



The following *draft* Minutes of the meeting of the Toronto Police Services Board held on October 19, 2015 are subject to adoption at its next regularly scheduled meeting.

The Minutes of the meeting held on September 17, 2015, previously circulated in draft form, were approved by the Toronto Police Services Board at its meeting held on October 19, 2015.

MINUTES OF THE PUBLIC MEETING of the Toronto Police Services Board held on **OCTOBER 19, 2015** at 1:00 PM in the Auditorium, 40 College Street, Toronto, Ontario.

PRESENT:

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

ALSO PRESENT:

Mr. Mike Federico, Acting Chief of Police
Mr. Karl Druckman, City of Toronto - Legal Services Division
Ms. Deirdre Williams, Board Administrator

Declarations of Interest under the *Municipal Conflict of Interest Act*:

- Chair Pringle advised that he is the chair of a board which has a financial relationship with Rogers Communications Partnership and would not participate in the consideration of the report: *Contracts for Paging, Mobile Devices and Services* (Min. No. P263/15 refers); and
- Mayor Tory advised that he has an ongoing relationship with the Rogers family and would not participate in the consideration of the report: *Contracts for Paging, Mobile Devices and Services* (Min. No. P263/15 refers).

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2015**

#P255. EXPRESSION OF CONDOLENCE

Chair Pringle noted that Deputy Chief Mike Federico would be acting on behalf of Chief Mark Saunders today given that Chief Saunders was absent due to the recent passing of his mother, Clementina Saunders.

The Board expressed its condolences and requested that they be conveyed to Chief Saunders.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2015**

**#P256. NEW PROPERTY AND EVIDENCE MANAGEMENT UNIT CAPITAL
PROJECT: CLOSE OUT REPORT**

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

Subject: NEW PROPERTY AND EVIDENCE MANAGEMENT UNIT CAPITAL
PROJECT - CLOSE OUT REPORT

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

The new Property and Evidence Management Unit (PEMU) facility was originally funded from the Toronto Police Service (Service) 2011-2020 Capital Program for \$35.7 Million (M) (Min. No. P83/2011 refers). Subsequently, due to a higher than estimated cost of the selected site, the project budget was revised to \$40.25M (Min. No. P254/12 refers). As a result of effective contractor and project management, that ensured the scope and deliverables were met by streamlining construction timing and managing equipment purchases, the final cost of the project was \$2M below budget. This amount has been returned to the City of Toronto (City).

Background/Purpose:

The Service's project management framework requires the completion of a close-out report for all major projects. The project close-out report documents the final results of the project and provides:

- confirmation that project objectives and deliverables were successfully completed;
- an analysis of project performance in terms of budget, schedule, and use of resources;
- a summary of any key success factors and/or lessons learned; and
- any outstanding items that need to be resolved.

The purpose of this report is to provide the Board with the close-out for the Service's Property and Evidence Management Unit Project.

Discussion:

The construction of a new Property and Evidence Management Unit (PEMU) was a complex project. The project required either the acquisition of land to build a new facility or finding a property with an existing building that would meet the PEMU requirements.

Despite the complex nature of this project, the Service's project team delivered all of the requirements of the project, on time, and under budget. Details on the project deliverables, budget, and schedule are provided in this report.

Project Management Framework/Project Steering Committee:

The use of a formal project management framework was adopted by the Service in 2006, to ensure that large facility and information technology projects are properly managed and successfully implemented. This framework requires the establishment of a project steering committee, comprised of senior Service members and key stakeholders, to provide oversight and guidance to the project. It also requires the completion of a project charter that documents the project deliverables, in and out-of scope items, known or anticipated risk and mitigation strategies, cost estimates and related assumptions, schedule, and the role and responsibilities of project team members.

The steering committee for the PEMU project ensured the project remained on course, and met its objectives from a scope, schedule and budget perspective. It also made key decisions and ensured that various issues that arose during the project were properly considered and effectively addressed and resolved.

Project Scope and Deliverables:

In June 2007, a study was conducted by an external consultant to determine the future operation and storage requirements of the Service. The PEMU had previously identified storage inadequacies and operational pressures with their existing facility.

The previous facility on Islington Avenue had been occupied by the PEMU since 1997. The building has an area of approximately 36,500 square feet (SF). The facility had a projected operational life span of 10 years in 1997. The consultant's report determined that a new PEMU facility would be required by 2012 if current property/evidence storage trends continued. The report also recommended a number of interim improvements be made to ensure the viability and continued use of the current facility until 2012. All those interim improvements were implemented.

The consultant's report recommended that a 228,000SF building situated on 10 acres would be required by 2008 to meet PEMU operational requirements for a 25 year period, if efforts were not expended to temporarily retrofit the Islington facility. The report estimated the cost of such a facility at \$59.1M (excluding land costs and site remediation). The report further recommended that 125,000±SF would be required to allow for planned expansions over the intended life span

of the facility. The Command subsequently directed that efforts be made to acquire a building capable of meeting Service requirements for 25 years.

The Service subsequently established a \$40.3M capital project using various construction and project estimate scenarios pending the acquisition of a suitable property/building.

Property searches for the replacement of PEMU commenced in the late 2009. However, finding a suitable site within the City was a challenge. Working with City Real Estate, a facility meeting all building requirements was located in Scarborough district on Progress Avenue. The facility is approximately 287,000SF, consisting of 40,000SF of office area; 10,000SF unheated storage; 237,000SF warehouse area, with 590 parking spaces on 24 acres of land, including 8 acres of undeveloped land.

The scope, as identified within the project charter, included the renovation of an existing 287,000SF building at Progress Ave. The design team was challenged to develop a floor plan with the required functional adjacencies while designing a high security building that would meet the PEMU requirements.

The building was larger than what was required. However, both City and Service staff concluded that this was an excellent site for the PEMU that also provided future space opportunities for other Service and/or City programs. The building is equipped with office spaces at the front of the facility and a large inter-connected warehouse at the back. During the design stage, it was important to consider access for future tenants as well as maintaining the integrity of the security for the PEMU.

Project Schedule:

An initial schedule was developed with a targeted fourth quarter 2013 construction substantial completion date. This date was determined based on an estimated construction time of 18 months. The construction actually occurred over only 11 months. As a result, construction of the facility was substantially completed in May 2013 (seven months ahead of schedule), and staff moved into the new facility in late September 2013.

Project Budget:

The new PEMU facility project was funded from the 2011-2020 Capital Program for \$35.7M (Min. No. P83/2011 refers). It is important to note that at the time the original project cost was developed, the Service did not know whether it would be getting a land only site, requiring a building to be constructed, or a building on a site that required renovation. We also did not know the size, condition and configuration of the building. Since the site cost was higher than anticipated due to the size of the property, the project required additional funding. In order to obtain the additional funds required, the Service deleted a project from its 2011-2020 Capital Program and moved \$1.3M to the PEMU facility project.

Once the condition and configuration of the building were known, during the 2013-2022 Capital Program, it was estimated that an additional \$3.25M would be required to achieve the project deliverables. The project's gross funding was increased by this amount with an offset revenue from Developmental Charges (DC) funding. As a result, no additional debt funding was required. The revised project budget was \$40.25M, including land and building cost of \$21.8M (Min. No. P254/12 refers). The project was subsequently completed ahead of schedule and below budget with a final project cost of \$38.3M, which is \$2M below budget. This amount was returned to the City.

Key Success Factors and Lessons Learned:

The new PEMU site was a unique and complex project that posed some distinct challenges. There was a key success factor and a lesson learned that will benefit the Service in the management of future projects.

(i) Key Success Factor: Facilities, PEMU and Construction Manager Consultative Process

It is important to note that the design process included Facilities Management, PEMU, Consultants and the Construction Manager (CM). The CM was involved right from the design process, enabling them to provide input in all stages of the project, particularly with respect to finalizing budgets, value engineering (including researching cost effective methods of construction), and logistics of design from a constructability and site access perspective.

Given the complexity of PEMU requirements and various components within the site, the involvement of key staff members early in the design stage ensured that sensitive matters and security issues were alleviated early on in the process.

(ii) Lesson Learned: Existing Building and Infrastructure Assessments Prior to Design

During this project, Service staff realized that it is a challenge to re-utilize an existing heating, ventilation and air conditioning (HVAC) system, even for a building that is in good condition.

During the design of the PEMU mechanical system, the focus of the design was within the confines of the PEMU portion of the building and did not take into consideration the remaining existing HVAC system. Excluding the existing HVAC system created a challenge with the building automation system (BAS). Since the unoccupied portion of the facility was not controlled by the new BAS, it created challenges with temperature and exhaust controls at the conclusion of construction.

The lesson learned for future projects of this nature is that when schedule and funding permits, all existing HVAC building systems should be reviewed and included as part of the project to ensure that a fully integrated system is provided at time of building occupancy.

Conclusion:

The new Property and Evidence Management Unit facility is another example of what can be achieved when Service units work cooperatively to design a police facility that meets the Service's operational requirements.

All of the planned requirements and scope of the project were met and it was delivered under budget by \$2M. The new building is anticipated to meet the Service's requirements for the next 25 years.

The size of the site, which includes 8 acres of encumbered land, also creates other opportunities for the Service and or the City.

To this end, it is also important to note that the property has already been used to house Parking Enforcement East and Headquarters (PKE). The move of PKE operations to the Progress site from a leased location has enabled the Service to save an estimated \$0.86M net in rental costs annually. In addition, there is approximately 25,000sq.ft of vacant space still available for the Service and or the City.

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

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 OCTOBER 19, 2015**

**#P257. SEMI-ANNUAL REPORT: PUBLICATION OF EXPENSES:
JANUARY – JUNE 2015**

The Board was in receipt of the following report September 24, 2015 from Mark Saunders, Chief of Police:

Subject: SEMI-ANNUAL REPORT: PUBLICATION OF EXPENSES – JANUARY TO
JUNE 2015

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:

The Board, at its meeting on February 16, 2012, passed a motion requiring the expenses of Board Members, the Chief, the Deputy Chiefs and Chief Administrative Officer (CAO), excluded members at the level of X40 and above and Service members at the level of Staff Superintendent and Director to be reported to the Board on a semi-annual basis. The expenses to be published are in three areas: business travel, conferences and training and hospitality and protocol (Min. No. P18/12 refers).

The purpose of this report is to advise the Board of the expenses incurred by Board and Service members during the period January 1 to June 30, 2015.

Discussion:

Attached to this report as Appendix A are the expenses, for the first half of 2015, for the Service and Board Members included in the Board's motion. The publication of this information will be available on the Board's and Service's internet sites.

Conclusion:

Appendix A of this report contains details for the three categories of expenses incurred by Board and Service members.

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

The Board received the foregoing report.

Moved by: S. Carroll

Appendix A

Toronto Police Service and Toronto Police Services Board
Expense Publication Summary
Period: January to June 2015

Member	Expenses Reported
Blair, William	\$2,611.21
Califaretti, Sandra	\$2,264.20
Campbell, Joanne	\$666.53
Carroll, Shelley	\$0.00
Di Tommaso, Mario	\$3,327.69
Farahbakhsh (May), Jeanette	\$1,366.73
Federico, Michael	\$3,349.53
Giannotta, Celestino	\$2,733.60
Kijewski, Kristine	\$351.74
Lee, Chin	\$419.65
Moliner, Marie	\$58.53
Mukherjee, Alok	\$6,829.53
Noria, Dhun	\$0.00
Pringle, Andrew	\$0.00
Pugash, Mark	\$80.39
Ramer, James	\$4,554.99
Russell, Thomas	\$919.60
Saunders, Mark	\$9,233.98
Sloly, Peter	\$9,545.13
Stubbings, Richard	\$3,435.33
Tory, John	\$0.00
Veneziano, Tony	\$820.22
Wilcox, Jane	\$415.65
Total Expenditures Reported	\$52,984.23



**Toronto Police Service
Senior Staff Expenses
For the period of January to June, 2015**

Unit: Chief's Office
Member: Blair, William
Job Title/Rank: Former Chief of Police

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
January 25 - 26	2015 Major Cities Chiefs Association (MCCA) and Major County Sheriffs Association (MCSA) Joint Legislative Meeting in Washington, D.C.	\$1,092.89
January 27 - 30	Guest Speaker at Crime and Policing 2015 in London, England. Flight and Hotel paid by London Home Office.	\$427.11
April 20 - 21	Ontario Association Chiefs of Police (OACP) Board Meeting in Niagara Falls, Ontario. Accommodation paid by OACP.	\$135.08
		\$1,655.08

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
March 1 - 2	Summit on the Economics of Policing in Ottawa, Ontario.	\$825.68
		\$825.68

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
March 4	Meeting with Minister of Community Safety & Correctional Services in Toronto, Ontario.	\$30.98
April 17	Meeting with Toronto Transit Commission (TTC), Toronto Fire Services (TFS) and Toronto Paramedic Services in Toronto, Ontario.	\$99.47
		\$130.45

Member Total	\$2,611.21
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**Toronto Police Service
Senior Staff Expenses
For the period of January to June, 2015**

Unit: Finance & Business Management
Member: Califaretti, Sandra
Job Title/Rank: Director

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
March 5	Ontario Association Chiefs of Police (OACP) Budget and Finance Committee meeting in Aurora, Ontario.	\$38.09
May 29	OACP Budget and Finance Committee meeting in Barrie, Ontario.	\$79.29
June 10	48th Annual Police Office of the Year Awards in Toronto, Ontario.	\$9.01
		\$126.39

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
May 31 - June 3	Government Finance Officers Association (GFOA) Annual Conference in Philadelphia, Pennsylvania.	\$2,059.11
		\$2,059.11

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
February 24	2015 Command Meeting on State of Good Repair at Toronto Police Service (TPS) Headquarters.	\$78.70
		\$78.70

Member Total	\$2,264.20
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**Toronto Police Service
Senior Staff Expenses
For the period of January to June 30, 2015**

Unit: Toronto Police Services Board
Member: Campbell, Joanne
Job Title/Rank: Executive Director

Business Travel

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

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
February 26	Canadian Association of Police Governance (CAPG) Webinar.	\$101.76
May 27 - 30	Ontario Association of Police Service Boards (OAPSB) Conference in Toronto, Ontario.	\$564.77
		\$666.53

Hospitality & Protocol

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

Member Total	\$666.53
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**Toronto Police Service
Senior Staff Expenses
For the period of January to June 30, 2015**

Unit: Toronto Police Services Board
Member: Carroll, Shelley
Job Title/Rank: Toronto Police Services Board Member

Business Travel

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

Conferences & Training

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

Hospitality & Protocol

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

Member Total	\$0.00
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**Toronto Police Service
Senior Staff Expenses
For the period of January to June 30, 2015**

Unit: Central Field Command
Member: Di Tommaso, Mario
Job Title/Rank: Staff Superintendent

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
January 15	Business Meeting with City Councillor in Toronto, Ontario.	\$4.50
January 27	Business Meeting in Toronto, Ontario.	\$34.22
March 1	Communion Breakfast in Toronto, Ontario.	\$9.01
March 12	License Steering Committee Meeting in Toronto, Ontario.	\$6.75
June 10	48th Annual Police Officer of the Year Awards in Toronto, Ontario.	\$9.01
June 17	The Children's Breakfast Club Event in Toronto, Ontario.	\$13.50
June 17	Ministry of the Attorney General (MAG) Luncheon Meeting in Toronto, Ontario.	\$27.02
		\$104.01

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
February 18 - 21	2015 Sociable City Leadership Summit in Los Angeles, California.	\$2,646.69
		\$2,646.69

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
January 15	Retirement Dinner for Inspector, Toronto Police Service (TPS) in Toronto, Ontario.	\$65.00
March 26	Hosted Good Friday Procession, Little Italy in Toronto, Ontario.	\$225.00
March 31	Ministry of the Attorney General (MAG) Lunch at TPS Headquarters.	\$54.82
May 27	Luncheon Meeting with Consul General in Toronto, Ontario.	\$91.36
June 10	48th Annual Police Officer of the Year Awards in Toronto, Ontario.	\$80.39
June 17	MAG Luncheon Meeting in Toronto, Ontario.	\$60.42
		\$576.99

Member Total	\$3,327.69
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**Toronto Police Service
Senior Staff Expenses
For the period of January to June 30, 2015**

Unit: Human Resources
Member: Farahbakhsh (May), Jeanette
Job Title/Rank: Director

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
February 1	Chaplain's Dinner in Toronto, Ontario.	\$6.30
February 13	Shared Services Committee Meeting in Toronto, Ontario.	\$14.41
April 1	Master of Industrial Relations (MIR) Presentations in Toronto, Ontario.	\$10.81
April 29	Canadian Association of Chiefs of Police (CACP) Event in Toronto, Ontario.	\$4.51
May 15	School Crossing Guard Event in Toronto, Ontario.	\$5.39
June 19	Emergency Services Steering Committee (ESSC) Forum as a Presenter Toronto, Ontario.	\$12.61
		\$54.03

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
February 18	Mental Health Commission of Canada (MHCC) and the CACP Conference in Mississauga, Ontario.	\$605.47
March 2 - 3	24th Annual Police Labour Conference in Mississauga, Ontario.	\$707.23
		\$1,312.70

Hospitality & Protocol

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

Member Total	\$1,366.73
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Toronto Police Service
Senior Staff Expenses
For the period of January to June 30, 2015

Unit: Operational Support Command
Member: Federico, Michael
Job Title/Rank: Deputy Chief of Police

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
January 15	Contract Negotiations Meeting in Toronto, Ontario.	\$15.31
January 27 - 30	Ontario Association Chiefs of Police (OACP) Board of Directors Meeting in North Bay, Ontario.	\$270.16
February 17	Forensic Services and Coroner Complex Meeting in Toronto, Ontario.	\$13.50
February 17	Toronto Central Local Health Integration Network (LHIN) Meeting in Toronto, Ontario.	\$6.80
February 19	Meeting with Odgers Berndtson in Toronto, Ontario.	\$27.01
February 21	Mobile Crisis Intervention Team (MCIT) Meeting in Toronto, Ontario.	\$7.43
March 4	Community Meeting in Toronto, Ontario.	\$4.29
March 5	Ministry of Labour (MOL) Mental Health Meeting in Toronto, Ontario.	\$13.51
March 17	Business Meeting in Toronto, Ontario.	\$23.40
March 18 - 20	Texas Major Cities Police Chief Leadership Series (TMCPCLS) Meeting in San Antonio, Texas. Partial costs paid by TMCPCLS.	\$59.01
April 10	Business Meeting in Toronto, Ontario.	\$23.41
April 20 - 22	OACP Board of Directors Meeting in Niagara Falls, Ontario.	\$202.61
April 22	LHIN Strategic Advisory Council Meeting in Toronto, Ontario.	\$5.39
April 29 - May 1	TMCPCLS Meeting in San Antonio, Texas. Partial costs paid by TMCPCLS.	\$50.28
May 6 - 7	Police Executive Research Forum (PERF) Re-Engineering Use of Force Meeting In Washington, D.C.	\$1,123.52
May 20	National Joint Committee (NJC) Meeting in Toronto, Ontario.	\$4.50
May 21	NJC Meeting in Toronto, Ontario.	\$15.32
June 16	OACP Meeting in Mississauga, Ontario.	\$14.40
June 20	Mental Health Meeting in Toronto, Ontario.	\$4.50
		\$1,884.35

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
June 14 - 17	OACP Conference in Mississauga, Ontario.	\$661.44
		\$661.44



Toronto Police Service
Senior Staff Expenses
For the period of January to June 30, 2015

Unit: Operational Support Command
Member: Federico, Michael
Job Title/Rank: Deputy Chief of Police

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
January 23	Iacobucci Implementation Meeting at TPS Headquarters.	\$32.54
February 27	Mental Health Meeting at TPS Headquarters.	\$771.20
		\$803.74
Member Total		\$3,349.53



Toronto Police Service
Senior Staff Expenses
For the period of January to June 30, 2015

Unit: Information Technology Services
Member: Giannotta, Celestino
Job Title/Rank: Director

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
February 19 - 21	Canadian Association of Chiefs of Police (CACP) Committee Meeting in Edmonton, Alberta.	\$1,598.38
		\$1,598.38

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
February 17 - 18	Canadian Advanced Technology Alliance (CATA) National Public Alerting Summit in Edmonton, Alberta.	\$1,135.22
		\$1,135.22

Hospitality & Protocol

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

Member Total	\$2,733.60
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Toronto Police Service
Senior Staff Expenses
For the period of January to June 30, 2015

Unit: Operational Support Services
Member: Kijewski, Kristine
Job Title/Rank: Director

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
March 24	Shared Services Committee Meeting in Toronto, Ontario.	\$11.26
April 13 - 14	Police Information and Statistics (POLIS) Committee Meeting in Ottawa, Ontario.	\$340.48
		\$351.74

Conferences & Training

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

Hospitality & Protocol

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

Member Total	\$351.74
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**Toronto Police Service
Senior Staff Expenses
For the period of January to June 30, 2015**

Unit: Toronto Police Services Board
Member: Lee, Chin
Job Title/Rank: Toronto Police Services Board Member

Business Travel

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

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
April 7	Canadian Association of Police Governance (CAPG) Conference in Mississauga, Ontario.	\$419.65
		\$419.65

Hospitality & Protocol

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

Member Total	\$419.65
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Toronto Police Service
Senior Staff Expenses
For the period of January to June 30, 2015

Unit: Toronto Police Services Board
Member: Moliner, Marie
Job Title/Rank: Toronto Police Services Board Member

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
April 2	Heritage Canada Meeting at Toronto Police Service (TPS) Headquarters	\$9.01
April 7	Pacer Meeting at TPS Headquarters.	\$22.51
April 8	Board Meeting in Toronto, Ontario.	\$27.01
		\$58.53

Conferences & Training

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

Hospitality & Protocol

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

Member Total	\$58.53
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Toronto Police Service
Senior Staff Expenses
For the period of January to June 30, 2015

Unit: Toronto Police Services Board
Member: Mukherjee, Alok
Job Title/Rank: Toronto Police Services Board, Chair

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
January - April	Meetings at various locations in Toronto, Ontario.	\$1,680.17
May	Meetings at various locations in Toronto, Ontario.	\$493.49
June	Meetings at various locations in Toronto, Ontario.	\$655.58
		\$2,829.24

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
April 27 - May 1	Canadian Association of Police Governance (CAPG) in Ottawa, Ontario.	\$1,661.15
May 11 - 13	Canadian Association for Civilian Oversight of Law Enforcement (CACOLE) Conference in Ottawa, Ontario.	\$1,774.37
May 27 - 30	Ontario Association of Police Service Boards (OAPSB) Spring Conference in Toronto, Ontario.	\$564.77
		\$4,000.29

Hospitality & Protocol

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

Member Total	\$6,829.53
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Toronto Police Service
Senior Staff Expenses
For the period of January to June 30, 2015

Unit: Toronto Police Services Board
Member: Noria, Dhun
Job Title/Rank: Toronto Police Services Board Member

Business Travel

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

Conferences & Training

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

Hospitality & Protocol

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

Member Total	\$0.00
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Toronto Police Service
Senior Staff Expenses
For the period of January to June 30, 2015

Unit: Toronto Police Services Board
Member: Pringle, Andrew
Job Title/Rank: Toronto Police Services Board Member

Business Travel

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

Conferences & Training

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

Hospitality & Protocol

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

Member Total	\$0.00
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Toronto Police Service
Senior Staff Expenses
For the period of January to June 30, 2015

Unit: Corporate Communications
Member: Pugash, Mark
Job Title/Rank: Director

Business Travel

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

Conferences & Training

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

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
June 10	48 Annual Police Officer of the Year Awards in Toronto, Ontario.	\$80.39
		\$80.39

Member Total	\$80.39
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Toronto Police Service
Senior Staff Expenses
For the period of January to June 30, 2015

Unit: Detective Operations
Member: Ramer, James
Job Title/Rank: Staff Superintendent

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
March 8 - 10	Royal Canadian Mounted Police (RCMP) and Public Safety Canada Meeting in Ottawa, Ontario.	\$603.84
March 13	Panel Speaker at Countering Violent Extremism Meeting in Toronto, Ontario.	\$14.40
May 6	Board of Governors Event in Toronto, Ontario.	\$9.91
June 1 - 3	Canadian Integrated Response to Organized Crime (CIROC) Meeting in Charlottetown, PEI.	\$1,166.36
June 6	71st Anniversary D-Day Ceremony in Toronto, Ontario.	\$5.40
June 10	48th Annual Police Officer of the Year Awards in Toronto, Ontario.	\$9.00
June 23 - 24	Best Executive Collaboration Session in London, Ontario.	\$360.86
		\$2,169.77

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
April 27 - May 1	Leadership in Counter Terrorism (LinCT) Conference in Universal City, California.	\$1,953.55
		\$1,953.55

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
January 5	Black Community Police Consultative Committee (BCPCC) Meeting in Toronto, Ontario.	\$25.98
February 21	BCPCC Awards in Toronto, Ontario.	\$100.00
March 2	BCPCC Meeting in Toronto, Ontario.	\$22.38
March 23	Ontario Women in Law Enforcement (OWLE) Event in Toronto, Ontario.	\$67.54
May 5	BCPCC Meeting in Toronto, Ontario.	\$25.38
May 2	Guyana Ex-Police Association of Canada Event in Toronto, Ontario.	\$110.00
June 10	48th Annual Police Officer of the Year Awards in Toronto, Ontario.	\$80.39
		\$431.67

Member Total	\$4,554.99
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Toronto Police Service
Senior Staff Expenses
For the period of January to June 30, 2015

Unit: Area Field Command
Member: Russell, Thomas
Job Title/Rank: Staff Superintendent

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
March 20	Aboriginal Community Consultive Committee (CCC) Meeting in Toronto, Ontario.	\$6.30
April 19 - 21	Canadian Association of Chiefs of Police (CACP) and Victims of Crime Committee (VOCC) Meeting in Gatineau, Quebec.	\$603.44
		\$609.74

Conferences & Training

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

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
February 5	Ministry of the Attorney General (MAG) and Centre for Security Sciences Meeting in Toronto, Ontario.	\$52.23
February 25	Meeting with Montreal Police in Toronto, Ontario.	\$26.32
February 25	Lunch with Montreal Police in Toronto, Ontario.	\$98.69
March 20	MAG and Centre for Security Sciences Meeting in Toronto, Ontario.	\$52.23
June 10	48th Annual Police Officer of the Year Awards in Toronto, Ontario.	\$80.39
		\$309.86

Member Total	\$919.60
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Toronto Police Service
Senior Staff Expenses
For the period of January to June 30, 2015

Unit: Chief's Office
Member: Saunders, Mark
Job Title/Rank: Chief of Police

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
January 21 - 22	2015 Canadian Association of Chiefs of Police (CACP) Meeting in Montreal, Quebec.	\$922.95
February 2 - 4	Canadian Integrated Response to Organized Crime (CIROC) Meeting in Ottawa, Ontario.	\$1,010.15
February 5 - 6	CACP Organized Crime Committee Meeting in Ottawa, Ontario.	\$566.35
March 8	Canadian Human Rights Voice (CHRV) Meeting in Toronto, Ontario.	\$3.60
March 20	Promotional Interview Meeting in Toronto, Ontario.	\$28.81
March 30	Various Meetings in Toronto, Ontario.	\$53.59
April 23	Chief Information Security Officer (CISO) Meeting in Toronto, Ontario.	\$18.01
April 23	Retirement Gala for Chief, Toronto Police Service (TPS) in Toronto, Ontario.	\$27.02
April 24	Pro-Action Cops and Kids Meeting in Toronto, Ontario.	\$22.51
April 24	Harry Jerome Awards in Toronto, Ontario.	\$22.51
June 2 - 6	Major Cities Chiefs Association (MCCA), Federal Bureau of Investigation (FBI) National Executive Institute Associates (NEIA) & Police Executive Research Forum (PERF) Joint Meetings in Phoenix, Arizona.	\$1,844.43
		\$4,519.93

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
April 27 - May 1	Leadership in Counter Terrorism Conference in Los Angeles, California.	\$957.34
June 11 - 17	Pearls in Policing Conference in Copenhagen, Denmark. Three (3) nights Hotel & Transportation paid by Pearls.	\$2,856.08
June 14 - 17	Ontario Association Chiefs of Police (OACP) Conference in Mississauga, Ontario.	\$661.44
		\$4,474.86



**Toronto Police Service
Senior Staff Expenses
For the period of January to June 30, 2015**

Unit: Chief's Office
Member: Saunders, Mark
Job Title/Rank: Chief of Police

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
January 21	Home Land Security Meeting at TPS Headquarters.	\$16.03
January 22	Business Meeting in Toronto, Ontario.	\$78.15
February 11	Business Meeting in Toronto, Ontario.	\$39.72
June 9	Breakfast Meeting with United Mothers Opposing Violence Everywhere (UMOVE) in Toronto, Ontario.	\$16.13
June 30	Business Lunch Meeting in Toronto, Ontario.	\$89.16
		\$239.19
Member Total		\$9,233.98



Toronto Police Service
Senior Staff Expenses
For the period of January to June 30, 2015

Unit: Community Safety Command
Member: Sloly, Peter
Job Title/Rank: Deputy Chief of Police

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
January 26	Funeral for Royal Canadian Mounted Police (RCMP) Constable in Edmonton, Alberta.	\$25.21
January 13	Meeting at the Intercultural Dialogue Institute Centre in Toronto, Ontario.	\$4.50
January 14	The Heart of Robin Hood Function at Royal Alexander Theatre, in Toronto, Ontario.	\$9.02
January 15	Retirement Dinner for Inspector, Toronto Police Service (TPS) in Toronto, Ontario.	\$18.01
January 21	Celebration of Rising Civic Leaders Event in Toronto, Ontario.	\$17.11
January 30	Black History Month Kick Off Event in Toronto, Ontario.	\$7.20
January 11	Sir John A. McDonald Event in Toronto, Ontario.	\$9.01
February 6	Mental Health and Addictions Leadership Advisory Council Meeting in Toronto, Ontario.	\$8.10
February 17	MerryGoRound Fundraiser at Hockey Hall of Fame in Toronto, Ontario.	\$12.16
February 25	Chinese New Year Celebration Event in Toronto, Ontario.	\$9.01
March 1 - 4	2nd Summit on Economics of Policing and Community Safety in Ottawa, Ontario. Accommodation and Airfare paid by Public Safety Canada.	\$442.77
March 13	Countering Violent Extremism (CVE) Meeting in Toronto, Ontario.	\$8.11
March 13	Mayor's Task Force Community Meeting in Toronto, Ontario.	\$3.60
March 27	Civic Action Board of Directors Meeting in Toronto, Ontario.	\$5.40
March 29	University of West Indies Benefit Gala in Toronto, Ontario.	\$13.51
April 11	Promotional Event for a Sergeant TPS in Toronto, Ontario.	\$2.68
April 24	ProAction Cops and Kids Event in Toronto, Ontario.	\$22.52
April 28	2015 Civic Action Summit in Toronto, Ontario.	\$22.52
May 6	Crime Stoppers Dinner in Toronto, Ontario.	\$9.90
May 7	Civic Action Board of Directors Meeting in Toronto, Ontario.	\$18.02
May 11	Red Cross Meeting in Toronto, Ontario.	\$9.01
May 15	Red Cross Meeting in Toronto, Ontario.	\$5.40
May 28	Post Wearable Panel Diner in Toronto, Ontario.	\$5.06
May 28	International Association Privacy Professionals (IAPP) in Toronto, Ontario.	\$22.53
May 29	Civic Action Board of Directors Meeting in Toronto, Ontario.	\$6.75
May 29	Pioneers of Change Meeting in Toronto, Ontario.	\$1.80



