



The following *draft* Minutes of the meeting of the Toronto Police Services Board held on December 17, 2015 are subject to adoption at its next regularly scheduled meeting.

The Minutes of the meeting held on November 12, 2015, previously circulated in draft form, were approved by the Toronto Police Services Board at its meeting held on December 17, 2015.

MINUTES OF THE PUBLIC MEETING of the Toronto Police Services Board held on **DECEMBER 17, 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
Mr. Kenneth Jeffers, Member

ALSO PRESENT:

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2015**

**#P296. PROMOTION & APPOINTMENT TO THE POSITION OF DEPUTY
CHIEF OF POLICE: STAFF SUPERINTENDENT JAMES RAMER**

Chair Andy Pringle announced that Staff Superintendent James Ramer was the successful candidate in the Board's search for a new deputy chief of police and that he would commence his duties as Deputy Chief of Police, Specialized Operations Command, on January 01, 2016.

The Board congratulated A/Deputy Chief Ramer on this promotion.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2015**

**#P297. LAW ENFORCEMENT RELATED TO GROUND TRANSPORTATION IN
TORONTO**

Mayor John Tory submitted the following Motions to the Board:

1. THAT, based on the request of representatives of the taxi industry, the Board agree to include on its public agenda at its January 20, 2016 meeting deputations on the matter of law enforcement related to ground transportation in Toronto;
2. THAT, in the light of the potential significant number of deputations on this issue, under Section 32 of the Board's Procedural By-Law, the Board waive various aspects of Section 30 of the By-Law, which allows for an unlimited number of five-minute deputations to the Board as follows:
 - (i) The Board will accept all written submissions on the issue, which submissions should be limited to four pages;
 - (ii) The number of oral deputations to the Board will be limited to 40 deputations and each deputation will be limited to three minutes, excluding time involved in answering questions from Board Members, and that the Board communicate with ground transportation industry and driver representatives to seek their assistance in co-ordinating such oral deputations; and
3. THAT the Board request the Chief to provide a presentation to the Board prior to the deputations on issues in respect of ground transportation law enforcement.

The Board approved the foregoing Motions.

Moved by: J. Tory and D. Noria

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TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2015**

#P298. ANNUAL REPORT: 2014 CORPORATE RISK MANAGEMENT

The Board was in receipt of the following report November 18, 2015 from Mark Saunders, Chief of Police:

Subject: ANNUAL REPORT: CORPORATE RISK MANAGEMENT - 2014

Recommendation:

It is recommended that the Board receive the following presentation of the 2014 Corporate Risk Management Annual Report.

Financial Implications:

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

Background/Purpose:

At its public meeting on May 14, 2015, the Board received the 2014 Corporate Risk Management Annual Report and requested a presentation to the Board. The presentation will include an overview of the Annual Report with emphasis on topics identified by the Board (Min. No P120/15).

The purpose of this report is to provide the Board with an outline of the information which will be received during that presentation.

Discussion:

The Corporate Risk Management Annual Report fulfils the Toronto Police Service's compliance with reporting requirements regarding public complaints, civil litigation, charges under the *Police Services Act*, Use of Force, Special Investigations Unit (SIU), and Suspect Apprehension Pursuits.

Corporate Risk Management will be providing the Board with a presentation on the following topics in relation to the 2014 Corporate Risk Management Annual Report:

- Civil Litigations received from 2010 through to present
- Human Rights Complaints received from 2010 through to present
- Public Complaints received from 2010 through to present
- *Police Services Act* cases and charges from 2010 through to present
- Use of Force incidents and reports from 2010 through to present

Conclusion:

In summary, this report provides the Board with an overview of the statistics gathered between January 1 and December 31, 2014.

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

Deputy Chief Peter Sloly, Operational Support Command, and Supt. Cory Bockus, Corporate Risk 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, Deputy Chief Sloly and Supt. Bockus responded to questions by the Board.

The Board received the foregoing report and presentation.

Moved by: S. Carroll

Copies of the *2014 Corporate Risk Management Annual Report* were circulated to the Board immediately prior to the presentation. A copy of the report is on file in the Board office.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2015**

**#P299. TORONTO CITY COUNCIL COMMUNICATION – UPDATE ON THE
SHARED SERVICES PROJECT**

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

Subject: CITY COUNCIL COMMUNICATION - UPDATE ON THE SHARED
SERVICES PROJECT

Recommendation:

It is recommended that the Board receive the appended report from Toronto City Council entitled “Update on the Shared Services Project”.

Financial Implications:

There are no financial implications arising from the Board’s receipt of the appended report.

Background/Purpose:

The City of Toronto’s shared services project was started in 2014 based on City’s Council’s direction to implement the shared services recommendations from the KPMG Shared Services Study. These recommendations which were broken down into those that were to be implemented in the short term and those that were to be implemented in the long term after further review and analysis. At a recent meeting, Council received an update on this initiative.

Discussion:

At its meeting on September 30, October 1 and 2, 2015, City Council adopted the recommendations in the appended report entitled “Update on the Shared Services Project” and agreed to forward this report to the Toronto Police Services Board for its consideration.

Conclusion:

It is my recommendation that the Board receive the report from City Council.

Mr. Rob Rossini, Deputy City Manager & Chief Financial Officer, City of Toronto and Mr. Walker Young, Senior Project Manager, Shared Services Project, City of Toronto, 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. Rossini and Mr. Young responded to questions by the Board.

The Board received the foregoing report and presentation.

Moved by: S. Carroll



Ulli S. Watkiss
City Clerk

City Clerk's Office

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**In reply please quote:
Ref.: 15-EX8.18**

October 13, 2015

Mr. Andrew Pringle
Chair
Toronto Police Services Board
40 College Street
Toronto, Ontario
M5G 2J3

Dear Mr. Pringle:

**Subject: Executive Committee Item 8.18
Update on the Shared Services Project (Ward All)**

City Council on September 30, October 1 and 2, 2015, adopted this Item, and in so doing, has forwarded a copy on the Update on the Shared Services Project to the Toronto Police Services Board for its consideration.

Yours truly,

for City Clerk

M. Toft/sb

Attachment

Sent to: City Manager
Board of Health
Chief Executive Officer, Exhibition Place
Interim President and Chief Executive Officer,
Toronto Community Housing Corporation
President, Toronto Parking Authority
Chair, Toronto Police Services Board



Executive Committee

EX8.18		Adopted on Consent		Ward:All
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Update on the Shared Services Project

City Council Decision

City Council on September 30, October 1 and 2, 2015, adopted the following:

1. City Council authorize the Deputy City Manager and Chief Financial Officer to implement shared services items related to the following functions where shown to add value:
 - a. Common Learning – move to a consolidated model where the small Agencies use the City's common learning and training, as outlined in Appendix 1 to the report (September 3, 2015) from the Deputy City Manager and Chief Financial Officer;
 - b. Insurance – move of the City's vehicle insurance from an external provider to the Toronto Transit Commission Insurance Company, if approved by the Government of Ontario, as outlined in Appendix 1 to the report (September 3, 2015) from the Deputy City Manager and Chief Financial Officer;
 - c. Procurement – evaluate and report back on a strategic sourcing model, as outlined in Appendix 1 to the report (September 3, 2015) from the Deputy City Manager and Chief Financial Officer; and
 - d. Information and Technology – move to an Enterprise Partnership model for infrastructure services, subject to approval of final business case, as outlined in Appendix 1 to the report (September 3, 2015) from the Deputy City Manager and Chief Financial Officer.
2. City Council direct the Deputy City Manager and Chief Financial Officer to report annually to City Council on the status of the Shared Services Project and benefits achieved.
3. City Council forward this report to the Agency and Corporation Boards listed below for their consideration:
 - Exhibition Place Board of Governors;
 - Toronto Board of Health;
 - Toronto Community Housing Corporation Board of Directors;
 - Toronto Parking Authority Board of Directors;

- Toronto Police Services Board;
- Toronto Public Library Board (considered on September 21, 2015);
- Toronto Transit Commission Board (considered on September 28, 2015); and
- Toronto Zoo Board of Management (considered on September 10, 2015).

Committee Recommendations

The Executive Committee recommends that:

1. City Council authorize the Deputy City Manager and Chief Financial Officer to implement shared services items related to the following functions where shown to add value:
 - a. Common Learning – move to a consolidated model where the small Agencies use the City's common learning and training, as outlined in Appendix 1 to the report (September 3, 2015) from the Deputy City Manager and Chief Financial Officer;
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2. City Council direct the Deputy City Manager and Chief Financial Officer to report annually to City Council on the status of the Shared Services Project and benefits achieved.
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 - Toronto Parking Authority Board of Directors.
 - Toronto Police Services Board.
 - Toronto Public Library Board (considered on September 21, 2015).
 - Toronto Transit Commission Board (considered on September 28, 2015).
 - Toronto Zoo Board of Management (considered on September 10, 2015).

Origin

(September 3, 2015) Report from the Deputy City Manager and Chief Financial Officer

Summary

This report provides an update on the Shared Services Project, including a multi-year implementation plan and a summary of benefits achieved. The Shared Services Project aims to reduce duplication between the City and the Agencies and Corporations.

The Shared Services Project was started in 2014 based on direction from City Council to implement the shared services recommendations from the KPMG Shared Service Study, which were broken down into recommendations that were to be implemented in the short-term and recommendations that were to be implemented in the long-term after further due diligence and analysis.

In 2014, an Executive Steering Committee and 15 working groups were formed – each working group was given responsibility for a specific functional area (for example, learning, health and safety, procurement, information technology.) The working groups responsible for functional areas where KPMG made a recommendation to implement in the short-term were tasked with validating the KPMG recommendation and implementing the recommendation where shown to add value. The working groups responsible for the longer-term opportunities were tasked with performing a detailed analysis of the area, determining where shared services implementations would add value, creating a business case and implementation plan, and implementing a shared services model after seeking approval from Council and the affected Agency Boards.

Although KPMG estimated potential benefits of between \$58.8 and \$65.3 million, virtually all the benefits were estimated to be realized once the long-term opportunities were implemented – KPMG did not estimate any significant savings in the short-term.

