recently the civilianization of 142 uniform positions.

The preliminary 2016 budget request for the Service included the cost to ramp up the uniform establishment to recover from declining average uniform deployments. However, as in previous years, in order to reduce the budget request, the planned average deployment for 2016 falls well below the approved establishment (5,235 vs. 5,448), reducing the original budget request by \$13M.

In considering the Service's 2016 operating budget request at its October 2015 meeting, the Board passed the following motions:

- (1) *“THAT the Chief seek to identify additional reductions and efficiencies in the proposed operating budget;*
- (2) *THAT the Chief together with the Chair working with the Mayor attempt to achieve adjustments to currently proposed provincial funding changes;*
- (3) *THAT the Chief seek to identify further increases to the revenue estimates contained in the proposed operating budget’*
- (4) *THAT the Chief consult with City Staff in carrying out items 1-3 above;*
- (5) *THAT a revised operating budget proposal be presented to the Board for approval at its November 12, 2015 meeting; and*
- (6) *THAT the Board receive the written submission from the Toronto Police Accountability Coalition.”*

Accordingly, this report focuses on proposed further reductions to the Service's operating budget request, including any proposed changes to revenue estimates contained within the budget, for the Board's consideration.

Discussion:

2016 Operating Budget:

The Service's operating budget process started in April 2015. This process includes continual reviews and updates as more up-to-date information becomes available and is based on meetings with City staff and the Board's Budget Sub-Committee. The review process resulted in an original budget request being reduced from \$1,036.7M (5.8% increase) to the request put before the Board Budget Sub-Committee in September of \$1,023.1M (4.4% increase) to a further reduced budget of \$1,015.8M (3.69% increase) being presented to the Board at its October 2015 meeting. Therefore, the budget request submitted to the Board in October was \$21M less than the original budget request.

As previously mentioned, in order to mitigate the budget increase, the Service is not budgeting to its approved uniform establishment. Furthermore, the Service has reduced its hiring strategy in 2016 to take into account the loss of TAVIS funding, which was used to subsidize the cost of 30 school resource officers, and the additional civilianization of 14 uniform positions. As a result, the average uniform deployment in 2016 is 5,235 officers, which is below the projected 2015 average uniform deployment of 5,282 officers, and 213 below the revised uniform establishment of 5,448.

The operating budget process also included a detailed review of anticipated premium pay requirements, collective agreement and other contractual obligations, and expenditure trends in categories such as gasoline and benefits, and took into account the impact of the continued civilianization of some uniform positions. It included a review of all revenue sources. All cost drivers that were known or could be reasonably anticipated were considered in the development of the budget. The Service's budget request was developed with the objective to start from a zero-base where possible, keep non-salary requests at a minimum and include no new initiatives unless they saved or avoided costs, increased efficiencies or were necessary to mitigate risk.

As a result of the Board's motions noted above, the Service re-examined various areas of the budget submission, to determine if there were any further reductions that could be made, with the benefit of more up-to-date information. The following adjustments were identified.

Salaries (\$1.9M Reduction):

The salaries budget is driven by salary rates established by the various collective agreements negotiated by the Board with the Toronto Police Association (TPA) and the Senior Officers' Organization (SOO). It also takes into account the average actual uniform deployment, which is based on the anticipated number of officers on payroll at the end of the year, the estimated number of officers expected to separate from the Service in 2016 and the number of officers expected to be hired. With respect to civilian salaries, the budget is developed based on the approved civilian establishment, reduced by estimated gapping (i.e. number of vacant positions expected and the average length of time they are expected to be vacant).

Leap year has an impact every four years on the Service budget, as salaries are budgeted based on the number of days in the year. As 2016 is a leap year, there is a one-time impact of \$1.9M for the additional day of salaries. Given the one-time nature of this pressure, the City has advised that leap year impacts will be funded from its Tax Rate Stabilization reserve. This results in a \$1.9M reduction to the Service's original budget request.

No further reductions are possible in the salary category, as these would impact service delivery.

The 2016 uniform salaries budget is premised on maintaining an average deployment of 5,235, based on 2015 average staffing levels, plus the related impact of hiring 44 less officers than originally planned in the December 2015 (30 less) and April 2016 (14 less) recruit classes. As a result, the Service's human resource strategy planned for the following classes of recruits: 11 in December 2015; 16 in April; 45 in August; and 79 in December, 2016, plus six transfers of officers from other police services during the year. Any further reduction to the salary budget would require a reduction in classes planned for the 2016 year, which would impact the number of officers that would be available to provide public safety services across the City. It would also create a budget pressure in 2017, in order to at least replace the number of officers that separated from the Service in 2016 and 2017.

It is also important to note that provincial grants are impacted by the average complement of officers in the Service, as a certain threshold of officers must be maintained. Any additional decrease in average deployment may therefore impact grant revenue, reducing the amount of the actual salary savings.

Civilian salaries are based on established positions, adjusted for gapping expectations. The 2016 budget contains the annualized impact of the 2015 civilianization initiatives. In addition, the Service has been actively staffing the backlog of vacancies that resulted during the 2013 Board-imposed hiring freeze and that continue to occur as individuals separate or retire. Any reductions to civilian staffing would impair the Service's ability to re-deploy uniform members as the work activities for which civilianization was recommended would continue to be performed by uniform members. In addition, the backlog of other civilian vacancies if not addressed, would continue to put significant pressure on existing civilian members, requiring significant amounts of overtime or increase temporary staff hiring, which is not sustainable. It would also increase the risk of errors and other deficiencies, and seriously affect services performed by the impacted units, in support of business units.

Revised Uniform and Civilian Approved Establishment:

In 2014, the Director, Finance and Business Management split the Service's Financial Management unit, consolidating Payroll with Benefits Administration and making Accounting Services, which includes the Central Paid Duty Office, into its own unit. As a result of this initiative, two established civilian positions were deleted. While the \$250,000 saved was reduced from the Service's 2015 budget, the positions have not yet been deleted from the approved civilian establishment. Consequently, the establishment should be adjusted downward by two. This adjustment, combined with an increase of 14 positions for civilianization initiatives referenced in the original budget request report to the October 2015 board meeting, results in an

increase of 12 positions, for a revised civilian establishment of 2,230. The corresponding reduction of 14 positions for the civilianization initiatives should be made to the approved uniform establishment, for a revised approved uniform establishment of 5,448 officers.

Premium Pay (\$1.0M Reduction):

The Service has made a concerted effort to monitor and manage premium pay, despite the need for overtime or call-backs as part of regular operations or as a result of the impact of major unplanned events, such as demonstrations, high profile homicide/missing persons and emergency situations. Between 2011 and 2015, premium pay budgets were reduced by a total of \$8.4M (after adjusting for salary settlements, and excluding the impact of off-duty court attendance). This represents a reduction of 22.5% in base premium pay.

Further reductions in base premium pay would be difficult to accommodate at this time, based on work pressures and service requirements. However, in order to reduce the 2016 budget request, a reduction to the TAVIS program premium pay of \$1M is being recommended. The TAVIS program has been funded by the Province of Ontario since 2006, and a lack of funding commitment for this program by the Province beyond December 31, 2015, has caused a significant pressure on the 2016 budget. Although the program has become an integral part of the delivery of policing services to the City, it is recommended that a reduction be made to the premium pay to assist in further reducing the Service's 2016 budget request. This will have a direct impact on the Service's ability to develop and implement intelligence-led strategies, utilizing premium pay to deliver activities to achieve these strategies, as well as respond to unanticipated events. The Service will have to monitor the impact of this further reduction in premium pay and develop strategies to address and manage any unanticipated events it must respond to, recognizing that these actions could impact our ability to pro-actively meet other public safety requirements.

Statutory Payroll Deductions and Benefits (\$1.0M Reduction):

The majority of the 2016 budget in this category is mandated by legislation or collective agreement obligations. Legislated rate changes have already been factored into the budget.

Medical and dental expenses are major cost drivers in this category. The budget for these benefits is based on the cost of drugs and services, dental fee schedule, utilization rates and administrative fees. Costs for drugs and dental services are based on the average increase experienced over the last four years. In 2016, based on a significant increase in the use of medical coverage, the estimate for medical and dental costs was increased by \$4.1M in the original budget request. These estimates have been re-evaluated based on recently completed negotiations of premium rate increases and pooling charges with the Board's benefits services provider, and also following a further analysis of the impact of the physiotherapy benefits cap negotiated in the collective agreement. Based on revised assumptions, it is estimated that the budget can be reduced by \$0.6M for medical and dental costs.

Furthermore, it has been determined that a total reduction of \$0.4M can be made to other benefit costs such as WSIB costs and group life insurance.

Reductions totalling \$1M can therefore be made in this cost category.