**Toronto Police Service
Senior Staff Expenses
For the period of January to June 30, 2015**

Unit: Community Safety Command
Member: Sloly, Peter
Job Title/Rank: Deputy Chief of Police

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
June 1	Royal Canadian Yacht Club (RCYC) Meeting in Toronto, Ontario.	\$7.19
June 2 - 6	Police Executive Research Forum Meeting in Phoenix, Arizona.	\$2,498.05
June 10	48th Annual Police of the Year Awards in Toronto, Ontario.	\$9.01
June 11	Maytree Meeting in Toronto, Ontario.	\$10.81
June 11	Pioneers of Change Awards in Community Engagement in Toronto, Ontario.	\$13.50
June 17	Funeral for Edmonton Police Department (EPD) Constable in Edmonton, Alberta.	\$1,386.37
June 18 - 21	106th Annual Meeting & General Assembly of Board of Director Red Cross Meetings in Vancouver, British Columbia. Accommodation and Airfare paid by Red Cross.	\$429.96
June 25	E-introduction Meeting in Toronto, Ontario.	\$6.30
June 25	International Crime Prevention Commission Meeting in Toronto, Ontario.	\$69.34
		\$5,149.44

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
June 14 - 17	Ontario Association Chiefs of Police (OCAP) Conference Mississauga, Ontario.	\$1,137.82
May 17 - 21	39th Annual Law Enforcement Information Management (LEIM) Conference in San Diego, California.	\$2,600.39
		\$3,738.21



**Toronto Police Service
Senior Staff Expenses
For the period of January to June 30, 2015**

Unit: Community Safety Command
Member: Sloly, Peter
Job Title/Rank: Deputy Chief of Police

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
January 15	Retirement Dinner for Inspector TPS in Toronto, Ontario.	\$65.00
January 30	Rotary Youth Awards Event in Toronto, Ontario.	\$175.00
March 13	Countering Violent Extremism Meeting in Toronto, Ontario.	\$88.90
March 26	CVE Meeting in Toronto, Ontario.	\$11.89
May 8	Association of Black Law Enforcement (A.B.L.E.) Scholarship Awards Ball in Ajax, Ontario.	\$135.54
June 10	48th Annual Police of the Year Awards in Toronto, Ontario.	\$80.39
June 26	Community Safety Command Meeting at TPS Headquarters.	\$100.76
		\$657.48
Member Total		\$9,545.13



**Toronto Police Service
Senior Staff Expenses
For the period of January to June 30, 2015**

Unit: Corporate Risk Management
Member: Stubbings, Richard
Job Title/Rank: Staff Superintendent

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
January 27 - 30	Ontario Association Chiefs of Police (OACP) Board of Directors Meeting and CEO Day in North Bay, Ontario. Accommodation paid by OACP.	\$304.15
May 14 - 15	Canadian Association Chiefs of Police (CACP) Committee Meeting in Montreal, Quebec.	\$129.46
June 10	48th Annual Police of the Year Awards in Toronto, Ontario.	\$9.02
		\$442.63

Conferences & Training

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
May 11 - 13	Police Professional Standards Conference in Montreal, Quebec.	\$1,601.80
June 14 - 17	OACP Annual Conference in Mississauga, Ontario.	\$661.44
		\$2,263.24

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
January 16	Corporate Risk Management Meeting at Toronto Police College (TPC).	\$76.84
January 14	OACP Alcohol and Gaming Committee Meeting in Toronto, Ontario.	\$60.08
February 4	Corporate Risk Management Meeting at TPC.	\$42.19
February 4	Lunch for Deputy Chief of Police of Prince George's County Police Department, Maryland, USA in Toronto, Ontario.	\$10.68
February 5	Meeting with Deputy Chief of Police of Prince George's County Police Department, Maryland, USA at TPC.	\$120.00
February 23	United Way Meeting in Toronto, Ontario.	\$32.05
March 31	2015 Ontario Women in Law Enforcement (OWLE) Annual Award Banquet in Mississauga, Ontario.	\$67.54
May 22	Professional Standards Meeting in Toronto, Ontario.	\$30.88
June 10	48th Annual Police of the Year Awards in Toronto, Ontario.	\$100.74
June 19	Corporate Risk Management Meeting at TPC.	\$57.19
June 22	Professional Standards Meeting at TPC.	\$131.27
		\$729.46

Member Total	\$3,435.33
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**Toronto Police Service
Senior Staff Expenses
For the period of January to June 30, 2015**

Unit: Toronto Police Services Board
Member: Tory, John
Job Title/Rank: Mayor/Toronto Police Services Board Member

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
March 4 - 6	No business travel expenses for this period.	\$0.00
		\$0.00

Conferences & Training

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

Hospitality & Protocol

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

Member Total	\$0.00
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Toronto Police Service
Senior Staff Expenses
For the period of January to June 30, 2015

Unit: Corporate Services Command
Member: Veneziano, Tony
Job Title/Rank: Chief Administrative Officer

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
March 4 - 6	Major Cities Chiefs Association (MCCA) Human Resource Committee meeting in Quantico, Virginia. Accommodation provided by FBI at no cost.	\$691.83
June 10	48th Annual Police Officer of the Year Awards in Toronto, Ontario.	\$9.01
		\$700.84

Conferences & Training

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

Hospitality & Protocol

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
February 3	Breakfast Meeting with Deputy Chief of Police of Prince George's County Police Department, Maryland, USA and Director, Finance & Business Management, in Toronto, Ontario.	\$38.99
June 10	48th Annual Police Officer of the Year Awards in Toronto, Ontario.	\$80.39
		\$119.38

Member Total	\$820.22
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Toronto Police Service
Senior Staff Expenses
For the period of January to June 30 2015

Unit: Public Safety Operations
Member: Wilcox, Jane
Job Title/Rank: Former Staff Superintendent - Retired April 1, 2015

Business Travel

Dates	Purpose, Description & Location	Total Expenses (Net of HST Rebate)
March 3	Canadian Tri-Services Emergency Management Committee (CTSEMC) Presidents Meeting in Ottawa, Ontario.	\$415.65
		\$415.65

Conferences & Training

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

Hospitality & Protocol

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

Member Total	\$415.65
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**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2015**

**#P258. RESPONSE TO CITY COUNCIL REQUEST FOR INFORMATION:
ISSUANCE OF PROVINCIAL OFFENCE TICKETS**

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

Subject: ISSUANCE OF PROVINCIAL OFFENCE NOTICES

Recommendations:

- 1) THAT the Board receive this report;
- 2) THAT the Board forward a copy of this report to the City's Deputy City Manager and Chief Financial Officer for their consideration.

Financial Implications:

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

Background/Purpose:

At its meeting on August 20, 2014, Toronto City Council Executive Committee approved a motion requesting the Police Services Board provide an explanation as to:

- 1) The decline in the number of Provincial Offence Tickets issued from January 2012 to date
- 2) Outlining the forecasted number of tickets to be issued in 2014 and 2015
- 3) Identifying the steps the Toronto Police Service (TPS) is taking to address the declining volume of tickets issued (EX44.37 refers)

Discussion:

Under section 42(1) of the *Police Services Act*, the duties of a police officer include but are not limited to preserving the peace, preventing crimes and other offences, assisting victims of crimes, laying charges and participating in prosecutions.

As an organization, the Service has and will continue to focus on road safety which incorporates the three principles of education, awareness and enforcement.

The purpose of this report is to respond to City Council's motions which are addressed in this report in corresponding numerical order.

1. Reasons for the decline in the number of Provincial Offence Tickets issued from January 2012 to date:

There are a number of operational changes that have occurred over the past few years that have directly impacted the number of Provincial Offences Notices (PONs) issued by the Service.

Lower Uniform Staffing Levels:

A continuing reduction in uniform staffing levels has contributed to a decrease in the number of officers available to engage in proactive enforcement activities.

New Approach to Traffic Enforcement:

The Service has generally moved from an enforcement focused approach to traffic safety, to a more balanced crime prevention and community mobilization strategy. The overall objective of this new approach is to achieve improvements in overall traffic safety such as a reduction in the number of vehicle collisions and injuries to the public.

Provincial Offences Act (POA) Cautions:

Provincial Offences Act (POA) cautions were introduced in August of 2013. This process was formalized through the Service's implementation of a new police operations system (Versadex) in November 2013, and it is now used by Service members when conducting traffic investigations in lieu of charges for some POA violations. Officers are encouraged to appropriately use POA cautions as an effective method of positive interaction with members of the public to encourage people to change their driving behavior, without the necessity of laying charges. The Service has issued 72,988 warnings to date in 2015 (up from 48,628 warnings at the same time in 2014).

New Police Operations System:

The introduction of the Versadex system in November 2013, which included the implementation of electronic issuance of PONs, has resulted in a significant change in business processes and has impacted the number of PONs being issued. When the Service transitioned to the new system, significant training and lack of officer familiarity with the system dramatically impacted operational processes. As officers become more accustomed to the Versadex system, their technical proficiency will increase, leading to a decrease in the amount of time taken to complete requisite reports. This then will allow for more time for proactive patrols and enforcement.

2. Outlining the forecasted number of tickets to be issued in 2014 and 2015

For the year 2014 the number of PON's issued by the Service was 249,525, plus 77,511 warnings. Based on the statistical analysis to date and recognizing that the Pan Am/Parapan Am Games had a significant impact on policing resources for 30 to 60 days this summer, the projected number of PON's for 2015 is approximately 273,000, plus approximately 100,000 warnings.

3. Identifying the steps the Toronto Police Service is taking to address the declining volume of tickets issued

Current Campaigns and Initiatives: So far this year, TPS officers have or will be engaged in the following campaigns designed to maintain enforcement as part of an overall plan to improve traffic safety:

- **Distracted Driving Campaign:** focusing on the actions of drivers who take their focus away from the safe operation of their vehicle, which includes the use of hand-held communication and entertainment devices.
- **March Break – March Safe Campaign:** focusing on motorists, cyclists and pedestrians who commit traffic violations that may jeopardize pedestrian safety. Particular attention is given to all intersection-related offences, pedestrian crosswalk violations, and pedestrians crossing in mid-block locations.
- **Canada Road Safety Week:** focusing on all traffic laws, including enforcement of impaired operation by alcohol or drugs, pedestrian offences, failure or improper use of seatbelts/child restraints, intersection safety and aggressive driving.
- **The Back to School Campaign:** focusing on motorists, cyclists and pedestrians who commit offences in the vicinity of school zones, including offences related to pedestrian crossovers, crosswalks, intersections and high risk mid-block crossing behaviours. Enforcement also targets aggressive driving offences, prohibited turns and distracted driving behaviours along with No Stopping and No Parking restrictions within school zones.
- **S.P.A.C.E. (Safety, Prevention, Awareness, Courtesy, Education):** where all officers pay attention to cyclists who commit offences that endanger all road users, including the cyclists themselves, as well as motorists who endanger the lives of cyclists by failing to proceed through turns safely, opening vehicle doors improperly, and driving/parking in designated cycling lanes.
- **Fall Provincial Seatbelt Campaign:** Commences September 30, 2015, where all police officers pay particular attention to the proper restraint of all vehicle occupants including any children in the vehicle.
- **Operation Impact:** Commences October 9, 2015, and focuses its attention on aggressive driving, not wearing seat belts, driving while impaired and distracted driving, which are consistently the main causes of most fatal and serious-injury collisions.
- **Step Up and Be Safe Campaign:** Commences November 1, 2015, focusing on initiatives that enhance pedestrian safety, where all officers pay special attention to motorists, cyclists and pedestrians who commit offences in the vicinity of pedestrians' crossovers, crosswalks, intersections, school zones (particularly primary

schools) and crossing areas frequented by seniors. Pedestrians are also encouraged to avoid using distracting electronic devices when interacting with vehicular traffic.

Divisional Traffic Safety Initiatives: In addition to the Service wide campaigns, each Division is responsible for creating and implementing its own traffic safety initiatives focusing on high collision locations and specific traffic concerns for their communities. Many of these traffic initiatives are developed by the divisions using information provided by members of the community. This information is then logged into an information portal available to all supervisors, for delegation to their platoons. This system encourages an interoperable solution-based process for traffic safety in the community. Additionally, proactive initiatives take place throughout the entire year, such as RIDE spot-checks.

Supervisors continue monitoring officer's work performance: It is the goal of the Service to improve road safety by providing safe communities and neighbourhoods. All officers have a shared responsibility to support this goal. The Service continues to provide supervisory monitoring of officers' performance in this regard, which includes reviewing of the In Car Camera System (ICCS) to ensure that officers are accurately interpreting potential evidence relating to traffic offences and the appropriate charges are being laid.

Crime, Traffic and Order Management Intelligence: The Service is currently in the process of evaluating both the Crime, Traffic and Order Management (CTO) processes, along with the current annual evaluation process. The purpose of these evaluations is to determine a standard base line from which to operate. The CTO process will provide the officers with information relaying when, where, and what type of offences (both criminal and POA) that are occurring within their divisional boundaries. This information can be utilized by officers enforcing Highway Traffic Act (HTA) offences and allow them to focus on areas of concern from both an intelligence and community complaints aspect.

Officers will be able to better serve the interests of the community as it relates to CTO management and will also provide our supervisors with the tools to better monitor the work performance of our members. The Service continues to look for ways to be both efficient and effective in our service, thus providing a better quality of life for those who live, work and visit the City of Toronto.

Promote familiarization of technology to all officers: The improved familiarization of all officers with new technology, and enhanced supervisory oversight, will enhance POA enforcement and the number of PON's issued by the Service.

Conclusion:

When addressing traffic initiatives, the Toronto Police Service has been focusing its attention on overall traffic safety for the citizens of Toronto, which is measured by the reduction of the number of vehicle collisions and injuries to the public. The issuance of Provincial Offences Notices contributes to road and public safety, by encouraging the recipient of the PON to change their driving behaviour, which will improve overall traffic safety.

By focusing on quality enforcement strategies and by providing adequate training in our new record management processes, officers will have the opportunity to engage in unstructured proactive traffic enforcement opportunities. These changes in business and management processes will have a positive effect on the number of PON's issued.

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

The Board referred to the increase in the number of POA cautions that had been issued to date in 2015 as compared to the same time in 2014 and inquired as to whether the option to issue a caution, as opposed to a POA, is being abused.

A/Chief Mike Federico said that approximately 10 months ago, the TPS commenced a review of the cautions that were being issued in order to ensure that they are being issued lawfully by the officers. He also said that the review should be completed within the next year. The Board expressed its interest in receiving the results of the review.

A/Chief Federico said that prior to issuing a caution to a driver, an officer can check the TPS in-car technology to determine whether any previous cautions had been issued to the driver. He said that this information is only available to TPS officers and that the current technology does not permit the information to be shared with other police services. Therefore, a TPS officer will not be aware if a driver had been issued any cautions by officers in other jurisdictions. A/Chief Federico said that he would inquire as to whether the information could be shared between police services.

The Board approved the foregoing report.

Moved by: C. Lee

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2015**

**#P259. TORONTO POLICE SERVICES BOARD – OPERATING BUDGET
VARIANCE REPORT FOR THE PERIOD ENDING JULY 31, 2015**

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

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE
SERVICES BOARD – PERIOD ENDING JULY 31, 2015

Recommendations:

It is recommended that:

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

Financial Implications:

At this time, the Board is anticipated a zero variance on its 2015 operating budget.

Background/Purpose:

The Board, at its November 13, 2014 meeting, approved the Toronto Police Services Board's 2015 operating budget at a net amount of \$2,315,800 (Min. No. P252/14 refers). Subsequently, Toronto City Council, at its March 11, 2015 meeting, approved the Board's 2015 operating budget at the same amount.

The purpose of this report is to provide information on the Board's 2015 projected year-end variance.

Discussion:

The following chart summarizes the variance by category of expenditure.

Expenditure Category	2015 Budget (\$000s)	Actual to Jul 31/15 (\$000s)	Year-End Actual Expend (\$Ms)	Fav / (Unfav) (\$000s)
Salaries & Benefits (incl. prem.pay)	\$969.2	\$494.7	\$969.2	\$0.0
Non-Salary Expenditures	<u>\$1,346.6</u>	<u>\$481.6</u>	<u>\$1,346.6</u>	<u>\$0.0</u>
Total	<u>\$2,315.8</u>	<u>\$976.3</u>	<u>\$2,315.8</u>	<u>\$0.0</u>

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

As at July 31, 2015, no variance is anticipated. Details are discussed below.

Salaries & Benefits

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

Non-salary Budget

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

The Toronto Police Services Board cannot predict or control the number of grievances filed or referred to arbitration as filings are at the discretion of bargaining units. In order to deal with this uncertainty, the 2015 budget includes a \$610,600 contribution to a Reserve for costs of independent legal advice. Fluctuations in legal spending, resulting in draws from the Reserve, will be dealt with by increasing or decreasing the budgeted reserve contribution in future years' operating budgets.

Data Collection and Analysis – Community Contacts

The 2015 approved budget includes \$250,000 to secure an external consultant or evaluator to determine what type of data should be collected, the retention period and scope of the data required as a result of the Board's approval of the Community Contacts Policy (Board Minute P102/14 refers). There is currently uncertainty as to whether these funds will be expended in 2015 as a consequence of the Province's decision to draft a Regulation made under the *Police Services Act* concerning community contacts.

Other Adjustments:

The Board required additional funding for a Board-led organizational review of the Toronto Police Service, the scope of which was to undertake a review of the results of the Chief's Internal Organizational Review. At its meeting of April 10, 2014 (Min. No. P88/14 refers), the Board approved a recommendation to contribute \$300,000 of the Toronto Police Service's 2013 operating budget surplus to the City's Tax Stabilization Reserve as a funding source for this

expenditure. The contribution request was subsequently approved by City Council as a technical adjustment from the City's Innovation Reserve. The Board will only draw on the reserve to the extent needed to fund the expenditure associated with the review. The cost is currently projected to be \$328,000 which exceeds the funding established for this project by \$28,000. It is anticipated that this additional cost can be absorbed in the Board's approved 2015 budget.

Conclusion:

The 2015 year-to-date expenditure pattern is consistent with the approved 2015 estimate. As a result, projections to year end indicate no variance to the approved 2015 budget.

The Board approved the foregoing report.

Moved by: C. Lee

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2015**

**#P260. AWARD OF CONSTRUCTION SERVICES FOR 52 DIVISION
RENOVATIONS**

The Board was in receipt of the following report October 02, 2015 from Mark Saunders, Chief of Police:

Subject: AWARD OF CONSTRUCTION SERVICES FOR 52 DIVISION
RENOVATIONS

Recommendations:

It is recommended that:

- (1) the Board award the contract for construction services for the renovation of 52 Division (D52) to DPI Construction Management Incorporated at lump sum cost of \$8,237,945.38 (net of rebate);
- (2) the Board authorize the Chair to execute the agreement for construction services on behalf of the Board, subject to approval as to form by the City Solicitor; and
- (3) the Board authorize the Chief to issue a Letter of Intent, if required, to the successful general contractor, on behalf of the Board, subject to consultation with and approval as to form from the City Solicitor.

Financial Implications:

The approved capital budget for the D52 renovation project included in the Toronto Police Service's (Service) approved 2015-2024 capital program is \$8.3M. The City had State of Good Repair work planned in 2016 and 2017 to repair the building envelope and modernize the elevator. Due to the fact that this project will address several of these State of Good repair issues, the City has agreed to provide the Service with \$0.57M so that all the work can be completed within this project. As a result, the revised total project budget is \$8.87M.

Background/Purpose:

The renovation of the D52 facility addresses a number of accessibility, mechanical and electrical issues, along with building envelope deficiencies, while improving overall functionality and architectural circulation throughout the facility.

The purpose of this report is to request Board approval to award the D52 construction/renovations services contract to the lowest bidder, DPI Construction Management Incorporated (DPI), for a lump sum value of \$8,237,945.38 (net of rebate). In addition, the Service is requesting that the Board delegate authority to the Chair to execute the construction agreement. Finally, the Board is requested to delegate authority to the Chief of Police to provide the successful bidder with a Letter of Intent, if required, so that work may commence in accordance with budgeted timelines.

Discussion:

Issuance of Procurement documents:

On April 16th, 2015, Purchasing Services (Purchasing) issued Request for Pre-Qualification (RFPQ) #1152115-15 to select pre-qualified general contractors for construction services for the 52 Division renovation project. The objective of the RFPQ was to identify general contractors that can provide construction/renovation services required by the Service, for the D52 renovations.

The Service advertised the RFPQ using MERX, an electronic tendering service, designed to facilitate the procurement of goods and services worldwide. Fifty-four interested contractors downloaded the RFPQ package, and the Service received twenty-five submissions which were evaluated by Service staff.

Accordingly, the Board at its meeting on July 16, 2015, approved the pre-qualification of seven general contractors (Min. No. P192/15 refers). Subsequently, on August 28, 2015, Purchasing Services issued a Request for Tender (RFT) #1159262-15 to the seven prequalified companies and received bids from six. In accordance with municipal procurement practices, the RFT closed on September 24, 2015, and the lowest bidder meeting all requirements and specification is being recommended for award.

Canadian Construction Documents Committee (CCDC 2) – Contract

The Service utilizes a standard CCDC contract with all general contractors performing work on Service facilities. A CCDC 2-stipulated price contract is a standard contract document that has already been vetted by the construction industry as a best practice, as well as the City Solicitor. The document outlines the contractor and owner's responsibilities with respect to execution of the work, time-lines, changes to the project, insurance and other industry-specific requirements.

The process required to execute the CCDC contract is extensive while documents are collected and signatures are obtained. This time period could delay the project start, possibly impacting the budget and deliverables. As a result, the Service is proposing an interim measure (Letter of Intent), if required, that will allow work to begin in advance of execution of the final contract.

Letter of Intent (LOI) to the General Contractor:

As indicated in past variance reports, this project is behind schedule due to staffing shortages in Facilities Management, as well as resource pressures due to other facility related priority projects. In an effort to expedite the start of the project, including relocation of staff within the facility to swing space, preparation of the site for winter construction and ordering of long term delivery items, a LOI may be required to be issued to the general contractor. The LOI will allow work to begin in advance of execution of the contract.

Upon receiving authority from the Board, the Chief will be in a position to issue a LOI, if needed, to the successful bidder advising them of the intent to enter into a formal CCDC 2 contract. While the formal CCDC 2, contract is being prepared, the LOI authorizes the general contractor to issue contracts to sub trades, mobilize forces on site, and commence work immediately. The LOI, if needed, will enable the Service to save approximately 6 to 8 weeks of time, ensuring that the project meets its deliverables.

Conclusion:

Seven pre-qualified general contractors, previously approved by the Board (Min. No. P192/15 refers) were given the opportunity to submit a construction/renovation bid for the D52 renovation project. Six bids were received, and DPI Construction Management Incorporated submitted the lowest bid, at \$8,237,945.38 (net of rebate). It is therefore recommended that the Board award the contract for construction services for the renovation of the 52 Division facility to DPI Construction Management Incorporated. In addition, the Board is being requested to authorize the Chair to execute the construction agreement, and to authorize the Chief to provide the successful bidder with a Letter of Intent, if required, to allow work to commence prior to formal execution of the contract. The City Solicitor will be consulted before any Letter of Intent is issued.

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

The Board approved the foregoing report.

Moved by: S. Carroll

Amendment:

At its meeting on June 17, 2016, the Board agreed to re-open this matter and amend the foregoing Minute as outlined in the attached Min. No. P152/16.

-Attachment-

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 17, 2016**

**#P152. AWARD OF CONSTRUCTION SERVICES FOR 52 DIVISION
RENOVATIONS**

The Board was in receipt of a copy of Min. No. P260/15 from the meeting held on October 19, 2015 with respect to the award of construction services for 52 Division renovations.

The Board agreed to re-open this matter for the purpose of considering the following report dated June 02, 2016 from Chief Mark Saunders:

**SUBJECT 52 DIVISION RENOVATIONS – CONTRACT AMENEDMENT FOR DPI
CONSTRUCTION MANAGEMENT INCORPORATED**

Recommendations:

It is recommended that:

- (1) the Board approve an amendment to the contract for construction services for the renovation of the 52 Division facility, to DPI Construction Management Incorporated by an additional \$400,000 net of the tax rebate; and
- (2) the Board authorize the Chair to amend the executed agreement for construction services on behalf of the Board, subject to approval as to form by the City Solicitor.

Financial Implications:

The approved capital budget for the 52 Division facility renovation project included in the Toronto Police Service's (Service) approved 2015-2024 capital program is \$8.3M (Min. No. P262/14 refers). The City of Toronto (City) also had State of Good Repair work planned in 2016 and 2017 to repair the 52 Division building envelope and modernize the elevator. Due to the fact the Service's capital project will address the issues identified by the City in their State of Good repair budget, the City provided the Service with \$0.53M, so that the work can be included and managed within this project. The City has now advised that they are able to commit an additional \$0.4M to this project, to enable other necessary infrastructure repairs. This item will go to the City Council in August 2016 for the approval of the budget transfer. As a result, subject to Council approval, the revised total project budget would be \$9.3M.

Background/Purpose:

The renovation of the 52 Division facility addresses a number of accessibility, mechanical and electrical issues, along with building envelope deficiencies, while improving overall functionality and architectural circulation throughout the facility.

The purpose of this report is to request Board approval to increase the contract to DPI Construction Management Incorporated (DPI), by \$400,000 (net of rebate) for a lump sum total value of \$8,637,945.38 (net of rebate). In addition, the Service is requesting that the Board delegate authority to the Chair to amend the executed construction agreement.

Discussion:

As part of the tender request for the renovation of the 52 Division facility, all bidders were also requested to provide alternate/optional prices for the deletion of boilers and pumps, installation of new chillers, upgrading cooling towers, as well as other base building components.

At its meeting on October 19, 2015 the Board approved the award of construction services for the renovations of 52 Division to DPI (Min. No. P260/15 refers), for a lump sum amount of \$8,237,945.38 (net of rebate).

However, the award and scope of work did not include the alternate pricing, as identified in their submission, for the previously mentioned optional work.

Subsequent to the award, discussions between the City and the Service identified funds in the City's SOGR budget that could be redirected from another Service facility to the 52 Division renovation project, to enable the completion of the necessary infrastructure work as part of this project.

Accordingly, City Facilities Management has agreed to transfer \$0.4M to the Service's 52 Division capital project, so that the necessary base building State of Good Repair work for this facility can be completed more cost-effectively at this time, and avoid future disruption to Service operations at this facility.

Conclusion:

In order to make efficient use of project funds, coordinate timing of work and avoid future work on this building, the scope of the 52 Division facility project has been expanded to also address, as part of the Service's current renovation project, building envelope deficiencies which were identified by and are responsibilities of the City. The City will transfer the required funds (\$400K) to enable the completion of this work by the Service contractor (DPI) who was awarded the contract by the Board. This report is therefore requesting that the contract with DPI and the capital project be increased accordingly.

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

The Board approved the foregoing report and agreed to amend Min. No. P260/15 accordingly.

Moved by: S. Carroll
Seconded by: J. Tory

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2015**

**#P261. SUPPLEMENTARY LEGAL SERVICES FOR EMPLOYMENT AND
LABOUR LAW: 2015 - 2016**

The Board was in receipt of the following report September 29, 2015 from Jeanette May, Director, Human Resources:

Subject: SUPPLEMENTARY LEGAL SERVICES FOR EMPLOYMENT AND
LABOUR LAW (2015 – 2016)

Recommendations:

It is recommended that:

- (1) The Board approve the extension of the agreement between the Board and the law firm of Hicks Morley Hamilton Stewart Storie LLP (Hicks Morley), for the period October 1, 2015 to September 30, 2016;
- (2) The Board approve a single source extension of the agreement for an additional three months until December 31, 2016; and
- (3) The Board authorize the Chair to execute any agreement required for such extension, subject to approval by the City Solicitor as to form.

Financial Implications:

Legal Services have been budgeted in the Toronto Police Services Board (Board) 2015 and 2016 operating budgets. The annual budget is based on anticipated needs and historical spending. Funding for budgeted expenditures is drawn from the Legal Reserve. The fee schedule for Hicks Morley is attached as Appendix "A".

Background/Purpose:

At its meeting on October 15, 2012, the Board approved the selection of the law firm Hicks Morley to provide supplementary legal services in the area of employment and labour law to the Board. The Chair was authorized to execute an agreement between the Board and Hicks Morley for a two-year and eleven-month period, to September 30, 2015 (Min. No. P265/12 refers).

The purpose of this report is to request that the Board exercise its option to extend the agreement with Hicks Morley to September 30, 2016. Furthermore, this report also requests that the Board approve a single source extension of the agreement for an additional three months until December 31, 2016.

Discussion:

A Request for Proposal (RFP) for supplementary legal services was issued on May 8, 2012 by Purchasing Services. The Board received six proposals and a selection committee was established, consisting of Dr. Alok Mukherjee, Chair, Toronto Police Services Board; Aileen Ashman, then Director, Human Resources Management; Joanne Campbell, Executive Director, Toronto Police Services Board; and, Jeanette May, then Manager of Labour Relations.

After careful deliberation and evaluation against specific selection criteria, the committee recommended that the firm of Hicks Morley be awarded the contract. The committee's recommendation to retain Hicks Morley was approved by the Board.

The current agreement with Hicks Morley expires on September 30, 2015. Although the Board Report, (Min. No. P265/12 refers), approved the selection of Hicks Morley for the two-year and eleven-month period, it did not include the Board's option to extend the agreement for an additional year to September 30, 2016, as stated in the original Request for Proposal and in the Letter of Retention. The Letter of Retention executed between the Chair and Hicks Morley is attached as Appendix "B". This report is therefore requesting that the Board consider this one-year extension as it was clearly outlined in the Letter of Retention and in the RFP as an option.

In addition, the Board is requested to approve a single source extension to Hicks Morley for an additional three months to December 31, 2016. By granting an additional three-month extension in addition to the one-year extension option, the Board will have aligned this service contract with the timing of the Board's annual operating budget from January to December of each year. This contract will be put out to market using a RFP procurement process before the end of 2016.

Conclusion:

Hicks Morley provides specialized expertise in the areas of labour relations, employment law, pension, benefits, compensation, workers' safety and insurance, occupational health and safety, job action, human rights and other issues which are specific and unique to the Service and Board. We are satisfied with services this firm has provided over the last three years, and respectfully request that the Board approve the recommendation to retain Hicks Morley as discussed above.

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

The Board approved the foregoing report.

Moved by: S. Carroll

APPENDIX A

Fee Schedule
Hicks Morley Hamilton Stewart Storie LLP

Partner	\$430 - 470/hr
Associate	\$240 - 400/hr
Students	\$135/hr



Toronto Police Services Board

40 College Street, Toronto, Ontario, Canada. M5G 2J3
(416) 808-8080 FAX (416) 808-8082
www.tpsb.ca



November 12, 2012

Hicks Morley Hamilton Stewart Storie LLP
77 King Street West, 39th Floor
Box 371, TD Centre
Toronto, Ontario
M5K 1K8

Attention: Mr. Michael A. Hines

Re: Retention of Hicks Morley – Employment and Labour Law Services

Under the authority of Minute No. P265/12 of the Toronto Police Services Board (the Board), adopted by the Board at its meeting held on October 15, 2012, I have been authorized to retain Hicks Morley Hamilton Stewart Storie LLP to provide legal services to the Board and the Toronto Police Service in respect of employment and labour law matters for the term November 1, 2012 up to and including September 30, 2015. The Board, in its sole discretion, may elect to extend the term of this retainer for one year, up to and including September 30, 2016.