The Shared Service Project is progressing well. The Executive Steering Committee has taken an approach that is consistent with the approach recommended by KPMG, but goes farther and deeper than KPMG's recommendations for the majority of areas. In addition, the Executive Steering Committee has expanded the scope of the project to include five additional recommendations, two additional functions (facilities management and fleet services) and two additional organizations (Toronto Community Housing and Toronto Zoo.)

To ensure success for a project of this size and scope, it is important to take an iterative approach to implementation. For this reason, the Executive Steering Committee has decided to focus on information technology, procurement, real estate, learning, and insurance shared services assessments in 2015. All other areas are focussed on increasing collaboration in 2015 and examining shared services implementations in the future.

Some shared services implementations may involve complex labour relations issues. If these issues do arise, they may vary between organizations and will require careful investigation and due diligence as options are examined. All implementations will comply with collective agreement obligations.

Although the project is still in early stages, there have been some major benefits achieved related to fleet services, procurement, information technology, labour relations, learning and health and safety, and city stores. In addition, the City and the Agencies have matured through their increased collaboration.

The Executive Steering Committee expects to have 89 percent (8 of 9) of the short-term recommendations implemented by mid-2016. The remaining short-term opportunity relates to the automation of City Stores purchase to pay processes, which are being considered in the City's Supply Chain Management project. The recommendations listed below will be complete by mid-2016, pending final review and approval from the Shared Services Executive Steering Committee.

1. Share generic training and learning functions
2. Coordinate and standardize common Health and Safety functions
3. Enhance the use of the City's Internal Audit Division by Agencies
4. Establish a Quality Assurance Centre of Excellence
5. Provide the City's online submission application for Freedom of Information (FOI) requests Agencies
6. Expand the City's provision of lessor services to Toronto Transit Commission and Toronto Parking Authority (incorporated into the City-wide Real Estate Review)
7. Insure the City's vehicles under the Toronto Transit Commission Insurance Company Limited
8. Insure the Toronto Parking Authority under the City's insurance

In addition, the Executive Steering Committee expects to have 38 percent (3 of 8) of the long-term recommendations implemented by mid-2016. The other five long-term opportunities will require detailed analyses and implementations plans to be approved by the Shared Services Executive Steering Committee before a firm completion date can be determined. The recommendations listed below will be complete by mid-2016 and the remaining recommendations are expected to be complete by 2020.

1. Develop a high-level labour relations and collective bargaining strategy that is aligned across organizations.
2. Establish a change management centre of excellence.
3. Include the Agencies in a plan to transition to managing digital records.

The City is at the forefront of public sector shared services implementations – other governments of the City's size that have undertaken shared services have not included Agencies due to the complications of implementing a transformational initiative across governance structures. For this reason, the Executive Steering Committee has been clear that any recommended implementations must respect each Board's governance and authority and make business sense for each affected Board.

Prior to the Shared Services Project, the City was already using a shared services model to deliver services to its divisions and was already extensively collaborating with the Agencies as outlined in the table below and in Appendix 3. For this reason, expected benefits may not be as significant as other jurisdictions that have undertaken shared services.

Function	City	TTC	TPH	TPS	TPL	TPA	EP	Zoo	TCHC
Facilities Management	•		•	•				†	
Financial Planning	•	•	•	•	•	•	•	•	•
Fleet Services	•	†	•	†	•		†	†	•
Human Resources / Labour Relations	•		•		†	†	•	•	

Information Management	●	†	●	†		†	†	†	†
Information Technology	●	†	●	†	†	†	†	†	†
Insurance and Risk Management	●		●	●	●		●	●	●
Internal Audit	●		●	†			†		†
Legal	●	●	●	●	●	●	●	●	●
Parking Services	●	●	n/a	n/a	†	●			●
Purchasing	●	†	●	†	†	†	●	†	†
Real Estate	●	†	●	●	●	†	●	●	†

- High level of collaboration between organizations
- † Moderate level of collaboration between organizations
- Limited to no collaboration between organizations
- n/a Not applicable

Although there are many challenges related to implementing a shared services model across the City and the Agencies and Corporations, the Executive Steering Committee feels the potential benefits outweigh the potential risks if implemented properly. For this reason, the Shared Services Executive Steering Committee is relying on thorough analysis and solid business cases to move forward with any recommended implementations.

Background Information (Committee)

(September 3, 2015) Report and Appendices 1 to 5 from the Deputy City Manager and Chief Financial Officer on Update on the Shared Services Project
<http://www.toronto.ca/legdocs/mmis/2015/ex/bgrd/backgroundfile-83486.pdf>

EX8.18

CITY
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STAFF REPORT
ACTION REQUIRED

SEP 3 3 4 33 PM

Update on the Shared Services Project

Date:	September 3, 2015
To:	Executive Committee
From:	Deputy City Manager & Chief Financial Officer
Wards:	All
Reference Number:	P:\2015\Internal Services\CFO\ec15002cfo (AFS #21364)

SUMMARY

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To ensure success for a project of this size and scope, it is important to take an iterative approach to implementation. For this reason, the Executive Steering Committee has decided to focus on information technology, procurement, real estate, learning, and insurance shared services assessments in 2015. All other areas are focussed on increasing collaboration in 2015 and examining shared services implementations in the future.

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The Executive Steering Committee expects to have 89% (8 of 9) of the short-term recommendations implemented by mid-2016. The remaining short-term opportunity relates to the automation of City Stores purchase to pay processes, which are being considered in the City's Supply Chain Management project. The recommendations listed below will be complete by mid-2016, pending final review and approval from the Shared Services Executive Steering Committee.

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In addition, the Executive Steering Committee expects to have 38% (3 of 8) of the long-term recommendations implemented by mid-2016. The other five long-term opportunities will require detailed analyses and implementations plans to be approved by the Shared Services Executive Steering Committee before a firm completion date can be

determined. The recommendations listed below will be complete by mid-2016 and the remaining recommendations are expected to be complete by 2020.

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The City is at the forefront of public sector shared services implementations – other governments of the City's size that have undertaken shared services have not included Agencies due to the complications of implementing a transformational initiative across governance structures. For this reason, the Executive Steering Committee has been clear that any recommended implementations must respect each Board's governance and authority and make business sense for each affected Board.

Prior to the Shared Services Project, the City was already using a shared services model to deliver services to its divisions and was already extensively collaborating with the Agencies as outlined in the table below and in Appendix 3. For this reason, expected benefits may not be as significant as other jurisdictions that have undertaken shared services.

Function	City	TTC	TPH	TPS	TPL	TPA	EP	Zoo	TCHC
Facilities Management	•		•	•				•	
Financial Planning	•	•	•	•	•	•	•	•	•
Fleet Services	•	•	•	•	•		•	•	•
Human Resources / Labour Relations	•		•		•	•	•	•	
Information Management	•	•	•	•		•	•	•	•
Information Technology	•	•	•	•	•	•	•	•	•
Insurance & Risk Management	•		•	•			•	•	•
Internal Audit	•		•	•			•		•
Legal	•	•	•	•	•	•	•	•	•
Parking Services	•	•	n/a	n/a	•				•
Purchasing	•	•	•	•	•	•	•	•	•
Real Estate	•	•	•	•	•	•	•	•	•

•	High level of collaboration between organizations
•	Moderate level of collaboration between organizations
	Limited to no collaboration between organizations
n/a	Not applicable

Although there are many challenges related to implementing a shared services model across the City and the Agencies & Corporations, the Executive Steering Committee feels

the potential benefits outweigh the potential risks if implemented properly. For this reason, the Shared Services Executive Steering Committee is relying on thorough analysis and solid business cases to move forward with any recommended implementations.

RECOMMENDATIONS

The Deputy City Manager & Chief Financial Officer recommends that:

1. City Council authorize the Deputy City Manager & Chief Financial Officer to implement shared services items related to the following functions where shown to add value:
 - a. Common Learning – move to a consolidated model where the small Agencies use the City's common learning and training, as outlined in Appendix 1;
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 - c. Procurement – evaluate and report back on a strategic sourcing model, as outlined in Appendix 1; and
 - d. Information & Technology – move to an Enterprise Partnership model for infrastructure services, subject to approval of final business case, as outlined in Appendix 1.
2. City Council direct the Deputy City Manager & Chief Financial Officer to report annually to City Council on the status of the Shared Services Project and benefits achieved; and
3. City Council forward this report to the Agency & Corporation Boards listed below for their consideration:
 - Exhibition Place Board of Governors,
 - Toronto Board of Health,
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 - Toronto Parking Authority Board of Directors,
 - Toronto Police Services Board,
 - Toronto Public Library Board (considered on September 21, 2015),
 - Toronto Transit Commission Board (considered on September 28, 2015), and
 - Toronto Zoo Board of Management (considered on September 10, 2015).

Financial Impact

By implementing Shared Services, KPMG estimated that the City and the Agencies would realize potential benefits of between \$58.8 and \$65.3 million with up-front investments of between \$3.5 and \$10.5 million. Of this \$58.8 to \$65.3 million, KPMG estimated:

- \$47 million from pursuing a joint labour relations and collective bargaining strategy; and
- \$10 million from sharing common procurement and implementing strategic sourcing.

The Deputy City Manager & Chief Financial Officer agrees there are potential cost savings in these areas, but is of the opinion that cost savings will likely be lower than the KPMG estimates. Actual savings will be highly dependent on the viability of the opportunities as determined by more detailed review, due diligence, and implementation planning. Financial impacts of shared service models will be reported to Council and Agencies' Boards through future years' budget processes as required.

In addition, the Shared Services Executive Steering Committee believes that, although the Shared Services Study was effective in identifying areas of opportunity for shared services, it did not go to sufficient detail to provide accurate cost savings estimates. For example, the cost savings related to labour relations were arrived at by taking 1% of the total payroll costs for the City.

The table below summarizes expected savings and efficiencies through cost avoidance related to the Shared Services project. The efficiencies listed below are related to areas that were added to the Shared Services Project by the Shared Services Executive Steering Committee and were not in scope for the Shared Services Study. It is difficult to attribute these amounts solely to Shared Services since there are many variables related to efficiencies such as market changes and changes in competition levels.