Reserve Contributions (\$2.1M Reduction):

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 (Vehicle & Equipment, Legal, Central Sick Bank and Health Care Spending). The health of all reserves utilized by the Service is dependent on regular contributions to meet on-going expenditure obligations. In order to mitigate budget pressures, the Service in consultation with City Finance staff, has continually deferred required contributions to reserves, either through reduced contributions or by phasing in required increases over longer periods of time. In order to reduce its 2016 budget request, the Service reduced the planned contributions for reserves by \$3.5M in the original budget submission to the Board. In order to respond to the Board's request for additional funding reductions, the Service is reducing the required incremental reserve contributions by a further \$2.1M, for a total of \$5.6M in reductions in the 2016 budget request. Although this reduction is being made, the contributions are ultimately still required, as a part of the Service's reserve strategy to maintain enough funds to cover reserve draws, and meet the Service's obligations. The Service will work with the City in an attempt to reduce some of this pressure at least in the short-term, through a one-time injection of any Service budget surpluses. However, as one-time contributions from surplus are not in the Service's budget base, the reductions to the 2016 budget request still create a significant future budget pressure in order to increase the Service's contributions to the level required to meet future obligations.

Other Expenditures (\$0.6M Reduction):

The remaining expenditure categories include the materials, equipment and services required for day-to-day operations, much like those incurred by regular business entities. Wherever possible, accounts within this category were flat-lined to the 2015 level or reduced even further. Increases were only included where considered mandatory and/or to meet contractual obligations, and one-time reductions were taken into account where applicable.

After discussions with City staff, who provide caretaking and maintenance service for Service facilities, it was agreed that a \$0.5M reduction would be made to the interdepartmental charges for these services. To accommodate the reduction, City staff plan to review the preventative maintenance schedule for Service facilities and will be reducing part time staff allocations to Service facilities, which could lead to service level impacts. The Service and City will monitor these impacts in 2016 to determine if this reduction is sustainable.

In light of reduced hiring, all related expenditures have been reviewed and a further \$0.25M reduction in the request has been identified. There are, however, other expenditure items that, based on more up-to-date information, are expected to increase. The largest anticipated increase is based on a change to foreign exchange rate estimate assumed in the original budget request. Due to the declining value of the Canadian dollar, the budget impact is estimated at \$0.2M. This cost is partially offset by other minor decreases for a net increase in other expenditures of \$0.1M.

Reductions totalling \$0.6M can be made in this cost category, as summarized in the table below.

Item	Reduction/ (Increase) (\$000s)	Explanation
Facility custodial costs	\$500	Renegotiation of costs with City Facilities that provides these services to the Service
Other expenditures – hiring impacts	\$251	Related impacts of reduced hiring
Other expenditures	<u>(\$134)</u>	Net increase in expenditures based on more up-to-date information
Total net reduction	\$617	

Revenues (\$2.4M increase):

The Service revenue budget includes fees, cost recoveries, grants and draws from reserves. The Service regularly reviews fee prices which are set to values that cover the costs of the service provided. The 2016 operating budget request reflects the direct and indirect costs of providing services. The cost recoveries budget represents reimbursements of expenses incurred by the Service and generally results in a net zero budget impact. Grant budgets are tied to specific contractual provisions regarding uniform officer staffing levels and/or specific expenditures. Other in-year grant funding opportunities are generally tied to new expenditures and therefore cannot be used to fund existing expenditures. Draws from reserves are tied to expenditures and cannot be increased to fund unrelated costs.

The Service is generally conservative with respect to the assumptions it makes to develop the various revenue budgets. However, after a further review of the revenue assumptions, it is recommended that overall revenues be increased by \$2.4M. This increase represents changes in estimates in various revenue sources for the Service.

Conclusion:

The Service submitted a 2016 budget request to the Board at its October meeting which met collective agreement and vendor contract obligations. It also included funding for staffing levels and infrastructure requirements to provide adequate and effective policing to the City, and help address ever evolving and increasing cybercrime, as well as other threats in public safety and victimization.

In response to the Board’s request for additional budget reductions, the Service worked with City staff and the Board’s financial consultant, to further review all areas of the original budget submission, with the benefit of more up-to-date information.

This report provides \$9.1M in recommended reductions to the 2016 operating budget request tabled at the Board’s October 2015 meeting.

The revised request of \$1,006.7 Million (M) represents an increase of \$27M or 2.76% over the 2015 net approved budget. It is important to note, that included in the 2.76% increase is an increase of \$21.6M (2.16%) to cover the 2016 collective agreement impact, as well as a \$5M (0.5%) negative impact from the loss of TAVIS funding from the Province.

In considering this request, it is also important to note that the Service has reduced its budget significantly over the last 5 years mainly through reductions to both uniform and civilian hiring and premium pay, as well as non-salary and discretionary type accounts. Therefore, the ability to find additional savings, without impacting service delivery is very much limited, particularly given the fact that 89% of the Service's budget is still required to meet salary and benefit obligations.

Equally important is that some of the reductions that have been made and are being recommended are not sustainable (e.g. incremental contributions to reserves) and will create budget pressures that must be dealt with and funded in 2017 and future years. Finally, the Service budget has benefited from grant funding which, if not sustained, will put significant pressure on future budget requests.

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

Mr. Tony Veneziano, Chief Administrative Officer, was in attendance and delivered a presentation to the Board on the revised 2016 operating budget request. A copy of the presentation is on file in the Board office.

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

- **John Sewell ***
- **Kris Langenfeld ***

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

Mr. Veneziano responded to questions by the Board.

The Board approved the following Motions:

- 1. THAT the Board receive the deputations; and**
- 2. THAT the Board approve the foregoing report.**

Moved by: S. Carroll



TORONTO POLICE SERVICES BOARD REPORT



October 19, 2015

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: TORONTO POLICE SERVICE – 2016 OPERATING BUDGET REQUEST

Recommendations:

It is recommended that:

- (1) the Board approve the Toronto Police Service's 2016 net operating budget request of \$1,015.8 Million (M), which is a \$36.1M or 3.69% increase over the 2015 approved budget;
- (2) the Board approve a revised uniform establishment of 5,448 officers, a reduction of 14 from the current establishment;
- (3) the Board approve a revised civilian establishment of 2,230, an increase of 12 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) 2016 operating budget net request of \$1,015.8M (\$1,138.9M gross) is \$36.1M or 3.69% above the 2015 approved budget.

A summary of the Service's 2016 changes in the 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 2017 and 2018 budget outlooks.

The collective agreement between the Toronto Police Services Board (Board) and the Toronto Police Senior Officers' Organization (SOO), which expired on December 31, 2014, has not been settled as of this date. Therefore, the Service's 2016 operating budget request does not include the financial impact of this salary settlement, as it is not known at this time.

Table 1- 2016 Summary of Changes

	\$M's	\$ change over 2016 Request	% change over 2015 Request
2015 Net Budget	979.7		
2016 Target	969.9		
Impact of 2016 Salary Settlement – Toronto Police Association (TPA)		\$21.2	2.16%
Net impact of salary and benefit costs		\$10.1	1.03%
Reserve Contributions		\$2.1	0.21%
Other Expenditures		\$1.9	0.19%
2016 Gross Budget Increase		\$35.2	3.59%
Revenues		\$0.9	0.09%
2016 Net Budget Increase		\$36.1	3.69%

Background/Purpose:

The purpose of this report is to provide the Board with the Service's recommended 2016 operating budget request. The report includes information on the level of funding required in 2016 to provide public safety services to the City of Toronto. The recommended request has been developed with a focus on achieving as many reductions as possible towards the City's target request of a 1% decrease over the 2015 approved budget, and is based on, among other things:

- Current 2016 plans and staffing strategy, anticipated increases/decreases in employee benefits, 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:

This report contains the following sections:

- Managing the Toronto Police budget – budget drivers and sustainable savings
- Police Governance – Adequate and Effective Policing
- Significant 2015 Accomplishments

- Retention of the School Crossing Guard and Lifeguard Programs
- Crime Evolution and the Changing Face of Policing
- Major Crime Indicators
- 2016 City and Service Budget Guidelines
- 2016 Operating Budget Development Process
- 2016 Operating Budget Request – Details

Managing the Toronto Police budget – budget drivers and sustainable savings:

The 2016 operating budget request cannot be looked at strictly on its own. It must also be reviewed and considered in the context of previous years’ requests (in particular the last four years), and the action taken to sustainably reduce the Service’s request over the last few years, as well as the on-going pressures the Service has and continues to face.

The Service’s net operating budget has increased by \$263.4M since 2006, growing from \$752.4M to \$1,015.8M in 2016.