A description of the services which your firm is to perform is set out in paragraph 1 of Schedule "A", attached hereto.

Hicks Morley will receive fees in accordance with Schedule "B" for professional services rendered, which amounts exclude any amounts payable for HST. Hicks Morley will also be reimbursed for any necessary disbursements. Invoices will be submitted by your firm to the Board monthly. Hicks Morley acknowledges that the fee estimates set out in Schedule "B" are the maximum amounts authorized to be paid by the Board and any invoiced amount for fees in excess of this will require further Board authorization, which may or may not be forthcoming.

Your firm may be dismissed by the Board at any time prior to the completion of the term with or without cause. In either case, your firm will receive payment proportionate to the services satisfactorily performed to the date your firm's services are terminated.

Your firm will be required to indemnify the Board against claims, actions, demands and expenses which are made or brought against it because of your firm's failure to exercise the

reasonable care, skill or diligence expected of solicitors in the performance of the services. A complete description of the indemnity which your firm is required to provide to the Board is set out in paragraph 2 of Schedule "A".

Upon completion of the term, early termination of the term, or your firm's dismissal, all material, information, studies, reports, designs, drawings and plans, including all copyright therein, prepared by your firm in performance of the services shall become the sole property of the Board, subject to any requirements of the Rules of Professional Conduct of the Law Society of Upper Canada. A complete description of the copyright provisions is set out in paragraph 3 of Schedule A.

Schedules "A" and "B" form part of this Letter of Retention.


If you are in agreement with the foregoing conditions, please execute and return one original copy of this Letter of Retention to me as soon as possible. Please ensure that each page of Schedules "A" and "B" is initialled. I look forward to working with you and your firm.



Dr. Alok Mukherjee
Chair, Toronto Police Services Board


2012. 11. 12
Date

On behalf of Hicks Morley Hamilton Stewart Storie LLP, I am in agreement with the preceding requirements and hereby agree to the terms of retention.



Michael Hines
Hicks Morley Hamilton Stewart Storie LLP

November 26, 2012
Date



Witness

Nov. 26/12.
Date

SCHEDULE "A"

1. Hicks Morley agrees to furnish and perform legal services in respect to the following matters, as requested by the Toronto Police Services Board and representatives of the Toronto Police Service:

Collective Bargaining	Human Rights
Collective Agreement Administration	Duty of Accommodation
Arbitrations	Pensions and Benefits
Employment Standards	Judicial Review
Wrongful Dismissal	Injunctions
Restructuring	Charter Litigation
PSA Administration & Compliance	PSA Prosecutions
Coroner's Inquests	Workplace Safety and Insurance
Strategic Planning	Occupational Health and Safety
Attendance Management	Pay Equity
Diversity Management	Workplace Harassment
Policy Assistance	Freedom of Information
Executive Compensation	

2. Hicks Morley hereby agrees, from time to time and at all times hereafter, to well and truly save, keep harmless and fully indemnify the Board, its successors and assigns, from and against all actions, claims and demands whatsoever which may be brought against or made upon the Board and against all loss, liability, judgements, claims, costs, demands or expenses which the Board may sustain, suffer or be put to resulting from or arising out of Hicks Morley's failure to exercise reasonable care, skill or diligence in the performance or rendering of any work or service required hereunder to be performed or rendered by Hicks Morley, its employees or any of its subconsultants or agents.

Without limiting the generality of the foregoing, Hicks Morley hereby agrees to well and truly save, keep harmless and fully indemnify the Board, its successors and assigns, from and against all actions, claims and demands whatsoever which may be brought against or made upon the Board, its successors and assigns for the infringement of or use of any intellectual property rights including any copyright or patent arising out of the reproduction or use in any manner of any plans, designs, drawings, specifications, information, negatives, data, material, sketches, notes, documents, memoranda or computer software furnished by Hicks Morley in the performance of the services.

For the purposes of this paragraph, "costs" include those costs awarded in accordance with the order of a court of competent jurisdiction, the order of a board, tribunal or arbitrator or costs negotiated in the settlement of a claim or action.

3. Upon termination of the retainer for any reason whatsoever, all information, computer software, notes, documents, memoranda or other paperwriting gathered, assembled or prepared by Hicks Morley, its employees, subconsultants or agents, for the purpose of the

services, (the "Material"), shall thereupon become the sole property of the Board including any copyright with respect to the Material, subject to Hicks Morley's requirements to retain for its records such documents or copies thereof, pursuant to the Rules of Professional Conduct of the Law Society of Upper Canada. Hicks Morley represents and warrants to the Board that it owns and/or shall own all copyright in the Material and no other person shall own any copyright therein. Hicks Morley does hereby transfer and assign, and agrees to transfer and assign, and to sign all documents to give effect to such transfer and assignment, to the Board all right, title and interest of Hicks Morley, including all copyright, in all the Material. Hicks Morley shall forthwith deliver the Material to the Board, subject to the conditions set out above, and the Board may use such Material as it sees fit.

Hicks Morley waives in whole and in part any and all moral rights arising under the *Copyright Act* or common law in the Material as against the Board and anyone claiming rights in the Material from or through the Board. Further, Hicks Morley represents and warrants that its employees, subconsultants and agents have waived, or shall waive, in whole and in part any and all moral rights arising under the *Copyright Act* or common law in the Material as against all parties including Hicks Morley and the Board and anyone claiming rights in the Material from or through the Board.

4. "Confidential Information" shall mean

- (i) information disclosed to or obtained by Hicks Morley in connection with the provision of services under this retainer and which has been identified by the Board as information which should be treated as confidential; and
- (ii) the Material

Upon termination of this retainer for any reason whatsoever and upon the request of the Board, Hicks Morley shall return to the Board all papers, documents or any other material which contain any Confidential Information, subject to Hicks Morley's requirements to retain for its records such documents or copies thereof pursuant to the Rules of Professional Conduct of the Law Society of Upper Canada.

Except as may legally be required, no Confidential Information shall be disclosed in any manner whatsoever without the approval in writing of the Chair of the Board, and

- (i) Hicks Morley shall hold all Confidential Information obtained in trust and confidence for the Board and shall not disclose any such Confidential Information, by publication or other means, to any person, company or other government agency nor use same for any other project other than for the benefit of the Board as may be authorized by the Chair in writing;
- (ii) any request for such approval by the Chair shall specifically state the benefit to the Board of disclosure of Confidential Information;

- (iii) any use of the Confidential Information shall be limited to the express purposes as set out in the approval of the Chair;
 - (iv) Hicks Morley shall not, at any time during or after the term of this retainer, use any Confidential Information for the benefit of anyone other than the Board.
5. Upon the request of the Chair, Hicks Morley shall provide evidence to the Board that Hicks Morley has Professional Errors and Omissions Insurance coverage.

SCHEDULE "B"

The following is the basic fee schedule for work with the Board for the period November 1, 2012 to September 30, 2015.

Lawyer	Hourly Rate (before applicable HST)
Senior Partner	\$470
Partner	\$430
Senior Associates	\$330 - \$400
Junior Associates	\$240
Students	\$135

Hicks Morley will not charge cancellation fees (e.g., if a case is settled the morning of a hearing). It will only charge for the services rendered or the time actually expended. No supplemental or premium rate will be charged for evening or weekend service or for professional services undertaken on an urgent or emergency basis. Incidental disbursements are passed along to the client at cost.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2015**

#P262. PURCHASE OF CONDUCTED ENERGY WEAPONS

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

Subject: PURCHASE OF CONDUCTED ENERGY WEAPONS

Recommendation:

It is recommended that:

- 1) The Board approve the purchase of 522 Conducted Energy Weapons and accessories at a cost of \$1,319,300; and
- 2) The Board purchase the above from M.D. Charlton Co. Ltd, who is the sole distributor of Taser products in Canada.

Financial Implications:

The expenditure for the Conducted Energy Weapons (CEW) is \$1,319,300 (including taxes) and is funded from the Service's Vehicle and Equipment Reserve, based on the CEW lifecycle replacement plan. Funding of \$1,320,000 is included in the Board-approved 2015-2024 Capital Program (Min. No.: P262/2014 refers). A breakdown of the cost of this expenditure is noted below.

Item(s) or Service(s)	Quantity	Cost per unit	Total Cost
X2 Taser	522	\$ 1,513.51	\$ 790,100
X2 Batteries	522	\$ 77.29	\$ 40,345
X2 Holsters	522	\$ 85.98	\$ 44,882
X2 Warranty	522	\$ 470.41	\$ 245,554
X2 Training Cartridges	2000	\$ 49.59	\$ 99,180
X2 Street Cartridges	1500	\$ 50.95	\$ 76,425
Total Before Taxes			\$ 1,296,486
Taxes @ 1.76%			\$ 22,818
Total			\$ 1,319,300

Background/Purpose:

Since 2002, the Ontario Government has authorized the use of CEW for sworn police officers and Tactical Team members. The Toronto Police Service (Service) has restricted the use of CEW to Supervisors and Tactical Team members.

The primary CEW in use within the Service is the TASER X26. The Service currently has approximately 550 X26's currently in use, however the majority of these devices are approaching or at the end of their typical service life and TASER International will no longer continue to support these units.

Discussion:

TASER International has introduced two new models of CEWs, the X26P and X2. Both of these devices use current metering which measures and accurately delivers the precise amount of current to maximize both safety and effectiveness. Conversely, the X26 model currently in use does not have this metering technology thereby always delivering maximum current.

Police Services that deploy CEWs in Ontario must use a model that has been approved by the Ministry of Community Safety and Correctional Services (Ministry). Currently, only models manufactured by TASER International are approved. The X2 and X26P models were authorized for use by the Ministry in November 2014.

The X26P is an updated version of the old X26 model. Both the X26 and the X26P are equipped with a single cartridge system and a single dot laser sighting system. With the X26P, should one of the probes miss the subject, the user is required to perform a cartridge change in order to redeploy the CEW. This has proven challenging in dynamic situations.

The X2 is the most advanced CEW as it is equipped with a dual laser lighting system to indicate where each probe will make contact upon deployment. An officer will immediately know if a subject is within range based on the laser positioning indicators. The X2 holds two cartridges, thereby allowing for quick secondary full deployments by simply depressing the trigger a second time.

The X2 records much more data than the X26 and consists of an event log, pulse log and engineering log, which are known as trilogy logs.

The event log records the date and time the safety switch is shift to the up (armed) position and when the trigger is pulled or the ARC switch is depressed. It also logs the duration of each cycle and what time the safety switch was put in the down (safe) position. The pulse log records the output of each pulse. This can help determine if the CEW output was within specifications and can help in determining if and when electricity was delivered to a subject. The engineering log is used by Taser engineers to diagnose if the X2 was operating properly during an event.

For the above noted reasons, the Service is recommending the X2 as it is more technologically advanced and maximizes public and officer safety. The X2 is also recommended by the Ontario Police College as well as the Ministry's CEW working committee.

Training:

Training on X26 is currently a one day, 12 hour course. Transition to X2, officers will be scheduled for two days, 8 hour course. The training will consist of the structure, function and effects of the CEW. Legislative and regulatory framework for CEWs are discussed along with operational drills and practical assessments involving reality based scenarios.

A key component of the training is to ensure that officers are using sound judgement involving the use of de-escalation techniques and effective communication skills with subjects.

The training on the X2 would commence in January 2016 and will be completed by year end. The approval of this purchase will ensure that all Service officers authorized and equipped with a CEW will have transitioned to the new X2.

Conclusion:

As a result of this request, it is recommended that the Board approve this purchase of 522 CEW to ensure that Toronto police officers (Supervisors and Tactical Team members) continue to be equipped with this Use of Force option and that they are utilizing the best and most efficient CEW technology.

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

The Board was also in receipt of a written submission dated October 16, 2015 from John Sewell, Toronto Police Accountability Coalition. A copy of the written submission is on file in the Board office.

A/Chief Mike Federico responded to questions by the Board about this report. He re-confirmed that:

- **the purchase of 522 Taser X2 CEWs would replace the current CEWs and the number of CEWs in the TPS inventory will not increase;**
- **the new CEWs would be assigned to the same members who are currently equipped with a CEW, i.e. only supervisors and members of tactical teams; and**
- **the ability to discharge a secondary full deployment with an X2 CEW will not occur automatically; the officer must form a deliberate intention to discharge a second application and physically activate the trigger a second time.**

A/Chief Federico said that the recommended X2 CEWs to be purchased by the TPS will not be equipped with a video camera. He said that some of the officers who are currently equipped with a CEW are also participating in the Body-Worn Camera Pilot Project. The Board was advised that one advantage of a body-worn camera, as compared to a CEW camera, is that the body-worn camera will record the circumstances that occur prior to an incident in which the CEW may be deployed.

The Board approved the following Motions:

- 1. THAT the Board receive the written submission from the Toronto Police Accountability Coalition; and**
- 2. THAT the Board approve the foregoing report from the Chief.**

Moved by: D. Noria

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2015**

#P263. CONTRACTS FOR PAGING, MOBILE DEVICES AND SERVICES

Declarations of Interest under the *Municipal Conflict of Interest Act* – Chair Pringle advised that he is the chair of a board which has a financial relationship with Rogers Communications Partnership and did not participate in the consideration of the following report. Mayor Tory advised that he has an ongoing relationship with the Rogers family and did not participate in the consideration of the following report.

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

Subject: PAGING, MOBILE DEVICES AND SERVICES

Recommendation(s):

It is recommended that

- (1) the Board approve a contract with Rogers Communications Partnership for wireless goods and services at an estimated annual cost of \$550,000, for a period of six years, plus two additional two year extensions options, at the discretion of the Service;
- (2) the Board approve a contract with Bell Mobility for wireless goods and services at an estimated annual cost of \$110,000 (excluding taxes), for a period of six years, plus two additional two year extension optional at the discretion of the Service; and
- (3) the Board authorize the Chair to execute all required agreements and related documents on behalf of the Board, subject to approval by the City Solicitor as to form.

Financial Implications:

The Toronto Police Service (Service) has budgeted \$778,800 for paging, mobile devices and services in 2015. Utilizing the recommended provincial vendor of record will provide an estimated annual savings of \$275,000 (46%) over the current costs. Funding for the acquisition of paging, mobile devices and services has been included in the Service's 2016 operating budget request.

Background/Purpose:

The purpose of this report is to seek authority to utilize the Province of Ontario's (Province) Master Agreement dated February 1, 2014 Paging, Mobile Devices and Services. (VOR OSS-00415819). This agreement is the result of a competitive procurement process by the Province and has been made available, on an optional use basis, to provincially funded organizations such as municipalities, agencies, hospitals and school boards. The vendor of record arrangement allows for a six (6) year agreement, with an additional two, two year extension options.

The Service currently utilizes two vendors, Bell Mobility and Rogers Communications Partnership, for its paging, mobile devices and services. The services are split two ways:

- Rogers is used primarily for Blackberry/Smart devices and pagers
- Bell Mobility for voice only cell phones.

The previous provincial vendor of record agreement has expired, but the services are being provided under the 2014 rates. Although the new provincial vendor of record agreement was available in 2014, the Service deferred a decision on whether to participate in the Province's VOR arrangement, until the City of Toronto (City) completed its Request for Proposal (No. 2104-14-3019) for Wireless Telecommunications Services and Equipment.

Discussion:

The Service has reviewed the provincial agreement and the City agreement for use within the Service. Both contracts offer cost savings over the Service's current costs as well as any plan the Service could negotiate independently. The primary difference between the two contracts is hardware costs and monthly service costs. The costs for hardware were lower within the City agreement while the monthly services costs were lower within the provincial agreement.

The City contract called for free or no cost hardware while the provincial contract only provided for 50% to 65% discounts on hardware. This equates to a higher hardware cost of approximately \$40,000. However, the provincial contract provides for annual savings of approximately \$116,000 (\$41,000 for Bell Mobility and \$75,000 for Rogers respectively) on monthly service charges. As a result, the Service's net overall costs for the devices and services would be about \$76,000 lower by using the provincial agreement rather than the City agreement. The provincial contract also provides for more efficient management of the individual accounts.

The Service has always used multiple vendors for its wireless Telecommunications Services to provide for continued service in event of a failure within a vendors system, and this practice will be continued. To move all devices to a single vendor would expose the Service to additional risk and costs to replace existing hardware. Within the confines of the vendor of record arrangement, the Service must procure from the highest ranked vendor beginning with the Primary (Rogers), as long as they are able to provide the services and devices required.

Conclusion:

The Service has reviewed various methods for the acquisition of devices and services at the lowest possible cost, and is recommending that the Service participate in the Province of Ontario's Master Agreement for Paging, Mobile Devices and Services. Participation in this agreement will provide the Service the best pricing available in the marketplace with the maximum flexibility to meet the Service's changing requirements.

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

The Board approved the foregoing report.

Moved by: D. Noria

Amendment:

At its meeting on June 17, 2016, the Board agreed to re-open this matter and amend the foregoing Minute as outlined in the attached Min. No. P153/16.

-Attachment-

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 17, 2016**

#P153. CONTRACT FOR PAGING, MOBILE DEVICES AND SERVICES

Declarations of Interest under the *Municipal Conflict of Interest Act* – Chair Pringle advised that he is the chair of a board which has a financial relationship with Rogers Communications Partnership and did not participate in the consideration of the following report. Mayor Tory advised that he has an ongoing relationship with the Rogers family and did not participate in the consideration of the following report.

The Board was in receipt of a copy of Min. No. P263/15 from the meeting held on October 19, 2015 with respect to the contract for paging, mobile devices and services.

The Board agreed to re-open this matter for the purpose of considering the following report dated June 02, 2016 from Chief Mark Saunders:

SUBJECT: CONTRACT CHANGE FOR PAGING, MOBILE DEVICES AND SERVICES

Recommendation(s):

It is recommended that:

- (1) the Board approve an increase to the Province of Ontario Master Agreement with Rogers Communications Partnership for wireless goods and services; and
- (2) the Board authorize the Chair to execute all required Agreements and related documents on behalf of the Board, subject to approval by the City Solicitor as to form.

Financial Implications:

In 2015, the Toronto Police Service (Service) spent \$620,000 (\$590,000 for the Service and \$30,000 for the Parking Enforcement Unit) for mobile data devices and services. It is anticipated that by acquiring these services under the Province of Ontario Master Agreement with Rogers Communications Partnership (Provincial Agreement), the

Service will achieve annual savings of up to \$100,000 starting in 2017, based on the current inventory of devices and services.

Background/Purpose:

A Request for Proposal (RFP) #112662-12 was issued on February 29, 2012, by Purchasing Services to select a vendor for high speed data wireless services and Automated Vehicle Location (AVL) and Mobile Workstation (MWS). As a result, the Service awarded a contract directly to Rogers Communications Partnership (Rogers) for wireless data services and devices which was approved by the Board at the July 19, 2012 meeting (Min. No. P185/12 refers). This Agreement expires on May 16, 2016, but includes the ability to extend the contract for an additional two one-year terms at the discretion of the Board.

At its meeting on October 19, 2015, the Board approved a contact with Rogers Communication Partnership, using the Provincial Agreement for the devices and services (Min.No. P263/15 refers). The Provincial Agreement is the result of a competitive procurement process by the Province and has been made available, on an optional use basis, to provincially funded organizations such as municipalities, agencies, hospitals and school boards.

To enable cost savings, the Service is recommending that the Board not exercise the option years for our current direct agreement with Rogers that it approved in 2012, and instead allow the Service to purchase the required devices and services from Rogers, through the Provincial Agreement. Although the Provincial Agreement was approved by the Board in October 2015, the request to expand participation was deferred until the contract term of the existing contract (approved by the Board in 2012) was closer to the expiry date of May 16, 2016.

The purpose of this report is to seek authority to expand the use of the Provincial Agreement to mobile data devices used for AVL, MWS and Parking Enforcement.

Discussion:

The Service has reviewed the Provincial Agreement for the expanded use within the Service. It will provide an estimated annual savings of up \$100,000, based on the current level of inventory for AVL, MWS and Parking Enforcement mobile device data services, compared to the current direct agreement with Rogers. The actual annual costs are dependent on the number of devices and amount of usage these devices will incur this year.

The majority of the Service's data devices were migrated over to the new higher speed Rogers LTE network. Under the Rogers agreement, the Service received a promotional credit of \$98,000 from Rogers for performing these migrations. This credit was contingent on a one-year term of operating on the existing plan and was financially effective, as the Provincial Agreement was not yet in place. The one-year operating

commitment has now been fulfilled and the Service can move to the Provincial Agreement being recommended without penalty.

Conclusion:

Based on a review of its requirements and in order to obtain required devices and services at the best price, the Service is recommending increase participation in the Provincial Agreement for mobile devices and services. Participation in the Provincial Agreement will provide the Service the best pricing available in the marketplace with the maximum flexibility to meet the Service's changing requirements.

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

The Board approved the foregoing report and agreed to amend Min. No. P263/15 accordingly.

Moved by: S. Carroll
Seconded by: K. Jeffers

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2015**

**#P264. VENDOR OF RECORD FOR SERVER HARDWARE, SOFTWARE,
MAINTENANCE SERVICES AND PROFESSIONAL TECHNICAL
SERVICES**

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

Subject: VENDOR OF RECORD FOR SERVER HARDWARE, SOFTWARE,
MAINTENANCE SERVICES AND PROFESSIONAL TECHNICAL
SERVICES

Recommendation(s):

It is recommended that:

- (1) The Board approve OnX Enterprise Solutions as the vendor of record, for the period of January 1, 2016 to December 31, 2020 for:
 - The supply of computer server hardware, software and components;
 - The provision of software maintenance, upgrade protection on software releases for the installed server hardware and server related software products; and
 - Professional technical services as required;
- (2) The Board approve IBM Canada Ltd. as the vendor of record for the provision of hardware maintenance, training for new hardware and technologies, including technical expertise house-call services, for the period January 1, 2016 to December 31, 2020; and
- (3) The Board authorize the Chair to execute all required agreements and related documents on behalf of the Board, subject to approval by the City Solicitor as to form.

Financial Implications:

The estimated cost of the Toronto Police Service's (Service) current server lifecycle replacement plan and IT business resumption plan is \$5.8 million (M) in 2015, and is funded from the Vehicle and Equipment Reserve. Funding of \$5.8M was included in the Board-approved 2015-2024 capital program (Min. No. P262/14 refers). The lifecycle replacement plan enables the Service to replace and augment the existing aged equipment with modern supportable equipment.

At its meeting on November 15, 2010, the Board approved IBM Canada Ltd. as the vendor of record for the provision of hardware maintenance, training for new hardware and technologies, including technical expertise house-call services, for the period of January 1, 2011 to December

31, 2015 (Min. No. P307/10 refers). Also, during the same Board meeting, the Board approved Agilysys Canada Inc. as the vendor of record for the supply of computer server hardware, software and components, provision of software maintenance, upgrade protection on software releases for the installed server hardware and server related software products and professional technical services as required, for the period of January 1, 2011 to December 31, 2011.

A year later, on October 20, 2011 the Board approved OnX Enterprise Solutions (formerly Agilysys Canada Inc.) as the vendor of record for the supply of computer server hardware, software and components, provision of software maintenance, upgrade protection on software releases for the installed server hardware and server related software products and professional technical services as required, for the period of January 1, 2012 to December 31, 2015 (Min. No. P270/11 refers).

The estimated maintenance cost (software and hardware) for the current inventory of installed base equipment and associated software for the five year period beginning January 1, 2016 is approximately \$3.9M in 2016; \$4.2M in 2017; \$4.3M in 2018; \$4.5M in 2019; and \$4.6M in 2020. Funding for this purpose will be included in the Service's annual operating budget requests.

The actual cost of equipment acquisition as well as maintenance costs for both hardware and software will change as new hardware and software products are added to meet projects and/or operational requirements, or as systems are discontinued, and/or equipment consolidated.

Background/Purpose:

The Service requires a reliable and cost-effective supply of equipment, maintenance and services to maintain its infrastructure in a state of good repair, in order to support its use of information technology, and ensure business requirements are met and operations continue uninterrupted.

The Service has an installed base of 332 physical servers as part of its computing infrastructure. These servers provide the core computing resources linking all workstations with local services, centralized information repositories and external agencies (such as the Royal Canadian Mounted Police). As well, these servers form the basis of the Service's security and network management systems.

The Service technology strategy for computing server hardware and software is based on an "open" and standards based architecture. An "open" and standards based architecture provides the necessary flexibility to allow multiple third party vendor applications to integrate. The selection of Lenovo X-Series Intel based servers and IBM P-Series Unix-AIX based server platform replacement programs meet the demands for information technology and services for daily policing and support activities.

The current vendor of record agreements for acquisition of server hardware equipment, hardware and software maintenance and ad hoc professional services expire on December 31, 2015.

The purpose of this report is to establish vendors of record for the acquisition of required computer server hardware, software and components, as well as hardware and software maintenance and professional services.

Discussion:

On July 7, 2015, a Request for Proposal (RFP) (#1154446-15) was issued by the Service's Purchasing Support Services unit to select a vendor(s) of record for the acquisition and maintenance of IBM P-Series Unix-AIX based servers, Lenovo X-Series Intel based servers, related server hardware, related server software, and technical consulting and training in support of the Service's information systems technology strategy.

RFP Process:

Respondents had the option to submit responses to all or selected components of this RFP. These components are:

- Acquisition
 - IBM Hardware, Storage and Rack
 - Lenovo X-Series Hardware
 - IBM Software
- Maintenance – IBM Hardware
- Maintenance – Lenovo Hardware
- Maintenance – IBM Software
- Professional Services

The RFP was intended to identify a vendor(s) who:

- can provide the breadth of new technology, support and services that are required by the Service, and at competitive rates;
- is an authorized reseller of IBM equipment and capable of providing timely supply of equipment, software and services; and
- is capable of assisting the Service with the challenges of implementation, operation and support of a complex environment.

Responses to the various equipment, maintenance and services requested in the RFP, were to be provided based on a five year contract.

The criteria and weighting for the evaluation of the proposals were as follows:

- Proponent Stability (20%)
- Proponent's Record of Performance (20%)
- Understanding of Requirements (20%)
- Value Added Services (10%); and
- Cost (30%).

The RFP process resulted in two responses to the various components of the RFP from:

- IBM Canada Ltd; and
- OnX Enterprise Solutions.

Proposal Evaluation Process:

The responses to the components of the RFP were reviewed and evaluated by an evaluation team comprised of Information Technology Services staff.

Details on the results of each component of the RFP are provided below.

Acquisition of Hardware, Software and Server Components:

The RFP requested costs for representative configurations of hardware, software and components in common use by the Service. The actual configurations to be purchased are dependent on project requirements and budget approvals. Additionally, operational needs and requirements in maintaining server hardware in a state of good repair will require purchases of components such as disk, memory and other component upgrades to meet the demands of information technology and services for daily policing and support activities. The proposals were evaluated based on the ability to configure and provide a reliable source of server equipment.

OnX Enterprise Solutions provided the only compliant proposal for this component. Based on the evaluation and compliance at each of the RFP stages in the process, the submission from OnX Enterprise Solutions met all the requirements specified.

OnX Enterprise Solutions is therefore being recommended as the vendor of record for the supply of this equipment for the five year period beginning January 1, 2016.

Software Maintenance and Upgrade Protection for Installed Equipment:

The RFP requested costs for the maintenance of software and upgrade protection for all existing components of the Service's infrastructure.

Only one compliant proposal from OnX Enterprise Solutions was received for this component. Based on the evaluation and compliance with each of the RFP stages in the process, the submission from OnX Enterprise Solutions met all the specified requirements.

OnX Enterprise Solutions is therefore being recommended as the vendor of record for the supply of software maintenance for the five year period beginning January 1, 2016, at an estimated cost of approximately \$2.7M in 2016; \$2.8M in 2017; \$2.9M in 2018; \$3.1M in 2019; and \$3.2M in 2020.

Professional Technical Services:

The Service requires ad hoc technical services to analyse and resolve complex problems as they arise in the server infrastructure. These technical services require an in-depth knowledge of the system software components.

OnX Enterprise Solutions provided the only compliant proposal for this component. Based on the evaluation and compliance at each of the RFP stages in the process, the submission from OnX Enterprise Solutions met all the specified requirements.

OnX Enterprise Solutions is therefore being recommended as the vendor of record for these professional technical services.

Hardware Maintenance and Related Services for Installed Equipment:

The RFP requested costs for the maintenance of hardware.

IBM Canada Ltd. Provided the only compliant proposal for this component. Based on the evaluation and compliance of each of the RFP stages in the process, the submission from IBM met all the specified requirements.

IBM Canada Ltd. is therefore being recommended as the vendor of record for the supply of hardware maintenance for IBM and Lenovo hardware equipment for a five year term commencing on January 1, 2016, at an estimated cost of approximately \$1.2M in 2016; \$1.4M in 2017; \$1.4M in 2018; \$1.4M in 2019; and \$1.4M in 2020.

Conclusion:

This report requests approval for the selection of vendors of record for the supply of computer server hardware, software and components, software maintenance and upgrade protection, hardware maintenance, and ad hoc professional technical services required.

Following the completion of a competitive process, the Service is recommending that OnX Enterprise Solutions be approved as the vendor of record for the supply of server equipment, software and components, software maintenance and professional technical services for a five year period ending on December 31, 2020. IBM Canada is being recommended as the vendor of record for hardware maintenance for a five year period ending on December 31, 2020.

Managing the server lifecycle replacement program along with the related hardware and software services required is a complex process, as equipment is continually added, deleted, consolidated and replaced. It is therefore important that the procurement of this equipment and related services are aligned with the Service's lifecycle and IT business resumption replacement program. Funding for professional technical services, hardware and software maintenance for the five year period will be included in the Service's annual operating budget requests.

The five year term for this vendor of record agreement avoids the need to conduct a formal RFP process annually and reduces administration and time required in this regard. The agreements with OnX Enterprise Solutions are non-exclusive, and processes will therefore be incorporated into the management of the agreement to ensure the Service continually receives competitive pricing during the term of the agreement.

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

The Board approved the foregoing report.

Moved by: C. Lee

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2015**

**#P265. EXTENSION OF MOTOROLA VENDOR OF RECORD FOR VOICE
RADIOS**

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

Subject: EXTENSION OF MOTOROLA VENDOR OF RECORD VOICE RADIOS

Recommendation(s):

It is recommended that:

- (1) the Board approve Motorola Solutions Canada Inc. as the vendor of record for the provision of mobile, handheld radios and all related parts, hardware, software and professional services for the operations of the Toronto Police Service for a one year period commencing January 1, 2016 and ending December 31, 2016;
- (2) the Board authorize the Chair to execute all required agreements and related documents on behalf of the Board, subject to approval by the City Solicitor as to form.

Financial Implications:

The Toronto Police Service (Service) owns and maintains approximately 5000 radios to enable its policing operations. This number includes mobile and portable/handheld radios. To ensure the on-going performance of this equipment, the Service requires a vendor to purchase replacement or additional mobile and portable radios, as well as related professional and technical radio services, radio management software, parts and materials to maintain and repair existing radios. The annual cost to meet these requirements is approximately \$475,000 and funds for this purpose are provided for in the Service's 2016 operating budget request.