Area	Expected Efficiencies (\$,000)
Fleet Services	
Fuel hedging	18,500
Fuel purchases	9,000
TTC Implementation of SAP	
One-time Licencing Fees	5,000
Software Maintenance and Subscription fees	2,500
Total	35,000

As is the case with any large, transformational project, there is a great deal of work required to complete the project. The Agencies and the City may find it hard to resource the work required to analyze and implement shared services opportunities without additional resources. Any additional resources required will be requested through the regular budget process.

DECISION HISTORY

At its meeting on June 11, 12, and 13, 2013, in consideration of EX32.3 (*Results of the Shared Services Study - City Agencies*), Council directed staff to begin implementation of various short term shared services opportunities and to report back on a multi-year implementation plan for longer term shared services opportunities after consideration by the impacted Agency Boards.

EX32.3 (*Results of the Shared Services Study – City Agencies*) was considered by the Toronto Police Services Board on June 20, 2013 and by the Toronto Public Library Board on September 23, 2013. During its meeting, the Toronto Public Library Board endorsed the following principles for the Library's participation in shared services discussions:

- that Board governance and authority be recognized,
- that implementation of shared services programs be cost neutral to the Board and provide a return on investment,
- that Toronto Public Library have on-going participation of the planning and implementation of applicable shared services programs and there be on-going reporting back to the Board, and
- that Toronto Public Library maintain control over the collective bargaining function while continuing to work collaboratively with the City.

At its meeting on January 29, 2014, in consideration of EX37.1 (*2014 Capital and Operating Budgets*), City Council requested the Deputy City Manager & Chief Financial Officer to report back to City Council in July 2014 with options to accelerate the implementation of shared service opportunities in the KPMG Shared Services Efficiency Study to achieve potential cost savings ranging from \$10 million to \$15 million in 2014.

EX43.21 (*Update on the Shared Services Project*) was approved by Executive Committee on July 02, 2014 without amendment and was considered by the Toronto Police Services Board on June 19, 2014, Toronto Public Library Board and Toronto Parking Authority Board on June 23, 2014, Toronto Transit Commission Board on June 24, 2014, and the Exhibition Place Board of Governors on September 10, 2014. Despite accelerating the implementation of the shared services opportunities, the project team was not able to achieve potential cost savings ranging from \$10 million to \$15 million in 2014.

ISSUE BACKGROUND

In 2012, the City Manager identified eight corporate support services to review as a part of a Shared Service Study and retained KPMG to undertake the assignment. The corporate support services included were: information technology, internal audit, insurance & risk management, legal services, human resources/labour relations, procurement & materials management, real estate, and records management.

KPMG's study focused on the City's six largest Agencies with a view to expanding any resulting opportunities to additional City Agencies, where appropriate. The Agencies included were: Exhibition Place, the Toronto Parking Authority, the Toronto Police Service, Toronto Public Health, Toronto Public Library, and the Toronto Transit Commission.

The KPMG report identified many existing shared services and areas of collaboration between the City and the Agencies that were in place prior to their engagement. For example, the City has been working with the Agencies in the areas of accounts payable,

corporate finance, financial planning, facilities management, real estate, fleet services, human resources, information technology, information management, internal audit, insurance & risk management, legal services, parking services, procurement, and other areas prior to the KPMG report. However, this existing collaboration was not standardized across organizations. For a list of existing collaboration, see Appendix 3.

City Council approved the implementation of eighteen opportunities and no further action on two opportunities. Eleven opportunities were recommended to be implemented in the shorter term and reported out as required through the City's 2014/2015 budget process or to a standing committee or specific Agency Board.

The remaining seven opportunities were broad transformational directions to the City and its Agencies that require significant business process re-engineering, organizational change, and information technology investment to successfully implement. The City Manager referred these opportunities to the Deputy City Manager & Chief Financial Officer, in consultation with City Agencies, for further due diligence, planning, and the development of a five-year shared service implementation plan.

Shared services are often described by organizations that have implemented these delivery models as a journey that takes time, leadership, careful planning, strategic investments, and good governance. Implementing shared services often involves a multi-year and multi-phase transformation to effect technology investments and business re-engineering across multiple organizations.

COMMENTS

1. Background on Shared Services

Shared services is the redesign of corporate services with the goal to reduce duplication within and across business units and optimize processes. Shared services solutions are tailored to the functions and organizations involved.

Although many successful shared services implementations involve consolidation of some areas, consolidation is not a requirement for shared services to be successful. For example, many organizations choose to consolidate and optimize procurement and information technology functions, while leaving human resources functions decentralized. Regardless of whether functions are consolidated, process review and redesign will occur to ensure all organizations using a function have aligned policy, standardized processes, and developed common metrics.

Since the 1980s private and public sector organizations have been implementing shared services in various forms. Many governments across North America, Europe, and Australia have implemented shared services with varying degrees of success. In Canada, the Federal Government and most provincial governments have implemented shared services to some degree.

The City already uses a shared services model to deliver corporate services to City divisions through Cluster C divisions. The City Agencies, however, continue to manage and deliver some of their own corporate services, sharing services with the City in a way that is neither formalized nor standardized for the same areas. The Shared Services Project aims to improve this by expanding the shared services model to the City Agencies. The goal of the Shared Services Project is for the City and the Agencies to work collaboratively to identify and implement shared services opportunities that will achieve cost savings and service improvements.

2. Project Structure

In 2014, an Executive Steering Committee and 15 working groups were formed. The Executive Steering Committee provides oversight and direction for the overall Shared Services Project, while each working group has been given responsibility for specific recommendations. All teams have representation from all organizations and meet regularly. The working groups are listed below.

- | | |
|--|---|
| 1. Change Management Working Group | 8. Internal Audit Working Group |
| 2. Cooperative Purchasing Group | 9. Labour Relations Steering Committee |
| 3. Facilities Management Working Group | 10. Learning Working Group |
| 4. Fleet Management Steering Committee | 11. Payroll Working Group |
| 5. Health & Safety Working Group | 12. Quality Assurance Working Group |
| 6. Information Management Working Group | 13. Real Estate Working Group |
| 7. Information Technology Steering Committee | 14. Toronto Parking Authority / City Insurance Working Group |
| | 15. Toronto Transit Commission / City Insurance Working Group |

3. KPMG Estimated Benefits

The benefits estimated by KPMG are outlined in the table below, broken down by function and time frame required to implement. KPMG did not estimate any major savings in the short-term – all major savings were estimated in the long-term. This is consistent with the project teams' analyses.

Function / KPMG Recommendation	KPMG Estimated Benefits * (\$,000)
Implement and Report as Required (Opportunities to Implement in the Short-Term)	
Human Resources	
Share generic training and learning functions	100
Coordinate and standardize common Health & Safety functions	-

Function / KPMG Recommendation	KPMG Estimated Benefits * (\$,000)
Internal Audit	
Enhance the use of the City's Internal Audit Division by Agencies	-
Establish a Quality Assurance Centre of Excellence	-
Procurement	
Continue to rationalize the City stores	1,000
Increase direct delivery of City stores items	-
Automate P2P processes related to City stores	-
Information Management	
Provide the City's online submission application for FOI requests to Agencies	100
Real Estate	
Expand the City's provision of lessor services to Toronto Transit Commission and Toronto Parking Authority	181
Insurance	
Insure the Toronto Transit Commission under the City's insurance	100
Insure the Toronto Parking Authority under the City's insurance	100
Total Estimated Benefits for Short-Term Opportunities	1,581
Implement Pending Further Due Diligence and Planning (Opportunities to Implement in the Long-Term)	
Human Resources	
Develop a labour relations and collective bargaining strategy	46,625
Standardize human resource information systems and share payroll administration	2,000
Establish a change management centre of excellence	(125)
Procurement	
Share procurement of common goods and services and implement strategic sourcing	10,000
Information Technology	
Share common information technology infrastructure	2,200
Rationalize information technology applications	1,000
Real Estate	
Coordinate real estate contract and vendor management	1,000
Information Management	
Include the Agencies in a plan to transition to managing digital records	1,000
Total Estimated Benefits for Long-Term Opportunities	63,700
Total Estimated Benefits	65,281

* The KPMG report classified each opportunity with a high, medium, or low potential benefit. Where the working group analysis has shown potential benefits and agreement

with KPMG's recommendation, the high end of the range is shown, where the working group analysis has disagreed with KPMG's findings or shows low potential benefits, the low end of the range is shown. Where analysis has not been completed, the high end of the range is shown. All estimates are shown net of estimated investments.

4. Project Approach

The project has been progressing in a path that is consistent with KPMG's recommendations, although in many cases the Executive Steering Committee has taken a broader approach to the functions than the KPMG recommendations. For example, where KPMG had two very specific Real Estate-related recommendations, the City has taken a more global focus on the real estate function and is not limiting the analysis to the specifics of the KPMG report.

Throughout the project, the Shared Services Executive Steering Committee has been ensuring that work is being done in the most efficient and effective way possible. The scope was expanded to add the additional functions and organizations, the working groups have been diving deeper than the KPMG recommendations, and the project teams have been active in finding and implementing maximum opportunities to collaborate.

The table below shows the KPMG recommendations and the related project approach. When the project approach is listed as Exceeding Recommendation, it is intended to mean that the Executive Steering Committee has adopted an approach that addresses a broader scope than the KPMG recommendation and an explanation of how it exceeds the recommendation is provided in the comments section. An approach that goes further than the KPMG recommendation may not translate into additional financial benefits. For more information, see Appendix 1.