Table 2 summarizes budget increases between 2006 and 2016. 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)

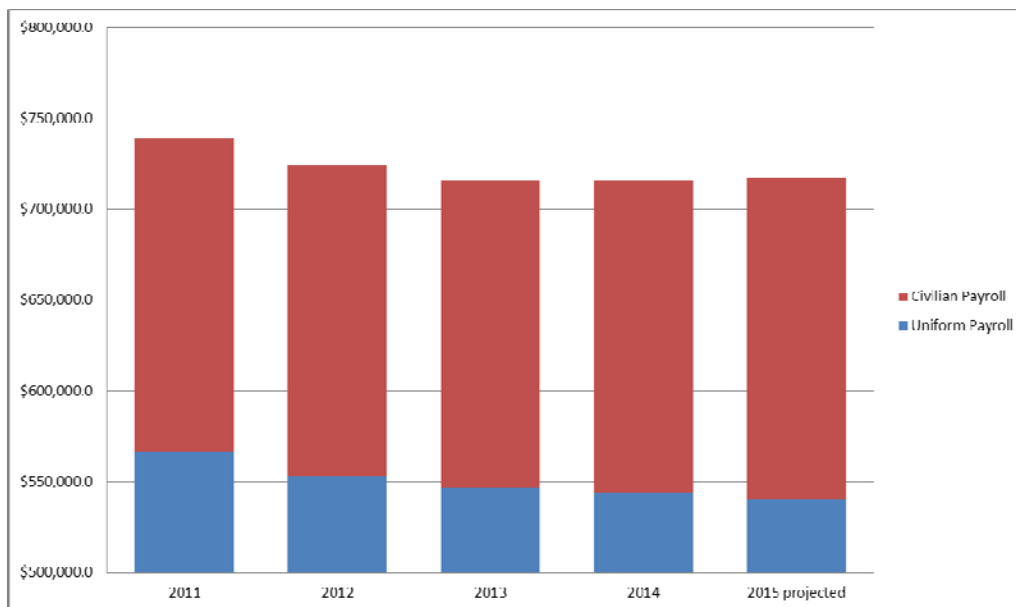
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016 Req.
Net Budget	752.4	786.2	822.0	854.8	888.2	930.4	935.7	936.4	965.5	979.7	1015.8
\$ Increase		33.8	35.8	32.8	33.4	42.2	5.3	0.8	29.1	14.2	36.1
Total % increase		4.5%	4.6%	4.0%	3.9%	4.7%	0.6%	0.1%	3.1%	1.5%	3.7%
Collective Agreement (% impact)		2.8%	3.1%	2.0%	3.2%	3.4%	2.5%	2.7%	2.9%	1.9%	2.2%
Other (% impact)		1.7%	1.5%	2.0%	0.7%	1.3%	-1.9%	-2.6%	0.2%	-0.4%	1.5%

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

- Approximately \$235.1M or 89% of the total budget increase of \$263.4M from 2006 to 2016 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. These significant increases are beyond the Service’s control.
- \$28.4M or 11% is related to non-collective agreement related increases. These increases are 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 2006 to 2016 averages only 0.4% annually over that period, which is well below the average rate of inflation over that same period.

Over the past four years, the Service has exercised a number of measures to manage the budget and mitigate significant increases. This was done while continuing to provide public safety services as efficiently, effectively and economically as possible, in the face of changing demographics (e.g. aging population) and crime evolution (e.g. cyber). To this end, with the exception of 2014, where the non-collective agreement increase represented 0.2% of the annual increase, the budget impact within the Service’s actual control was below zero. Specifically, 2012 included -1.9% (\$17.7M), 2013, -2.6% (\$24.33M) and 2015, -0.4% (\$3.86M) in reductions, achieved through heightened resource and contract management and lower actual uniform and civilian staffing levels and premium pay reductions as outlined.

Significant savings have been achieved since 2011 in payroll costs, which when translated into 2015 dollars, indicate that total payroll costs decreased by \$21.4M (which includes a 10% reduction in senior management and one Deputy Chief position) from 2011 to 2015.



	2011	2012	2013	2014	2015 projected
Uniform Payroll	\$566,154.6	\$552,879.7	\$545,998.4	\$543,533.6	\$540,258.0
Civilian Payroll	\$172,979.8	\$171,017.8	\$170,279.0	\$172,341.5	\$177,476.4
Uniform Staff - Average Deployed	5,553	5,378	5,285	5,249	5,282
Civilian Staff - Year End Deployed	1,967	1,945	1,912	1,937	1,978

Payroll savings were achieved by hiring uniform members at reduced average deployment numbers, which are well below the Service’s approved establishment, along with other measures such as reducing premium pay by \$8.5M, joint procurements with the City and other police agencies, and enhanced vendor negotiations, saved a further \$2M+.

It is important to note that given the budget cuts that have accumulated over the past four years, the flexibility required to manage within these reductions, despite unplanned public safety events is considerably diminished.

Police Governance – Adequate and Effective Policing:

The Ontario *Police Services Act* (PSA) outlines the principles by which policing services will be provided in Ontario. As a result, in order to ensure the safety and security of all persons and property in Ontario, municipalities are responsible for providing funds to enable adequate and effective policing, which must include, at a minimum, the following core services:

- Crime prevention;
- Law enforcement;
- Assistance to victims of crime;
- Public order maintenance; and
- Emergency response.

Under the PSA, the Board is required to submit operating and capital estimates to the municipal council that are required to “maintain the police force and provide it with equipment and facilities.”

In its role as the primary governance body for the Toronto Police Service, the Toronto Police Services Board is responsible for the provision of adequate and effective policing services in Toronto, working with the Chief of Police, to establish objectives and priorities with respect to police services and establishing policies that ensure effective management within the Toronto Police Service.

In order to carry out this responsibility, , the Board ensures that the Service consists of a Chief of Police and such other police officers and other employees as are required, and ensures that those officers and employees are provided with adequate equipment and facilities in order to execute their public safety mandate.

The 2016 operating and capital budgets, presented to the Board for approval, include amounts that will be required to maintain the level of police personnel, along with the requisite equipment and facilities that are mandatory in the provision of adequate and effective policing. The 2016 budget submission is a responsible accumulation of expenditures that will maintain an average deployment of uniform members (slightly below the 2015 deployment – 5235 vs. 5260), along with the essential infrastructure and direct and administrative support, that ensures public safety, as mandated in the *PSA*, is maintained.

Significant 2015 Accomplishments:

The Service is committed to being a world leader in policing, and is committed to optimizing police service delivery that is sensitive to the needs of the community. For this reason, every three years, the Board and Service determine the priorities that will be given extra emphasis over the three year period. To this end, the 2014 to 2016 Service priorities focus on:

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

Over and above the core policing services that framework adequate and effective policing of the City, the priorities provide strategic areas where resources and efforts will be focused. Through the 2014 to 2016 priorities, the Service is continuously looking for ways to improve the delivery of public safety, support and infrastructure services, within a sustainable financial envelope. Consideration of the Service priorities contributed to the following 2015 accomplishments:

2015 Pan American/Parapan American Games:

The Toronto 2015 Pan American/Parapan American Games (Games) were 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 prepared for the Games' operational phase (June 24 to August 21, 2015), working cooperatively with multiple internal and external stakeholders, such as TO2015, local businesses and City of Toronto partnerships. At the peak Games period, between 1,200 and 1,500 individual officers were provided PanAm specific assignments.

Business continuity planning team members extensively analyzed resource obligations required to meet the demands of the Games' operational phase, while ensuring the continuity of regular policing services to the City. Operational success can be attributed to the following:

- Effective planning, responsible for designing a security plan that considered an assessment of risk and the needs associated with each individual venue;
- A centralized logistics hub, which ensured the smooth and seamless flow of people and equipment assets;
- Proper supply chain management, which allowed the tracking and monitoring of all issued assets, internally and externally. It should be noted that the Service achieved a 100% return rate on all external issued equipment;
- Constant evaluation of personnel and details as the games progressed, allowing for the reassignment of members or cancellation of details when positions became obsolete; and
- Partnerships and collaborations, which included a strong communication strategy for the public relating to events and traffic.

There were no major incidents at the Games and operations proceeded according to plans. At this time, final costs are being determined, for invoicing to the Province.

Customer Service Initiative:

Customer service excellence is an on-going initiative that will tap into and change the culture of the Service and mindset of our members, to ensure all of our members, uniform and civilian, interact and engage with members of the public, and each other, in a professional, respectful manner that is free from any bias.

In 2014, the Service engaged external consultants with an expertise in customer service to review internal and external interactions and make recommendations that would improve customer service within the organization.

In 2015, the Service executed a number of initiatives that considered the critical areas. Work is proceeding well on the creation of internal and external customer service charters, which will define what internal members can expect from each other and what the public we serve can expect from Service members. Social media is being used more extensively, through standardized handles and responses. Members have received tips that will help them enhance the customer service experience and are receiving training that promotes personal leadership through the change.

An important component in the planning for the PanAm/ParaPan Games was the development of a video which delivered a message about the role of Service officers during the Games, not just as providers of public safety and security, but as Ambassadors for the City. The video was not only well received by Service members, but obviously delivered a clear message as many compliments were received from members of the public that commented on the excellence of the service and assistance provided by our officers.

Police And Community Engagement Review (PACER):

The PACER initiative, which began in 2012, is in Phase IV, the Implementation and Evaluation stage. Although ten of the recommendations are dependent, directly or indirectly on the forthcoming Police Services Act regulation and/or publication of the Service's revised Procedure on Community Engagements, 14 of the 31 PACER recommendations have been fully implemented and most of the remaining 17 recommendations are substantially complete and/or in progress.

The PACER team continues to work with two of the four established sub-committees to address several of the outstanding recommendations.