Additional radios have not been requested at this time. However, replacement or additional radios subject to budget approvals may be required during this period.

Background/Purpose:

The City of Toronto Radio Infrastructure Project (TRIP) provides critical operational voice communications for all units of the Service, as well as for Toronto Fire Service (TFS) and Toronto Emergency Medical Services (TEMS). The approximately 5000 Motorola mobile/portable radio units and associated Motorola infrastructure system were supplied by Motorola and are maintained by the Service's Telecommunications Services Unit (TSU).

TSU is trained and authorized as a Motorola Service Centre in support of the current voice radios and provides repair and support services for the radio units through the Service.

At its meeting on October 15, 2012, the Board approved Motorola Canada Inc. (Motorola) as the vendor of record for the provision of mobile, handheld radios and all related parts, hardware, software and professional services for the operations of the Service for a three year period commencing January 1, 2013 and ending December 31, 2015 (Min. No. P257/12 refers). Replacement parts and materials are only available through Motorola and the agreement provides for the best in market discount on all material procured by the Service.

The purpose of this report is to establish a new one-year vendor of record agreement for mobile/portable radios and related parts, equipment and services.

Discussion:

On August 14, 2014, the Board approved Motorola as the vendor of record for the provision of radio and voice logging infrastructure and all related parts, hardware, software and professional services for a period of 15 years commencing September 1, 2014 to August 31, 2029. (Min. No. P186/14 refers). This contract does not provide for the support and supply of the required goods and services necessary for the continued operation and lifecycle of the mobile and portable radios used by the Service. The radio infrastructure completed by TRIP in 2015 is a non-proprietary Association of Public-Safety Communications Officials (APCO) Project 25 (P25) standards based system allowing the operation of any P25 standard radio on the system.

The next radio replacement lifecycle is planned to start in 2016 (replacing the radios purchased in 2006) and will be performed using the vendor(s) selected through a competitive procurement process. Due to the extensive scope and technical detail required to perform this Request for Proposal (RFP), the vendor(s) selection is not expected to be completed until late 2016. Until the RFP is completed and a contract awarded, the Service requires Motorola replacement parts and services and potentially additional Motorola radios to meet special ad hoc requirements or replacements. Motorola is therefore required as the sole source vendor to meet those requirements until the completion of the competitive process.

Conclusion:

The Service currently has only Motorola mobile and portable radios in its operations and therefore can only buy replacement parts, equipment and services from Motorola. It is recommended that Motorola be authorized as the vendor of record for radios and related parts, equipment and professional services from January 1, 2016 to December 31, 2016. An RFP process will be completed and a contract awarded for this equipment and services in late 2016, for the acquisition of radios and related parts in 2017 and beyond.

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

The Board approved the foregoing report.

Moved by: D. Noria

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2015**

**#P266. SPECIAL CONSTABLES: RE-APPOINTMENTS: UNIVERSITY OF
TORONTO – ST. GEORGE CAMPUS**

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

Subject: SPECIAL CONSTABLES: RE-APPOINTMENTS:
UNIVERSITY OF TORONTO, ST. GEORGE CAMPUS

Recommendation:

It is recommended that the Board approve the appointments and re-appointments of the individuals listed in this report as special constables for the Toronto Transit Commission, the Toronto Community Housing Corporation and the University of Toronto, St. George 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 to re-appoint the following individuals as special constables:

Agency	Name
U of T, St. George Campus	Salvatore D'Angelo
U of T, St. George Campus	Alan Truong
U of T, St. George Campus	George Noel Hall

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, St. George Campus	34	31

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: D. Noria

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2015**

**#P267. NEW JOB DESCRIPTION: AFIS SUPERVISOR, FORENSIC
IDENTIFICATION SERVICES**

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

Subject: NEW JOB DESCRIPTION IN SPECIALIZED CRIMINAL INVESTIGATIONS,
FORENSIC IDENTIFICATION SERVICES - AFIS SUPERVISOR

Recommendation:

It is recommended that the Board approve the attached new civilian job description and classification for the position of AFIS (Automated Forensic Identification System) Supervisor, Specialized Criminal Investigations, Forensic Identification Services (A13012).

Financial Implications:

The Chief's Internal Organizational Review (CIOR) recommended the civilianization of a Detective Sergeant position within Forensic Identification Services (FIS). The 2014 operating budget included the impact of this initiative and reflected a reduction of one uniform position to the Service's approved establishment and the addition of one civilian position. The recommended AFIS Supervisor position is classified as an A13 (35 hour) with an annual salary of \$101,040 to \$117,927 (effective January 1, 2015). The initial savings from civilianizing this position is approximately \$24,000 per annum, as compared with the uniform Detective Sergeant. Even after progression to the maximum of the AFIS Supervisor salary scale, and taking into account the uniform retention pay, there will still be a savings of approximately \$7,000 per annum.

Background/Purpose:

In March 2013, the following three recommendations for civilianization at FIS were approved for implementation by the CIOR Steering Committee:

- civilianization of the laboratory constable positions;
- civilianization of the property constable position; and
- civilianization of the AFIS Detective Sergeant position.

On February 13, 2014, the Board approved the job descriptions and classifications for the positions of Laboratory Specialist (A10053) and Property & Equipment Clerk (A05207) (Min. No. P31/14 refers). The civilianization of the AFIS position was planned for 2015. A job description for a new AFIS Supervisor, Specialized Criminal Investigations, Forensic Identification Services position is now being recommended. As this is a new position, Board approval is required.

Discussion:

The member who previously held the AFIS Detective Sergeant position has recently retired and the position is currently vacant. Upon approval of the Board, FIS will replace the Detective Sergeant position with the civilian AFIS Supervisor, Specialized Criminal Investigations, FIS, A13 (35 hour) position. This position oversees the AFIS System Administrator, Senior Fingerprint Examiners, Fingerprint Examiners, and Clerks. It also oversees the Mugshot and Quality Control Group Leader, the Scenes of Crime Officer (SOCO) Case Manager, the Document section, and the DNA Coordinator. All of the positions within the AFIS section are currently civilians ranging in classification levels from A04 to A11. The civilianization of the AFIS Detective Sergeant position provides a natural progression for these civilian positions within this section of AFIS.

The new job description for the AFIS Supervisor, Specialized Criminal Investigations, Forensic Identification Services is attached. The position has been evaluated using the Service's job evaluation plan and has been determined to be a Class A13 (35 hour) position within the Unit A Collective Agreement. The current salary range for this position is \$101,040 to \$117,927 per annum effective January 1, 2015.

Conclusion:

It is hereby recommended that the Board approve the job description and classification for the position of AFIS Supervisor, Specialized Criminal Investigations, Forensic Identification Services (A13012). Subject to Board approval, the Toronto Police Association will be notified accordingly, as required by the collective agreement and this position will be staffed in accordance with established procedure.

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

The Board approved the foregoing report.

Moved by: C. Lee



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points: 609
Pay Class: A13

JOB TITLE:	AFIS Supervisor	JOB NO.:	A13012
BRANCH:	Specialized Operations Command – Detective Operations	SUPERSEDES:	NEW
UNIT:	Specialized Criminal Investigations	HOURS OF WORK:	35 SHIFTS: 1
SECTION:	Forensic Identification Services	NO. OF INCUMBENTS IN THIS JOB:	1
REPORTS TO:	Staff Inspector	DATE PREPARED:	2015.09.02

SUMMARY OF FUNCTION:

Supervises approximately 28 members within the AFIS (Automated Fingerprint Identification System) section. Ensures that members are properly trained. Liaises with outside organizations including police agencies and equipment vendors.

DIRECTION EXERCISED:

Directly supervises the AFIS System Administrator, Senior Fingerprint Examiners, Training & Quality Control Coordinator, DNA Coordinator, Fingerprint Examiner (Document Section) and the SOCO (Scenes of Crime Officers) Case Manager.

MACHINES AND EQUIPMENT USED:

TPS workstation with associated software, Livescans, TPS and RCMP (Royal Canadian Mounted Police) AFIS, digital cameras, lab equipment and chemicals for the development of fingerprints on paper and other office equipment as required.

DUTIES AND RESPONSIBILITIES:

1. Supervises, evaluates and oversees the training requirements of members within the AFIS section and the DNA Coordinator.
2. Authorizes all Time Resource Management System (TRMS) entries for the section; approves members' callbacks, vacation, courses, time off etc.
3. Serves as inter-departmental and inter-agency liaison between the AFIS section and internal units within the Service such as Court Services, Records Management Services and external agencies such as Centre of Forensic Sciences (CFS), the RCMP and vendors with respect to DNA practices and training, DNA, criminal records issues, vulnerable sector checks, interoperability between systems and pilot projects.
4. Manages the testing of members in the examination and identification of fingerprints recovered at crime scenes.
5. Participates in the selection process and provides recommendations.
6. Develops the budget and monitors expenditures for the AFIS section.
7. Ensures all AFIS systems are compliant with the current RCMP Interface Control Document (ICD) and researches new software programs (i.e. facial or tattoo recognition). Prepares business cases for system upgrades and new initiatives when required.
8. Approves fingerprint and footwear charts for court; presents expert testimony in court.
9. Provides advice and opinions to management and police officers regarding AFIS, trends on collecting forensic evidence, section systems and expert fingerprint testimony.

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points: 609
Pay Class: A13

JOB TITLE:	AFIS Supervisor	JOB NO.:	A13012
BRANCH:	Specialized Operations Command – Detective Operations	SUPERSEDES:	NEW
UNIT:	Specialized Criminal Investigations	HOURS OF WORK:	35 SHIFTS: 1
SECTION:	Forensic Identification Services	NO. OF INCUMBENTS IN THIS JOB:	1
REPORTS TO:	Staff Inspector	DATE PREPARED:	2015.09.02

DUTIES AND RESPONSIBILITIES: (cont'd)

10. Renders final decisions for difficult fingerprint identifications. Performs the duties of a Fingerprint Examiner as required.
11. Receives and resolves support issues for AFIS and Livescans.
12. Manages the document laboratory by monitoring the supply and storage of chemicals and ensuring equipment is operational and updated. Ensures booking equipment is installed and operational in all applicable units.
13. Oversees the fingerprint and photograph training for bookers and Headquarters staff. Assists in booker training as required.
14. Performs the duties of the technical coordinator for the unit.
15. Represents the Forensic Identification Services unit at RCMP Real Time Identification (RTID) meetings and vendor/Identification conferences.
16. Performs all other duties, functions and assignments inherent to the position.

.../2

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2015**

**#P268. RESPONSE TO BOARD'S RECOMMENDATION TO IMPROVE THE
TIMELINESS OF INVESTIGATIONS CONDUCTED BY THE SPECIAL
INVESTIGATIONS UNIT**

The Board was in receipt of correspondence dated September 22, 2015 from Ali Arlani, Assistant Deputy Attorney General, Agency and Tribunal Division, Ministry of the Attorney General, containing a response to the Board's recommendation to improve the timeliness of investigations conducted by the Special Investigations Unit. A copy of the correspondence is appended to this Minute for information.

The Board received the foregoing correspondence.

Moved by: J. Tory

Ministry of the
Attorney General

Office of the Assistant Deputy
Attorney General

Agency and Tribunal Relations
Division

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720 Bay Street
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Ministère du
Procureur général

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Division des relations avec les
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Our Reference#: MC-2015-5494

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

SEP 2 2 2015

Dear Mr. Pringle:

Thank you for your letter to the Ministry of the Attorney General regarding the OAPSB Emergency Resolution regarding adequate resourcing of the Special Investigations Unit (SIU). Your correspondence has been forwarded to the Agency and Tribunal Relations Division of the Ministry for response.

I appreciate the consideration your membership has given to this matter. Our ministry always welcomes feedback from our partners on ways to improve the justice system and we will give your resolution careful review.

It's important to note that Ontario has a history of leadership when it comes to police oversight. For example, we were the first jurisdiction in Canada to have a completely independent civilian organization to investigate every serious injury, death or allegation of sexual assault stemming from police work.

As you are aware, the SIU is an arms-length organization that has the independent authority to conduct criminal investigations and make decisions without interference from government. The ministry works with the SIU and all of our agencies to ensure they have the appropriate resources needed to fulfill their mandates.

We will continue to work with our police oversight bodies to maintain the integrity and effectiveness of the system, and to further advance Ontario's leadership in the area of police oversight.

Once again, thank you for taking the time to contact the Ministry.

Sincerely,

A handwritten signature in black ink, appearing to read "Ali Arlani". The signature is written in a cursive, flowing style.

Ali Arlani
Assistant Deputy Attorney General
Agency and Tribunal Relations Division

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2015**

**#P269. BODY-WORN CAMERA PILOT PROJECT – MONTHLY REPORT –
OCTOBER 2015**

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

Subject: BODY WORN CAMERA PILOT PROJECT: OCTOBER 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 motions:

- (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 Wednesday, September 23, 2015, Staff Superintendent Tom Russell and Inspector Michael Barsky presented an overview of the BWC pilot project to the Toronto Police Services Board Chair Andrew Pringle and Member Dr. Dhun Noria.

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 (Integrays).

Emerging Patterns:

There is a general pattern emerging and indicates that the police officers participating in the project are actively engaged and utilizing the BWC equipment as trained. Additionally, members of the public, having had contact with officers utilizing the cameras, are generally accepting and supportive of the program. As of October 2, 2015, the total number of videos recorded was 11,975.

Member Feedback:

On Thursday October 1, 2015, Staff Superintendent Russell, Inspector Barsky and Staff Sergeant Gibson met with the Staff Sergeant, Sergeants and officers of 43 Division's Community Response Unit (CRU), to discuss their general experience and any issues that have arisen during the pilot.

A number of topics were discussed relating to the officers' experience with using the BWC equipment. This included technical features of the equipment, the training they had received for the project and an impression of the impact that the BWC has had on daily operations. Further, there was also general feedback received from the officers on the program and also a sharing of information to answer any questions.

During this session, the officers reported experiencing minor technical issues with the camera equipment. They emphasized that all technical issues that have arisen to date had been immediately addressed by the IT members involved in the pilot, and supported by the Service's Help Desk.

With respect to daily operations, officers expressed a positive experience with using the cameras and indicated that the training delivered has been an appropriate support based on their experience with the cameras to this point in the pilot. Further, the officers have experienced a general acceptance of the BWCs when interacting with members of the public.

Future meetings are being scheduled with the officers participating in the other units; 55 Division, TAVIS Rapid Response Team and Traffic Services.

Community Response:

A survey was delivered to 20,000 randomly selected homes and businesses in Divisions 43 and 55 (pilot divisions) in April 2015. This survey will be repeated in 2016. This survey will assist in the evaluation of the success of the pilot project. Additionally, a link to a similar survey has been posted on the Service's BWC website for ongoing community input during the pilot.

That link can be accessed at: <http://www.torontopolice.on.ca/bodyworncameras>.

Surveys are currently being prepared by Strategy Management - Strategic Planning to be sent out to members of the public who have had contact with officers wearing cameras. An on-line version of the contact survey is being prepared that will be put up on the BWC page of the Service's website.

Conclusion:

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.

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 OCTOBER 19, 2015**

**#P270. 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 de-stigmatize 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.

The Board deferred the foregoing report to its November 12, 2015 meeting in order to provide the public with an opportunity to deliver depositions on this matter, if they should wish to do so.

Moved by: C. Lee

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 <ol 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 & Deinfestation (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</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) 	

2. Planning				
	Level		Findings	Comments
a defined data collection process that respects privacy requirements.			<ul style="list-style-type: none"> • SP 08-13 Workplace Accommodation-Medical (Confidentiality) 	
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.	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.
2.5 The organization makes use of multiple sources of data in their planning process.	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.
2.6 The data collection process must ensure that privacy is protected by removal of personal identifiers and aggregation of data.	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) 	
2.7 The organization must develop, implement, and maintain a risk management process that includes:	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) 	<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

2. Planning				
	Level		Findings	Comments
<ul style="list-style-type: none"> hazard identification and processes to eliminate hazards where possible; 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 08-06 Hazardous Materials, Decontamination & Deinfestation (Rationale, Procedure) 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 	management.
<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; 	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) 	<ul style="list-style-type: none"> Currently being assessed in this review.

2. Planning				
	Level		Findings	Comments
<ul style="list-style-type: none"> • clear leadership and expectations; • civility and respect; • psychological job demands; • growth and development; • 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"> • 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 • 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) 	<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

2. Planning				
	Level		Findings	Comments
			<ul style="list-style-type: none"> • 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) 	specialized units.
<p>2.11 The organization must consider the unique needs of a diverse population and solicit input when these needs are relevant to achieving the goals of this Standard.</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, 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, 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) 	

2. Planning				
	Level		Findings	Comments
<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>	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 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 De-infestation (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) • 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</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, 	

2. Planning				
	Level		Findings	Comments
internally or externally when needed.			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, 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)	
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.	A&B		• 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)	

2. Planning				
	Level		Findings	Comments
			<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 08-08 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>	A		<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) • SP 08-10 External Threats Against Service Members (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.

2. Planning				
	Level		Findings	Comments
			<ul style="list-style-type: none"> • 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 	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.

2. Planning				
	Level		Findings	Comments
<p>been identified;</p> <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</p> <p>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</p> <p>The organization must establish and maintain a plan for achieving its objectives and targets, including:</p>	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

2. Planning				
	Level		Findings	Comments
<ul style="list-style-type: none"> • designation of responsibility for achieving objectives and targets; and • identification of the means and time-frame within which the objectives and targets are to be achieved. 				Director of HR
<p>2.19 The organization must establish, implement, and maintain a system to manage changes that can affect psychological health and safety.</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 08-08 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) 	<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

2. Planning				
	Level		Findings	Comments
			<ul style="list-style-type: none"> • SP 08-13 Workplace Accommodation-Medical (Rationale, Procedure) 	
<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 representatives; and • support as necessary to assist workers in adapting to changes. 	B		<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) • SP 08-13 Workplace Accommodation-Medical (Rationale) 	<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

3. Implementation and Operations				
	Level		Findings	Comments
<p>3.1 The organization must provide and sustain the infrastructure and resources needed to achieve conformity with this Standard.</p>	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 	

3. Implementation and Operations				
	Level		Findings	Comments
			<p>TPS and up to two relatives of Service members impacted by mental health.</p> <ul style="list-style-type: none"> • 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) 	
<p>3.2 The organization should recognize that:</p> <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 	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 • 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 	<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"> 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"> 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) 	
<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</p>	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, 	<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

3. Implementation and Operations				
	Level		Findings	Comments
<p>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 • implementing processes to respond to and provide support for issues that can impact psychological health and other factors, e.g. personal factors 			<p>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 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) • 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) 	management.
<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 	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) 	<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>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.</p> <ul style="list-style-type: none"> • ensure stakeholder education, awareness, and understanding of the nature and dynamics of stigma, psychological illness, safety and health • 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 			<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 08-08 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)Wellness Program • Internal Support Network (ISN) • Toronto Police Amateur Athletic Association (TPAAA) 	

3. Implementation and Operations				
	Level		Findings	Comments
<p>processes.</p> <ul style="list-style-type: none"> 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>3.6</p> <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 08-01 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 08-08 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 	<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

3. Implementation and Operations				
	Level		Findings	Comments
			Harassment Prevention <ul style="list-style-type: none"> • TPSB Workplace Violence Prevention • TPSB Occupational Health and Safety • TPSB Human Rights • Wellness Program • Internal Support Network (ISN) • Toronto Police Amateur Athletic Association (TPAAA) 	
3.7 The organization must establish: <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 	<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>TPS and up to two relatives of Service members impacted by mental health</p> <ul style="list-style-type: none"> • TPSB Policy - Equal Opportunity, Discrimination and Workplace Harassment Prevention • TPSB Policy - Workplace Violence Prevention • TPSB Policy - Occupational Health and Safety • TPSB Policy - Human Rights • Various OHS related courses at TPC 	
<p>3.8 The organization must establish and sustain processes that ensure confidentiality and privacy rights are respected and protected</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>3.9 The organization must establish and sustain ongoing resources to:</p> <ul style="list-style-type: none"> • determine expectations and minimum requirements of workers and in particular those in leadership roles 	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 	<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
(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			<ul style="list-style-type: none"> • 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, Procedure) • 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>3.10</p> <p>The organization should establish and sustain processes to:</p> <ul style="list-style-type: none"> • provide accessible coaching and supports as required, recognizing the potential complexities of psychological health 	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 	<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>and safety situations, the unique needs of the individuals affected, and the skills needed</p> <p>and</p> <ul style="list-style-type: none"> • assess and address competence of those in leadership roles specific to Item 3.9. 			<ul style="list-style-type: none"> • 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) 	
<p>3.11</p> <p>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 	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 	

3. Implementation and Operations				
	Level		Findings	Comments
<p>for key personnel involved in critical event response; and</p> <ul style="list-style-type: none"> • ensure there are opportunities for debriefing and for revising guidelines for critical events as applicable. 				
<p>3.12 The organization must establish and sustain 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 	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, Traumatic Critical Incident Mitigation Process, Post Incident Firearms Exposure Session, Appendix “B”) • SP 08-09 Workplace Safety (Rationale, Procedure) • SP 08-11 Workplace Violence (Rationale, Procedure) • SP 08-12 Workplace Harassment (Rationale, Procedure) 	

3. Implementation and Operations				
	Level		Findings	Comments
opportunities for reviewing and for revising guidelines for critical events as applicable.				
<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 procedures must include: <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 	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 (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 08-09 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
<p>consequences of work-related psychological injuries, illnesses, acute traumatic events, chronic stressors, fatalities (including suicides), attempted suicides, and psychological health and safety incidents;</p> <ul style="list-style-type: none"> the identification of the immediate and underlying cause(s) of such incidents and the implementation of recommended corrective and preventive actions; an assessment of effectiveness of any preventive and corrective actions taken. 				
<p>3.14 Work-related psychological health and safety incident investigations should:</p>	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 	<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"> • 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 involved parties, and other relevant legislation. 			<ul style="list-style-type: none"> • 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) 	
<p>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.</p>	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) 	<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"> • SP 08-12 Workplace Harassment (Rationale, Procedure) 	
<p>3.16 Recommendations must be developed and, along with the investigation's results, must be communicated to the workplace parties.</p>	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.
<p>3.17 Recommendations must form the basis of corrective action and must be included in the management review process and contribute to the continual improvement of the PHSMS.</p>	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) • 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.
<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 	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. 	

3. Implementation and Operations				
	Level		Findings	Comments
safety of the organization's workers; and • address any issues or concerns identified				

4. Evaluation and Corrective Action				
	Level		Findings	Comments
4.1 The organization must establish and maintain procedures to monitor, measure, and record psychological health and safety and the effectiveness of the PHSMS, respecting the confidentiality and privacy of all individuals.	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 (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) • Analysis of Service absentee data • Analysis of members' use of Service benefits 	<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.
4.2 The organization must	A			Currently being assessed in this review.

4. Evaluation and Corrective Action				
	Level		Findings	Comments
assess organizational conformance to this Standard, including an evaluation of the processes associated with the implementation of this Standard.				
<p>4.3</p> <p>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 performance and results; • 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 	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
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 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. 	A		<ul style="list-style-type: none"> • The Service applies established audit and evaluation processes to the units and functions that currently exist • 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- 	<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 report.

4. Evaluation and Corrective Action				
	Level		Findings	Comments
<p>environmental, physical, job requirement, staffing levels);</p> <ul style="list-style-type: none"> • 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 			<p>LOCAL AND CENTRAL JHSC)</p> <ul style="list-style-type: none"> • 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>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 	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.

4. Evaluation and Corrective Action				
	Level		Findings	Comments
<ul style="list-style-type: none"> is effectively implemented and maintained. 				
<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 corrective action plan must be documented and communicated to affected workplace parties, including workers and worker representatives, and those responsible for corrective action.</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 the Iacobucci Report Rec #39. 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,</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.

4. Evaluation and Corrective Action				
	Level		Findings	Comments
and the analysis of results.				
<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> <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 	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 (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"> • While the Service does not have a consolidated psychological health and safety process; there are numerous programs and committees in place that deal with hazard/risk identification and risk management.

4. Evaluation and Corrective Action				
	Level		Findings	Comments
ensure their effective implementation; and				
<ul style="list-style-type: none"> implement initiatives to prevent recurrence of hazards 				

5. Management Review				
	Level		Findings	Comments
5.1 The organization must establish and maintain a process to conduct scheduled management reviews of the PHSMS, including: <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 			<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.

5. Management Review				
	Level		Findings	Comments
considered significant; and organizational and other reporting requirements.				
5.2 The review process should address the degree to which the goals of a psychologically healthy and safe workplace are being achieved	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.
5.3 The outcome of the review process must include: <ul style="list-style-type: none"> • OPPORTUNITIES FOR IMPROVEMENT AND, WHERE DEFICIENCIES/VARIANCES ARE IDENTIFIED, CORRECTIVE ACTIONS TO BE IMPLEMENTED; • REVIEW AND UPDATE OF 	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

5. Management Review

	Level		Findings	Comments
<p>THE ORGANIZATIONAL POLICIES AND PROCEDURES SPECIFIC TO OR RELATED TO THE PHSMS;</p> <ul style="list-style-type: none">• REVIEW AND UPDATE OF OBJECTIVES, TARGETS, AND ACTION PLANS; AND• Communications opportunities to enhance understanding and application of results.				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 OCTOBER 19, 2015**

**#P271. MOTION FROM TORONTO CITY COUNCIL – INTERIM POVERTY
REDUCTION STRATEGY**

The Board was in receipt of the following report October 09, 2015 from Andy Pringle, Chair:

Subject: MOTION FROM TORONTO CITY COUNCIL – INTERIM POVERTY
REDUCTION STRATEGY

Recommendation:

It is recommended that the Board determine how it wishes to respond to the Council's request that the Board consider service implications and roles in driving systemic change at the City to reduce poverty and report to the City Manager on these issues in time for inclusion into the final Poverty Reduction Strategy in Fall 2015.

Financial Implications:

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

Background/Purpose:

Toronto City Council, at its meeting of July 7, 8 and 9, 2015, adopted Item 7.2, "TO Prosperity: Interim Poverty Reduction Strategy."

Discussion:

Toronto City Council has forwarded this item to the Board, among others, with the request that the Board consider service implications and roles in driving systemic change at the City to reduce poverty and to report to the City Manager on these issues in time for inclusion into the final Poverty Reduction Strategy in Fall 2015.

The report is attached for your information.

Conclusion:

Therefore, it is recommended that the Board determine how it wishes to respond to the Council's request that the Board consider service implications and roles in driving systemic change at the City to reduce poverty and report to the City Manager on these issues in time for inclusion into the final Poverty Reduction Strategy in Fall 2015.

The Board deferred the foregoing report to its December 17, 2015 meeting in order to provide the public with an opportunity to deliver deputations on this matter, if they should wish to do so.

Moved by: J. Tory



Ulli S. Watkiss
City Clerk

City Clerk's Office

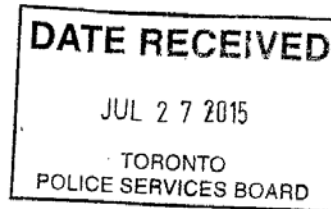
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In reply please quote:
Ref.: 15-EX7.2

July 20, 2015

Dr. Alok Mukherjee
Chair
Toronto Police Services Board
40 College Street
Toronto, Ontario M5G 2J3



Dear Dr. Mukherjee:

**Subject: Executive Committee Item 7.2
TO Prosperity - Interim Poverty Reduction Strategy (Ward All)**

City Council on July 7, 8 and 9, 2015, adopted this Item as amended, and in so doing, has forwarded TO Prosperity: Interim Poverty Reduction Strategy, as outlined in Attachment A to the report (June 16, 2015) from the Acting City Manager, the Deputy City Manager, Cluster A, the Acting Deputy City Manager, Cluster B and the Deputy City Manager and Chief Financial Officer to the Toronto Police Services Board, with the request that the Board consider service implications and roles in driving systemic change at the City to reduce poverty and to report to the City Manager on these issues in time for inclusion into the final Poverty Reduction Strategy in Fall 2015.

Yours truly,

for City Clerk

M. Toft/sb

Attachment

- Sent to: Budget Committee
Community Development and Recreation Committee
Economic Development Committee
Government Management Committee
Licensing and Standards Committee
Parks and Environment Committee
Planning and Growth Management Committee
Public Works and Infrastructure Committee
Board of Health
City Librarian, Toronto Public Library
Chief Executive Officer, Toronto Transit Commission
Chair, Toronto Police Services Board
Medical Officer of Health
All Interested Parties
- c. City Manager
-

Executive Committee

EX7.2		Amended		Ward:All
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TO Prosperity - Interim Poverty Reduction Strategy

City Council Decision

City Council on July 7, 8 and 9, 2015, adopted the following:

1. City Council endorse as a moral imperative the goal of preventing and reducing poverty and ensuring that we allocate the resources to achieve these goals.
2. City Council adopt the vision and objectives for TO Prosperity: Interim Poverty Reduction Strategy, as outlined in Attachment A to the report (June 16, 2015) from the Acting City Manager, the Deputy City Manager, Cluster A, the Acting Deputy City Manager, Cluster B and the Deputy City Manager and Chief Financial Officer.
3. City Council adopt in principle the interim strategy, TO Prosperity: Interim Poverty Reduction Strategy, as outlined in Attachment A to the report (June 16, 2015) from the Acting City Manager, the Deputy City Manager, Cluster A, the Acting Deputy City Manager, Cluster B and the Deputy City Manager and Chief Financial Officer.
4. City Council request the City Manager to:
 - a. consult with communities most affected by poverty and key partners in community agencies, business and labour, and other institutions on TO Prosperity: Interim Poverty Reduction Strategy, as outlined in Attachment A to the report (June 16, 2015) from the Acting City Manager, the Deputy City Manager, Cluster A, the Acting Deputy City Manager, Cluster B and the Deputy City Manager and Chief Financial Officer.
 - b. refine the Actions in the Interim Poverty Reduction Strategy with progress measures, action leads, timeframes and financial implications; and
 - c. report back to City Council, through the Executive Committee, with a finalized Poverty Reduction Strategy, including implementation details, in the Fall of 2015.
5. City Council forward TO Prosperity: Interim Poverty Reduction Strategy, as outlined in Attachment A to the report (June 16, 2015) from the Acting City Manager, the Deputy City Manager, Cluster A, the Acting Deputy City Manager, Cluster B and the Deputy City Manager and Chief Financial Officer to the Board of Health, Toronto Public Library Board, Toronto Transit Commission Board and Toronto Police Services Board, with the request that they consider service implications and roles in driving systemic change at the City to reduce poverty and to report to the City Manager on these issues in time for inclusion into the final Poverty Reduction Strategy in Fall 2015.

6. City Council forward TO Prosperity: Interim Poverty Reduction Strategy, as outlined in Attachment A to the report (June 16, 2015) from the Acting City Manager, the Deputy City Manager, Cluster A, the Acting Deputy City Manager, Cluster B and the Deputy City Manager and Chief Financial Officer to the Standing Committees and the Budget Committee for additional consideration of service level implications for the 2016 Capital and Operating Budget and for subsequent years' budgets.