Recommendation	Project Approach	Comments
Implement and Report as Required (Opportunities to Implement in the Short-Term)		
Human Resources		
Share generic training and learning functions	Exceeds Recommendation	Added TCHC & Zoo to Scope
Coordinate and standardize common Health and Safety functions	Exceeds Recommendation	Added TCHC & Zoo to Scope
Internal Audit		
Enhance the use of the City's Internal Audit Division by Agencies	Consistent with Recommendation	
Establish a Quality Assurance Centre of Excellence	Consistent with Recommendation	Plan to expand in future
Procurement		
Continue to rationalize the City stores and	Consistent with	

Recommendation	Project Approach	Comments
automate P2P processes	Recommendation	
Information Management		
Provide the City's online submission application for FOI requests Agencies	Consistent with Recommendation	
Real Estate		
Expand the City's provision of lessor services to TTC and TPA	Exceeds Recommendation	Added all functions and Agencies & Corporations to Scope
Insurance		
Insure the Toronto Parking Authority under the City's insurance	Consistent with Recommendation	
Insure the Toronto Transit Commission under the City's insurance	Exceeds Recommendation	Added other coverage areas
Implement Pending Further Due Diligence and Planning (Opportunities to be Implement in the Long-Term)		
Human Resources		
Develop a labour relations and collective bargaining strategy	Exceeds Recommendation	Added TCHC & Zoo to Scope
Standardize human resource information systems and share payroll	Exceeds Recommendation	Added TCHC & Zoo to Scope
Establish a change management centre of excellence	Exceeds Recommendation	Added TCHC & Zoo to Scope
Procurement		
Share procurement of common goods and services and implement strategic sourcing	Exceeds Recommendation	Added TCHC & Zoo to Scope
Information Technology		
Share common information technology infrastructure	Exceeds Recommendation	Examined all IT infrastructure services and TCHC & Zoo
Rationalize information technology applications	Exceeds Recommendation	Added TCHC & Zoo to Scope
Real Estate		
Coordinate real estate contract and vendor management	Exceeds Recommendation	Added all Functions and Agencies & Corporations to Scope
Information Management		
Include the Agencies in a plan to transition to	Exceeds	Added TCHC &

Recommendation	Project Approach	Comments
managing digital records	Recommendation	Zoo to Scope
Additional Opportunities (Opportunities added by the Executive Steering Committee)		
Facilities Management		
Incorporate the Agencies in the Facilities Transformation Project	Exceeds Recommendation	Not in KPMG's scope
Fleet Management		
Create a Fleet Management Centre of Excellence	Exceeds Recommendation	Not in KPMG's scope
Information Technology		
Establish an IT Contract Management Centre of Excellence	Exceeds Recommendation	Not in KPMG's scope
Internal Audit		
Create an Internal Audit Centre of Excellence	Exceeds Recommendation	Not in KPMG's scope
Real Estate		
Create a Real Estate Centre of Excellence	Exceeds Recommendation	Not in KPMG's scope

5. Project Update

Although the Executive Steering Committee has adopted a more fulsome and global approach to the project than KPMG, the project is progressing according to the sequencing suggested by KPMG. The project teams expect the short-term opportunities to be 89% implemented by mid-2016 and the long-term opportunities to be 38% implemented by mid-2016. We expect all recommendations to be addressed by 2020.

In all cases, the working groups are examining all areas of a function for shared services opportunities instead of focusing on the KPMG recommendation, which were at times very specific. In addition, the scope has been expanded to include

- five additional recommendations,
- two additional functions (facilities management and fleet services) and
- two additional organizations (Toronto Community Housing and Toronto Zoo.)

Based on the analyses performed by the working groups, the Executive Steering Committee has decided to focus on Information Technology, Purchasing, Real Estate, Insurance, and Learning shared services assessments in 2015 and 2016.

All other working groups will be focussing on increasing collaboration, standardizing process, aligning policy, and creating common metrics in 2015. Although these tasks have value in themselves, they allow the groups to more easily transition to a shared services model if the analysis shows value in the future.

A detailed update for each recommendation is provided in Appendix 1.

6. Benefits Achieved

Increased Collaboration across Organizations

In their report, KPMG included a section on the importance of increasing collaboration across all organizations under the City umbrella. They outlined the benefits, mechanisms, and guiding principles of increasing collaboration and stressed the need to increase collaboration between the City and the Agencies and amongst the Agencies. This section of the report has been of great importance to the Executive Steering Committee, whose members have always been very vocal about the need to work together more.

In 2014, the Executive Steering Committee created a project structure that encourages increased collaboration and sharing of knowledge. The working groups are meeting on a regular basis and there are formal and informal networks being set-up across the organizations, which has led to a shift in attitude in all organizations – there is an increased awareness of initiatives in other organizations, an increased desire to work together across organizations, and working group members regularly rely on each other as a resource.

Although it is hard to capture and quantify the benefits of this change in attitude, it is clear that this change in culture will lead to many long-term benefits for both the Agencies and the City, in both service improvements and cost efficiencies.

Selected Highlights

This section highlights some benefits achieved through the project – Appendix 4 provides more information on benefits achieved since the project started.

1. **Fuel Hedging** – The TTC and the City executed and implemented successful fuel hedging contracts which led to approximately \$18.6 million in efficiencies.
2. **Fuel Purchases** – As a result of enhanced collaboration between the City and TTC and a successful pilot program, the TTC determined that it would be acceptable to use a less expensive grade of diesel fuel – this change in fuel is expected to result in a savings of \$4.0 million. In addition to this savings, this change has allowed all organizations to purchase the same type of diesel fuel, which the City expects will lead to an efficiency of approximately \$5.0 million (\$0.05/litre). The procurement is currently being conducted and will be completed before the end of 2015.
3. **SAP** – The TTC has decided to implement SAP and is working with the City to ensure they have a joint strategy for moving forward. As part of the strategy
 - the TTC and the City are developing a 10-year roadmap,

- the City has dedicated a project team to participate in the TTC implementation and use their experience to upgrade the City's SAP platform. This will enable the City to develop a shared services model to centralize the systems management of SAP and provide implementation, support and sustainment services at a much lower cost; and
 - the TTC has benefited from the City's contract with SAP by using the City's discount, allowing them to avoid an estimated \$4.9 million in one-time fees and an estimated \$2.6 million in annual subscription and software maintenance fees.
4. **Labour Relations** –The Toronto Police Services Board engaged the City's Employee and Labour Relations group to perform bargaining on their behalf during the recently-negotiated uniform and civilian agreements.
5. **Procurement** – The Cooperative Purchasing Group has increased joint contracts from 15 in 2010 to 265 as of July 2015, representing 76 commodity groups, and resulting in efficiencies for all organizations. The City's portion of the 265 contracts is 102 contracts valued at over \$400 million. In addition, the City estimates that the prices they received through a joint calls are approximately 5% lower than the price they would have gotten if they had not included the Agencies and Corporations in the calls. Since the City is the largest consumer for most of the joint purchases, this percentage is expected to be higher for the Agencies and Corporations participating on the joint calls. For a listing of the cooperative purchases between the City and the Agencies, see Appendix 2.
6. **City Stores Rationalization** - In 2014, two City Corporate Stores were closed and consolidated into a single location. This resulted in two properties becoming available for other uses.
- 60 Brant Street: 60 Brant Street will house Eva's Phoenix, a non-for profit shelter that works with youth, and will be incorporated into a mixed-use development that is currently being marketed by Build Toronto. The sale and development of the adjacent mixed-use development will generate revenue for the City from property taxes, development charges, and fees.
 - 320 Bering Avenue: Business cases for the occupancy of 320 Bering Avenue by other City Divisions are currently being examined. If viable, the occupancy will meet the Council recommendation that Bering Yard be retained for City purposes and it's use intensified by adding additional City services.
7. **Fleet Services** – The City's wireless fuel integration program includes fully secure and automated fuel management and additional vehicle operating data capture which improves fleet management capability. The TTC began a pilot to participate in this program in 2015. In addition, the City has been accessing Toronto Police Service fuel sites to refuel Toronto Paramedic Services vehicles.

8. **Learning and Health & Safety** – Collaboration in areas such as developing and sharing of training materials has resulted in improved access to materials and consistency in programming. Continued on a larger scale will provide opportunities for future benefits.

For a more comprehensive list of benefits achieved, please refer Appendix 4.

7. Roadmap for Moving Forward

Based on the Shared Services Executive Steering Committee's direction, assessment and implementation has been accelerated for all areas. The table below provides a high-level overview of the project plan for assessment and/or implementation as determined by a business case.

Recommendation	Target Timeline					
	2014	2015	2016	2017	2018	2019
Implement and Report as Required (Opportunities to Implement in the Short-Term)						
Human Resources						
Share generic training and learning functions			•			
Coordinate and standardize common Health and Safety functions		•				
Internal Audit						
Enhance the use of the City's Internal Audit Division by Agencies	•					
Establish a Quality Assurance Centre of Excellence			•			
Procurement						
Continue to rationalize the City stores and automate P2P processes	Ongoing					
Information Management						
Provide the City's online submission application for FOI requests to the Agencies		•				
Real Estate						
Expand the City's provision of lessor services to TTC and TPA	Deferred					
Insurance						
Insure the Toronto Parking Authority under the City's insurance			•			
Insure the Toronto Transit Commission under the City's insurance			•			
Implement Pending Further Due Diligence and Planning (Opportunities to Implement in the Long-Term)						

Recommendation	Target Timeline					
	2014	2015	2016	2017	2018	2019
Human Resources						
Develop a labour relations and collective bargaining strategy		•				
Standardize human resource information systems and share payroll	To be determined					
Establish a change management centre of excellence		•				
Procurement						
Share procurement of common goods and services and implement strategic sourcing	To be determined					
Information Technology						
Share common information technology infrastructure						•
Rationalize information technology applications	To be determined					
Real Estate						
Coordinate real estate contract and vendor management	Deferred					
Information Management						
Include the Agencies in a plan to transition to managing digital records		•				
Additional Opportunities (Opportunities added by the Executive Steering Committee)						
Facilities Management						
Incorporate the Agencies in the Facilities Transformation Project			•			
Fleet Management						
Create a Fleet Management Centre of Excellence		•				
Information Technology						
Establish an IT Contract Management Centre of Excellence	To be determined					
Internal Audit						
Create an Internal Audit Centre of Excellence		•				
Real Estate						
Perform City-Wide Real Estate Framework Assessment			•			

For a more detailed project plan, see Appendix 5. For a detailed description of the status & roadmap for each recommendation, see Appendix 1.

9. Expected Benefits

As stated in Section 2, KPMG did not predict savings in the short-term and predicted that the majority of the benefits in the short-term are non-monetary. This is consistent with the analysis the working groups have performed.

As mentioned in previous reports, Shared Services is a transformational project that focusses on optimizing and modernizing corporate services and reducing duplication. The immediate benefit of a shared services implementation is increased collaboration, followed by improved service delivery, resulting in cost avoidance in the long term. This is consistent with other jurisdictions. For example, Ontario Shared Services did not start to realize any significant benefits until the seventh year after implementation. For this reason, various consultants and public-sector organizations that have undertaken shared services have advised against focussing solely on savings.