In addition, members continue to attend a two day In-Service Training Program, which focuses on PACER and Iacobucci report recommendations in the areas of Human Rights, Customer Service, and Mental Health. A third day of training will be added in 2016, following finalization of content and format.

Iacobucci Report – Police Encounters with People in Crisis:

The Iacobucci Report was categorized by ten themes, which are detailed in the above noted Board report. It should be noted that recommendations have been implemented in the following categories:

- Mental Health System and Toronto Police;
- Police Culture;
- Training and Supervision;
- Use of Force;
- Major Crime Intervention Team and Other Crisis Intervention Models;

An implementation team was tasked with reviewing recommendations from the Honourable Frank Iacobucci's report entitled "Police Encounters with People in Crisis" (Iacobucci Report)

and the jury recommendations from the Coroner's inquest into the deaths of Reyal Jardine-Douglas, Sylvia Klibingaitis and Michael Eligon (JKE Inquest).

Throughout 2015, the Service committed staffing resources and worked diligently with major stakeholders to assess the recommendations, determine the impact and implement. A status update, advising that most of the recommendations had or were in the process of being implemented, was presented and received by the Board at its September 17, 2015 meeting (Min. No. P232/15 refers).

Body Worn Camera Pilot Project

A number of police services throughout North America are looking to implementing body worn cameras. In addition, Justice Iacobucci, in his report entitled "Police Encounters with People in Crisis" recommended that Toronto Police Officers be equipped with body worn cameras. As a result, in keeping with its commitment to maintaining public trust, to provide professional and unbiased service delivery and to be a world leader in policing, the Service is considering the use of body worn cameras for all uniformed members. However, in order to approach this initiative responsibly and ensure that the implementation would actually bring value to the Service and the public, the Service began a Body Worn Camera Pilot Project to test, evaluate and report on equipping front line officers with body worn cameras. In 2014, a competitive procurement process was conducted, with transparent evaluation criteria that selected three vendors (reduced to two) to provide 100 body wearable cameras. The pilot has started and will operate until March 2016 with selected members from four Service units testing all vendor equipment on a rotational basis.

To ensure proper governance and a thorough evaluation that considers all factors is conducted, a Working Group has been established to develop guiding principles for the pilot that include:

- Consideration to Human Rights, privacy and legislation;
- Rules of engagement; and
- Evaluation criteria and performance measurement indicators.

Next steps will be determined following the results of the pilot project.

Retention of the School Crossing Guard and Lifeguard 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. In both cases, the City determined that the programs could be more effectively delivered by the Service at a lower cost than City divisions.

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 was moved back to the Service's operating budget in 2015, through an in-year adjustment.

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.

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 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 was moved back to the Service's operating budget in 2015, through an in-year adjustment.

Given that the Service will now retain this program, the 2016 operating budget request contains a recommendation to action the civilianization of this program, which will then enable uniform officers to be re-deployed to front-line duties. Details of this recommendation are contained further along in this report.

Crime Evolution and the Changing Face of Policing:

One of the main challenges of the Service is keeping up with the evolution of crime in the face of changes experienced in society and the way it functions. This challenge runs from keeping up with the pace of technological changes, which continue to be embraced by the criminal element, to the growing concerns of human trafficking and elder abuse in Canada.

Cybercrime

Since the creation of information technology, digital information or data is used in the everyday lives of all Canadian citizens and businesses. Not only has the everyday citizen embraced computerization, but the criminal element has as well. As technological companies strive to create the newest, feature packed technological gadget, the forensic law enforcement community struggles to decode it. Given the anonymity provided by the internet, cybercrime is a growing area of concern for police services as the type of criminal activity is so diverse and extends beyond geographical boundaries.¹ Cybercrime is any crime that is committed via the internet or computer network. Types of crimes encompassing cybercrime include financial crimes such as online frauds (i.e. advanced fee loan scams, job scams, romance scams etc.), exploitation/luring children via the internet and attacks against computer hardware and software (i.e. installation of malware).² In order to tackle such far reaching crimes, the Service has created a Computer Cyber Crime unit (C3) whose mandate is to provide online investigative support and guidance regarding current best practices for members of the Service. C3 members will also support investigations involving social media platforms, website analytics, and photo deconstruction.

High profile events such as the “Ashley Madison hack” and the subsequent police response have highlighted the effects and scope of cybercrime and the need for a coordinated effort amongst police agencies.

Human Trafficking

Human Trafficking for a sexual purpose is a heinous crime that can render the victim with horrifying physical, social and emotional scars.

The Human Trafficking Enforcement Team (HTET) of the Toronto Police Service is committed to developing and maintaining a victim-centered approach to human trafficking investigations, ensuring that victims are rescued and their recovery is a priority. This approach places emphasis on Prevention, Protection, Prosecution and Partnerships.

¹ Interpol. Cybercrime. Accessed 2015.10.08. <http://www.interpol.int/Crime-areas/Cybercrime/Cybercrime>

² Interpol. Cybercrime. Accessed 2015.10.08. <http://www.interpol.int/Crime-areas/Cybercrime/Cybercrime>

In 2014, members of the Human Trafficking Enforcement Team (HTET) conducted an extensive investigation into two local street gangs involved in the sexual human trafficking of two female underage victims. Eleven residential search warrants were executed resulting in the arrest of 12 parties, who were subsequently charged with over 80 human trafficking-related and criminal code offences. Project Dove was the first human trafficking joint investigation between members of Sex Crimes and Divisional officers (D43) of this scope and magnitude.

In January 2014, the mandate and operating procedures of the Sex Crimes - Special Victims Unit were re-evaluated, revised and expanded, with an increased proactive approach towards investigations involving elements of human trafficking for a sexual and labour purpose. A comprehensive educational campaign was designed and delivered by HTET members to both internal and external stakeholders in order to disseminate the new mandate and familiarize Service members to the frequency and violence associated to human trafficking. The improved level of customer service and victim management has led to strong partnerships with governmental and non-governmental organizations as well as national and international recognition.

Crimes Against Seniors

The abuse of elderly persons is a growing concern for the Service due to an increasing senior's population and its reliance on caregivers to maintain levels of independence. The elderly are hesitant to report their victimization for a variety of reasons. In conjunction with the community agencies serving the elderly, the Service is working to encourage the reporting of abuse and to ensure that all complaints of abuse are fully investigated in a timely manner.

Elder abuse may happen to any older person regardless of gender, culture, race, financial status, mental or physical condition. Abuse may occur more frequently to those older persons who are socially isolated and types of abuse include physical, emotional, financial and neglect.

The goals of the Service regarding the abuse of elderly persons are to reduce the incidence of the abuse of the elderly persons in the community, to investigate all occurrences thoroughly and to bring offenders to justice wherever possible and to ensure the safety of victims through prompt action including referrals to other community partners.

Major Crime Indicators:

Seven major crime indicators are used as a key barometer of crime within the City. Table 3a indicates that overall major crime indicators have decreased significantly (27%) from 2005 to 2014.

Offence	2005	2014	
	Total	% Chg	Total
Murder	80	-29%	57
Sex Assault	1,657	33%	2,209
Assault	19,164	-15%	16,378
Robbery	4,540	-18%	3,721
Break and Enter	10,997	-35%	7,162
Auto Theft	9,191	-62%	3,517
Theft Over	1,133	-11%	1,014
Total	46,762	-27%	34,058

Table 3b below highlights that, although overall crime has increased by 3% in 2015 compared to 2014 (as of September 30, 2015), most categories except for break and enters, auto left, theft over and shooting incidents are lower than 2014.

Offence	2013	2014		2015	
	Total	% Chg	Total	% Chg	Total
Murder	47	-13%	41	-7%	38
Sex Assault	1,584	4%	1,650	7%	1,761
Assault	12,072	1%	12,191	8%	13,182
Robbery	3,149	-13%	2,732	-6%	2,578
Break and Enter	5,256	1%	5,320	-5%	5,071
Auto Theft	2,332	12%	2,609	-5%	2,486
Theft Over	753	-6%	711	8%	771
Shooting Incidents	165	-15%	140	34%	187
Total	25,358	0%	25,394	3%	26,074

As the table above shows, crime is down in four of the seven categories, but the significant increase in shooting incidents over the same time last year is of concern to the Service.

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 Service has, and will continue to work hard with its community partners and other stakeholders to keep it that way.

The 2016 operating budget request has therefore been prepared with the objective of keeping the City safe, and balancing this goal with the need to keep our funding request as low as possible, taking into account the various financial and other pressures we face.

2016 City and Service Budget Guidelines:

In 2016, Divisions and Agencies are required to manage and offset their own pressures as well as make a contribution toward mitigating corporate pressures. As a result, the 2016 operating target is equivalent to a 1% decrease from the 2015 approved budget with 2% efficiency / productivity target to reach the overall target of -1%.

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;
- the budget for 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).

2016 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 2016 operating budget request based on the following actions and directions:

- hiring of uniform officers to maintain the same level of actual uniform officers as 2015 (i.e. only hire to replace the number of officers we estimate will separate from the Service in 2016);
- budget for non-salary accounts based on year-end 2014 information, year-to-date 2015 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.