7. City Council request the Deputy City Manager and Chief Financial Officer, in consultation with the General Manager, Economic Development and Culture to report to the Economic Development Committee, in September 2015, together with the report previously requested in Item ED30.6 on re-designing the vacant commercial and industrial tax relief program to stimulate economic growth, on the legislative and financial implications of eliminating vacancy tax rebates and any required amendments to the Assessment Act as a result.

8. City Council direct the City Manager to forward the Interim Poverty Reduction Strategy to the Ministry of Children and Youth Services; the Ministry of Community and Social Services; the Ministry of Economic Development, Employment and Infrastructure; the Ministry of Intergovernmental Affairs; the Ministry of Municipal Affairs and Housing; the Ministry of Training, Colleges, and Universities; Citizenship and Immigration Canada; Employment and Social Development Canada; and the Privy Council Office for consideration on program and funding alignments.

9. City Council request the City Manager to explore partnership opportunities with the private sector related to poverty reduction and report back Community Development and Recreation Committee alongside the final Poverty Reduction Strategy in Fall 2015.

10. City Council request the City Manager to report with an overview of what the City, its divisions and corporations are currently doing to combat poverty including budget impacts; such review to be reported to the Community Development and Recreation Committee alongside the final Poverty Reduction Strategy.

11. City Council request the Medical Officer of Health, through the Board of Health, to report to the Community Development and Recreation Committee on opportunities and costs for providing eye examinations for school age children in Strong and Emerging neighbourhoods; such report to also include current optometry programs operated by the Toronto Foundation for Student Success and any opportunities for expansion.

Committee Recommendations

The Executive Committee recommends that:

1. City Council endorse as a moral imperative the goal of preventing and reducing poverty and ensuring that we allocate the resources to achieve these goals.

2. City Council adopt the vision and objectives for TO Prosperity: Interim Poverty Reduction Strategy, as outlined in Attachment A to the report (June 16, 2015) from the Acting City Manager, the Deputy City Manager, Cluster A, the Acting Deputy City Manager, Cluster B and the Deputy City Manager and Chief Financial Officer.

3. City Council adopt in principle the interim strategy, TO Prosperity: Interim Poverty Reduction Strategy, as outlined in Attachment A to the report (June 16, 2015) from the Acting City Manager, the Deputy City Manager, Cluster A, the Acting Deputy City Manager, Cluster B and the Deputy City Manager and Chief Financial Officer.

4. City Council request the City Manager to:

- a. consult with communities most affected by poverty and key partners in community agencies, business and labour, and other institutions on TO Prosperity: Interim Poverty Reduction Strategy, as outlined in Attachment A to the report (June 16, 2015) from the Acting City Manager, the Deputy City Manager, Cluster A, the Acting Deputy City Manager, Cluster B and the Deputy City Manager and Chief Financial Officer.
- b. refine the Actions in the Interim Poverty Reduction Strategy with progress measures, action leads, timeframes and financial implications; and
- c. report back to City Council, through the Executive Committee, with a finalized Poverty Reduction Strategy, including implementation details, in the Fall of 2015.

5. City Council forward TO Prosperity: Interim Poverty Reduction Strategy, as outlined in Attachment A to the report (June 16, 2015) from the Acting City Manager, the Deputy City Manager, Cluster A, the Acting Deputy City Manager, Cluster B and the Deputy City Manager and Chief Financial Officer to the Board of Health, Toronto Public Library Board, TTC Board and Toronto Police Services Board, with the request that they consider service implications and roles in driving systemic change at the City to reduce poverty and to report to the City Manager on these issues in time for inclusion into the final Poverty Reduction Strategy in Fall 2015.

6. City Council forward TO Prosperity: Interim Poverty Reduction Strategy, as outlined in Attachment A to the report (June 16, 2015) from the Acting City Manager, the Deputy City Manager, Cluster A, the Acting Deputy City Manager, Cluster B and the Deputy City Manager and Chief Financial Officer to the Standing Committees and the Budget Committee for additional consideration of service level implications for the 2016 Capital and Operating Budget and for subsequent years' budgets.

7. City Council direct the City Manager to forward the Interim Poverty Reduction Strategy to the Ministry of Children and Youth Services; the Ministry of Community and Social Services; the Ministry of Economic Development, Employment and Infrastructure; the Ministry of Intergovernmental Affairs; the Ministry of Municipal Affairs and Housing; the Ministry of Training, Colleges, and Universities; Citizenship and Immigration Canada; Employment and Social Development Canada; and the Privy Council Office for consideration on program and funding alignments.

Committee Decision Advice and Other Information

Councillor Pam McConnell and the Director, Social Policy, Analysis and Research, Social Development, Finance and Administration gave a presentation on TO Prosperity - Interim Poverty Reduction Strategy.

Origin

(June 16, 2015) Report from the Acting City Manager, the Deputy City Manager, Cluster A, the Acting Deputy City Manager, Cluster B and the Deputy City Manager and Chief Financial

Officer

Summary

Recognized internationally as a vibrant and prosperous city of opportunity, Toronto is consistently ranked as a global leader across a range of indicators from competitiveness to livability. However, not all residents enjoy these benefits. Toronto is also the national capital of working poverty, and the provincial capital of income inequality. Despite a number of City strategies, and a range of programs and services, poverty persists and is worsening for many Toronto residents. This trend threatens the long-term success of the city.

In April 2014, City Council unanimously directed the City Manager to develop a Toronto Poverty Reduction Strategy through broad public consultation. Between November 2014 and April 2015, staff and community partners co-led a full-day multi-sector stakeholder dialogue, 10 Days of Dialogue, 101 Community Conversations, and three roundtable discussions with sector experts, which were complemented with two online questionnaires. Torontonians sent one clear message: the conventional pathway to prosperity is broken. Education increasingly does not lead to good jobs, the growing number of precarious jobs do not guarantee stable lives, social services need to adapt to meet people's needs, and eroded income supports do not cover basic necessities.

This report provides an overview of poverty in Toronto, describes the development of the strategy, and outlines a vision, objectives, recommendations and actions. There are limits to how much the City and its local partners can do to address poverty. Nevertheless, this strategy is an unprecedented opportunity to find new ways to do more to alleviate, reduce, and begin to eradicate poverty in Toronto. With this aim, TO Prosperity sets out three complementary objectives: (1) Address Immediate Needs, (2) Create Pathways to Prosperity, and (3) Drive Systemic Change. Actions focus on six areas prioritized by residents in the public consultations: Housing Stability, Access to Services, Food Access, Transportation, Quality Jobs and Living Wages, and Institutional Change.

Background Information (Committee)

(June 16, 2015) Report and Attachment B from the Acting City Manager, the Deputy City Manager Cluster A, the Acting Deputy City Manager Cluster B and the Deputy City Manager and Chief Financial Officer on TO Prosperity - Interim Poverty Reduction Strategy
<http://www.toronto.ca/legdocs/mmis/2015/ex/bgrd/backgroundfile-81607.pdf>
 Attachment A - TO Prosperity: Interim Poverty Reduction Strategy
<http://www.toronto.ca/legdocs/mmis/2015/ex/bgrd/backgroundfile-81653.pdf>
 (June 30, 2015) Presentation on TO Prosperity - Interim Poverty Reduction Strategy
<http://www.toronto.ca/legdocs/mmis/2015/ex/bgrd/backgroundfile-81893.pdf>

Communications (Committee)

(June 17, 2015) E-mail from Alfred Medeiros (EX.Main.EX7.2.1)
 (June 19, 2015) E-mail from Peggy Needham (EX.Main.EX7.2.2)
 (June 22, 2015) E-mail from Janet Elliott (EX.Main.EX7.2.3)
 (June 22, 2015) E-mail from Joanne Cantrill (EX.Main.EX7.2.4)
 (June 23, 2015) Letter from Members of the City of Toronto's Poverty Reduction Strategy Advisory Group (EX.Supp.EX7.2.5)
<http://www.toronto.ca/legdocs/mmis/2015/ex/comm/communicationfile-53741.pdf>
 (June 25, 2015) E-mail from Maleda Mulu (EX.Supp.EX7.2.6)
 (June 25, 2015) E-mail from Katie Dorman (EX.Supp.EX7.2.7)
 (June 25, 2015) E-mail from Najib Safieddine (EX.Supp.EX7.2.8)

(June 26, 2015) E-mail from Kelly Anne Cox (EX.Supp.EX7.2.9)
(June 30, 2015) E-mail from Elis Ziegler, Manager, Toronto Drop In Network (EX.Supp.EX7.2.10)
(<http://www.toronto.ca/legdocs/mmis/2015/ex/comm/communicationfile-53771.pdf>)
(June 26, 2015) E-mail from Devi Joy Krieger (EX.Supp.EX7.2.11)
(June 27, 2015) E-mail from Kevin Vuong (EX.Supp.EX7.2.12)
(June 27, 2015) E-mail from Murray Lumley (EX.Supp.EX7.2.13)
(June 28, 2015) E-mail from Valerie Hyman (EX.Supp.EX7.2.14)
(June 26, 2015) Letter from Michael Rosenberg (EX.Supp.EX7.2.15)
(June 29, 2015) E-mail from Zuzana Betkova (EX.Supp.EX7.2.16)
(June 29, 2015) E-mail from Emily Paradis (EX.Supp.EX7.2.17)
(June 29, 2015) E-mail from Kathy Salisbury (EX.Supp.EX7.2.18)
(June 29, 2015) E-mail from Paul Clifford (EX.Supp.EX7.2.19)
(June 29, 2015) E-mail from Linda Chebichii Mackay (EX.Supp.EX7.2.20)
(June 29, 2015) E-mail from Brenda Thompson (EX.Supp.EX7.2.21)
(June 29, 2015) E-mail from Rebecca Phinnemore (EX.Supp.EX7.2.22)
(June 29, 2015) E-mail from Lillian Mendelsohn (EX.Supp.EX7.2.23)
(June 29, 2015) E-mail from Heather McPherson (EX.Supp.EX7.2.24)
(June 29, 2015) Letter from Rachel Gray, Chair, Toronto Food Policy Council (EX.Supp.EX7.2.25)
(<http://www.toronto.ca/legdocs/mmis/2015/ex/comm/communicationfile-53841.pdf>)
(June 29, 2015) E-mail from Rachel Gray, The Stop, Community Food Centre (EX.Supp.EX7.2.26)
(<http://www.toronto.ca/legdocs/mmis/2015/ex/comm/communicationfile-53842.pdf>)
(June 29, 2015) E-mail from Eji Ehirim (EX.Supp.EX7.2.27)
(June 29, 2015) E-mail from Ryan Friedman (EX.Supp.EX7.2.28)
(June 29, 2015) Submission from Leila Sarangi, Manager, Community Programs, Women's Habitat of Etobicoke (EX.Supp.EX7.2.29)
(<http://www.toronto.ca/legdocs/mmis/2015/ex/comm/communicationfile-53845.pdf>)
(June 29, 2015) E-mail from Joan Anderson, Project Manager, Toronto HIV/AIDS Network (EX.Supp.EX7.2.30)
(<http://www.toronto.ca/legdocs/mmis/2015/ex/comm/communicationfile-53847.pdf>)
(June 29, 2015) E-mail from Vivian Harrower (EX.Supp.EX7.2.31)
(June 29, 2015) E-mail from Joel Klassen (EX.Supp.EX7.2.32)
(June 30, 2015) Letter from Tim Rourke (EX.New.EX7.2.33)
(June 29, 2015) E-mail from Sherry Sui, Regent Park Community Food Centre (EX.New.EX7.2.34)
(June 30, 2015) E-mail from Tim Maguire (EX.New.EX7.2.35)
(<http://www.toronto.ca/legdocs/mmis/2015/ex/comm/communicationfile-53835.pdf>)
(June 30, 2015) E-mail from Justine Barone (EX.New.EX7.2.36)
(<http://www.toronto.ca/legdocs/mmis/2015/ex/comm/communicationfile-53861.pdf>)
(June 30, 2015) E-mail from Andrea Perry (EX.New.EX7.2.37)
(June 29, 2015) E-mail from David Meyers (EX.New.EX7.2.38)
(June 30, 2015) E-mail from Brigitte Martin (EX.New.EX7.2.39)
(June 30, 2015) Letter from Mary Wright (EX.New.EX7.2.40)
(June 30, 2015) E-mail from Aisha Khaja (EX.New.EX7.2.41)
(June 30, 2015) Letter from Michael Kerr (EX.New.EX7.2.42)
(June 30, 2015) E-mail from Paul Codd (EX.New.EX7.2.43)
(June 30, 2015) E-mail from Pathmaleela Jekeswaran (EX.New.EX7.2.44)
(June 30, 2015) E-mail from Sharon Yetman (EX.New.EX7.2.45)

Communications (City Council)

(July 6, 2015) E-mail from Sharon Yetman (CC.Supp.EX7.2.46)

Speakers

Tim Rourke
Maggie Helwig
Jeff Richardson
Joe Abbey-Colborne, Faith in the City
Anela Jadunandan, Ontario Association of Islamic Schools
Paul Codd
Michael Rosenberg
Arttanheru Tseura, Bread and Bricks Social Justice Group
David Bishop, Bread and Bricks Social Justice
Ana Oliveira
Sharon McPherson
Tim Maguire, President, CUPE, Local 79
Pedro Barata, Vice President, Communications and Public Affairs, United Way Toronto
John Cartwright, Toronto and York Region Labour Council
Jack Panozzo, Catholic Charities
Mary Wright, Alliance for a Poverty Free Toronto (APT)
Pearl Chrimes
Elis Ziegler, Toronto Drop In Network
Sharon Simpson, Labour Community Services
Eva Mukerjee, Agincourt Community Services Association (ACSA)
Suganthine Sivakumar, Agincourt Community Services Association (ACSA)
Joel Wolch
Avvy Yao-yao Go, Colour of Poverty/Colour of Change
Michael Kerr, Coordinator, Colour of Poverty - Colour of Change
Herman Rosenfeld
Rob Howarth, Commitment to Community
Daniela Mergarten
Valerie Hyman, Social Justice Committee, Synagogue Darchei Noam
Andrea Budgey, Reverend, Chair, Poverty Reduction Subcommittee, Anglican Diocese of Toronto
Cynthia Wilkey, West Don Lands Committee
Jessica Bell, TTC Riders
Susan Gapka
Ephraim Hildebrand
Bee Lee
Anna Kim, Agincourt Community Services Association
Debbie Hall, Women's Habitat of Etobicoke
Julie Penasse
Lucy Barker
Derek George
Janice Bellmore and Joel Klassen
Councillor Pam McConnell
Councillor Shelley Carroll
Councillor Joe Mihevc

TO PROSPERITY: INTERIM POVERTY REDUCTION STRATEGY

June 2015



DREAM OF A TORONTO...

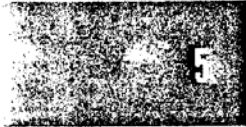
That looks for every opportunity to help people to get on their feet. A city that actively looks to remove barriers and enhance opportunities.

That listens, respects, and reflects the voices of individuals with lived experience of poverty. That values evidence-based decision making. That questions whether decisions will in fact decrease poverty and income inequality.

Toronto resident



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27	Food Access
31	Quality Jobs & Living Wages
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47	References



46%
OF RECENT IMMIGRANTS LIVE
IN POVERTY

37%
OF FEMALE LONE PARENTS LIVE
IN POVERTY

33%
OF PEOPLE IN RACIALIZED
GROUPS LIVE IN POVERTY

30%
OF PEOPLE WITH DISABILITIES
LIVE IN POVERTY

INTRODUCTION

One in four children and one in five adults live in poverty in Toronto.

Fearing eviction, walking to save a token, always choosing the cheapest and least nutritious food, telling government agencies the same information over and over again, and worrying that the opportunities enjoyed by other children will be denied to yours. That's what life is like for too many of us.

It hasn't always been like this. Back in the '70s, one in 10 adults were poor, not one in five; two in three neighbourhoods were middle income, not one in three; the majority of people looking for work qualified for employment insurance; not the minority; income supports assisted us in times of need, not food banks.

Toronto remains a prosperous and vibrant city, a global leader across a range of indicators, including livability. While the city still works, it no longer works for many of us.

DEPUTY MAYOR PAM MCCONNELL



Dear Residents of Toronto,

It is with great pride that I submit to you TO Prosperity: Interim Poverty Reduction Strategy, and with it I call on you to be a partner in making Toronto prosperous for everyone.

While Toronto residents see a building boom and a thriving business centre, we also see one in four children living in poverty. We see one in five adults living in poverty. We see neighbours struggling in jobs that don't provide enough of a salary to pay rent and put food on the table. Our youth unemployment rate is 20%. That number skyrockets to 25% for Aboriginal youth and to 30% for black youth.

This inequality is simply unacceptable. Toronto can do better.

With this strategy, Toronto is responding. Together, we will address the issues, create solutions and drive systemic change. We are putting forward a vision rooted in concrete actions that will lead us towards a Toronto in 2035 that is truly equitable for all residents. The safety net will be strengthened to prevent people from falling into poverty and lifelines will be provided to those who have fallen into poverty.

I would like to thank the Community Advisory Committee of stakeholders from community agencies and organizations who have been working on these issues for their invaluable advice and support in the drafting of this strategy. I would also like to thank City staff under the leadership of Social Development, Finance & Administration and Toronto Employment & Social Services for their dedication and hard work on the development of this action plan and for all divisions for embracing this exercise with such enthusiasm.

Most importantly, I would like to thank the thousands of Torontonians who have experienced poverty in their lives for providing their expert advice throughout this process. I hope that this report reflects what you have told me that we can do to make your lives a little bit easier. I look forward to your continued engagement and feedback as we move from the interim strategy to the final strategy by the end of 2015.

This is the moment that Toronto chooses a different path forward. We can and will do this together.

Deputy Mayor Pam McConnell



CONTENTS

C

It used to be that education led to jobs, jobs led to stability, and social supports allowed us to get back on our feet if a crisis struck. That path is broken.

Good jobs are increasingly hard to find. Almost half of Greater Toronto Area workers have temporary, contract, part-time jobs with variable hours, little stability, and no benefits.

Education remains a smart long-term investment, but it offers no immediate guarantees: almost one in four college graduates are working low-wage jobs.

Employment Insurance is less accessible. Ontario Works rates lost more than half of their value in the last 20 years. Child care is increasingly unaffordable.

At the same time, life in Toronto is getting more expensive every day. Housing, transit, and healthy food are costly even for middle-income families with good jobs.

never mind to people living on insecure, low wages and eroding social supports.

The City of Toronto has been tackling these issues for many years. City strategies, programs, and services provide targeted supports to individuals, families, and neighbourhoods. Some of these initiatives are now best practices adopted by other cities.

We must continue to do the things that work, and do more of it.

But that is not enough. We must also try new strategies to ensure that the benefits of growth and prosperity are widely shared, so that everyone can live in dignity.

TO Prosperity sets a vision for our city, lays out objectives for our long-term fight against poverty, and proposes ways to act on it now.



an inclusive strategy

An effective strategy to address poverty cannot be drafted behind closed doors. It must be written where poverty is real with the people it hurts.

TO Prosperity is based on an inclusive and collaborative process. People in all four corners of the city shared their stories, visions, and solutions. Most significantly, residents with lived

101
COMMUNITY CONVERSATIONS

10
DAYS OF DIALOGUE

635
**COMPLETED ONLINE
QUESTIONNAIRES**

experience told us how to make this strategy a truly effective one.

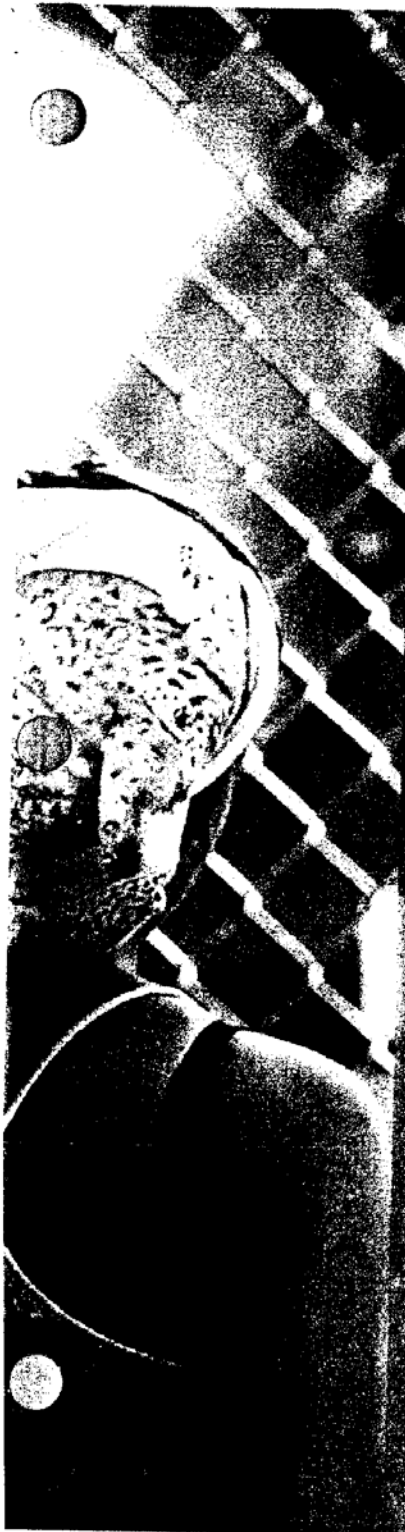
While acknowledging the roles and responsibilities of other orders of government, this broad consultation process focused on what the City and its local partners can and should do to overcome growing poverty.

We can and should address people's immediate needs. It is unacceptable that in a city as prosperous as Toronto people cannot meet their basic needs for food, clothing, shelter, and transportation. For people living in poverty, the long term is too far off.

We can and should support people to transition out of poverty. Too many residents find themselves persistently vulnerable to poverty, frequently flowing in and out of it, with few prospects of achieving a better, more stable life.

We can and should change the systems that make people poor in the first place.

Residents spoke. We listened. Together we crafted this strategy.



IN PURSUIT OF ETERNAL COMFORT

This bus has seen much more than you could
ever believe,
And word to Davis more Miles than one should
ever achieve.

The young lady now runs because if she's to
succeed

She has to make the 5:30; to most that's hella
early.

But you gotta pay back Lady OSAP OSAP.
They just cut off her phone you didn't know that,
know that.

Had to live, so her loans she would blow that,
blow that.

Thinking about school, she wishes she didn't go
back, go back.

After all she did it for the peace of mind,
now the piece of my
Employment would be the only way she gets
hers,

Figured it would make life easy,

Figured it would make life breezy,

And she was only half right because now they
shut off her heat.

And she genuinely understands what it is like to
live life breezy.

But what's a young girl to do?

Nobody ever came in

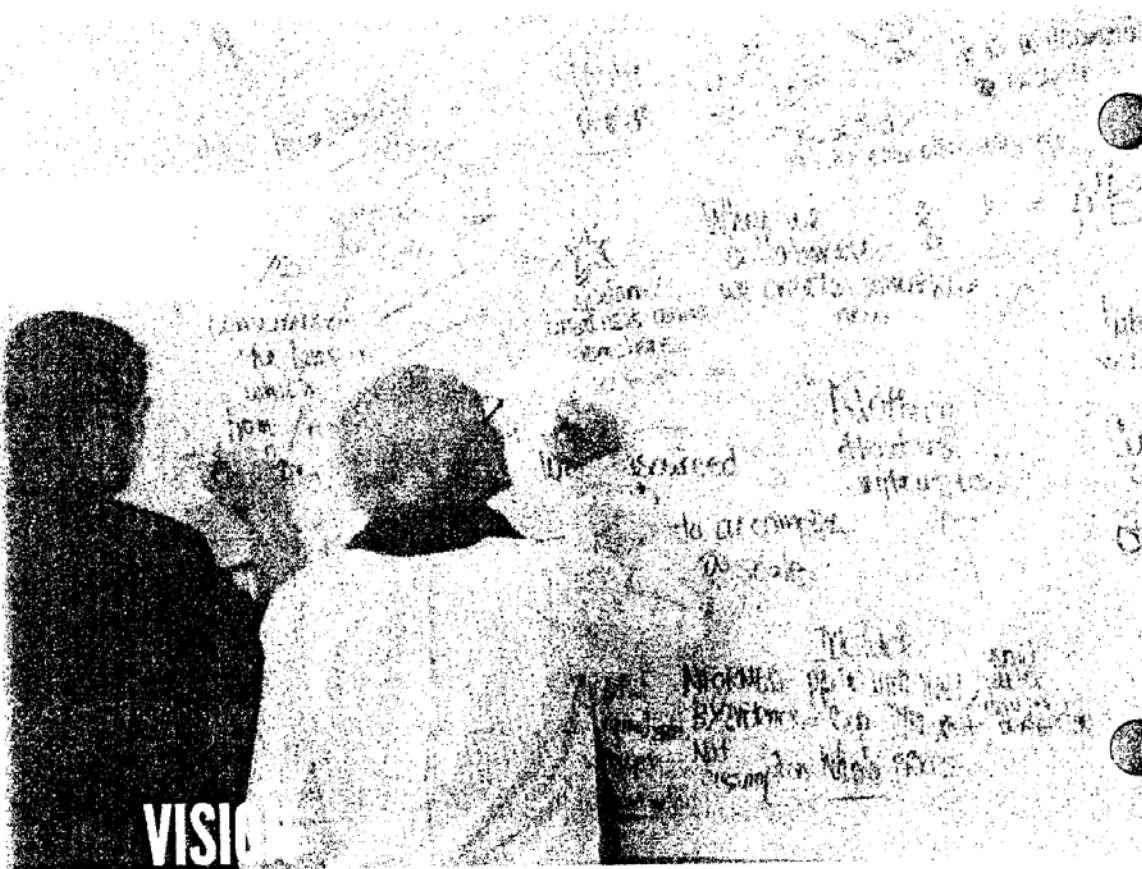
And changed a game over night.

So she continues to play,

In pursuit of eternal comfort

She continues to pray.

by Simon Yohannes



Toronto will:

the issues

solutions

systemic change

By 2035, Toronto is a city with opportunities for all: a leader in the collective pursuit of justice, fairness and equity. We want to be renowned as a city where everyone has access to good jobs, adequate income, stable housing, affordable transportation, nutritious food, and supportive services.

TO Prosperity identifies three complementary, overarching objectives that inform efforts to build a prosperous and inclusive city:

address

Growing numbers of Torontonians are living in poverty. The current social support system does not address many of their basic needs for housing, food, childcare, healthcare, and transportation. Actions that address immediate needs will focus on ensuring that essential services are well funded, co-ordinated, and meet the immediate needs of those living in poverty.

create

The increasingly high cost of living in Toronto, coupled with the scarcity of quality jobs, means that many Torontonians are persistently vulnerable to poverty, with limited prospects of achieving a more stable life. Actions that create pathways to prosperity will focus on improving the quality of jobs in the city, attracting investments to low-income areas, and ensuring that City programs and services are integrated, client-centered, and focused on early intervention.

drive

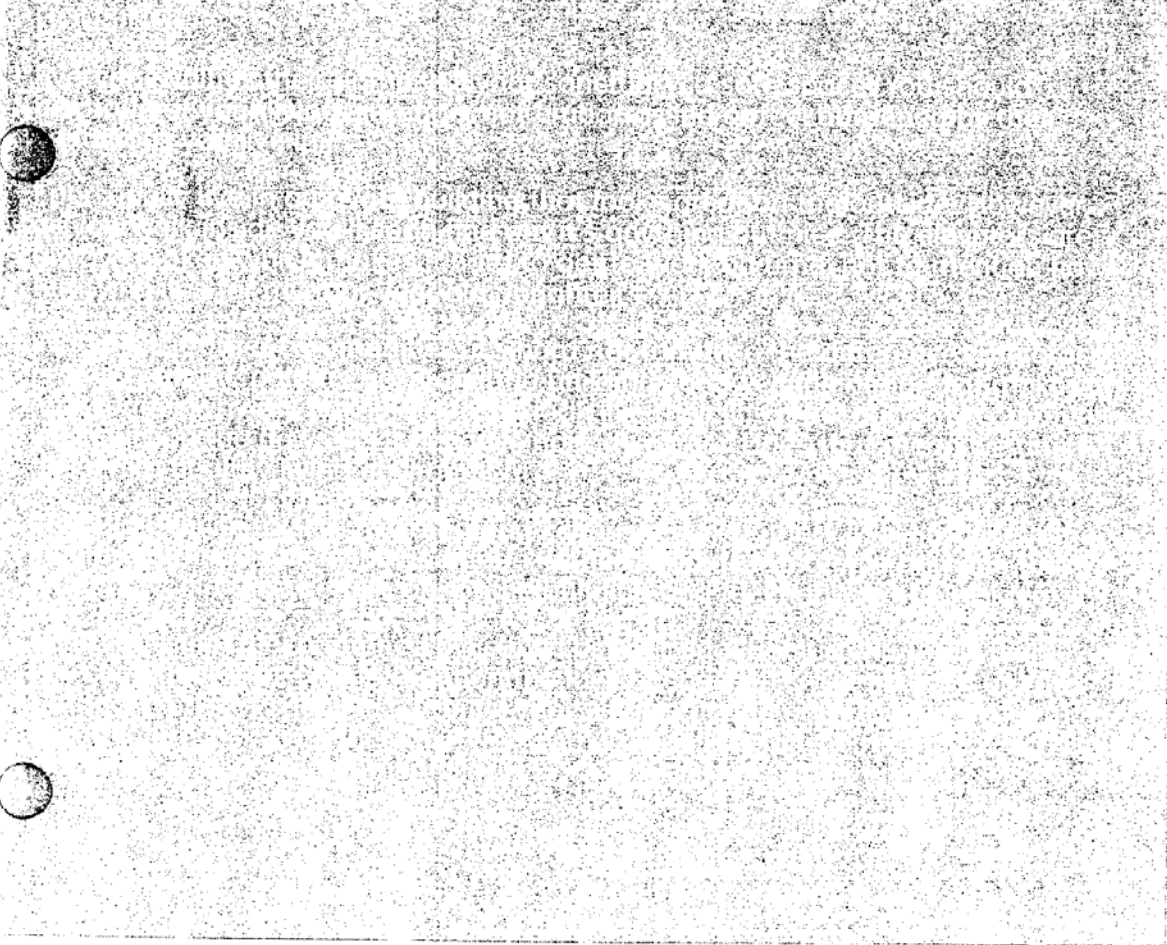
Torontonians do not choose to be poor: social, economic, and financial policies have led to the racialization, feminization and geographic concentration of poverty. People with disabilities, Aboriginal people, and newcomers are also overrepresented among the city's poor. Over time, these policy choices have made Toronto the most unequal city in Canada. The City and its partners can do things differently. Governments can make ongoing choices that reduce poverty. Actions that drive systemic change will focus on creating an accountable and participatory government wherein reducing poverty and inequality is an integral part of day-to-day business.

It takes a lot of work and commitment to build a prosperous and inclusive city. In some areas, the City of Toronto has the tools, resources, and authority to lead the way. In other areas, the City requires collaboration with other orders of government, the private sector, labour, and community organizations to counter poverty, promote inclusive economic growth, and ensure community development.



[The text in this section is extremely faint and illegible due to heavy noise and grain. It appears to be a large block of text, possibly a document or report, but the content cannot be discerned.]





ACCESS TO SERVICES

Cities provide many vital services to their residents. These services must be provided in the right amount, so people's basic needs are met. They should be widely promoted, so everyone knows about them. They should be easy to access, so everyone can participate.