Some shared services implementations may involve complex labour relations issues. If these issues do arise, they may vary between organizations and will require careful investigation and due diligence as options are examined. All implementations will comply with collective agreement obligations.

Labour Relations

KPMG has estimated that pursuing this opportunity may yield cost savings 1% of the City's salary & benefits budget (approximately \$47.0 million.) The Deputy City Manager & CFO, Executive Director of Human Resources, and Shared Services Labour Relations Steering Committee agree that there are potential savings, particularly the avoidance of higher and rising future costs, but are of the opinion that savings will be lower than the KPMG estimates given the complexity of the collective bargaining process. Any benefits associated with this initiative will be difficult to attribute solely to Shared Services.

In addition, the governance structure of the Boards combined with the staggered multi-year collective agreement expiry dates of the numerous collective agreements put limitations on the ability of the City and the Agencies to have a one-size-fits-all coordinated labour relations and collective bargaining strategy, specifically for those agreements that are subject to binding arbitration.

Comparing the City to other Jurisdictions

The City is at the forefront of public sector shared services implementations – other governments of the City's size that have undertaken shared services have not included Agencies due to the complications of implementing transformational initiatives across governance structures.

Since the City is already using a shared services model to deliver corporate services, the order of magnitude benefits expected from a shared services implementation across the City and Agencies is not comparable to other jurisdictions who have undertaken an internal shared services implementation. Since the City represents approximately 70% of the total of the City and the Agencies, the Shared Services Project Team estimates that

approximately 70% of benefits have likely been realized by implementing shared services at the City. For this reason, stakeholders should not expect the same level of benefits to be realized as in other jurisdictions that were completely decentralized prior to implementing shared services. However, no formal analysis has been performed to validate this estimation.

10. Conclusion

Although there are many challenges related to implementing a shared services model across the City and its Agencies, the Executive Steering Committee feels the potential benefits of Shared Services outweigh the potential risks, if implemented properly. However, the Executive Steering Committee is also aware that opportunities must be fully analysed to ensure benefits will be achieved before starting implementation. For this reason, the Shared Services Executive Steering Committee will continue to review opportunities and will make decisions on implementing initiatives based on thorough analysis and solid business cases.

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ATTACHMENTS

- Appendix 1:** Detailed Status of Recommendations
- Appendix 2:** Summary of Cooperative Purchases
- Appendix 3:** Summary of Existing Collaboration
- Appendix 4:** Summary of Benefits Achieved
- Appendix 5:** Project Plan

APPENDIX 1: Detailed Status of Recommendations

This appendix provides a detailed update on the status of each of the recommendations. Use the table of contents below to find locate each opportunity within the appendix.

Recommendation	Page
Implement and Report as Required (Opportunities to Implement in the Short-Term)	20
Human Resources	
Share generic training and learning functions	20
Coordinate and standardize common Health and Safety functions	20
Internal Audit	
Enhance the use of the City's Internal Audit Division by Agencies	21
Establish a Quality Assurance Centre of Excellence	22
Procurement	
Continue to rationalize the City stores and automate P2P processes	22
Information Management	
Provide the City's online submission application for FOI requests Agencies	23
Real Estate	
Expand the City's provision of lessor services to TTC and TPA	24
Insurance	
Insure the Toronto Parking Authority under the City's insurance	24
Insure the Toronto Transit Commission under the City's insurance	24
Implement Pending Further Due Diligence and Planning (Opportunities to Implement in the Long-Term)	25
Human Resources	
Develop a labour relations and collective bargaining strategy	25
Standardize human resource information systems and share payroll	27
Establish a change management centre of excellence	28
Procurement	
Share procurement of common goods and services and implement strategic sourcing	29
Information Technology	
Share common information technology infrastructure	30
Rationalize information technology applications	32
Real Estate	
Coordinate real estate contract and vendor management	33
Information Management	
Include the Agencies in a plan to transition to managing digital records	34
Additional Opportunities (Opportunities added by the Executive Steering Committee)	34
Facilities Management	
Incorporate the Agencies in the Facilities Transformation Project	34
Fleet Management	
Create a Fleet Management Centre of Excellence	35
Information Technology	
Establish an IT Contract Management Centre of Excellence	35
Internal Audit	
Create an Internal Audit Centre of Excellence	36
Real Estate	
Create a Real Estate Centre of Excellence	36

Status of Opportunities Recommended to Implement and Report Further as Required

Share Generic Training and Learning Functions

Council Directive

City Council refers the following shared service opportunities to the City Manager to commence implementation in 2014 and to report further as required:

- a. Share generic training and learning functions

Update

The Learning Working Group was formed in 2014 and has been meeting regularly. The group has completed a current state assessment and has completed an analysis to identify opportunities and determine the roadmap for moving forward.

The group has decided that a shared services model between the City and the smaller Agencies is worth pursuing. A shared services model with the larger Agencies – TPS and TTC – at this point would not add value since their models for delivery of service are drastically different than the other organizations and training is core to their business and common learning cannot easily be separated from their task-specific learning activities.

The group has decided that there is value in increasing collaboration between the City, TPS, and TTC, specifically on eLearning, sharing content, and joint procurement.

Roadmap

Before the end of 2015, the working group will:

- Conduct a preliminary review of what would be required for Agencies to access the Cornerstone on Demand Learning Management System including estimated configuration costs, benefits, preparation, and sustainment costs;
- Develop a single point of contact system to give smaller Agencies access to Toronto classroom courses. Develop a manual registration system to accommodate Agency access to City courses and a fee structure to reflect cost recovery requirements; and
- Implement a formal process to share City owned content and training materials with the larger Agencies.

Coordinate and Standardize Common Health and Safety Functions

Council Directive

City Council refers the following shared service opportunities to the City Manager to commence implementation in 2014 and to report further as required:

- b. Coordinate and standardize common health and safety functions

Update

The Health & Safety Working Group was formed in 2014 and has been meeting regularly. The group has completed a current state assessment and has completed an analysis to identify opportunities and determine the roadmap for moving forward.

The Group concluded that there is value in increasing collaboration between all the Organizations. It was decided, however, that a shared services model would not add value since each organization takes a different approach to their model for delivery of service which would require the organizations to redesign the way they integrate health & safety into their core business. The cost to do this is expected to out-weigh any savings generated. However, the group has decided that there is value in increasing collaboration between all the organizations.

The group is working together on:

- Increased information sharing around advisory bulletins;
- Capitalizing on e-learning modules related to health and safety;
- Developing a common approach to comply with new training standards;
- Developing a common approach to responding to legislative changes;
- Identifying common procurement related to health and safety; and
- Identifying common equipment needs and services.

Roadmap

Before the end of 2015, the working group will:

- Develop common metrics
- Operationalize the community of practice
- Roll-out the Global Harmonization System
- Work together to procure H&S services

Enhance the Use of the City's Internal Audit Division by Agencies

Council Directive

City Council refers the following shared service opportunities to the City Manager to commence implementation in 2014 and to report further as required:

- c. Enhance the use of the City's Internal Audit Division for compliance, assurance and business risk consulting services by Agencies that do not have their own audit resources

Update

Completed in 2014. The Toronto Public Library, Exhibition Place, and Toronto Police Services Board have agreed to use the City's Internal Audit to perform various engagements.

Establish a Quality Assurance Centre of Excellence

Council Directive

City Council refers the following shared service opportunities to the City Manager to commence implementation in 2014 and to report further as required:

- d. Establish a Quality Assurance Centre of Excellence to leverage tools, templates and specialized skills, coordinate work plans and share best practices

Update

Completed in 2015. The Quality Assurance Centre of Excellence was formed and met for its first regular meeting in May 2015.

Roadmap for moving forward

The group will continue to meet regularly. Once the group has agreed upon a workplan that adds value for all participating organizations, the group will consider expanding membership to the additional Agencies and City divisions.

Continue to rationalize the City Stores

Council Directive

City Council refers the following shared service opportunities to the City Manager to commence implementation in 2014 and to report further as required:

- e. Continue to rationalize the City stores and increase direct delivery of consumable goods and automate P2P (purchase to pay) processes

Update

This recommendation from KPMG's Shared Services Study related only to the City of Toronto and was consistent with recommendations from the Auditor General related to continuing to rationalize City Stores, increase direct delivery of products where appropriate and increase the use of technology. Rationalization of City Stores is a continual process of determining whether existing Stores should be closed, consolidated or expanded and whether new Stores should be opened.

The rationalization of City Stores began in 2006 with six Divisions in scope and a total of 7 Corporate Stores and 18 Divisional warehouses, for a grand total of 25 stores/warehouses. At the beginning of 2014, there were 4 Corporate Stores (60 Brant St, 320 Bering Avenue, 1050 Ellesmere Avenue and City Hall) and 3 Corporate Warehouses (Finch, Rivalda and Dohme). In 2014, two Corporate Stores (Brant and Bering) were consolidated and relocated to 799 Islington Avenue. The renovation at 799 Islington (approximately a 32,000 sq foot warehouse) is scheduled to be completed by August 2015 allowing PMMD to further consolidate two Corporate warehouses (Rivalda and Dohme) into Islington leaving three Corporate Stores and one Corporate Warehouse. The consolidation of the two warehouses should result in efficiencies gained through stock consolidation, stock rotation and fewer warehouse transfers.

City Divisions also have Divisional Warehouses, where the inventory is overseen/managed by PMMD but manned by staff from the respective City Division. At the beginning of 2015 the following Divisions had PMMD managed warehouses:

- Parks, Forestry and Recreation – 1 warehouse;
- Toronto Water – 2 warehouses;
- EMS – 1 warehouse;
- Toronto Fire – 1 warehouse.

	2006	2014	2015 (Year End)
Divisional Warehouses	18	8	5
Corporate Warehouses	7	3	1
Corporate Stores	0	3	3
Total	25	14	9

Finally, PMMD has been working on an overall supply chain management technology solution. PMMD hired PWC to conduct a fit-gap analysis and to provide a technology implementation roadmap in order for PMMD to enhance its' use of technology, including items such as having an online ordering capability for City Stores.