The Service began its 2016 operating budget development in April 2015. A preliminary budget, serving as the starting point for City Finance staff review, was provided to City staff in July. The initial increase over the approved 2015 budget was \$57M, or 5.8%.

From May to August 2015, 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.

On September 2 and 3, 2015 the Board Budget Subcommittee (BSC) was presented with a budget estimate that reflected a 4.44% increase over 2015. Concurrently, meetings with City Finance staff, the City's CFO and City Manager occurred on September 14 and October 6 as well as a Budget Committee Informal Review on October 13, 2015. Throughout this review period, Service staff continued to fine-tune the budget request with more up-to-date information and analysis. This resulted in a revised 2016 budget request of 3.69% increase over 2015 approved budget.

2016 Operating Budget Request - Details:

The 2016 net operating budget request of \$1,015.8M will result in the Service operating with an average deployed strength of 5,235 officers in 2016 (which is 213 below the revised establishment of 5,448, and 25 below the average actual deployment in 2015), as well as services, supplies, equipment and internal services required to effectively support public safety operations.

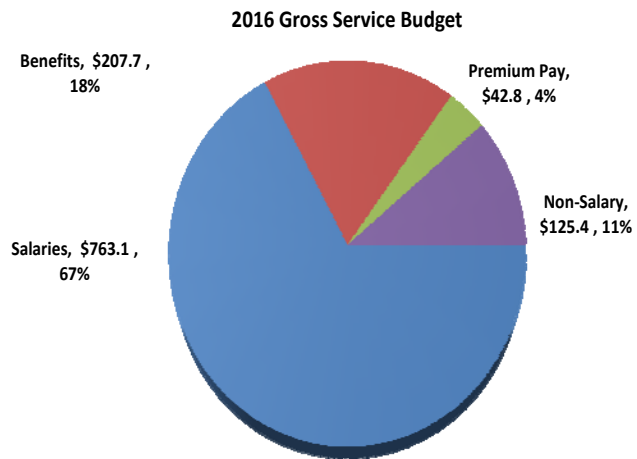


Figure 1. Overall Budget Request

Figure 1 indicates that, on a gross basis, 89% of the Service's budget is for salaries, benefits, and premium pay (court attendance, call-backs and required overtime). The remaining 11% is required for the support of our human resources in terms of the replacement/maintenance of vehicles, equipment, technology and information they use, facilities they work in, mandatory training they require, along with the materials and associated costs incurred by any regular business entity.

Table 4 summarizes the current 2016 request by category of increase/decrease, followed by a discussion on each category.

Table 4 - Summary of 2016 Budget Request Changes by Category

	2016 Request \$Ms	\$ Increase / (Decrease) over 2015 Budget	% Increase / (Decrease) over 2015 Budget
2015 Net Budget - \$979.7M			
(a) Estimated Impact of 2016 Salary Settlement	\$21.2	\$21.2	2.16%
(b) Salary Requirements	\$745.0	\$4.1	0.41%
(c) Premium Pay	\$41.8	-\$0.4	-0.04%
(d) Statutory Deductions and Fringe Benefits	\$205.1	\$6.2	0.63%
(e) Reserve Contributions	\$40.2	\$2.1	0.21%
(f) Other Expenditures	\$84.8	\$1.9	0.19%
(g) Civilianization	\$0.3	\$0.3	0.03%
(h) Revenues	-\$122.6	\$0.9	0.10%
Net Request/Amount above target	\$1,015.8	\$36.1	3.69%

The 2016 budget does not include the collective agreements impact for Senior Officers as currently it's being negotiated.

a) Estimated Impact of 2015 Salary Settlement

The 2016 operating budget request includes estimated impacts for the TPA contract, but excludes the cost impact from the SOO contract, as it is still under negotiation. The 2016 net impact for the TPA contract is estimated at \$21.2M. City Finance has indicated an amount will be set aside in the City's non-program budget to fund any potential settlement from the SOO.

b) Salary Requirements

The total salary requirements for 2016 (exclusive of the impact of the salary settlements), including civilianization, is \$745.3M. This budget represents an increase of \$4.4M (a 0.45% increase over the Service's total 2015 operating budget). Table 5 provides a summary of changes in this category, each of which is discussed in detail below.

Table 5 - Breakdown of Salary Requirements

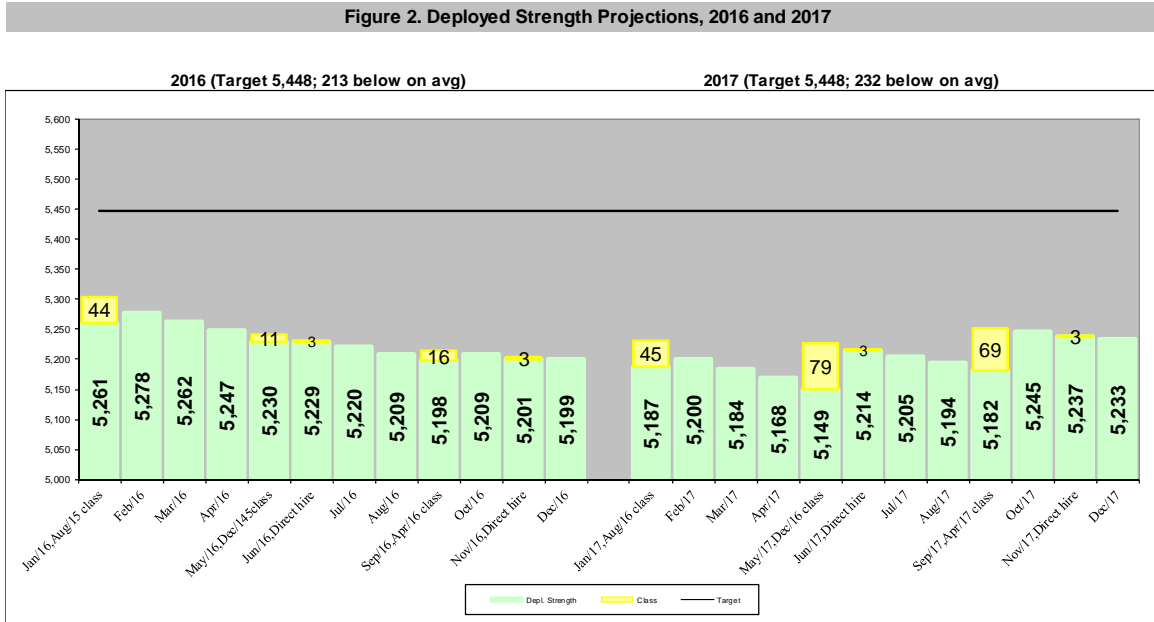
	Change \$Ms
- Human Resource strategy for uniform members	
- 2016 impact of 2016 replacements	\$3.0
- 2016 part-year savings from separations (estimated at 150 officers)	-\$8.9
- 2016 annualized savings from 2015 separations (projected at 150)	-\$7.1
- 2016 annualized impact of 2015 replacements	\$3.1
- 2015 annualized and 2016 part-year reclassification costs	\$8.2
- Annualization of civilian hiring strategy	\$2.4
- Change in gapping experience	\$1.3
- Civilianization	\$0.3
- Leap Year	\$1.9
- Net Other Changes (e.g., in-year job reclassifications, chg in leaves, etc.)	<u>\$0.2</u>
Total	\$4.4

- **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 is not budgeting to its approved uniform establishment. Furthermore, Service has reduced the current hiring strategy in 2016 that takes into account the loss of TAVIS funding for school resource officers and the additional civilianization of 14 uniform positions. As a result, the average uniform deployment in 2016 is 5,235 officers, which is below the average uniform deployment in 2015. To achieve this deployment level, class sizes have been established at 11 for December 2015 and 30 (April), 45 (August) and 79 (December) for 2016. The annualized impact of the 2016 replacements is \$3.1M. The part-year cost of the 2016 hires is \$3.0M. The proposed civilianization initiatives results in a reduction of the April class from 30 to 16 recruits. It is important to note that the Service has made a conscious decision to not ramp up hiring to the revised establishment of 5,448, in order to help minimize the budget request increase over 2015.

2015 separations are projected at 150 (compared to 180 as budgeted for in 2015). Resignations and retirements occur throughout the year. Given that the Service budget is based on the timing of hires and separations, the impacts from 2015 must be annualized in the following year. The 2016 annualized net impact of 2015 separations results in a budget reduction of \$7.1M. The part-year savings of 150 officers anticipated to leave in 2016 is estimated at \$8.9M.

Figure 2 shows the impact of the proposed civilianization initiatives in 2016 on the Service’s approved establishment of 5,462 to 5,448. In addition, it depicts the Service’s uniform HR strategy, which includes anticipated classes in December 2015 and the 2016 year. Figure 2 also depicts the net impact of separations and hires in each month for 2016 and 2017, 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 “reclassification” creates annual budget pressures until officers become first-class constables (a four-and-a-half year process from date of hire for cadets hired prior to the ratification of the 2015 to 2018 collective agreement). The 2016 cost of reclassifications for officers hired in 2015 and in previous years, is \$4.5M.