In Toronto, many City services make the lives of residents easier, safer, and more enjoyable. However, not all residents find the services they need when they need them. Waiting lists are common, and in some cases, unacceptably long. Services can also be difficult to navigate — with

too many forms, calls, and visits required. In some neighbourhoods, services are not available at all.

The availability of services depends on budgets, but also on innovation. New ways of working help cities to provide residents more and better services.

Governments everywhere are looking at creative ways to improve services using new technologies and new delivery models.

On both fronts, the City can do more to make services available, effective, and to meet existing and emerging needs.

Are we providing the services people need or the services easiest for us to provide?



address immediate needs

4. RECOMMENDATION:

Adopt an integrated service approach and ensure all staff and community partners have the tools to help people navigate the social service system.

ACTIONS:

- 4.1 Expand Digital Access and Literacy to ensure residents can effectively access programs and services online
- 4.2 Ensure user fees do not create barriers for low-income users
- 4.3 Develop non-monetary penalties that instill responsible use of resources but do not discourage low-income users from accessing services
- 4.4 Implement a new registration process for all City programs, not limited to recreation, that ensures the system is accessible, fair and equitable for low-income users
- 4.5 Promote health services to residents and clients of City programs and services



16,802

**CHILDREN ON WAITLIST FOR
CHILD-CARE FEE SUBSIDIES**

19%

**OF CHILDREN AGED 1 - 12
HAVE ACCESS TO
LICENSED CHILD CARE**

- 4.6 Create collaborative communication practices that ensure information is co-ordinated, consistent, accurate, and timely
- 4.7 Train staff and partners on the new collaborative communication and co-ordination practices and develop customer service standards based on the revised expectations



create pathways to prosperity

5. RECOMMENDATION:

Ensure all programming for children and youth is integrated, inclusive and responsive to current needs.

ACTIONS

- 5.1 Leverage the resources provided by the Province by committing to a matching ratio that supports child-care fee subsidies from the tax base

- 5.2 Ensure the existing equity model for child-care fee subsidies is nimble enough to match the subsidy allocation with child-care spaces available
- 5.3 Incubate flexible child-care models that align with the current labour market reality
- 5.4 Explore all opportunities to increase the number of licensed child-care spaces across the city
- 5.5 Provide a range of accessible, high-quality, out-of-school-time programs for children and youth in neighbourhoods across the city



drive systemic change

6. RECOMMENDATION:

Work across the health and social services sectors to create a seamless support system that takes into account the social determinants of health.

ACTIONS:

- 6.1 Plan with funded agencies as partners, recognizing they operate programs and services that are the foundation of Toronto's service system.
- 6.2 Stabilize funding for quality community-based programs
- 6.3 Review criteria for means-tested supports to ensure children have access to stable, quality programs
- 6.4 Align the intake and management of all means-tested services
- 6.5 Actively provide input to other orders of government on policies related to hospital care, home care, and corrections and mental health services, including discharge procedures
- 6.6 Expand dental care for low-income people

Baby has to eat.
Mama has to work.
Either way she has to find a way
to make it work.

Daddy's back home,
working oil and gas,
We see him every couple months,
if his work is fast.

But back to reality,
this city we live in.
Sometimes I ask my Mama what's
the real cost of living?

I'm 9 years old,
4th grade to be exact.
The soldier when daddy's gone,
I have to watch my Mama's back.

Sometimes I wish I were older
So I could watch my sister at home.
Mama wouldn't have to call in sick
just so we weren't alone.

See the daycares are pretty packed
Around the place we live
And the last thing Mama wants to do
is leave her kids
With a stranger or a babysitter far from
where we live.

Mentally, Mama goes through a lot,
balancing her children, work and
maintaining a family. It is not easy
for her. I always wish she could get
help with relieving stress and anxiety.
When life gets rough, Mama needs
someone to talk to. There are never
any mental health services around our
neighborhood, or at least none that I
know of. When you don't have much,
you are left to fend for yourself.

By Funmilola Lawson

34,963 children from 24,516 families received child-care fee subsidies in 2014.

40,000 residents with low incomes had access to recreation programs through the Welcome Policy in 2013.

The Toronto Challenge is a 5k run and walk in which participating non-profit community agencies raise funds to support local senior programs and services.

Libraries have after-school clubs and youth hubs where school-aged children and youth can connect and learn in a safe and welcoming environment.

Toronto is promoting access to library services to children and teens in Neighbourhood Improvement Areas by forgiving fines and giving them a fresh start.

Libraries offer free Ready For Reading programs that develop early literacy skills in babies, toddlers and preschoolers. Attendance totalled 288,000 in 2014.

The Sun Life Financial Museum + Arts Pass (MAP), available through Library branches, allows families (2 adults & up to 5 children) to explore Toronto's 18 best museums and art galleries for free.

Public Health nurses and family home visitors make 45,000 home visits to vulnerable parents with young children each year.



what we're doing

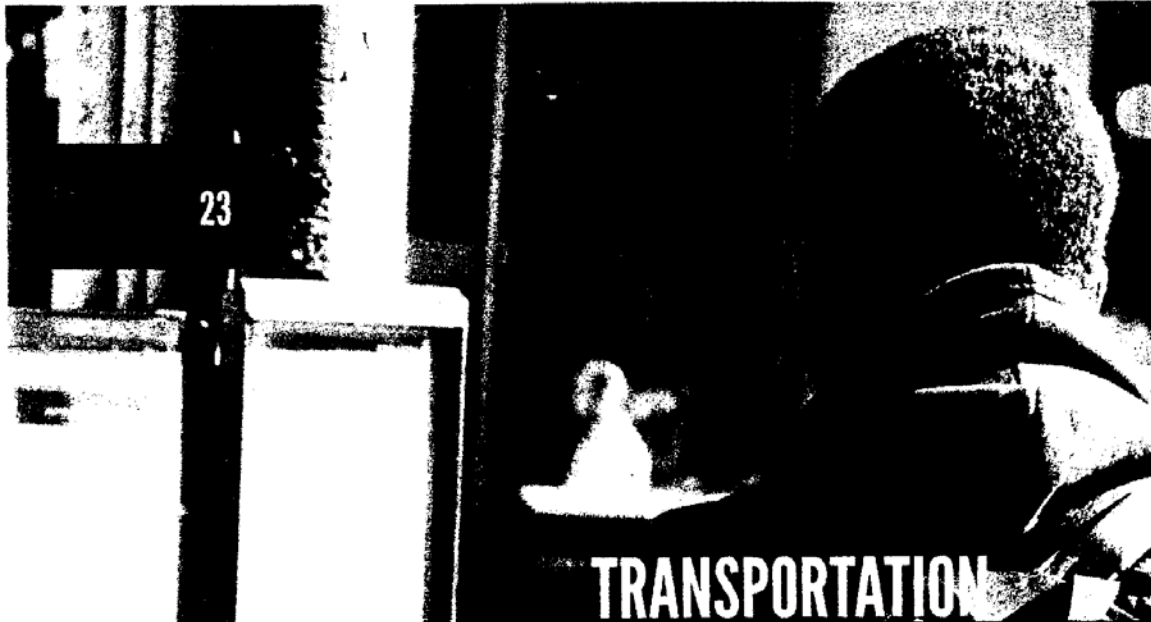


OUR MOST PRECIOUS CURRENCY

Poverty is a result of a certain number of people simply having too much. This earth is infinitely abundant, and able to sustain its inhabitants. There are over 1,000 other different human tribes and societies that live in union with the resources around them. In understanding that you also have to give back. Our society simply takes too much to sustain, we don't see it, because we are in it, but upon taking oneself out of the way of living that he was born into, he begins to see the cost of sustaining this western way of life. In Toronto there are over 2.6 million people and with a good majority of them living paycheque to paycheque: one missed pay away from living on the streets.

We are resilient here, we are able to smile in the face of such adversity and simply learn to live with it, accepting it as 'the way it is'. We feel unable to create a big enough ripple effect to change it. Poverty is not just the lack of physical wealth, it's a mental state where a person believes they do not have the tools necessary to get them out of a situation that doesn't serve them. The physical manifestation of poverty (i.e. people living on the streets) is a much deeper psychological issue inherent in most humans that live here.

An excerpt by Paul Ohnsi



TRANSPORTATION



36%
**TTC FARE INCREASE IN
THE LAST SIX YEARS**



**TRANSIT IN THE DOWNTOWN
CORE IS THREE TIMES BETTER
THAN IN THE INNER SUBURBS**

How 'public' is our transit system if it is not reliable or affordable to those who most need to access it?

An affordable and reliable public transit system connects people to jobs, services, and civic life. It takes residents to opportunities and brings opportunities to neighbourhoods.

In Toronto, living downtown is extremely expensive. Low-income families and individuals are more likely to live in the inner suburbs, which are designed for cars.

Low-income people in these areas depend on transit to get to work. Jobs are often low-paying shift work with irregular schedules that don't always match transit availability. High fares require people to spend a significant portion of their earnings on getting to and from work. Unreliable bus services require them to spend even more time commuting, or risk losing their jobs.

Low-income parents rely on transit to provide for their children. If they can't afford monthly passes on the first day of the month, they use tokens for necessary errands such as picking up a child from daycare, visiting the doctor, and going to the store that sells fresh food. Fare costs add up quickly. Too soon in the month parents start making choices that they should not have to make.

To unite Toronto, public transit needs to be affordable and available for those who most need it.



address immediate needs

7. RECOMMENDATION:

Make transit more affordable.

ACTIONS:

- 7.1 Children 12 and under ride free
- 7.2 Ensure the roll-out of the new Presto Pass technology includes a fare-gear-to-income capacity
- 7.3 Consider new fare and service models for transit users who require accessibility assistance

create pathways to prosperity

8. RECOMMENDATION:

Improve services in the inner suburbs.

ACTIONS:

- 8.1 Evaluate a demand model that includes fare-gear-to-income criteria
- 8.2 Integrate seamlessly with the rest of the GTA transit system
- 8.3 Ensure the existing system is maintained and improved (do not cut services)
- 8.4 Restore previous service cuts that disproportionately impact the inner suburbs



ABUSE OF POWER

"I have no bus fare," Kevin said. Kalid only had bus fare for himself, but he spoke up. "I got you fam," and that was that. They were on their way.

"Your student cards are expired."

"It's summer, Kalid replied, "we don't get new ones 'til September when school starts." The driver said, "That's not my problem."

"So what are we supposed to do?" Kalid asked.

"Get off the bus smart guy before I call the police." The driver was annoyed by this time. "We did nothing wrong, we're just trying to get to our basketball game," Kalid said.

The bus driver called the police and the boys got scared and tried to leave. The driver grabbed Kalid and as he struggled to get free, the cruiser pulled up behind the bus.

by Andrea (Drea) Walsh



drive systemic change

9. RECOMMENDATION:

Make decisions on services and capital planning that prioritize those most in need of services.

ACTIONS

- 9.1 Ensure that low-income people are not disproportionately affected when considering service reductions
- 9.2 Increase capital investment in the bus fleet to improve reliability
- 9.3. Develop a capital and service planning approach that focuses on building infrastructure improvements faster and meeting the immediate needs of the inner suburbs
- 9.4 Increase transit capacity when new high-density housing is built

Kids 12 and under now ride free on the TTC. This was the first big new City commitment to poverty reduction in 2015.

The TTC service cuts from 2011 are being restored.

When you pay for an annual transit pass, you only pay the cost of 11 months.

Transit passes are more affordable than tokens and can be claimed against income taxes.

The City has made tremendous investments to improve service reliability with the purchase of new streetcars, new subway trains and a new subway signalling system.





In our incredibly diverse city, food helps to distinguish and unify us. Nutritious food, however prepared, is what makes our children healthy, adults vigorous, and our communities vibrant.

However, when knitting together a life with precarious work and low wages, nutritious food is hard to obtain. Low-income neighbourhoods often lack grocery stores with fresh produce. When quality food is available, chances are it is expensive. Food banks have limited, if any, fresh food. Setting up community gardens where people can grow fruits and vegetables is too complicated, with many forms to fill out.

Torontonians, especially in many low-income communities, need better access to affordable, nutritious food.



address immediate needs

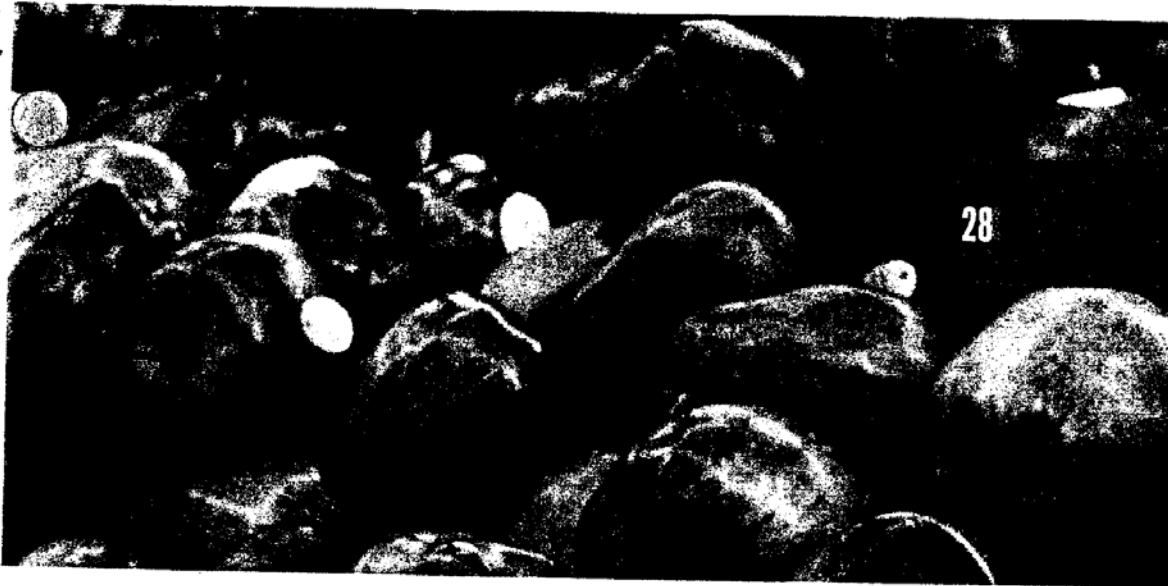
10. RECOMMENDATION:

Find ways to ensure children and families have access to affordable, nutritious food.

ACTIONS:

- 10.1 Include healthy food as part of programming for children affected by poverty
- 10.2 Ensure people on income assistance can afford healthy food
- 10.3 Support food banks to improve the quality of their food stock, provide culturally specific food, and

In a wealthy city like Toronto, why do food deserts exist and many children lack enough food to meet their potential?



increase access and eligibility to food for people in need



create pathways to prosperity

11. RECOMMENDATION:

Support initiatives that bring nutritious food to low-income areas.

ACTIONS:

- 11.1 Develop mechanisms that make it easy and cost-effective for community agencies and schools to procure healthy food
- 11.2 Eliminate food deserts by providing incentives for food provision in all communities
- 11.3 Remove red tape and support small- and medium-scale retailers that sell healthy food



1,040,000
VISITS TO FOOD BANKS
PER YEAR IN THE GTA

38%
INCREASE IN VISITS TO
FOOD BANKS IN THE INNER
SUBURBS SINCE 2008

AFFORDABLE FOOD

Poverty, to me, is a crime.

Poverty is an illness that needs to be abolished. Poverty, to me, is not being able to afford the necessities in life.

Poverty is not being able to focus in school most mornings because you haven't had a healthy breakfast. You are also starving at the lunch table. I remember those days like it was yesterday because it was quite literally yesterday. I was at lunch one time and had to pretend I was fasting while my friends chowed down on their sandwiches because of pride.

Poverty for me was watching my parent's struggle to put food on the table. My mother and father both work menial jobs to try and secure a better life for us. Poverty is eating fast food because there isn't a farmer's market anywhere close to where I live.

Poverty is violent. It kills like a bullet through the head, one shot and that's it. Poverty is eating chicken wings every single day until your days all become the same and you ask, "What are we having today, Mom?" Her reply, "Chicken wings".

Poverty is having low self-confidence because when you're walking through the halls at school and all the kids are making fun of you. Poverty is breaking down and crying in a little corner near the stairwell.

by Abdi Mohamed

- 11.4. Encourage local markets in public spaces, and open civic land and spaces to host food markets
- 11.5 Develop clear, consistent and concise communication on all rules, regulations and policies related to food production, sales and preparation
- 11.6 Support mechanisms to increase student nutrition programs in collaboration with school boards



**drive systemic
change**

12. RECOMMENDATION:

Remove barriers that limit the opportunities for local food production and food skills development.

ACTIONS:

- 12.1 Remove barriers (zoning, licensing, planning) to maximize urban agriculture and food production on public and private space and land
- 12.2 Streamline and actively support processes to access public lands for community gardens

- 12.3 Create clear policies that support the development of community kitchens, outdoor bake ovens, community cooking classes and other food-oriented activities that support social cohesion and food access, and create economic opportunities

There are 40 farmers' markets in Toronto.

The City of Toronto supports Meals On Wheels by preparing 2,400 meals per week distributed from five sites.

In 2014, the Youth Into Food Processing pilot provided training to 50 unemployed post-secondary graduates who acquired 16 food-related certificates and achieved a 75% permanent job placement record.

A new e-commerce platform (foodreach.ca) enables communities and agencies to combine their purchasing power and to buy wholesale nutritious food with on-demand delivery.

A new mobile market will sell high-quality fresh produce at affordable prices through a retrofitted TTC bus in communities underserved by supermarkets.

Toronto's Peer Nutrition program provides nutrition education in 25 different languages to 2,000 families with young children each year.

The City endorses GrowTO, an urban agriculture action plan that supports access to quality food through agricultural activities that are affordable, sustainable and educational by working with community agencies.



what we're doing

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Social Services & HRSDC
Funding Available



QUALITY JOBS & LIVING WAGES

A good job is the best antidote to poverty. It provides the income and stability required to meet current needs and build a prosperous future. As Ontario's major economic engine, Toronto attracts skilled workers from everywhere in the country and the world.

However, over the past 20 years, job quality in Toronto has increasingly declined. With declining, well-paid jobs replaced by jobs with lower wages and less job security, the disappearance of middle-level jobs has made it harder to move up from entry-level jobs.

The earnings of many residents do not keep up with the cost of living. In Toronto, the minimum wage does not cover basic necessities. It is far from being a living wage. For those unable to find a work income supports such as employment insurance and social assistance have been dramatically reduced and many residents who need them are now ineligible.

Toronto cannot achieve its vision of becoming a sustainable and inclusive city while so many residents are unable to find quality jobs. Moving Toronto forward needs good jobs and adequate income supports.

How can a city be prosperous without quality jobs and living wages?



address immediate needs

RECOMMENDATION:

Advocate for adequate income supports and extend assistance for residents transitioning into secure employment.

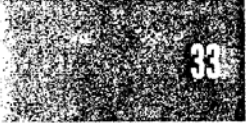
ACTIONS:

- 13.1 Better promote income support programs with the goal of increasing uptake for people in need
- 13.2 Provide start-up funds for newcomers and people leaving mental health institutions, hospitals, homelessness and the criminal justice system
- 13.3 Expand access to health benefits, including dental services, to those transitioning off Ontario Works and Ontario Disability Support Program into stable employment
- 13.4 Expand access to child care, by increasing subsidies and creating models that meet the needs of low-income people in non-traditional working arrangements
- 13.5 Remove barriers that limit employment opportunities for people with experience in the justice system



43%
OF WORKERS ARE
PRECARIOUSLY EMPLOYED

20%
OF UNEMPLOYED TORONTO
RESIDENTS QUALIFY FOR
EMPLOYMENT INSURANCE



create pathways to prosperity

14. RECOMMENDATION:

Become a living wage employer and advocate to other employers.

ACTIONS:

- 14.1 Become a living wage employer and require City contractors to pay their workers a living wage
- 14.2 Champion the advantages of paying a living wage to all Toronto employers
- 14.3 Advocate for stronger employment standards that protect employees and are based on current labour market realities
- 14.4 Recognize the value of entry-level jobs for students

15. RECOMMENDATION:

Develop a job quality assessment tool.

ACTION:

- 15.1 Develop a job quality assessment tool, and apply it to City jobs, City contractor jobs, and procurement processes



drive systemic change

16. RECOMMENDATION:

Incent inclusive economic development throughout the city, particularly in areas of need, with an emphasis on strategies that leverage the City's economic power.

ACTIONS:

- 16.1 Design and implement a community benefits program for City purchasing and capital investments
- 16.2 Design and implement a City social procurement policy
- 16.3 Working with local anchor institutions, create local incubators that connect job seekers and start-up businesses with economic opportunities
- 16.4 Develop a community benefit program at Toronto Hydro and other City agencies
- 16.5 Support Business Improvement Areas and co-operatives in low-income areas in the city in order to enhance local business development



The City supports people moving from Ontario Works to work by offering extended health benefits for up to one year.

Toronto's banking sector is a key participant in the Partnership to Advance Youth Employment program and sector leaders are working to broaden the program's reach to other segments of the industry, such as insurance and asset servicing.

Libraries provide access to market research and business start-up advice through the Entrepreneur in Residence, Business Inc. and other branch programs and collections. Attendance topped 16,000 at business- and employment-related programs last year.

Libraries offer free computer, wireless and technology training at 100 branches across the city.

what we're doing

MANAGEMENT INTERVIEW

Calvin Dubson, a 26-year-old Hispanic man, is getting ready for his job interview. Calvin applied to a clothing store that was looking to hire someone who has experience as a supervisor. Calvin previously worked as a supervisor at a clothing store for two years and another company before that. Calvin has no criminal record and has a diploma in business management. The same day he handed in his resume, he received a phone call from the manager, telling Calvin that he wants to meet him because he looks like the perfect match for the job.

As Calvin arrives to the store, he finds and approaches the manager. The manager says he is not interested in applicants. Calvin says no and explains that he is the man who applied for the supervisor position. The manager looks at Calvin with disinterest and says, "Are you Calvin Dubson?" Calvin says yes and puts his hand out to shake hands with the manager. The manager says he does not want to shake his hand because he is sick. The manager then says that he thought that Calvin was white. Calvin says, "No sir, my parents are from Ecuador but I was born in Canada." Before Calvin gets the chance to ask him a question, the manager quickly says that they are not hiring anybody at the moment.

Two days later, Calvin sees his childhood friend Harry at the mall. Calvin then asks Harry if he's been up to. Harry says that he went for a job interview at a clothing store and he instantly got the job. Harry says that he was surprised that he got the job because he has no high school diploma and has a criminal record. Calvin ends the conversation and leaves the mall. Calvin then looks up at the sky and says, "Why isn't life fair?"

By Wesley Stov, AKA: Seven Fingers, San Diego





Mobilizing an entire city to reduce and ultimately end poverty will take new ways of thinking and new ways of working.

It will require a City government where budget decisions take into account short, medium, and long-term impacts on poverty. Where programs and services to residents are viewed as investments. Where measurements capture what really matters: the well-being of families and communities. Where every strategy is drafted in close collaboration with the people it affects the most.

Ending poverty needs an accountable and participatory government that recognizes that everyone has a part

to play. Residents, community and business partners, labour, and other orders of government will need to devote time, energy, and resources to build a prosperous and inclusive Toronto.

The City of Toronto can, should, and will lead the way. The best way to lead is by example. We will act creatively to spur innovation. We will act boldly to do things differently. And we will act wisely to invest in what works.

RECOMMENDATIONS:

17. Oversight: Create a mechanism for designing, implementing, and evaluating poverty reduction and inclusive growth initiatives across

Why expect different results if we continue doing things the same way?

FROM TRINIDAD TO TORONTO

Growing up as a single child in a single parent home, my mom, like many moms, is my hero.

I was born in Canada, but I spent the first five years of my childhood growing up in Trinidad. When my mom's papers got settled, then we came to Canada. Not knowing much about the country, I just knew that it was a better living situation than what we had in Trinidad.

My journey in Toronto with my mom has been a great struggle. We have lived in 14 different homes; from sharing a two-bedroom apartment with my mom's friends to now renting a town house with my mom and her husband. My mom worked her way up the ranks to an executive assistant but when she got laid off, it has been really hard for her to find another job. No employer wants to pay her what her experience is actually worth. They'd much rather find a graduate student looking to pay back school tuition, willing to start at \$12. At the end of the day, the time and effort that people put into their work was not valued.

An excerpt by René Dhinsa



- the city, which also coordinates new efforts with existing City strategies, regional agendas, provincial strategies and federal priorities
18. **Better Measuring & Monitoring of Needs & Outcomes:** Ensure that measuring and monitoring is based on useful, meaningful and disaggregated data and not limited to the data currently collected. Ensure reporting and measuring considers both city- and neighbourhood-level outcomes
 19. **Poverty-Sensitive Budgeting:** Create a mechanism that encourages a decision-making environment in which the impact of budget choices on poverty is duly considered
 20. **Community Wealth Creation:** Leverage the economic power of the city to create jobs, support local businesses, and strengthen the economic resilience of neighbourhoods across the city.
 21. **Change Management & Staff Training:** Changing a large organization takes time. Top-down directives do not create change. Ongoing staff training, leadership building and clear and consistent communication are some of the tools required to implement a change in operations, behaviours and outcomes. Commit to engage staff in the development of effective change management strategies



POVERTY

I wake up, every day. I am thankful to the most high for that, always. Today will be another day like yesterday, a struggle to get to my underpaying job - a struggle just to eat.

Looking out of my window I can see the police and other emergency vehicles. Not this script again, not another young black man gunned down by other black young men or the cops.

I am tired of this. Every day I can feel the rope tightening around my neck. Waking up to no food and no money. It seems the harder I work, the poorer I get. The harder I work, the more bills I have to pay. Corporate CEO's own our government and no one but the poor seems to care. Now this.

I reach outside. It's a frenzy of crying family members. News reporters paint pictures of the poor as minorities who live as savages in modern society. The upper class eats it up and asks for seconds, even thirds.

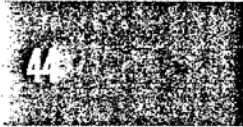
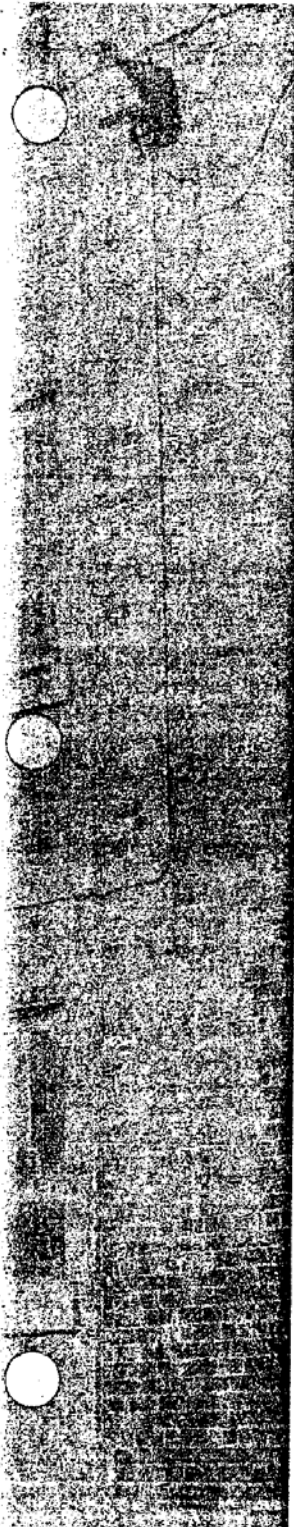
They judge us as the worst, not giving a conscious thought to all the things we poor have given them: socially, culturally and even sexually. We live in a society that acts as though we are divergent from the norm, one that will force-feed their own image of how you should be.

All they do is come up with reasons why we act this way. Why we are in this position? They don't understand because they have disconnected from their humanity.

Despite everything, we poor have something they don't. The truth about what we are and who we are, all that we have given and all that we have taken. We are poor, yes, but we are rich in our hearts. Our pain is shared. So keep painting us as savages, continue to keep us down, judge us, kill us, for you are ignorant and cowardly. You will never change society.

Man, I'm hungry. Sucks to be poor.

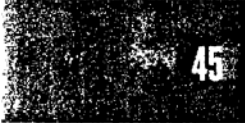
by Mister Taylor



notice to readers

TO Prosperity: Interim Poverty Reduction Strategy was developed with creative contributions from Torontonians. These creative works are intended to help readers understand what it is like to live in poverty in Toronto.





ACKNOWLEDGEMENTS

Residents and partners made this strategy possible.

Thank you to the thousands of Torontonians for sharing their time, wisdom, commitment and stories.

Thank you to our community facilitators for leading meaningful and productive discussions in all four corners of the city.

Thank you to our community partners for leading community conversations that significantly increased the reach and scope of the engagement process.

Thank you to our civic leaders, community organizations, and researchers whose ongoing work has paved the way for this strategy.

Thank you to our Advisory Committee for the unremitting, honest, and invaluable support. Members of the Advisory Committee included:

Collette Murphy, Atkinson Foundation

Chris Holling, Toronto Region Board of Trade

Michael Polanyi, Children's Aid Society of Toronto

Michael Kerr, Colour of Poverty – Colour of Change

Richard Senechal, DUCA Credit Union

Joe Abbey-Colburn, Faith in the City

Sevaun Palvetzian, CivicAction Alliance

Sharon Simpson, Labour Council/ Labour Community Services

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Leila Sarangi, Women's Habitat of Etobicoke

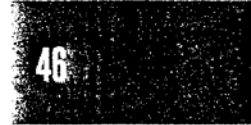
Mike Creek, Working for Change

Angie Draskovic, Young Street Mission

Idle Burale, Resident

Letecia Rose, Nia Centre for the Arts





We would also like to thank people who contributed their stories, poems and photography.

NIA Centre for the Arts is a Toronto-based not-for-profit organization that supports, showcases and promotes an appreciation of arts from across the African Diaspora. We create opportunities for young people to develop healthy identities and for communities to enhance their creative capacities.



Most of the photos throughout this document were taken by the following:

Gervais Nash

Anthony (Tony) Gebrehiwot

Candace Nyaomi

Farhia Jama

Leilah Dhoré



Nomanzland first and foremost is a family. We are raw and revolutionary. We rep the hood. Nomanzland is a collective that comes together to create theatre, poetry, music, and art that represents the struggle of marginalized and oppressed people all over the world. We are: Real Life. Real Drama. Real Theatre.



Mister Taylor

Funmilola (LolaBunz) Lawson

Andrea (Drea) Walsh

Kobe Akanni James

Khadija Sayaadi

Heavy Steve AKA Steven Rafael Gomez

Abdi Mohamed

Salguero

Reaching Intelligent Souls Everywhere (RISE); a multifaceted collective of Artists and Activists providing a welcoming and safe platform for the arts.

Faduma Mohamed

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Paul Ohonsi

Simon Yohannes



Stories and poems were edited by Whitney French.