Roadmap

PMMD will continue to work with Divisions to rationalize Divisional Warehouses and determine whether those warehouses can be further consolidated into 799 Islington Avenue. Discussions have already begun with Divisions. PMMD continues to create, validate and use direct delivery options with vendors, where appropriate, without incurring unnecessary inventories of overstocked goods throughout the City in various departments. PMMD is also working on a business case for the 2016 Budget process related to implementing new technology.

City provides Freedom of Information submission application to Agencies

Council Directive

City Council requests the City Clerk to provide as a best practice, the City's online submission application for Freedom of Information requests to interested Agencies when it becomes available.

The City purchased and implemented a module for the City's CLASS system, used extensively by Parks, Forestry, and Recreation for online registrations. This module was adapted for the FOI submission tool. A demonstration to the Agencies was provided in March 2015.

Roadmap

Each Agency will determine if the City's tool meets their needs. If it does, each Agency will work with the City to install the tool.

Expand the City's provision of lessor services to the TTC and the TPA

Council Directive

City Council requests the Chief Corporate Officer to work with the Chief Executive Officers of the Toronto Transit Commission and Toronto Parking Authority regarding the possibility of the City providing lessor services to their Agencies.

Update

The Real Estate Working Group was formed in 2014 and met regularly until February 2015 when it was decided that the best approach was to expand the scope of this project to all real estate functions and all Agencies and Corporations.

Council approved the City-Wide Real Estate Review report in April 2015. This project will analyse the options related to improving coordination of all real estate activities for all organizations.

Roadmap

The City, under the direction of the City Manager's Office, will hire an external consultant to review the existing real estate structures of all City divisions, Agencies, and Corporations with the aim to improve coordination between all real estate functions on a City-wide basis. By Q1 2016, a report will be delivered to Council with recommendations and an implementation plan to create a City-Wide Framework for the City and its Agencies and Corporations.

Insure the TTC and the TPA under the City's insurance

Council Directive

City Council requests the City Manager and Deputy City Manager & Chief Financial Officer, to work with the Chief Executive Officers of the Toronto Transit Commission and Toronto Parking Authority, to insure the Toronto Transit Commission and the Toronto Parking Authority under the City's insurance for non-specialized policies and exclusive of claims, where the City is able to provide similar coverage for a lower cost and report further as required.

Toronto Parking Authority

Update

Toronto Parking Authority and the City's Insurance & Risk Management Division has met multiple times to discuss this opportunity in 2014 and 2015. In April 2015, the groups met with their brokers to create a workplan to decide on an approach to complete an analysis by fall 2015.

Roadmap

Toronto Parking Authority, the City's Insurance & Risk Management Division, and their respective brokers will complete the analysis of this opportunity by fall 2015. If there is value in consolidating the insurance programs, an implementation plan will be completed by December 2015 and the programs will be consolidated in 2016.

Toronto Transit Commission

Update

Toronto Transit Commission and the City's Insurance & Risk Management Division met multiple times to discuss this opportunity in 2014 and 2015. In March 2015, the groups decided to examine the potential for the City to insure its vehicles through the TTC Insurance Company. Although this option would lead to a potential savings of approximately \$300,000 to the City, it would require a change to the TTC Insurance Company that must be approved by the Province. In May 2015, the City and the TTC met with the Province to discuss the possibility of insuring the City's vehicle and three other areas of risk with the TTC Insurance Company.

Roadmap

In 2015, the TTC and the City will apply to expand the scope of the TTC Insurance Company to include the City's auto vehicles and other risk categories. The results of this application will not be known until 2016.

Status of Opportunities Recommended to Implement Pending Further Due Diligence and Planning

City-wide labour relations strategy

Council Directive

City Council authorizes the City Manager and the Executive Director, Human Resources to lead the development of a labour relations and collective bargaining strategy for the City and its Agencies going forward, in consultation with City Agencies, and report the strategy to the City's Employee and Labour Relations Committee for approval in principle.

Update

In 2014, the Shared Services Labour Relations Steering Committee was formed. This committee includes representatives from the City and the Agencies in scope for the Shared Services Project and has been meeting regularly to discuss ways to enhance communications related to their various Labour Relations and Collective Bargaining Strategies.

The discussions with these organizations have been mindful of the differences in governance structures and the various expiry dates of the City's and Agencies collective agreements. The

following table sets out the expiry dates of the collective agreements and identifies who performs bargaining for each of the agreements.

Organizations / Union	Bargaining Year					Bargaining Performed by:
	2014	2015	2016	2017	2018	
City of Toronto						
TPFFA Local 3888	•					City
CUPE Local 79 (4 agreements)		•				City
TCEU (CUPE) Local 416		•				City
CUPE Local 2998		•				City
Toronto Public Library						
CUPE Local 4948		•				TPL
Toronto Community Housing Corporation						
CUPE Local 79		•				TCHC
Exhibition Place						
CUPE Local 2840		•				City
IBEW Local 353		•				City
CUPE Local 5116		•				City
IATSE Local 58		•				City
Painters & Allied Trades		•				City
Carpenters Local 27		•				City
Plumbers Local 46		•				City
LIUNA Labourers Local 506			•			City
Toronto Parking Authority						
TCEU Local 416				•		TPA
Toronto Zoo						
CUPE Local 1600				•		City
Toronto Transit Commission						
ATU Local 113					•	TTC
CUPE Local 2					•	TTC
IAMAW Lodge 235					•	TTC
CUPE Local 5089					•	TTC
Toronto Police Services Board						
Toronto Police Association (6 agreements)					•	City
Senior Officers' Organization (2 agreements)	•					External Counsel

The Toronto Police Services Board engaged the City's Employee and Labour Relations group to conduct bargaining on their behalf during the recently-negotiated uniform and civilian agreements (Uniform, Unit A, Unit B, Unit C, Unit D and Unit E).

Currently, the City has direct Shared Services Agreements for bargaining with Exhibition Place, the Toronto Police Services Board, and the Toronto Zoo. The Shared Services Labour Relations Steering Committee and Shared Services Executive Steering Committee are

examining the possibility of entering into similar agreements with other Agency and Corporation Boards.

KPMG has estimated that pursuing this opportunity may yield cost savings 1% of the City's salary/benefits budget or approximately \$47M. The Deputy City Manager & CFO, and Executive Director of Human Resources agrees that there are potential cost savings, particularly the avoidance of higher and rising future costs, but is of the opinion that cost savings will likely be lower than the KPMG estimates given the complexity of the collective bargaining process and the pragmatic realities of collective bargaining in the public sector – specifically for those agreements that are subject to binding arbitration.

Roadmap

The governance structure of the Boards combined with the staggered multi-year collective agreement expiry dates of the numerous collective agreements put limitations on the ability of the City and the Agencies to have a one-size-fits-all coordinated labour relations and collective bargaining strategy. However, the collaborative sharing of information combined with the direct service agreement arrangements create the beginnings of the development of a successful working framework.

The Shared Services Labour Relations Steering Committee will continue to meet regularly to share information and discuss collective bargaining strategies, best practices, and successful strategies and bargaining outcomes. This increased collaboration will lead to greater alignment between the organizations during collective agreement negotiations.

Standardize HR information systems and share payroll administration

Council Directive

City Council refers the following shared service opportunities to the City Manager for further due diligence and consultation with City Agencies and report back to Executive Committee with a multi-year shared service implementation plan and after consideration by Boards of affected City Agencies:

- a. Standardize human resource information systems and share payroll and benefits administration

Update

The City's Pension, Payroll, and Employee Benefits Division (PPEB) completed a Program Review of operations, including a complete review of its end-to-end business process, in 2013.

Based on the results of this review, PPEB embarked on three major IT infrastructure projects - the Employee and Management Self Service Portal (ESS/MSS); an Enterprise Time, Attendance and Scheduling Management program (TASS); and a major update to SAP as it relates to payroll (CATS).

The ESS/MSS project commenced in March 2014 and remains on track to complete phase one in 2015. The City issued an RFP for the CATS/TASS project and is in final negotiations with a consortium to assist with its implementation. It is anticipated the project will commence in June 2015 and is scheduled to be completed by the end of 2016 for the 2 pilot divisions.

It was recommended by both the consultant who conducted the Program Review and KMPG that prior to the City examining shared services opportunities in depth it needs to upgrade its IT infrastructure and modernize its end-to-end processes. As a result, the focus will continue over the next year to implement the 3 capital projects and review its business process and organizational structure to prepare the foundation for shared services.

The City and Agencies, however, do feel that mutual benefit can be gained by creating a community of practice immediately to share best practices and examine any potential shared services opportunities. The first of these meetings took place on April 16, 2014.

Roadmap

Shared Services will be considered once the City has completed their process of modernizing their payroll systems.

The City's Director, PPEB will continue to coordinate monthly meetings with the Agencies to update the Agencies on the status of the major capital projects, to share best practices, review all collective agreements and business requirements, and determine potential shared services opportunities, given the differences in each Agency's business.

Establish a Change Management Centre of Excellence

Council Directive

City Council refers the following shared service opportunities to the City Manager for further due diligence and consultation with City Agencies and report back to Executive Committee with a multi-year shared service implementation plan and after consideration by Boards of affected City Agencies:

- f. Establish a change management centre of excellence to support the implementation of shared services and other major City change initiatives.

Update

The City added one full-time permanent change management consultant position to the complement of the Shared Services Project Team in 2015. The Shared Services Project Team has started discussions with Human Resources, the City Manager's Office, and other areas in the City and Agencies to develop the scope of services and best reporting relationship for a Change Management Centre of Excellence.

Roadmap

The Change Management Consultant will develop a change strategy for the project and work with the Shared Services Project Team, Human Resources, and the City Manager's Office to

determine the plan for the Change Management Centre of Excellence. Resources will be added to the Shared Services Project Team as needed to manage change effectively. These positions will move over into the Change Management Centre of Excellence once the scope of services and reporting relationship have been confirmed and approved.

Share procurement of common goods and implement strategic sourcing

Council Directive

City Council refers the following shared service opportunities to the City Manager for further due diligence and consultation with City Agencies and report back to Executive Committee with a multi-year shared service implementation plan and after consideration by Boards of affected City Agencies:

- a. Share procurement of common goods and services and implement strategic sourcing

Update & Roadmap

Development of Strategic Sourcing in Procurement

Strategic Sourcing is the process of identifying cost saving/efficiency opportunities, evaluating potential suppliers, negotiating supplier contracts and continually managing supplier relationships to achieve corporate goals. Strategic Sourcing drives benefits across a number of areas within the organization, and is not simply a cost reduction effort; the true objective is to create value in many forms—quality, cost, risk, compliance with policy objectives like green procurement etc. Strategic Sourcing is not simply bundling or consolidating buying and is more than just the acquisition process.