- HR Strategy for Civilian Members:** In 2014, the Director, Finance and Business Management split the Service’s Financial Management unit, consolidating Payroll with Benefits Administration and making Accounting Services, which includes the Central Paid Duty Office, into its own unit. As a result of this initiative, two established civilian positions were deleted, and the savings (\$250,000) were reflected in the 2015 budget request. However, these two positions were inadvertently not deleted from the 2015 approved civilian establishment. As a result, the 2016 approved civilian establishment has been reduced from 2,218 to 2,216. However, opportunities for civilianization recommended in 2016 increase the Service’s approved civilian establishment from 2,216 to 2,230 (Note that uniform establishment would be reduced by the same number). For the purposes of this discussion, all comparisons are made to the current Board and City-approved establishment of 2,218. This establishment pertains to the permanent full-time complement of the Service and excludes part-time and temporary personnel. Permanent staffing for the Board office and members of the Parking Enforcement unit are also excluded, as these units have separate operating budgets.

The 2015 budget contained only part year funding for previous civilianization initiatives; the annualized pressure of these initiatives in 2016 amounts to \$2.4M. It must be noted that had these initiatives not been approved, there would have been a greater funding pressure on the 2016 operating budget for the costs of the required uniform staffing that the civilians are replacing. It should also be noted 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 and 2015. As a result, the civilian gapping budget increased from an average historical rate of 4.9% to a budgeted rate of 7.4% in 2015. Due to the significant number of vacancies, efforts to catch up will continue into 2016 and 2017. Civilian staffing levels are currently well below establishment with approximately 240 vacancies. Civilian separations in 2016 are estimated at 85, based on historical experience. This necessary increased hiring pace results in a \$1.3M pressure on the 2016 budget request. Although this funding represents a large pressure, the Service will still be significantly short of its historical gapping level of 4.9%, as this increase will allow the Service to reduce its gapping rate to just 6.5%.

As evidence 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 critical responsibilities left unfulfilled by vacant positions and are focusing only on mandated responsibilities and functions. As a result, staff's ability to review processes for efficiencies is seriously hindered by their need to focus 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. Maintaining gapping at reasonable levels is the prudent strategy in the longer term.

To this end, in 2016, the Service will embark on a review of civilian staffing, particularly in the area of administrative support, focusing on the current workforce available within the organization, workload demands and efficiencies, in order to identify opportunities to reduce staffing through attrition and the realignment of positions to better achieve Service objectives in the future.

- Civilianization Initiatives (increase of \$0.3M): 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 (99) 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, ensuring that individuals with the right skill set perform the required function. As a result a further 43 positions were recommended and approved by the Board for civilianization. Table 6 summarizes the civilianization initiatives that have been recommended for implementation in 2016, and their staffing impacts.

Table 6 - Summary of Civilianization Initiatives				
<u>Command</u>	<u>Unit</u>	<u>Job Title</u>	<u># of Uniform Positions</u>	<u># of Civilian Positions</u>
Specialized Operations Command	Traffic Services	Unit Clerk Typist (2), Administrator (1), Supervisor (9) Crossing Guard Program	-12	12
Corporate Services	Diversity & Inclusion	Diversity & Inclusion Analyst	-1	1
Specialized Operations Command	Intelligence	Intelligence Analyst	-1	1
			<u>-14</u>	<u>14</u>

As a result of the civilianization initiatives, the Service has recommended a decrease to the uniform establishment of 14 (down to 5,448) and an increase to the civilian establishment by the same amount (up to 2,230). The civilianization of an additional 14 positions in 2016 will result in the total civilianization of 156 positions from 2014 to 2016, with further opportunities currently being assessed.

- Leap Year: Leap year has an impact every four years, as salaries are budgeted based on the number of days in the year. The \$1.9M one-time increase for the 2016 year will be reduced in the 2017 operating budget request.
- Net Other Changes: The mix of personnel in the Service changes from year-to-year. For example, as officers with retention pay retire from the organization, the average salary becomes slightly lower. The salary budgets are also comprised of various other expenditures

(e.g., acting pay and other premiums on salaries, as well as temporary salaries for school crossing guards, lifeguards, etc.). In total, net other changes in all salary accounts result in an increase of \$0.2M in 2016.

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 call-backs (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.

Premium pay budgets have been reduced by a total of \$8.4M (after adjusting for salary settlements, and excluding the impact of off-duty court attendance) from 2011 to 2015 to address budget pressures. The Service's ability to deal with and 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. Given the significant reductions already taken, further reductions are not recommended and premium pay has been flat-lined to 2015 levels, excluding the premium pay costs incurred for officer attendance at traffic court while off-duty, which has been decreased by \$0.4M.

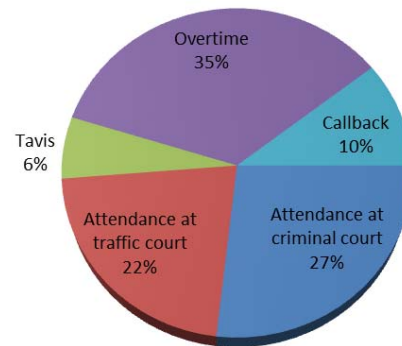


Figure 3. Premium Pay by Reason for Expenditure

Although the 2016 premium pay budget request has been reduced by \$0.4M to reflect a lower anticipated cost of off-duty traffic court attendance, it is important to note that this reduction has a net zero impact on the Service's operating budget, as the Service has reduced its recovery from the City by the same amount. The reduction taken in the Service's budget reflects a corresponding reduction in the City Court Services Division's budget of an equivalent amount. This reduction is based on plans to schedule more officers on duty and to continue to realize efficiencies in court attendance by bundling several court appearances for officers on one occasion, where possible.

d) Statutory Payroll Deductions and Employee Benefits

Total 2016 request for this category is \$205.1M. This category of expenditure represents an increase of \$6.2M (0.63% increase over the Service's total 2015 budget), and is a major component of the budget increase being requested in 2016. As shown in Figure 4, benefits for the Service are comprised of statutory payroll deductions and requirements as per the collective agreements. A break down of the increase follows, and it is important to note that the Service has little control over the significant increase that is required in these accounts. However, we are and will continue to work with our benefits service provider to analyse and better understand the reasons for the increase so as to determine any action possible to mitigate the increase.

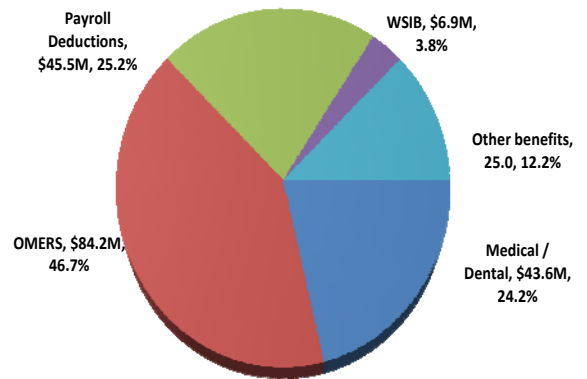


Figure 4. Breakdown of Statutory Deductions and Fringe Benefits

- **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 increase to the rates applied to the Yearly Maximum Pensionable Earnings (YMPE) level for uniform staff for 2016 has been included, consistent with rate increases applied at the City of Toronto. Employment Insurance and Canada Pension Plan rates have been updated to reflect estimated levels for 2016. Total costs are projected to increase by \$1.9M over 2015 budget.
- **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 2015, the Service observed a significant increase for medical coverage. This has been considered in the 2016 request, resulting in an increased request of \$4.1M.
- **Net other changes to benefits:** The various changes in costs in other accounts such as retiree medical/dental, group life insurance and Workplace Safety and Insurance Board (WSIB) resulted in a net increase of \$0.2M.

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 Spending). The total 2016 budget for contribution to reserves is \$40.2M. This budget represents an increase of \$2.1M over the 2015 contribution amount (a 0.21% increase over the Service's total 2015 operating budget). The 2016 reserve contribution increase is due to the following:

- **Sick Pay Gratuity Reserve (increase of \$1.5M):** The Sick Pay Gratuity reserve is managed by the City, which provides the Service with the annual contribution amount in order to match contributions with required payments/draws. 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 agreed to extend the phase in period by one year, to 2017. Further increases of \$2.0M in 2017 and 2018 will be included so that the budget base includes the funding necessary to meet annual obligations in this regard.

- Legal Reserve (increase of \$0.5M): This reserve has been established to fund on-going indemnification of Service members, as required by the *Police Services Act*, and other legal costs incurred by the Service. During 2015, there has been a considerable focus and resources devoted to legal claims to clean up the longstanding backlog of unpaid files dating as far back as 2010. As a result, it is anticipated that 2015 cost will be about \$6.2M. In order to replenish this reserve an increased contribution of \$0.5M will be required. The Service is working collaboratively with the Toronto Police Association on a 12 month pilot that is currently underway to test a more efficient manner in which claims are processed once they have been submitted for payment. In addition, to help mitigate the cost for these services, the Board has now capped the hourly rates legal firms can charge for these services.
- 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 financial constraints, the 2016 request is being maintained at 2015 levels, with planned annual increases of \$1.0M in 2017 and 2018. It should be noted that at the current level of contribution this reserve will be in a significant deficit starting in 2017.
- Contribution to Health Care Spending Account (increase of \$0.1M): This reserve funds the post-retirement health care benefit negotiated in the collective agreements. The 2016 contribution for this reserve is increasing by \$0.1M. It is anticipated that this contribution will continue to increase at a modest level for several years in future.