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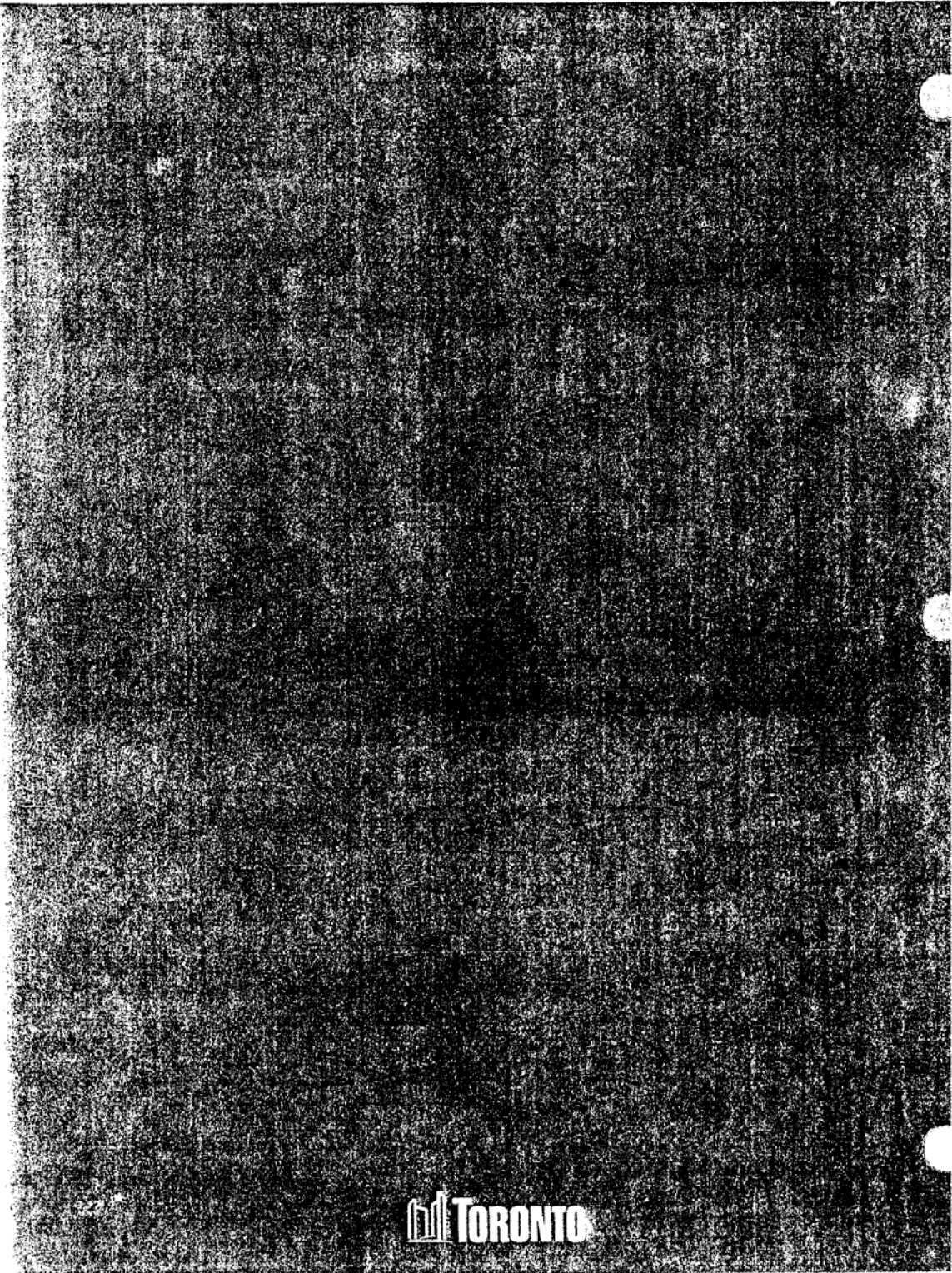
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 **TORONTO**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2015**

**#P272. TORONTO POLICE SERVICES BOARD – PROPOSED 2016 NET
OPERATING BUDGET REQUEST**

The Board was in receipt of the following report dated October 08, 2015 from Andy Pringle, Chair:

Subject: TORONTO POLICE SERVICES BOARD – PROPOSED 2016 NET
OPERATING BUDGET

Recommendation:

It is recommended:

1. THAT the Board approve a proposed 2016 net operating budget of \$ 2,299,400 which is a decrease of 0.7 % over a 2015 budget of \$ 2,315,800
2. THAT the Board forward this report to the City’s Deputy City Manager and Chief Financial Officer for information; and,
3. THAT the Board forward this report to the City’s Budget Committee for approval.

Financial Implications:

The proposed 2016 net operating budget, recommended in this report, represents a decrease of 0.7% over a 2015 budget of \$ 2,315,800. The Toronto Police Services Board (TPSB) 2016 operating budget request is a net amount of \$ 2,299,400. This request excludes the impact of any salary agreement that might be reached with the Senior Officers’ Organization.

Background/Purpose:

The Toronto Police Services Board’s 2016 operating budget target, as recommended by the City of Toronto, is a -1.0 % decrease over the 2015 approved net operating budget and further efficiency measures amounting to -2.0% .

Discussion:

New initiatives focussed on efficiency and effectiveness:

Enhanced financial review and monitoring

In September 2015, the Board allocated funds to provide the Board with consulting expertise in budget review and financial accountability. On an “as needed” basis throughout 2016, the Board will have an enhanced ability to scrutinize budgets, review variance reporting, assess the utilization of the Board’s Special Fund and monitor implementation of certain Board policies.

Automating the Board agenda and minutes process

The requested operating budget includes funds to initiate a competitive process to acquire software and hardware necessary to implement a fully electronic, “paperless” agenda and minute preparation and distribution process. This advancement will reduce paper, toner and courier costs but, more significantly, will create efficiencies for administrative staff, Board Members and senior members of the Toronto Police Service. It is also expected to improve the transparency of the Board’s deliberations through more timely production of agendas and minutes.

Initiatives pending:

Data Collection and Analysis – Community Contacts

In the 2015 operating budget, the Board had approved the inclusion of \$250,000 to secure an external consultant or evaluator to determine what type of data should be collected, the retention period and the scope of the data required as a result of the Boards approval of the Community Contacts Policy (Board Minute P102/14 refers). During 2015, the Board amended its Community Contacts policy and later in the year, the province announced that it would be drafting a Regulation made under the *Police Services Act* with respect to such contacts. Given these developments, the Board did not expend funds related to data collection. The 2016 operating budget request includes a reduced amount of funding should this project come to fruition.

Consideration of Further Reductions: Non-salary Accounts

The Board has very limited options in terms of achieving further reductions. In terms of non-salary accounts, when the amounts allocated for the City Legal chargeback, the City Audit Services chargeback, external consulting and project costs and for external labour relations legal counsel are factored out of the budget, the actual administrative costs proposed in the 2016 budget amount to only \$ 75,000.

The proposed 2016 budget includes funding for limited professional development and learning opportunities for all Board members by providing sufficient funds for their attendance at the Ontario Association of Police Services Boards’ (OAPSB) conference and the Canadian Association of Police Governance’s (CAPG) conference.

Funds will not be available in the event that the Board requires legal advice other than that which is available from the City of Toronto Legal department or from the Board’s contracted labour relations law firm. Similarly, no funds will be available should the Board require any external consulting advice beyond that which is requested for the potential data analysis project arising from the Community Contacts Policy.

It will continue to be difficult to contain expenditures within the proposed legal services accounts. In the view of Human Resources Management which administers these accounts on behalf of the Board, any further reduction will likely mean that the Labour Relations Unit would not meet its anticipated financial obligations. Although recent settlement statistics related to labour disputes and grievances do indicate that fewer matters proceed to hearings, the matters

that do proceed to hearings are increasingly complex. These matters tend to consume substantial legal resources, including time for preparation and arbitration.

Consideration: Salary and Benefit Accounts

The budget request in the Board's salary and benefit accounts, totalling \$963,200, includes staff salary/benefits and Board Member remuneration.

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

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

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

Further, in 2015 the Board received a final report on the implementation of the recommendations arising from Justice Morden's *Independent Civilian Review into Matters Relating to the G20 Summit*. This report recommends a substantially expanded and strengthened role for civilian governance of the Toronto Police Service. In his report at page 37, Justice Morden writes:

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

The Board is currently assessing its governance role and the resources available to support that role.

Conclusion:

I recommend that the Board approve a 2016 net operating budget of \$2,299,400 which is a decrease of 0.7% over a 2015 budget of \$ 2,315,800.

The Board approved the foregoing report.

Moved by: C. Lee

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2015**

#P273. TORONTO POLICE SERVICE – 2016 OPERATING BUDGET REQUEST

The Board was in receipt of the following report October 19, 2015 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		<u>\$0.9</u>	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)

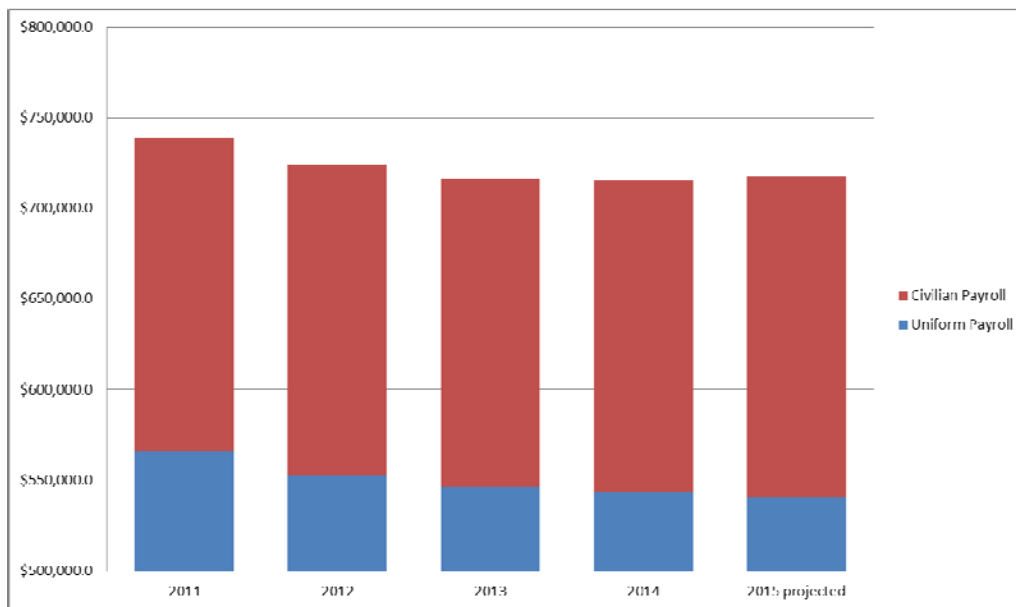
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016 Req.
Net Budget	752.4	786.2	822.0	854.8	888.2	930.4	935.7	936.4	965.5	979.7	1015.8
\$ Increase		33.8	35.8	32.8	33.4	42.2	5.3	0.8	29.1	14.2	36.1
Total % increase		4.5%	4.6%	4.0%	3.9%	4.7%	0.6%	0.1%	3.1%	1.5%	3.7%
Collective Agreement (% impact)		2.8%	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.

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

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>

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.

Table 3a Major Crime Indicators - as at December 31			
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.

Table 3b - Major Crime Indicators - as at September 30th					
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.

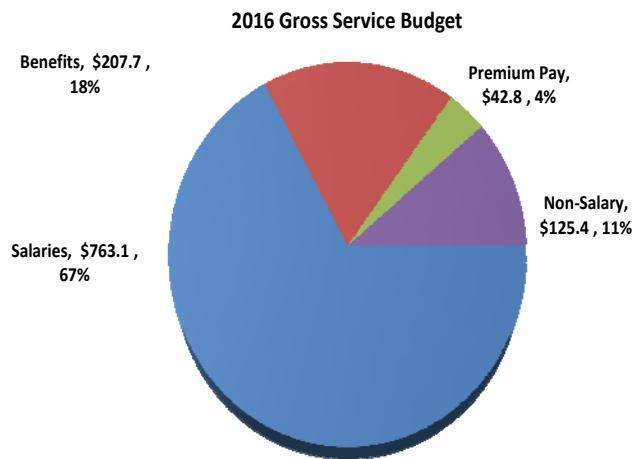


Figure 1. Overall Budget Request

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.

	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

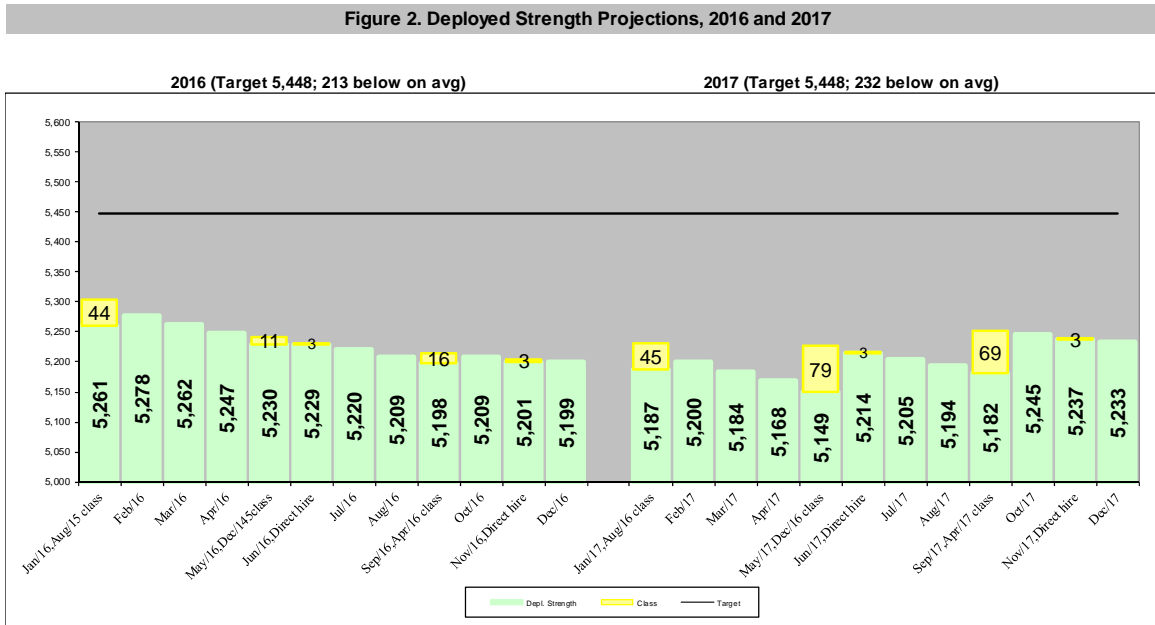
	Change \$Ms
- Human Resource strategy for uniform members	
- 2016 impact of 2016 replacements	\$3.0
- 2016 part-year savings from separations (estimated at 150 officers)	-\$8.9
- 2016 annualized savings from 2015 separations (projected at 150)	-\$7.1
- 2016 annualized impact of 2015 replacements	\$3.1
- 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.

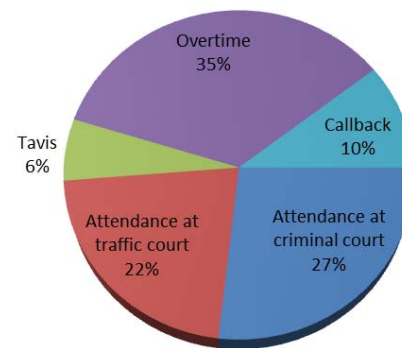


Figure 3. Premium Pay by Reason for Expenditure

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.

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.

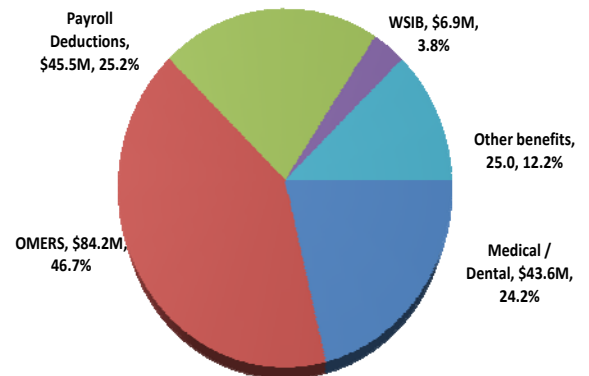


Figure 4. Breakdown of Statutory Deductions and Fringe Benefits

- **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 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

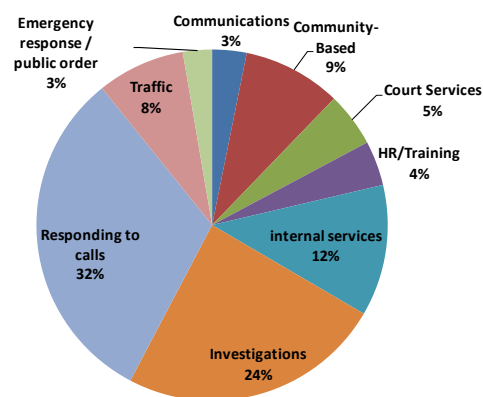


Figure 5 - How Does the Service Use the Taxpayer's Investment in Public Safety

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.

The Board was also in receipt of a written submission from John Sewell, Toronto Police Accountability Coalition, with respect to the 2016 operating budget. A copy of Mr. Sewell's written submission is on file in the Board office.

Mr. Tony Veneziano, Chief Administrative Officer, and Ms. Sandra Califaretti, Director, Finance and Business Management, were in attendance and delivered a presentation to the Board. A copy of the presentation slides is on file in the Board office.

Following the presentation, Mr. Veneziano responded to questions by the Board.

The Board approved the following Motions:

- (1) THAT the Board not approve the proposed Toronto Police Service Operating Budget request for 2016 and direct the Chief to:**
 - (a) seek to identify additional reductions and efficiencies in the proposed operating budget;**
 - (b) together with the Chair and working with the Mayor, attempt to achieve adjustments to currently proposed provincial funding changes;**
 - (c) seek to identify further increases to the revenue estimates contained in the proposed operating budget;**
 - (d) consult with City staff in carrying out items (a) to (c) above; and**
 - (e) present a revised operating budget proposal to the Board for approval at its November 12, 2015 meeting; and**

- (2) THAT the Board receive the written submission from the Toronto Police Accountability Coalition.**

Moved by: J. Tory

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 OCTOBER 19, 2015**

**#P274. TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT:
2016 OPERATING BUDGET REQUEST**

The Board was in receipt of the following report October 19, 2015 from Mark Saunders, Chief of Police:

Subject: TORONTO POLICE SERVICE PARKING ENFORCEMENT UNIT – 2016
OPERATING BUDGET REQUEST

Recommendations:

It is recommended that:

- (1) the Board approve a 2016 net Operating Budget request of \$45.9 Million (M), an increase of \$1.0M (2.33%) from the 2015 net budget;
- (2) the Board forward a copy of this report to the City's Deputy City Manager and Chief Financial Officer for information; and
- (3) the Board forward a copy of this report to the City Budget Committee for approval.

Financial Implications:

The Toronto Police Service's Parking Enforcement Unit's (PEU) 2016 net operating budget request is \$45.9M (\$47.4M gross). This request includes the 2016 impact of the labour contract settlements for Toronto Police Association (TPA) members, and represents an increase of \$1.0M (2.33%) from the 2015 net operating budget of \$44.9M.

Background/Purpose:

This report provides the Board with information on PEU's 2016 net operating budget request for consideration and approval.

Discussion:

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

How is the City's Parking Enforcement Operations Program Organized?:

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

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

What is the Parking Enforcement Unit Responsible for?:

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

Who Receives the Revenue from Parking Tags Issuance?:

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

What Factors Impact Compliance and the Issuance of Parking Tags?:

The goal of the PEU is to educate the public concerning parking policies and regulations, promote traffic and pedestrian safety, and ensure the proper and the efficient flow of traffic moving throughout the city. For this reason, Parking Enforcement Officer (PEO) visibility, decisions related to changes in by-laws, fine increases, programs and initiatives approved by City Council impact public behaviours, which in turn impact compliance with Municipal by-laws and enforcement activities.

2016 Operating Budget – Guidelines and Budget Development Process

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 a 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.

The development of PEU's 2016 operating budget has been based on the following high-level assumptions/guidelines:

- No additional positions added to PEU's staffing complement;
- Replacement of Parking Enforcement Officers (PEOs) continues, based on attrition estimates;
- Accounts projected based on year-end 2014 information, year-to-date 2015 information, and known changes; and
- No new initiatives.

2016 Operating Budget Request:

The 2016 operating budget request of \$45.9M (\$47.4M gross) includes the funding required to maintain an average deployed strength of 357 PEO's (the approved deployment target), as well as services and equipment required to effectively support operations. In order to ensure optimal staffing levels to meet operational demands, the Unit works to maintain the approved staffing target, on average, throughout the year.

Figure 1 indicates that, on a gross basis, 85.3% of PEU's budget is for salaries, premium pay and benefits. The remaining 14.7% is required to support PEO's in terms of the vehicles, equipment and technology they use, facilities they work in, and training they require.

Table 1 below summarizes the current 2016 request by category of change, followed by a discussion on each category.

2016 Gross Parking Enforcement Budget

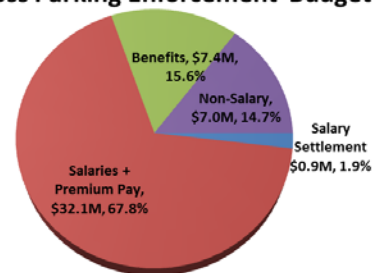


Figure 1. Overall Budget Request

Table 1 - Summary of 2016 Budget Request By Category of Change

	Request \$000s	\$ Increase / (Decrease) over 2015	% Increase / (Decrease) over 2015
2015 Net Budget - \$44,878,400			
(a) Impact of 2016 Salary Settlement	907.6	\$907.6	2.02%
(b) Salary Requirements	29,392.1	\$24.1	0.05%
(c) Premium Pay	2,767.9	\$1.8	0.00%
(d) Statutory Deductions and Employee Benefits	7,401.2	\$226.7	0.51%
(e) Reserve Contributions	2,223.6	\$0.0	0.00%
(f) Other Expenditures	4,733.3	<u>-\$97.5</u>	<u>-0.22%</u>
2015 Gross Budget Request	\$47,425.7	\$1,062.7	2.37%
(g) Revenues	<u>-\$1,502.8</u>	<u>-\$18.2</u>	<u>-0.04%</u>
2015 Net Budget Request	\$45,922.9	\$1,044.5	2.33%

(a) Impact of 2016 Collective Agreement (\$0.9M)

The 2016 impact of the 2015 to 2018 salary settlement with the Toronto Police Association (TPA) is \$0.9M.

(b) Salary Requirements (\$29.4M)

The 2016 PEU budget reflects an overall establishment of 394, which includes a staff complement of 357 PEO's. The 2016 salary budget assumes that the replacement of PEOs will continue based on attrition estimates. This budget represents a \$24,100 increase (a 0.05% increase over PEU's total 2015 budget) due to salary increments.

(c) Premium Pay (\$2.8M)

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

The total premium pay budget request for 2016 is \$2.8M. This budget represents a very minor change from the 2015 budget.

(d) Statutory Payroll Deductions and Employee Benefits (\$7.4M)

This category of expenditure represents an increase of \$226,700 (a 0.51% increase over PEU's total 2015 budget). Employee benefits are comprised of statutory payroll deductions and requirements as per the collective agreements.

The increase is required for estimated increases in medical and dental costs.

(e) Reserve Contributions (\$2.2M)

PEU contributes to reserves and reserve funds through provisions from its operating budget. All reserves and reserve funds are established by the City. The City manages the Sick Pay Gratuity and Insurance reserves, while the Service manages the remaining reserves (the Vehicle and Equipment and Central Sick Bank reserves). The total 2016 budget for contribution to reserves is \$2.2M. This budget represents a zero change from the PEU's total 2015 budget.

(f) Other Expenditures (\$4.7M)

Other expenditure categories include the materials, equipment and services required for day-to-day operations. Wherever possible, accounts within this category have been flat-lined to the 2015 level. Changes have only been included where considered mandatory and one-time reductions have been taken into account where applicable. The total decrease for these expenditures is \$97,500 (a 0.22% decrease over PEU's total 2015 budget). The decrease was mainly a result of the Service, with the assistance of the City, executing three hedge contracts on gasoline for 2016, reducing the estimated cost for gasoline in 2016. The savings were partially offset by an increase in intercompany chargebacks between the Toronto Police Service and PEU.

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.

(g) Revenues (\$1.5M)

Revenue is comprised of draws from reserves and towing/pound administrative recoveries. This budget represents an \$18,200 increase over PEU's total 2015 budget.

2017 and 2018 Outlooks:

City Finance has requested that budget outlooks for 2017 and 2018 be provided for each budget. Based on known pressures and inflationary increases, the current estimate for 2017 is \$46.9M (\$1.0M or 2.1% over 2016) and for 2018 is \$47.9M (\$1.0M or 2.1% over 2017).

Conclusion:

The PEU's 2016 net operating budget request of \$45.9M is \$1.0M or 2.33% higher than the 2015 net operating budget of \$44.9M. The 2016 budget request includes the funding required to maintain the approved establishment of parking enforcement officers, as well as the necessary supporting infrastructure. This budget request will allow the PEU to provide optimal service delivery levels from an enforcement perspective. The request, however, has not met the City's target of negative 1%.

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

Ms. Sandra Califaretti, Director of Finance and Business Management, was in attendance and delivered a presentation to the Board. A copy of the presentation slides is on file in the Board office.

Following the presentation, Ms. Califaretti responded to questions by the Board.

The Board approved the foregoing report.

Moved by: C. Lee

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2015**

**#P275. TORONTO POLICE SERVICE – 2016-2025 CAPITAL PROGRAM
REQUEST**

The Board was in receipt of the following report October 16, 2015 from Mark Saunders, Chief of Police:

Subject: TORONTO POLICE SERVICE 2016-2025 CAPITAL PROGRAM REQUEST

Recommendations:

It is recommended that:

- (1) the Board approve the Toronto Police Service's 2016-2025 Capital Program with a 2016 net request of \$24.3 Million (excluding cash flow carry forwards from 2015), and a net total of \$242.5 Million for 2016-2025, as detailed in Attachment A; and
- (2) the Board forward a copy of this report to the City Budget Committee for approval and to the City's Deputy City Manager and Chief Financial Officer for information.

Financial Implications:

Capital projects are funded either from the issuance of debt by the City of Toronto (City) or through draws from Reserves established for specific purposes (e.g. the Service's Vehicle and Equipment Reserve). The Reserves are funded from contributions from the Service's operating budget. The use of Reserves, along with the allocation of City development charges for qualifying Service projects, reduces reliance on debt funding.

The implementation of capital projects can have an impact on the Service's on-going operating budget requirements. Capital projects and investments usually require maintenance, support and operation beyond the initial one-time project cost. It is important to determine the impact of the on-going effects on the operating budget. As a result, capital spending decisions are not made independently of the operating budget impact, as the total cost of ownership must be considered.

The Service is also continuing its strategy to properly fund the replacement of vehicles, technology and other equipment through contributions to the Vehicle and Equipment Reserve. Attachment C provides a summary of the estimated operating impact from capital excluding Reserve-funded projects. There is no incremental operating impact in 2016. Approval of the 2016-2025 capital program request will result in an estimated annualized pressure to the Service's operating budget of \$1.9M by 2025, mainly due to increased system maintenance and building operations requirements. These increased operating costs will be included in future operating budget requests, as required. The Board should note that facilities projects are being reviewed in an effort to reduce future budget impacts (capital and operating), as much as possible.

Table 1 below provides a summary of the Toronto Police Service’s (Service) 2016-2025 Capital Program request compared to the City of Toronto’s ten-year affordability debt target.

The Service’s 2016-2025 Capital Program meets the City’s ten-year debt-affordability target on average over the ten years. Additional detail on debt-funded and Reserve-funded projects can be found in Attachments A and B respectively.

Table 1. Summary of 2016-2025 Capital Program Request (\$Ms)

	2016	2017	2018	2019	2020	5-Year Total	2021-2025 Total	2016-2025 Total
Total On-Going and New projects	26.1	27.0	22.2	48.7	37.2	161.1	137.5	298.7
Reserve-funded projects	16.7	26.3	30.9	28.2	24.2	126.5	132.8	259.3
Total Gross projects:	42.8	53.3	53.1	76.9	61.4	287.6	270.3	557.9
Funding from Reserve Contribution	-16.7	-26.3	-30.9	-28.2	-24.2	-126.5	-132.8	-259.3
Funding from Developmental charges	-1.8	-2.1	0	-12.8	-5.4	-22.1	-34.0	-56.1
NET DEBT FUNDING:	24.3	24.8	22.2	35.9	31.8	139.0	103.5	242.5
CITY DEBT TARGET:	31.4	35.2	32.0	28.0	31.8	158.4	84.2	242.5
Variance to target “(over)/under”	7.1	10.4	9.8	(7.9)	0	19.3	(19.3)	0

Background/Purpose:

The purpose of this report is to provide the Toronto Police Services Board (Board) with details of the Service’s 2016-2025 Capital Program request. The request has also been reviewed with City Finance staff and the Board Budget Subcommittee.

Attachment A to this report provides a detailed project listing of debt-funded projects, and Attachment B provides a detailed listing of projects funded from the Vehicle and Equipment Reserve. Attachment C provides a summary of the 2016–2025 program estimated operating impact from capital, excluding Reserve-funded projects.

Discussion:

Capital projects, by their nature, require significant initial financial investments. However, they can also provide longer-term organizational benefits and impacts. An organization’s capital program should therefore be consistent with and enable the achievement of the organization’s strategic objectives.

Strategic Direction – Shift to Technological/Information Related Initiatives and Facilities Realignment:

The Service's 2016-2025 Capital Program request contains projects that continue to address and improve the Service's ageing facility infrastructure, and ensure our key information and technology needs are appropriately addressed.

The projects in the capital program will:

- optimize service delivery, both internally and externally;
- optimize/reduce our overall facility space footprint;
- help achieve additional efficiencies and value-added services in our operations; and
- maintain a working inventory of assets that meet operational requirements and ensure the continued health and safety of our members and the public.

The Service's facilities strategy is to let business requirements and potential efficiencies/enhancements that are in line with the Board's and Service's business plan, drive facilities requirements, either through replacement, renovation or elimination over the ten year capital program period, with particular emphasis on the first five years of the program. The review will consider community-specific changes and required service levels, changing customer expectations, expanding the use of technology and evolving policing delivery models required to enhance public safety.

The final objective is to align facilities against service level and operational needs, developing synergies between the Service's units, and achieve cost savings by vacating leased facilities and reducing overall facility and supervisory/administrative overhead. As operational and public safety decisions impact long-term real estate decisions, a framework is required to determine the coordination of people, infrastructure and space requirements to accommodate and allow for future growth while effectively serving the community.

The capital program is also more technology/information systems focussed with an emphasis on producing and managing information as well as enabling effective analysis to support public safety operations and services. New and emerging technologies are playing an increasingly crucial role in policing by equipping officers with enforcement and investigative tools that have the potential to make them better informed and more effective. Given the increasing power of technology, the extensive growth in social media, mobile communications infrastructure, and the expansion of innovative applications available, the need for computer assisted tools and mobility continues to increase in law enforcement agencies. Technology also presents the opportunity to increase officer safety and accountability.

Technology is also changing the structure and operation of law enforcement agencies, enabling administrators to more efficiently manage and deploy resources, monitor crime trends with greater precision, and target intervention and investigative assets with greater effectiveness. Technology is facilitating closer and more collaborative relationships between law enforcement and the community. The explosive growth and technological sophistication of smartphones and the surging popularity of social networking sites have empowered the general public and raised

expectations regarding the transparency of the law enforcement organization, the services provided, and the public's ability to communicate with the police. The Service must therefore position itself to effectively lead and participate in the evolving technological and information sharing environment in order to meet its public safety objectives.