Implementing strategic sourcing in procurement was the main recommendation from the KPMG Shared Services Study. The recommendation was for the City of Toronto to implement category management, a form of strategic sourcing, by re-organizing its Purchasing and Materials Management Section first. Once that was done, the next step would be to bring the Agencies into the strategic sourcing model.

In order to do this, the City's Purchasing and Materials Management Division ("PMMD") has embarked on a program review that will review its service delivery and organizational structure and set out an implementation plan that will move to a strategic sourcing model. PMMD, using internal resources, has finalized a current state assessment and has retained Ernst & Young who will recommend potential models for the City to move towards and to provide a fit-gap analysis and a roadmap and implementation plan for the preferred model. The consultant began work in July, 2015 and will provide its final report at the end of March, 2016. Depending on the implementation roadmap, some items may be implemented in 2016 through to 2017.

Cooperative Purchasing Group

As noted above, the main recommendation from KPMG's Shared Services Study was for the City to implement strategic sourcing. In the interim, while work is being done to assess how the City would implement strategic sourcing, the City of Toronto and the Agencies and

Corporations are working collaboratively to identify common procurement opportunities through the monthly Cooperative Purchasing Group (CPG meetings). A formal terms of reference was recently signed off by the members of the Executive Shared Service Steering Committee. The terms of reference guide how the CPG will operate. Appendix 2 provides a list of the purchases done jointly with one or more Agencies and/or where an Agency has piggy-backed off the City's contract.

The next steps the CPG is working on include continuing to identify joint procurement opportunities, implementing and tracking the cost saving and other metrics established by the CPG, reviewing the processes and legal terms to determine standardization amongst the Agencies where possible, and comparing procurement opportunities against the Provincial Vendor of Record (VOR) system.

Share common information technology infrastructure

Council Directive

City Council refers the following shared service opportunities to the City Manager for further due diligence and consultation with City Agencies and report back to Executive Committee with a multi-year shared service implementation plan and after consideration by Boards of affected City Agencies:

- a. Share common information technology infrastructure with a focus on infrastructure management, data management and storage

Update

The City's Information & Technology Division formed a project team in 2014 responsible for all three IT-related opportunities (IT Infrastructure, IT Application Rationalization, and IT Contracts). This project team completed an RFP process for an external consultant to provide the tools and experience needed to assist the project team in performing an assessment of the IT Infrastructure function and make a recommendation on a shared services model. In addition, an IT Steering Committee was formed that consisted of the Chief Information Officers (or their equivalents) for the City and the Agencies & Corporations.

Assessment

This assessment indicated that 40% to 65% of technology infrastructure and services areas were highly eligible for shared services, with the exception of Toronto Police Service. Only common infrastructure areas that are not core to an Agency's business were considered for this assessment.

The project team completed an assessment of the nine common technology infrastructure areas listed below.

1. Data Centre Services
2. Desktop Services
3. Enterprise Backup
4. Internet Services
5. IT Services Desk
6. Messaging and Telephony
7. Network Services
8. Platform Infrastructure
9. Storage Services

During the analysis, it was determined to focus on the City, Toronto Police Service, Toronto Transit Commission, and the Toronto Public Library since they represented approximately 94% of the common, non-core technology infrastructure services. The remaining organizations (Exhibition Place, Toronto Community Housing, Toronto Public Health, Toronto Parking Authority, Toronto Zoo) represented less than 6% of the common, non-core technology infrastructure services and the IT Steering Committee concluded that detailed analysis of these entities would have limited value. These organizations will be included in the implementation where shown to add value.

It is important to note that the City and Agencies are already collaborating in a number of technology infrastructure areas. Examples include sharing of the City's data centre infrastructure, leveraging the Toronto Police Service 911 telephone systems and services, and use of the City's Geographic Information Systems for digital maps and data. For more detail about existing collaboration, see Appendix 3 and Appendix 4.

Roadmap for IT Infrastructure & Services

Based on results of the assessment, it was recommended that a three-phase approach to shared services be adopted, which is summarized below. This approach has been recommended by the Shared Services IT Steering Committee, but has not yet been approved by the Shared Services Executive Steering Committee.

Phase 1: Setting the Foundation	
Timeframe:	2015 to 2016
Estimated Cost:	\$300,000
Activities:	<ul style="list-style-type: none"> - Hiring of a project team - Creation of governance - Preparation of project and communication plans - Creation of business case for moving to Enterprise Partnership
Comments:	The first phase is preparation for the implementation of IT Shared Services.
Decision: Are we ready for Enterprise Partnership?	
Comments:	The Shared Services Executive Steering Committee will confirm that the business case exists and the governance structure and organizational change management plans are in place to move to Enterprise Partnership.
Phase 2: Enterprise Partnership	
Timeframe:	2016 to 2019
Estimated Cost:	Between \$2.6 and \$5.5 million to implement Enterprise Partnership and set the foundation for implementing Managed Services.
Estimated Benefit:	Between \$2.0 and \$4.0 million annually, based on PwC industry data and the data gathered by the City and Agencies & Corporations.
Activities:	<ul style="list-style-type: none"> - Standardization of processes - Standardization of systems

Comments:	<ul style="list-style-type: none"> - Coordination of purchasing and contract management - Enterprise Partnership focusses on increasing collaboration between the organizations with an agreed-upon approval process. - Enterprise Partnership is expected to be implemented by 2019 and is expected to deliver approximately 50% of the benefits of a full consolidation with significantly lower risk.
Decision: Do we move to Managed Services?	
Comments:	The Executive Steering Committee will decide if a business case exists to move to Managed Services based on the estimated costs and potential benefits.
Phase 3: Managed Services	
Timeframe:	Starting in 2019
Estimated Cost:	To be determined during Enterprise Partnership
Estimated Benefit:	To be determined during Enterprise Partnership
Activities:	Consolidation of functions between the City and the Agencies & Corporations
Comments:	Based on the results of Enterprise Partnership, the decision will be made whether to move to a consolidation.

During the assessment, the IT Steering Committee recognized the importance of change management in any approach that was being considered. Managing change effectively is essential to ensure success, especially when considering the complex and long-established business models of the City and the Agencies & Corporations.

Rationalize information technology applications

Council Directive

City Council refers the following shared service opportunities to the City Manager for further due diligence and consultation with City Agencies and report back to Executive Committee with a multi-year shared service implementation plan and after consideration by Boards of affected City Agencies:

- a. Rationalize information technology applications

Update

The City's Information & Technology Division formed a project team in 2014 responsible for all three IT-related opportunities (IT Infrastructure, IT Application Rationalization, and IT Contracts). As recommended in the KPMG report, a separate team was seconded to work on the IT Application Rationalization Assessment, largely due to the dependencies that application rationalization has on the IT Infrastructure. This also aligns with industry best practice, whereby IT Application Rationalization implementation begins in the second stage of implementation. As such it was determined that it should follow any decision made on the IT Infrastructure recommendation. The City and Agencies are establishing a joint project

team tasked with gathering and assessing the application inventories in conjunction with business functions they support.

In addition, the City and TTC have been formally engaged in collaborating to establish the foundation for a common, shared SAP environment. Other Agencies will be engaged to assess opportunities to leverage in the Shared Services SAP ERP Strategy.

Roadmap

Work on the IT Application Rationalization has focused on the development of the framework needed to collect the inventory of applications in the City and Agencies and identify the business functions they support. Given the volume of applications and the business functions they support, a joint project team will be assembled with subject matter experts from the City and Agencies. This team will work together to:

1. Map the landscape of IT Applications.
2. Assess opportunities for shared application services by business capability.
3. Develop and implement an application inventory governance model.
4. Develop and maintain a shared inventory of applications.
5. Analyze opportunities to consolidate applications.
6. Identify a list of prioritized projects to rationalize IT Applications (Roadmap).

Coordinate real estate contract and vendor management

Council Directive

City Council refers the following shared service opportunities to the City Manager for further due diligence and consultation with City Agencies and report back to Executive Committee with a multi-year shared service implementation plan and after consideration by Boards of affected City Agencies:

- e. Coordinate real estate contract and vendor management through an information technology platform

Update

The Real Estate Working Group was formed in 2014 and met regularly until February 2015 when it was decided that the best approach was to expand the scope of this project to all real estate functions and all Agencies and Corporations.

Council approved the City-Wide Real Estate Framework report in April 2015. This project will analyse the options related to the better coordination of all real estate activities for all relevant City Agencies, Corporations and divisions.

Roadmap

The City, under the direction of the City Manager's Office, will hire an external consultant to review the existing real estate structures of all City divisions, Agencies, and Corporations with the aim to improve coordination between all real estate functions on a City-wide basis. By Q1 2016, a report will be delivered to Council with recommendations and an

implementation plan to create a City-Wide Framework for the City and its Agencies and Corporations.

Include the Agencies in a plan to transition to managing digital records

Council Directive

City Council requests the City Clerk, in consultation with the City Manager and the Chief Information Officer, to include in the Information Management Strategy for the City, a plan to transition to managing digital records and phased-in implementation to include City Agencies.

Update

The City and Agencies have been meeting regularly. The City's development of an Information Management Strategy originally planned to begin in 2014 was delayed, and work on the initiative started at the beginning of 2015. No Agency has a comparable initiative for an organization-wide information management strategy underway or planned. However, some Agencies, including the TTC and Toronto Police Service, are actively developing digital record keeping capabilities and may well be 'ahead' of the City in terms of implementation. IM Working Group will be consulted in the development of the City's strategy in order for Agencies to adapt the IM strategy for their purposes as appropriate. The City's Information Strategy is scheduled for completion at the end of 2015.

Roadmap

The City will consult with the Agencies while in process of developing the City's strategy so that the Agencies can be phased in as part of the transition to digital records. The Working Group noted significant dependencies between the strategy and other initiatives, including, management of IT contracts, sharing IT infrastructure, rationalizing IT applications.