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 2015 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 \$1.9M (a 0.19% increase over the Service's total 2015 operating budget). The following summarizes the most significant changes:

- Legal Costs (increase of \$2.0M): Although the total increase in legal expenditures over 2015 is \$2M, it is important to note that this increase is offset by a draw from the legal reserve for a net zero impact on the operating budget request. The reserve is established to fund on-going indemnification of Service members and other legal costs of the Service. In 2015, there has been considerable focus and resources devoted to legal claims to clean up a longstanding backlog of unpaid files dating as far back as 2010. This focus is expected to continue into 2016, resulting in increased legal costs. The Service is working collaboratively with the Association to develop and test a more efficient claims process for the future.
- Computer Maintenance (increase of \$1.1M): The cost of computer maintenance is impacted by current contract values, determined through a procurement process, as well as market rates when existing contracts expire. Technological advances and the addition of new systems (e.g. Toronto Radio and Infrastructure Project) have allowed the Service to enhance communication abilities, as well as increase officer safety and accountability. However, the increase in equipment required for these systems and related software/hardware has caused increased cost pressures. The 2016 increase is due to various contract increases for the Service's maintenance of hardware and software.
- Caretaking, Maintenance and Utility Costs for TPS facilities (increase of \$0.5M): The City provides caretaking and maintenance services for the Service, and administers the Service's utility costs. The 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 budget has been increased by \$0.5M. This increase is primarily attributed to an increase in utilities, specifically hydro and water, which are expected to increase by 6% and 8% respectively. A small increase is also included pertaining to anticipated increases in City staffing costs and contracted costs. 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. Reducing the Service's facility footprint, which is a key objective in the Service's 2016 to 2025 capital program, will ultimately help mitigate custodial and utility costs, as well as other administrative overheads.
- Gasoline (decrease of \$0.4M): 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 Toronto Paramedic Services staff utilize the Service's fuel sites for their gasoline requirements and, in return, reimburse the Service for the actual cost of gas used. Based on the City's estimated

cost-per-litre, it was originally estimated that the Service's budget for gasoline would require an increase of \$0.4M over the 2015 budget. However, with the assistance of the City, the Service was recently able to execute three hedge contracts on gasoline for 2016, reducing the estimated cost for gasoline in 2016 by \$0.8M, for a net budget reduction over 2015 of \$0.4M. It should also be noted that the Service has started the transition to more fuel efficient patrol cars (movement from 8 cylinder to 6 cylinder engines) which should help reduce vehicle fuel consumption.

- Telephone/Data lines (decrease of \$0.5M): As the Service transitions from an analog telephone system to the new digital VOIP system, savings continue to be realized. The current network is being upgraded from the old circuits to new high speed circuits, allowing the cost of the old circuits to be eliminated, and contributing to a decrease in costs of \$0.5M in 2016 over the 2015 budget.
- Net other changes (decrease of \$0.8M): 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, any 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 reductions were made wherever possible, for a net reduction of \$0.8M.

g) Revenues

Total revenue has been decreased by \$0.9M, resulting in a 0.1% increase over the Service's total 2015 net budget.

- Toronto Anti-Violence Intervention Initiative (TAVIS) Grant (decrease of \$5.0M): Since 2006, the Service has received over \$47M in funding from the Ministry of Community Safety and Correctional Services (Ministry) for TAVIS. This funding helps cover costs of the TAVIS program, including premium pay, School Resource Officers (30 partially funded positions), Rapid Response Team operational costs (supporting teams totalling 74 officers) and neighbourhood TAVIS initiatives. This program has become an integral part of the delivery of policing services to the City of Toronto. In 2012, Premier Dalton McGuinty announced secured, permanent funding for the TAVIS and Provincial Anti-Violence Intervention Programs. This funding has assisted the Service in achieving the goals of TAVIS to reduce violence, increase community safety and improve the quality of life for members of the community in Toronto.

In a June 30, 2015 letter from the Honourable Yasir Naqvi, Minister of Community Safety and Correctional Services, the Board and Service were advised that the Province's TAVIS funding commitment would be only \$2.6M for the Province's 2015-2016 fiscal year. This funding to the Service, which is supported by a grant agreement, expires on December 31, 2015, with no known future funding commitment. While the Service anticipated the usual two-year, \$10M contract with the Ministry, commencing July 1, 2015, the contract covers only a six month period. The Chair has written to the Minister seeking funding commitments

regarding TAVIS and other Provincial grants; however, to-date, no response has been received. In the absence of a firm funding commitment from the Province, the Service is anticipating the loss of the \$5M in TAVIS grant revenue in 2016, creating a significant pressure on the Service and City's overall budget for 2016.

- Grants Tied to Staffing (decrease of \$2.1M): 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.

As the Service continues to dip below the threshold number of uniform officer required to maintain the grant funding, grant revenue continues to be impacted. In 2015, the Service lost approximately \$1M of funding from the Safer Communities grant. Based on the current hiring strategy, the Service will lose an additional \$2.1M in funding for a total of \$3.1M in lost grant funding. Any further reduction in the number of uniform officers will have an additional impact on this funding.

- Recovery from PanAm 2015 (decrease of \$1.6M): In preparation for the Pan American and Parapan American Games in Toronto, the Service established a team of Service members to develop operational plans to provide security for the events. As these salaries for these members were recoverable by the Province, to allow for backfilling of the positions, the Service budgeted for the recovery in the 2015 budget. As this revenue will no longer be received in 2016, a \$1.6M budget pressure results in the 2016 budget.
- Off-Duty POA Court Attendance (\$0.4M decrease): As discussed in the premium pay section of this report, there is an anticipated decrease in City recoveries for this initiative, in the amount of \$0.4M.
- Provincial funding for Court Security Costs (increase of \$7.0M): 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 \$7.0M is therefore anticipated and has been budgetted for 2016.
- Net other changes (increase of \$1.2M): Changes in various other accounts (e.g. recoveries and draws from Reserves to offset increased expenditures) result in a net increase in revenues.

2017 and 2018 Outlooks:

Attachment A provides the 2017 and 2018 outlook budgets for the Service. It should be noted that the financial impact of Senior Officer Organization contract settlement in place after December 2014 is not known at this time and is therefore not factored into the current or outlook budgets. The outlooks demonstrate that the Service anticipates a 2.4% pressure in 2017 and a 2.4% pressure in 2018, based on economic indicators and contractual and legislative obligations known at this time.

Conclusion:

The Service’s 2016 net operating budget request is \$1,015.8M, which is a \$36.1M or 3.69% increase over the 2015 approved budget. Despite significant efforts to reduce anticipated expenditures, where possible, the Service is unable to meet the City’s target of a negative 1% decrease from the 2015 approved budget.

The 2016 budget request includes the funding required to achieve an average uniform officer deployed strength of 5,235 in 2016, which is 213 below the recommended approved establishment of 5,448, given the recommendation to civilianize 14 positions in 2016.

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 at least address the significant staffing shortages in critical operations across 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 14% 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 required for administrative activities 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. As the business of policing evolves, new equipment and staff training are required to meet the Service’s public

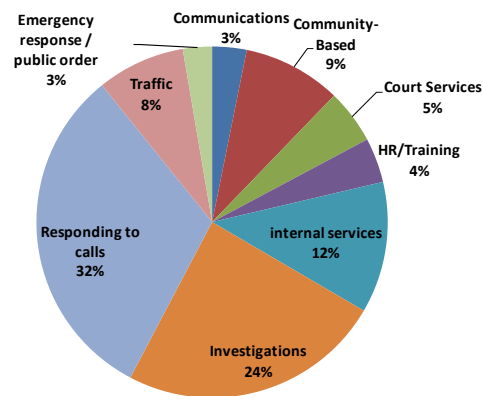


Figure 5 - How Does the Service Use the Taxpayer's Investment in Public Safety

safety mandate, all of which comes at a cost.

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 \$235.1M or 89% of the \$263.4M net budget increase from 2006 to 2016. The current collective agreements between the Board and the SOO expired on December 31, 2014, and the impact of any future settlement is not known at this time.

In preparing the 2016 budget request, the Service has taken various actions, as identified in this report, in an effort to achieve the City target of a negative 1% decrease over 2015. The Service is 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. However, despite considerable efforts, any further reductions would significantly risk the Chief's ability to provide adequate and effective policing services.

As 89% of the Service budget relates to human resource requirements, the Service has been and continues to provide services with a uniform deployment that is well below the approved uniform establishment, and with a civilian component that is operating with a very high number of vacant positions.

The Service has therefore strived to produce a responsible budget that balances, to the extent possible, the need to provide required core public safety services with the need to meet the fiscal pressures of the City.