Essentially, the Service's on-going commitment to Intelligence led policing requires reliable, timely and consistent information to help facilitate and achieve this important objective.

The Service is proceeding with various projects such as Business Intelligence (BI), the Human Resource Management System (HRMS) upgrade and a pilot project for Electronic Document Management (EDM). This will allow us to consider and, where appropriate, embrace advancements in technology in order to increase accountability and efficiency, and improve the safety of both the public and police officers. However, the benefits of these initiatives and other opportunities will have to be balanced against the cost, both one-time and on-going.

Development of Cost Estimates and Project Management:

Due to the large cost and complexity of capital projects, the Service has developed and has been following a formal project management framework since 2006. This framework requires the submission of a project charter for each approved project request, and the establishment of a steering committee to oversee the project during its lifecycle.

The cost estimate for each project in the recommended Capital Program has been reviewed to ensure the estimate and annual cash flows are still valid, taking into consideration key project milestones, procurement requirements, any third-party actions/approvals required, as well as other applicable assumptions and information. It is important to note that the Service takes all known factors related to the project cost into account in order to develop accurate cost estimates. However, assumptions can change throughout the project as more information becomes available, and after going through a formal procurement process for the various requirements. Despite due diligence efforts taken in advance of the actual start of the project, issues could come to light as the work progresses, resulting in revised cost estimates.

The Board and City are kept apprised of any changes to cost estimates as soon as they become known. Any required transfers from other projects in the program are fully justified and reported to the Board and City Budget Committee for approval. As previously indicated, the Service continues to strive to deliver projects on or below budget, and has been very successful in achieving this objective in the last 10 years. However, even with the best planning and management, there are times when additional funds are required for certain projects, due to required scope changes, unanticipated events or higher than anticipated market prices. The Service is also mindful of operating budget impacts and so, some projects not yet started are being revisited to ensure they are still viable from an overall budget and service delivery perspective.

Projects completed in 2015:

The following capital projects were completed in 2015:

- Parking Enforcement East and Headquarters facility (delivered \$1.4M below budget)
- Integrated Records and Information System (IRIS) and stabilization of the system (delivered \$3.3M below budget)

City Debt Affordability Targets:

Corporate targets for Agencies, Boards, Commissions and Departments (ABCDs) are allocated by the City's Deputy City Manager and Chief Financial Officer (City CFO). The Service's 2016-2025 Capital Program meets the City's overall debt target, on average, over the ten-year program. However, due to the nature, length and scheduling of projects, there are variances in some years (see Table 1).

2016-2025 Capital Program Request:

The 2016-2025 Capital Program is segregated into four categories for presentation purposes:

- A. On-Going Projects
- B. Projects beginning in 2016-2020
- C. Projects beginning in 2021-2025
- D. Projects funded through Reserves
- E. Potential Projects Outside of the Proposed Portfolio

A. On-Going Projects

There are seven projects in progress in the 2016-2025 Capital Program:

State-of-Good-Repair (SOGR) – (ongoing, \$1.8M in 2016)

This project includes on-going funding for the SOGR requirements that are the responsibility of the Service. By definition, SOGR funds are used to maintain the safety, condition and customer requirements of existing bricks and mortar buildings. However, the Service is developing a work-plan for use of these funds in the future to optimize service delivery and enhance efficiencies for both buildings and technology improvements. By 2016, it is anticipated that the Service's list of projects (including backlogged projects) will be prioritized, a work-plan established and resources allocated to address capacity considerations and funds available. The existing detailed facilities SOGR backlog list and ten-year plan has been provided to City Finance staff.

Human Resource Management System Upgrades (\$2.0M, 2014 to 2016 Upgrade)

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 updates 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. However, the Service's approach to the functional upgrade has changed from what was done in the past. Work has begun, with the assistance of an external Project Manager and Senior Developer, to map all human resource and finance business processes within the Service that rely on the PeopleSoft system. The objective of the mapping sessions is to develop a blueprint for the next three years that will prioritize the functional changes and improvements required to achieve administrative and operational efficiencies. Project funds will be utilized to perform the technical upgrade, followed by functional improvements based on the highest priority changes from the blueprint. Additional functionality and business process changes will be executed in years two and three of the plan.

Additional funds of \$550,000 have been requested due to higher than anticipated consulting costs. In addition, a second programmer is being added to the project plan to start the fit-gap and new functionality development.

The estimated operating budget impact for incremental maintenance costs is \$22,000 annually, beginning in 2017. Funding for the next technical upgrade has been added to 2020 and 2021, at an estimated cost of \$1.5M.

Peer-to-Peer Data Centre – (\$20.1M)

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 for 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 / business continuity sites.

Facilities Management and the City Real Estate division have begun to search for suitable properties, based on set criteria that meet Service requirements and industry standards developed by an information technology specialist. An architect and data centre specialist have been hired to assist with evaluation of the available sites, prepare detailed requirements and an updated budget for the facility, as well as complete specific systems inventory and staging work. Once the evaluations are completed, a recommendation will be brought forward to the Board for approval.

The revised budget assumes a higher (\$1M) cost of land (most likely outside the City of Toronto) than was originally estimated. The current assumption is for a 5,000 square feet computer room, with additional space for support and to accommodate the housing of staff in the event of a large and prolonged disaster. The estimated cost of the site could change as a result of several factors, including the actual cost of the land ultimately acquired, and the size and design of the facility. The facility size and design will be reviewed and confirmed and the Board will be kept apprised of any changes to the current preliminary budget through the capital budget approval process, as well as the quarterly capital variance reporting process.

An operating cost impact of \$350,000 per year is estimated for building operations and utilities costs, beginning in mid-2018.

It is important to note that once the Service moves into the new Peer-to-Peer site, the space it currently utilizes at the shared facility with the City will become available for the City's use.

Facilities Realignment (\$38.6M)

There are a number of facility projects in the Service's capital program. The first of these projects originally provided funding for the construction of a new 54 Division. However, the Board put the start date of this project on hold until the Board received and considered the results of the KPMG-commissioned review of the Chief's Internal Organizational Review (CIOR). 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.

Given the strategic objectives of Service's capital program, the Service is proceeding with a full facility reassessment, allowing the business plan and service delivery model to drive the need for facilities, what is in those facilities, as well as the size of the facilities and how they are designed /configured. The Facilities Review deliverables will consist of:

- A capital renovation and replacement plan for the 2017 to 2026 program, which maximizes service delivery and public value;
- A short and long implementation plan and associated costs; and
- A plan to maximize the use of existing Service facilities.

The ten year program includes other new facilities and renovations projects. These projects will be modified based on the results of the Service's strategic direction for facilities realignment. It should be noted that the project cost for all these projects may be changed for the 2017-2026 capital program. The Board will be kept apprised of any changes to the current preliminary

budget through the capital budget approval process, as well the quarterly capital variance reporting process.

Time Resource Management System (TRMS) Upgrade (\$4.1M, 2015-2018 upgrade)

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 bank data, 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, 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 including possible participation in the enterprise time and attendance system solution the City is currently exploring. The Service will perform required due diligence and review to determine if the City's enterprise-wide time and attendance system would provide a viable option for the Service in light of its unique labour and time keeping environment. 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 and the Board will be kept apprised during the future budget development and approval cycle.

The estimated operating budget impact for incremental maintenance costs is \$22,000 annually, beginning in 2017. Additional funding for a regularly scheduled upgrade of this product has been added to 2022 to 2024, at an estimated cost of \$4.2M.

Business Intelligence (\$10.2M) - project formerly identified as Data Warehouse

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, interface 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 supports the Service's on-going commitment to intelligence led policing. It also 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.

Additional funds of \$1.4M were requested in the 2016-2025 capital program due to higher than anticipated consulting and backfill costs. Progress on this project and any issues that materialize will be reported to the Board through the quarterly capital variance reports.

The annual operating budget impact resulting from incremental maintenance costs and additional staff support for the system is currently estimated at \$1M beginning in mid-2017. However, the Service will continually review and refine this estimated to keep the on-going cost impact as low as possible.

Electronic Document Management (EDM) Proof of Concept (\$0.5M)

An enormous collection of paper-based information exists throughout the Service. It is expensive to create, collect, file, archive, retrieve, reproduce and transport the information. The primary goal of an EDM system is to store, control, monitor, and report on a repository of electronic document files. These documents come from various sources, including office productivity suites, document workflow applications, and other applications that create, edit, update, or delete documents.

In its simplest form, an EDM system represents a group of files as a folder or directory. Given the size and diversity of large enterprises, and of the documents that they produce, EDM systems provide sophisticated capabilities to manage large repositories of documents through the use of metadata and rules that determine what content can be created, read, updated, or deleted and any workflows associated with these activities. EDM provides a range of benefits, including improved efficiency, productivity, access to information and improved customer service. Reduced operating costs are anticipated through the reduced use of paper and printing, and lower requirements for physical storage space.

This project will take a phase-in approach. The scope is for phase one to be a proof of concept where two units of the Service will be tested. If the testing is successful, the system could be introduced to other areas or functions of the Service as well as the Board office. If justified from a cost and benefit analysis, a Service-wide roll-out would include conducting a high-level assessment of today's paper-based information across the Service and the Board, evaluating potential electronic document management and workflow solutions, establishing electronic document standards, policies and procedures, and planning for a Corporate-wide solution.

B. Projects beginning in 2016-2020

Radio Replacement (\$40M)

The Service's current communication radios were replaced over the period of 2006 to 2012. Although the lifecycle for these radios is ideally seven years, the Service has decided to replace these radios every ten years to reduce capital costs. While the extension of this lifecycle to ten years has resulted in some incremental operating costs, there is still an overall cost benefit to the Service. This project provides funding for the replacement of radios beginning in 2016 (for radios purchased in 2006) to 2025. A review will be conducted in 2016 to determine the impact on the number of radios required due to the Service operating well below the approved uniform establishment.

41 Division Facility (\$38.9M)

This project provides funding for the land acquisition and construction for a new 41 Division. Land costs could change significantly based on the actual location chosen and market values at the time of purchase. The Service will also explore the feasibility of constructing a new facility on the current 41 Division site. This could reduce the cost estimate for this project significantly, as there would be no land-acquisition cost. However, it would also make the project more complicated in terms of relocating existing staff during construction of the new facility, and will result in costs to move and house the officers in an alternate location. It will also increase the time required to complete the project. Some of the land savings would be re-directed to the costs of temporarily re-locating 41 Division staff during the construction process.

The present project cash flow assumes the acquisition of land. Some of the design and minor construction work would begin in 2018 with the majority of construction commencing in 2019. It should be noted that this project is part of the facility realignment plan and the scope of the project could entirely change. The Board will be kept apprised through future capital budget processes.

The additional operating cost impact of \$144,000 per year is a high-level estimate for building operations and utilities commencing from mid-2021.

It should be noted that funding for and timing associated with this project could be impacted by the Facilities Realignment project described earlier in this report. The scope of that project will include all planned renovations and replacements in the Capital Program.

TPS Archiving (\$0.8M)

This project provides funding for the establishment of an archiving function at the Service's Progress Avenue site. Legislation requires the Service to store certain documentation for periods beyond the current year. For example, "cold case" files must be retained for a minimum of 25 years; financial records must be retained for seven years; memo books are also stored for a lengthy period of time. The relatively new requirement for video storage is also increasing.

Service staff is endeavouring to reduce current holdings, but based on retention periods, the Service is faced with increasing storage requirements.

The Service currently stores its archival records and files at City Archives. However, the City is also experiencing space pressures within its storage facility. In 2011, City Archives indicated that there would be a newly introduced charge for storing and retrieving boxes. The Service has not yet been required to pay this fee. However, once invoicing for the fee begins, based on initial discussions and assuming a ten-percent growth annually, storage costs would grow to \$300,000 or more annually, within five years. Therefore, using the Progress site for the archiving of records could be a prudent solution.

There is no on-going operating impact currently assumed as a result of this project. Future analysis will be required to determine if any additional resources will be required, and an update will be provided in future capital programs.

32 Division Renovation (\$12M)

This project requests funding for the renovation of 32 Division as per the Service's long-term facility plan for replacement and renovation of facilities. An amount for required renovations has been estimated. However, this estimate will be further reviewed and refined as the project start date approaches.

The cost of the project includes structural modifications to the garage area and providing additional usable square footage, elevator modernization, upgrades to cells for prisoner and officer safety, exterior upgrades to provide parking for disabled members of the public, improved storm water management to resolve the frequent ponding in the parking lot, and upgrades and replacement of major HVAC system components including major electrical upgrades. It should be noted that this project is part of the facility realignment plan and, as a result, the scope and the cost of the project could entirely change. The Board will be kept apprised through future capital budget processes.

There is no on-going operating impact currently assumed as a result of this project.

Parking West (\$9.6M)

The Service's Parking Enforcement West Unit currently occupies 11,577 square feet of rentable area at 970 Lawrence Avenue West. Parking West has occupied this location since 1995. The lease expired on December 31, 2014, and since a suitable City of Toronto (City)-owned facility for Parking West was not identified City real estate staff engaged the landlord in renewing the existing lease agreement in September 2013. Those negotiations were completed in late October 2014, and resulted in a new lease agreement.

The five-year lease, which ends on December 31, 2019, will allow time for City real estate to find an alternate location for the Parking West Unit, as well as the time to renovate or construct the facility. The negotiated agreement includes an exit strategy if the Service chooses not to extend the lease for the 4th year. This amount includes the cost of the 5th year base plus

additional rent, excluding parking. The Service may also choose not to renew the lease for the 5th year, without penalty (Min. No. P131/15 refers).

The Service and the City both agree that it is prudent to review all leased facilities to determine if it would be more cost-effective to move the respective operations into a City-owned (either existing or to be purchased) facility. The annual savings of moving from a leased facility will enable the Service to obtain greater value from its investment in this City-owned site.

It is anticipated the project will commence in 2017 and will be completed by 2019. No operating impact is estimated at this point for this project.

It should be noted that funding for and timing associated with this project could be impacted by the Facilities Realignment project described above. The scope of that project will include all planned renovations and replacements in the Capital Program.

13 Division Facility (\$38.9M)

This project provides funding for the land acquisition and construction of a new 13 Division facility. Construction on the Eglinton Crosstown line project will impact the timing and scope of any construction on this site. This project is also part of the facility realignment plan and the scope and the cost of the project could entirely change. The Board will be kept apprised through future capital budget processes.

The additional operating cost impact of \$150,000 per year is a high-level estimate for building operations and utilities commencing from mid-2023.

C. Projects beginning in 2021-2025

There are five projects beginning during the 2021-2025 period.

- Property and Evidence Warehouse Racking for 10 year expansion
- Expansion of Fibre Optics Network
- 22 Division Renovations, Relocation of Emergency Management and Public Order Unit (EMPO), and relocation of Forensic Identification Services Unit (FIS) all subject to the Facility Realignment review project.

D. Projects funded through Reserves

All projects listed in this category are funded from the Service's Vehicle and Equipment Reserve and have no impact on debt financing. Using the Reserve for the lifecycle replacement of vehicles and equipment avoids having to debt-finance these purchases. This approach has and continues to be supported by City Finance. It should be noted, however, that this strategy of funding equipment replacements from the Reserve results in an impact on the operating budget, as it is necessary to make regular annual contributions to replenish the Reserve balance so that future requirements are sustainable.

Estimates for all projects are revised annually based on up-to-date information, and new replacement plans are included as they become known. Lifecycles are managed by asset custodians who are responsible for continually reviewing requests, reducing these where possible to get the greatest value out of the reserve draws. Attachment B identifies all of the currently identified Reserve-funded capital projects.

Despite lump sum contributions to the Vehicle and Equipment Reserve, current utilization plans predict a deficit beginning in 2018 until 2022 (see Table 2 below) given the current contribution strategy (no additional contributions in 2016; annual \$2M increments from 2017 to 2021). As previously indicated asset custodians continue to maximize use of current assets and prolong lifecycle replacements to ensure viability of the Reserve on a long-term basis. However, the Vehicle and Equipment Reserve is at risk as current contribution levels are not sufficient to cover the required equipment replacement.

Table 2, below, provides a summary of anticipated Reserve activity for 2016-2025.

Table 2 - 2016-2025 Reserve Activity (\$Ms)

	2016	2017	2018	2019	2020	2025
Opening Balance	\$1.4	\$4.2	-\$0.6	-\$7.9	-\$10.6		\$2.7
Contribution	\$19.6	\$21.6	\$23.6	\$25.6	\$27.6		\$29.6
Draws	\$16.7	\$26.3	\$30.9	\$28.2	\$24.2		\$24.5
Year-end Balance	\$4.2	-\$0.6	-\$7.9	-\$10.6	-\$7.3		\$7.7
Incremental Operating Impact	\$0	\$2.0	\$2.0	\$2.0	\$2.0		0.0

E. Potential Projects outside of the Proposed Portfolio

- Next Generation 911 (NG911) – No further information is available at this time, however, this initiative will require partnership with the City and Emergency Services; and
- Body Worn Cameras – The results of the pilot, along with a recommendation regarding body-worn cameras, will be provided to the Board as they become available, at which time next steps will be determined.

Conclusion:

A detailed review of all projects in the Service’s 2016-2025 capital program request has been conducted, to ensure the capital program reflects the priorities of the Service, is consistent with the Service’s strategic objectives, and is in line with City provided debt targets. The 2016-2025 capital program has a 2016 net request of \$24.3M (excluding cash flow carry forwards from 2015), and a net total of \$242.5M for the ten-year period. The 2016-2025 Capital Program request meets the City’s total debt affordability target for the ten-year program. However, the program does not achieve the City’s annual debt target for each year; there is limited flexibility to adjust cash flows to meet the annual City targets, as funds required for each project vary based on the nature, schedule and staffing allocation to each project.

Given the strategic objectives of Service's capital program, the Service is proceeding with a full facility reassessment, allowing the business plan and service delivery model to drive the need for facilities, what is in those facilities and the size of the facilities. It should be noted that the project cost for facilities projects that are included in this program may be changed for the 2017-2026 capital program.

This Capital Program request has been reviewed with the Board Budget Sub-Committee and City staff and is being tabled at the Board for approval and submission to the City.

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

Ms. Sandra Califaretti, Director of Finance and Business Management, was in attendance and delivered a presentation to the Board. A copy of the presentation slides is on file in the Board office.

Following the presentation, Ms. Califaretti responded to questions by the Board.

The Board approved the foregoing report and the following Motion:

THAT the Budget Sub-Committee continue to meet throughout 2016 to ensure that the 2017-2021 capital program process takes into account all efficiencies and opportunities, including the following:

- (a) the planned future use of unoccupied space at the Progress facility;**
- (b) any future facility realignment options based on the delivery of policing services;**
- (c) the appropriate number of police radios required and report to the Board with any capital and operating impacts resulting from this review during the 2017-2021 capital program review process; and**
- (d) the appropriate number of marked, plain and specialized vehicles required to deliver services and report to the Board with any operating and capital impacts resulting from the review during the 2017 budget process.**

Moved by: J. Tory

PRELIMINARY 2016-2025 CAPITAL PROGRAM REQUEST (\$000s)

Project Name	Plan to end of 2015	2015 CF	2016	2017	2018	2019	2020	Total 2016-2020 Request	2021	2022	2023	2024	2025	Total 2021-2025 Forecast	Total 2016-2025 Program	Total Project Cost
Projects In Progress																
State-of-Good-Repair - Police		3,000	1,800	4,000	4,000	4,000	4,000	17,800	4,000	4,000	4,000	4,000	4,000	20,000	37,800	37,800
HRMS Upgrade	1,485	985	550	0	0	0	380	930	1,105	0	0	0	0	1,105	2,035	3,520
Peer to Peer Site (Disaster Recovery Site)	3,879	3,500	5,000	7,759	3,500	0	0	16,259	0	0	0	0	0	0	16,259	20,138
Divisional Facilities Realignment	7,000	7,000	0	0	1,600	21,421	8,387	31,408	217	0	0	0	0	217	31,625	38,625
TRMS Upgrade	600	300	0	1,500	2,022	0	0	3,522	0	630	1,500	2,022	0	4,152	7,674	8,274
Business Intelligence	2,336	2,000	4,069	3,811	0	0	0	7,880	0	0	0	0	0	0	7,880	10,216
Electronic Document Management (Proof of Concept)	50		450	0	0	0	0	450	0	0	0	0	0	0	450	500
Total, Projects In Progress	15,350	16,785	11,869	17,070	11,122	25,421	12,767	78,249	5,322	4,630	5,500	6,022	4,000	25,474	103,723	119,073
Upcoming Projects																
Radio Replacement	0		14,141	3,050	3,460	2,452	4,949	28,052	6,074	4,544	42	1,026	226	11,912	39,964	39,964
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		50	50	650	0	0	750	0	0	0	0	0	0	750	750
32 Division - Renovation	0		0	1,200	4,790	5,990	0	11,980	0	0	0	0	0	0	11,980	11,980
Parking West	0			5,600	1,800	2,200	0	9,600	0	0	0	0	0	0	9,600	9,600
13 Division (includes land)	0		0	0	0	0	372	372	8,645	18,500	11,411	0	0	38,556	38,928	38,928
AFIS (next replacement)	0		0	0	0	3,053	0	3,053	0	0	0	0	0	0	3,053	3,053
Property & Evidence Warehouse Racking	0									0	1,040			1,040	1,040	1,040
Expansion of Fibre Optics Network	0		0	0	0	0	0	0	881	0	4,785	6,385	0	12,051	12,051	12,051
22 Division - Renovation	0		0	0	0	0	0	0	0	0	3,000	5,300	0	8,300	8,300	8,300
Relocation of PSU	0		0	0	0	0	0	0	500	5,400	5,148	2,000	0	13,048	13,048	13,048
Relocation of FIS	0		0	0	0	0	0	0	0	0	0	4,649	12,653	17,302	17,302	60,525
Total, Upcoming Capital Projects:	0	0	14,191	9,900	11,095	23,256	24,443	82,885	25,950	28,444	25,426	19,360	12,879	112,059	194,944	238,167
Total Debt Funded Capital Projects:	15,350	16,785	26,060	26,970	22,217	48,677	37,210	161,134	31,272	33,074	30,926	25,382	16,879	137,533	298,667	357,240
Total Reserve Projects:	199,590	1,224	16,734	26,349	30,925	28,237	24,235	126,480	22,963	25,418	31,585	28,317	24,505	132,788	259,268	458,857
Total Gross Projects	214,940	18,009	42,794	53,319	53,142	76,914	61,445	287,614	54,235	58,492	62,511	53,699	41,384	270,321	557,935	816,098
Funding Sources:																
Vehicle and Equipment Reserve	(199,590)		(16,734)	(26,349)	(30,925)	(28,237)	(24,235)	(126,480)	(22,963)	(25,418)	(31,585)	(28,317)	(24,505)	(132,788)	(259,268)	(458,857)
Funding from Development Charges	(21,476)		(1,800)	(2,131)	0	(12,775)	(5,410)	(22,116)	(6,380)	(9,688)	(11,971)	(5,415)	(578)	(34,032)	(56,148)	(77,624)
Total Funding Sources:	(221,066)		(18,534)	(28,480)	(30,925)	(41,012)	(29,645)	(148,596)	(29,343)	(35,106)	(43,556)	(33,732)	(25,083)	(166,820)	(315,415)	(536,481)
Total Net Debt-Funding Request:	(6,126)		24,260	24,839	22,217	35,902	31,800	139,018	24,892	23,386	18,955	19,967	16,301	103,502	242,520	279,617
5-year Average:								27,804						20,700	24,252	
City Target:			31,366	35,231	31,991	27,978	31,800	158,366	17,322	9,310	18,581	22,581	16,360	84,154	242,520	
City Target - 5-year Average:								31,673						16,831	24,252	
Variance to Target:			7,106	10,392	9,774	(7,924)	0	19,348	(7,570)	(14,076)	(374)	2,614	59	(19,348)	0	
Cumulative Variance to Target				17,498	27,272	19,348	19,348		11,778	(2,298)	(2,672)	(59)	0			
Variance to Target - 5-year Average:								3,870						(3,870)	0	

PRELIMINARY 2016-2025 CAPITAL PROGRAM REQUEST (\$000s)

Project Name	Plan to end of 2015	2015 CF	2016	2017	2018	2019	2020	Total 2016-2020 Request	2021	2022	2023	2024	2025	Total 2021-2025 Forecast	Total 2016-2025 Program	Total Project Cost
Other than debt expenditure (Draw from Reserve)																
Vehicle and Equipment (LR)	63,404	0	6,021	6,054	5,990	6,990	6,104	31,159	5,804	5,804	5,804	5,804	5,804	29,020	60,179	123,583
Workstation, Laptop, Printer (LR)	36,374	500	2,702	3,298	3,129	3,909	4,012	17,050	3,413	3,237	2,007	4,947	4,796	18,400	35,450	71,824
Servers (LR)	30,425	31	1,291	2,499	4,203	4,741	4,741	17,475	3,197	2,624	4,807	4,158	3,394	18,180	35,655	66,079
IT Business Resumption (LR)	16,373	28	0	1,365	1,992	2,543	1,345	7,245	1,477	1,433	1,775	1,553	1,568	7,806	15,051	31,424
Mobile Workstations (LR)	16,664	0	0	300	9,420	1,000	0	10,720	0	300	9,420	1,000	0	10,720	21,440	38,104
Network Equipment (LR)	9,356	0	1,600	2,900	2,800	2,400	2,900	12,600	1,750	2,250	3,750	3,750	2,900	14,400	27,000	36,356
Locker Replacement (LR)	2,917	0	500	350	48	198	48	1,144	540	540	540	540	540	2,700	3,844	6,761
Furniture Replacement (LR)	6,687	290	743	757	757	1,480	772	4,509	2,357	772	1,340	1,940	780	7,189	11,698	18,385
AVL (LR)	1,498	0	0	0	0	0	1,650	1,650	0	0	0	0	1,650	1,650	3,300	4,798
In - Car Camera (LR)	444	0	2,202	2,209	0	0	0	4,411	2,202	2,209	0	0	0	4,411	8,822	9,266
Voice Logging (LR)	1,127	38	0	0	0	350	0	350	0	0	0	350	0	350	700	1,827
Electronic Surveillance (LR)	805	0	0	1,323	0	0	0	1,323	0	1,363	0	0	0	1,363	2,686	3,491
Digital Photography (LR)	486	0	272	0	0	0	228	500	258	0	0	0	0	258	758	1,244
eTicketing	125	0	0	0	0	0	0	0	0	0	0	0	0	0	0	125
Voicemail / Call Centre (LR)	315	38	38	500	0	0	0	538	0	500	0	0	0	500	1,038	1,353
DVAM I, II (LR)	2,969	0	362	362	362	1,613	263	2,962	262	244	244	1,507	275	2,532	5,494	8,463
Asset and Inventory Mgmt. System (LR)	195	49	0	0	0	0	0	0	0	0	0	0	0	0	0	195
Property & Evidence Scanners (LR)	23	0	0	0	0	40	0	40	0	0	0	40	0	40	80	103
DPLN (LR)	500	0	0	0	0	1,500	0	1,500	0	0	0	1,600	0	1,600	3,100	3,600
Small Equipment (e.g. telephone handset) (LR)	1,220	0	0	0	0	0	750	750	750	0	0	0	0	750	1,500	2,720
Small Equipment - test analyzers (LR)	870	0	0	0	580	580	0	1,160	0	0	0	0	0	0	1,160	2,030
Small Equipment - ICC Microphones (LR)	137	0	0	0	261	261	261	783	0	0	261	261	261	783	1,566	1,703
Small Equipment - Video Recording Equipment (LR)	540	0	92	92	92	92	92	460	92	92	92	92	92	460	920	1,460
Radar Unit Replacement	565	0	49	307	189	0	12	557	21	15	440	180	230	886	1,443	2,008
Livescan Machines (LR)	423	0	0	0	540	0	0	540	0	0	540	0	0	540	1,080	1,503
Wireless Parking System (LR)	1,825	0	0	2,973	0	0	0	2,973	0	2,973	0	0	0	2,973	5,946	7,771
CCTV	502	250	250	0	0	0	275	525	275	0	0	0	300	575	1,100	1,602
AEDs	0	0	12	0	12	0	112	136	0	12	0	30	0	42	178	178
Fleet Equipment	400	0	100	100	100	100	100	500	100	100	100	100	100	500	1,000	1,400
Security System (LR)	1,100	0	500	475	450	440	570	2,435	465	465	465	465	465	2,325	4,760	5,860
Conducted Energy Weapon (CEW) Replacement	1,320	0	0	0	0	0	0	0	0	0	0	0	1,350	1,350	1,350	2,670
Marine Vessel Electronics Replacement	0	0	0	485	0	0	0	485	0	485	0	0	0	485	970	970
Total Reserve Projects:	199,590	1,224	16,734	26,349	30,925	28,237	24,235	126,480	22,963	25,418	31,585	28,317	24,505	132,788	259,268	458,857

2016-2025 - CAPITAL BUDGET REQUEST (\$000s)

OPERATING IMPACT FROM CAPITAL

Attachment C

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total 10 years	Comments
54 Division	0.0	0.0	0.0	0.0	0.0	72.0	144.0	145.4	146.9	148.4	656.7	Building Operations, Service Contracts and Utilities; starting half a year 2021. Included estimated increase of 2% per year
HRMS Upgrade	0.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	198.0	Incremental maintenance cost of \$22K per year from 2017
TRMS Upgrade	0.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	198.0	Incremental maintenance cost of \$22K per year from 2017
Peer to Peer Site	0.0	0.0	175.0	350.0	353.5	357.0	360.6	364.2	367.9	371.5	2,699.7	Building Operations, Service Contracts and Utilities; starting mid-2018
41 Division	0.0	0.0	0.0	0.0	0.0	72.0	144.0	145.4	146.9	148.4	656.7	Building Operations, Service Contracts and Utilities; starting half a year 2021
13 Division	0.0	0.0	0.0	0.0	0.0	0.0	0.0	75.0	150.0	151.5	376.5	Building Operations, Service Contracts and Utilities; starting half a year 2023
Business Intelligence Technology	0.0	300.0	1,038.0	1,038.0	1,038.0	1,038.0	1,038.0	1,038.0	1,038.0	1,038.0	8,604.0	\$0.6M for salaries for 5 people; \$0.5M for maintenance
Total Projects Operating Impact	0.0	344.0	1,257.0	1,432.0	1,435.5	1,583.0	1,730.6	1,812.1	1,893.6	1,901.8	13,389.6	
Total Projects Operating Impact excluding Facilities Maint	0.0	344.0	1,082.0	1,082.0	1,082.0	1,082.0	1,082.0	1,082.0	1,082.0	1,082.0	9,000.0	
Total Projects - Incremental Operating Impact	0.0	344.0	913.0	175.0	3.5	147.5	147.6	81.5	81.6	8.1	11,487.9	

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2015**

#P276. *IN CAMERA* MEETING – OCTOBER 19, 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
Mr. Chin Lee, Councillor & Vice Chair
Dr. Dhun Noria, Member
Ms. Marie Moliner, Member
Ms. Shelley Carroll, Councillor & Member
Mr. John Tory, Mayor & Member

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2015**

#P277. ADJOURNMENT

Andy Pringle
Chair