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

Preliminary Request								
2016 REQUEST - TORONTO POLICE SERVICE								
2016 Request, 2017-2018 Outlook								
	# unif.	# civ.	2016 Request	% chg	2017 Outlook	% chg	2018 Outlook	% chg
Total Budgeted Establishment (Note: 1)	5,260	2,218						
2015 Approved Budget			952,661.2					
In-Year Insurance Reserve Adjustment			1,399.8					
In-Year Collective Agreement Adjustment			17,750.9					
In-Year Crossing Guard and Lifeguard Revenue Adjustment			7,851.0					
2015 Adjusted Budget			979,662.9					
				2016 Request:	1,015,799.8	2017 Outlook:	1,040,556.8	
Salary Requirements								
A			Annual'd impact-last year's separations (150(P))	(7,132.2)	2016 sepn: (9,083.8)	2017 sepn: (9,981.8)		
B			Annualized impact of last year's replacements	3,063.4	2016 rept: 9,281.9	2017 rept: 8,214.8		
C			Savings from current year's separations (150(B))	(8,928.7)	2017 sepn: (9,832.0)	2018 sepn: (9,832.0)		
D			Cost of current year's hires	3,034.6	2017 rept: 4,928.7	2018 rept: 4,691.9		
E			Annualized impact of previous year's reclassification costs	4,532.1	2,802.9	4,539.2		
F			Part-year current year reclassification costs	3,706.8	2,761.5	3,397.2		
G			Leap year	1,900.0	(1,900.0)	0.0		
I			Annualization of civilian hiring strategy	2,361.6	500.0	0.0		
J			Movement towards historical gapping levels	1,250.0	1,867.0	900.0		
L			Net other (chg in retention pay, classifications, etc.)	275.7	133.0	0.0		
			4,363.1	0.45%	1,459.2	0.14%	1,929.3	0.19%
Premium Pay								
A			POA Off-Duty Court Attendance (change in estimate)	(440.0)	0.0	0.0		
			(440.0)	-0.04%	0.0	0.00%	0.0	0.00%
Fringe Benefits								
A			Medical / dental / admin changes	4,079.3	2,059.3	2,209.5		
B			Retiree benefits	(169.2)	368.1	414.0		
C			Benefit costs funded from Reserve (offset by draws)	123.1	5.4	5.7		
D			EHT, EI, CPP, OMERS - estimated rates for budgeted salaries	1,911.2	757.3	848.7		
G			WSIB Medical, Pension, Admin	133.5	200.0	204.4		
H			Net Other	86.6	8.6	10.6		
			6,164.5	0.63%	3,398.7	0.33%	3,692.9	0.35%
Contributions to Reserve								
A			Increased contribution to Health Care Spending Account	100.0	100.0	100.0		
B			Increased contribution to Sick Pay Gratuity	1,500.0	2,000.0	2,000.0		
C			Planned growth - Vehicle/Equip	0.0	1,000.0	1,000.0		
D			Increased contribution to legal reserve	500.0	0.0	0.0		
F			Change in contribution to Central Sick Bank	0.0	1,000.0	0.0		
			2,100.0	0.21%	4,100.0	0.40%	3,100.0	0.30%
Other Expenditures								
A			Caretaking / maintenance / utilities (facilities)	544.9	1,604.1	652.2		
B			Uniform cleaning contract	(113.0)	(113.0)	0.0		
C			Telephone / data lines	(517.2)	0.0	0.0		
D			Uniforms	135.3	150.0	100.0		
E			Vehicles - prep, parts, tires	239.7	13.4	14.1		
F			Computer maintenance	1,084.8	500.0	525.0		
G			Computer hardware / software	(622.3)	0.0	0.0		
K			Gasoline	(354.3)	0.0	0.0		
L			Legal costs	2,010.0	0.0	0.0		
M			Other equipment	(267.1)	0.0	0.0		
N			Operating impact from capital	0.0	558.0	1,212.0		
O			Recruit hiring costs	0.5	0.0	0.0		
Q			Communication parts / radio, pager rentals	13.2	(120.0)	0.0		
R			Contracted Services	(387.3)	0.0	0.0		
Z			Net other	84.2	1,993.7	2,056.4		
			1,851.4	0.19%	4,586.2	0.45%	4,559.7	0.44%
Revenues								
A			Grant impact of hiring strategy	2,135.8	0.0	0.0		
D			Provincial funding for court services	(7,037.0)	(6,292.3)	(6,292.3)		
H			Changes to reserve draws (offsets expenditures)	(2,034.7)	0.0	0.0		
I			Changes in other fees	100.0	0.0	0.0		
K			Loss of TAVIS	5,000.0	0.0	0.0		
M			Recovery from PanAm 2015	1,613.2	0.0	0.0		
N			Miscellaneous revenue	1,160.1	(241.7)	0.0		
			937.4	0.10%	(6,534.0)	-0.64%	(6,292.3)	-0.60%
BUDGET INCREASE (DECREASE):	0	0	14,976.4	1.53%	7,010.1	0.69%	6,989.6	0.67%
TOTAL BUDGET REQUEST	5,260	2,218	994,639.3		1,022,809.9		1,047,546.4	
Estimated salary settlement impact			21,160.5	2.16%	17,746.9	1.81%	18,190.4	1.86%
TOTAL BUDGET REQUEST, including salary settlement	5,260	2,218	1,015,799.8	3.69%	1,040,556.8	2.44%	1,065,736.8	2.42%

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
<i>Community Policing</i>	175
<i>Targeted Areas:</i>	
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 have 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

Attachment C

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

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016 Req.	2006- 2016	Avg.
Net Budget	752.4	786.2	822.0	854.8	888.2	930.4	935.7	936.4	965.5	979.7	1015.8		
\$ Increase		33.8	35.8	32.8	33.4	42.2	5.3	0.7	29.1	14.2	36.1	263.4	
Total % increase		4.5%	4.6%	4.0%	3.9%	4.8%	0.6%	0.1%	3.1%	1.5%	3.7%	35.0%	
Collective Agreement (\$ impact)		21.2	24.7	16.7	27.2	30.2	23.2	25.6	27.3	17.8	21.2	235.1	23.5
Hiring (\$ Impact)		12.6	4.6	1.8	3.5	0.2	-9.4	-10.0	-2.2	-2.2	4.4	3.3	0.3
Other (\$ impact)		0.0	6.5	14.2	2.7	11.8	-8.5	-14.8	4.0	-1.4	10.5	25.1	2.5
Collective Agreement (% impact)		2.8%	3.1%	2.0%	3.2%	3.4%	2.5%	2.7%	2.9%	1.9%	2.2%	31.2%	2.7%
Hiring (% Impact)		1.7%	0.6%	0.2%	0.4%	0.0%	-1.0%	-1.1%	-0.2%	-0.2%	0.5%	0.4%	0.1%
Other (% impact)		0.0%	0.8%	1.7%	0.3%	1.3%	-0.9%	-1.6%	0.4%	-0.1%	1.0%	3.3%	0.3%
Collective Agreement (% of total increase)		62.7%	69.0%	50.9%	81.4%	71.6%	437.7%	3657.1%	93.8%	125.4%	58.7%	89.3%	
Hiring (% of total increase)		37.2%	12.9%	5.6%	10.5%	0.4%	-177.4%	-1428.6%	-7.6%	-15.5%	12.2%	1.3%	
Other (% of total increase)		0.1%	18.2%	43.3%	8.2%	28.0%	-160.4%	-2114.3%	13.7%	-9.9%	29.1%	9.5%	

Note: For comparison purposes, the 2013 to 2014 Net Budgets have been restated to reflect the recovery of the Lifeguard and Crossing Guard Programs

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 12, 2015**

#P293. AUDITS BY THE AUDITOR GENERAL

Chair Pringle referred to a presentation that the City of Toronto Auditor General Beverly Romeo-Beehler made to the Board at its July 16, 2015 meeting (Min. No. P179/15 refers) and advised the Board that he had discussed the recommendations proposed by the Auditor General with Chief Saunders. Chair Pringle said that as a result of his conversation with the Chief, he is recommending the Board approve the following Motion:

THAT the Board request the City of Toronto Auditor General to consider including the Toronto Police Service as part of the following three specific City-wide audits:

- long term disability,
- capital project management; and
- accounts payable.

Chair Pringle noted that this recommendation pertains solely to the subject areas noted in the Motion and the Board will consider whether or not to request inclusion in future City-wide audits conducted by the Auditor General on a case by case basis.

The Board approved the foregoing Motion.

Moved by: J. Tory

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TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 12, 2015**

#P294. *IN CAMERA MEETING – NOVEMBER 12, 2015*

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:

Mr. Andrew Pringle, Chair
Dr. Dhun Noria, Member
Ms. Marie Moliner, Member
Ms. Shelley Carroll, Councillor & Member
Mr. John Tory, Mayor & Member

Absent: Mr. Chin Lee, Councillor & Vice-Chair

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#P295. ADJOURNMENT

Andy Pringle
Chair