Status of Additional Shared Service Opportunities

Incorporate the Agencies in the Facilities Transformation Project

Council Directive

None - this opportunity was added by the Shared Services Executive Steering Committee.

Update

The Facilities Management Working Group met in 2014 and decided that the best approach was for the City's Facilities Management Division perform shared services assessments with each Agency separately. These assessments started in January 2015 with Toronto Public Library with a discussion around using a shared services model to provide security services. Toronto Parking Authority's assessment was started in March 2015.

Roadmap

Agency assessments will begin in 2015 and continue in 2016 with implementation potential to commence in 2017.

Establish a Fleet Management Centre of Excellence

Council Directive

None - this opportunity was added by the Shared Services Executive Steering Committee.

Update

Fleets' shared services are coordinated formally through the Fleet Management Steering Committee (FMSC). In 2014 the Terms of Reference were revised and membership was expanded. The FMSC is comprised of members from FSD, TPS, TFS, TPS (EMS), TTC non-revenue, Exhibition Place, TPA, Toronto Zoo, Toronto Public Library and PMMD. At each monthly meeting, issues of concern are discussed and coordinated as required.

The main benefit is information-sharing. To this point the greatest savings can be attributed to the Bulk Fuel Purchase which is coordinated by PMMD and the contract is managed by FSD. In 2014 the creation of the Consolidated Green Fleet Plan 2014 – 2018 was developed by FSD, TPS, FSD, TTC non-revenue and TPS is seen as an efficiency. Each year FSD updates the Emergency Support Function (ESF) document on behalf of all members.

Roadmap

In 2016 the FMSC will continue to serve its members and coordinate Fleet activities as required.

Establish an IT Contract Management Centre of Excellence

Council Directive

None - this opportunity was added by the Shared Services Executive Steering Committee.

Update

The City's Information & Technology Division formed a project team in 2014 responsible for all three IT-related opportunities (IT Infrastructure, IT Application Rationalization, and IT Contracts). The IT Project Management team has engaged PMMD and has assigned a team lead from the IT Contract Management Office.

Although many City IT contracts are already adopted by Agencies (which reduces duplicate procurement activity and allows for pricing improvements) the team anticipates that economies of scale can be realized by combining contracts for common IT infrastructure, applications, and services.

Roadmap

A task force consisting of City and Agency resources with IT contract management experience will endeavor to:

- Review existing IT Contracts
- Identify City and Agency resources to form a task force to assess IT Contract rationalization opportunities.
- Assess the benefits of establishing an IT Contract Management Centre of Excellence to formalize collaboration and implement processes that support sharing of IT contracts between the City and Agencies.

Any immediate opportunities will be identified and acted upon. In addition, recommendations adopted for implementing IT Shared Services Infrastructure and Rationalization of Applications may foster opportunities to consolidate IT Contracts.

Establish an Internal Audit Centre of Excellence

Council Directive

None - this opportunity was added by the Shared Services Executive Steering Committee.

Update

Completed in 2014. The group is meeting quarterly to share best practices and examine opportunities for increase collaboration.

Establish a Real Estate Centre of Excellence

Council Directive

None - this opportunity was added by the Shared Services Executive Steering Committee.

Update

The Real Estate Centre of Excellence was formed in 2014 and met regularly until February 2015 when it was decided that the best approach was to expand the scope of this project to all real estate functions and all Agencies and Corporations.

Council approved the City-Wide Real Estate Framework report in April 2015. This project will analyse the options related to the better coordinating of all real estate activities for all relevant City Agencies, Corporations and divisions.

Roadmap

The City, under the guidance of the City Manager's Office, will hire an external consultant to review the existing real estate structures of all City division, Agencies, and Corporations with the aim to improve coordination between all of real estate functions on a City-wide basis. By Q1 2016, a report will be delivered to Council with recommendations and an implementation plan to create a City-Wide Real Estate Framework for the City and its Agencies and Corporations.

APPENDIX 2: Summary of Cooperative Purchases

As a result of the Shared Services Study, the Cooperative Purchasing Group was formed and has increased joint contracts from 15 in 2010 to 265 as of July 2015. The graph below summarizes the joint contracts in place from 2010 to the end of July 2015.



The following tables identify the cooperative purchases completed to date (either through a joint procurement where Agency requirements are built into the City's call before issuance or through piggy-backed procurement where an Agency entered into a contract with the City's vendor after the fact) and identify future opportunities identified by the CPG for further analysis to become joint procurements.

These tables do not include cooperative purchases with organizations outside the City of Toronto – for example, the Toronto Police Service regularly purchases jointly with other policing organizations at the provincial and federal levels.

Any purchases noted in Table 1 are automatically considered for future opportunities for Table 2. In addition, future opportunities will continue to grow as more analysis on common spending is done through the CPG.

Table 1 – Joint and Piggy-Backed Purchases Done to Date

Description of Product/Service		Description of Product/Service	
1	Antifreeze	39	Maintenance of Signal Equipment
2	Automotive Suspension Parts	40	Media Storage Services
3	Automotive Oils	41	Metals
4	Automotive Rust Control	42	Moving Services
5	Banking	43	New Signal Installation
6	Batteries	44	Phone Language Interpretation

Description of Product/Service		Description of Product/Service	
7	Benefit Consulting	45	Painting Services
8	Bicycle Rings	46	Paper products - wipes, towels, toilet
9	Cargo Vans	47	Personal Care Products
10	Cisco Network Equipment	48	Pest Control
11	Collections	49	Pick up and Recycling of Lamps
12	Custom Broker	50	Picnic Tables
13	Data Network Services	51	Plumbing Supplies
14	Desktop Equipment	52	Print & Online Advertising
15	Doors and Maintenance	53	Purchasing Card
16	Electrical Supplies	54	Radio & Voice Logging Infrastructure
17	Employee & Pensioner Health Benefits	55	Rental of Mops
18	Envelopes	56	Rock Salt
19	ePrint Devices	57	Safety Footwear
20	Executive Recruitment Services	58	Servers & Warranty
21	Fertilizers	59	Stationary
22	Fire Extinguisher Maintenance	60	Supply & Install of Transit Shelters
23	Fire Hydrant Maintenance	61	Symantec Veritas Licenses & Support
24	Fine Paper	62	Tire Repair
25	Flags	63	Toner
26	Fleet Parts & Inventory Management	64	Traffic Sign Brackets
27	Fuel	65	Translation Services
28	Fuel Site Maintenance & Repair	66	Training Courses
29	Garbage Bags	67	Truck Chassis
30	Graffiti Removal Services	68	Various Lumber
31	Grass Seeds	69	Vehicle Maintenance
32	Headsets	70	Vehicle Purchases
33	Hydro & Natural Gas	71	Walk Off Mats
34	Ice Melting Products	72	Waste Oil Removal
35	Industrial Supplies	73	Watches (25 years of service)
36	IT Resources Roster	74	Welding Gases
37	Janitorial Supplies	75	Wireless Telecommunications
38	Lamps & Ballasts	76	Uniform Rental and Cleaning

Table 2 – Future Opportunities Not Identified in Table 1

Description of Product/Service	
1	Appliances
2	ARC Resistant Clothing (Orange)
3	Auto Parts

	Description of Product/Service
4	Chain Link Fencing
5	Electrical Components
6	Electrical Supplies
7	Emergency Generators – Testing & Repair
8	Freon R22
9	Furniture (Various)
10	Hand Cutting Tools
11	Misc. Hardware and Bldg Products
12	Motors
13	Office Equipment Repairs
14	Office Furniture Repairs
15	Parts Cleaning Stations - Service
16	Pumps & Electric Motors
17	Safety Products/Equipment
18	SAP Licenses
19	Shredder Service
20	Summer & Winter Maintenance
21	Time & Attendance Mgt System
22	Towels
23	Towing Services

APPENDIX 3: Summary of Existing Collaboration

Although the KPMG report identified many shared services opportunities in place, some shared services opportunities were not included in the list they provided. The table below summarizes the level of collaboration between the City and the Agencies prior to the Shared Services Project. A more comprehensive list of existing shared services activities follows the table.

Function	City	TTC	TPH	TPS	TPL	TPA	EP	Zoo	TCHC
Facilities Management	●		●	●				I	
Financial Planning	●	●	●	●	●	●	●	●	●
Fleet Services	●	I	●	I	●		I	I	●
Human Resources / Labour Relations	●		●		I	I	●	●	
Information Management	●	I	●	I		I	I	I	I
Information Technology	●	I	●	I	I	I	I	I	I
Insurance & Risk Management	●		●	●	●		●	●	●
Internal Audit	●		●	I			I		I
Legal	●	●	●	●	●	●	●	●	●
Parking Services	●	●	n/a	n/a	I	●			●
Purchasing	●	I	●	I	I	I	●	I	I
Real Estate	●	I	●	●	●	I	●	●	I

●	High level of collaboration between organizations
I	Moderate level of collaboration between organizations
	Limited to no collaboration between organizations
n/a	Not applicable

Facilities Management

The City's Facilities Management Division is engaged with the Agencies as listed below.

- The City provides a full range of services to Toronto Public Health.
- The City provides building operations, maintenance, and custodial services to Toronto Police Service.
- The City provides Energy and Environment services to the Zoo.
- The City provides various services to the other Agencies upon request.

Financial Planning

The City's Financial Planning Division offers a full range of services to all the City agencies.

Fleet Services

The City's Fleet Services Division is engaged with the Agencies as listed below.

- Fleet Management Steering Committee with representation from Exhibition Place, Toronto Parking Authority, Toronto Police Service, Toronto Public Health, Toronto Public Library, Toronto Transit Commission, Toronto Community Housing Corporation, the Zoo, and some City divisions.
- The City is the sole provider for fleet maintenance and management for Toronto Community Housing Corporation, Toronto Public Health, and Toronto Public Library.
- The City's fleet contracts can be accessed by the Agencies (maintenance, rentals, tires).
- The City's Emergency Medical Services (EMS) Division vehicles use Toronto Police Service Fleet fuel locations to refuel.
- The Agencies use the City's fuel locations to refuel.
- The Agencies use the City's pricing to purchase fuel, where advantageous.
- The Agencies use the City's pricing on vehicles, where advantageous.
- The Agencies participate in the City's emergency management planning to provide a comprehensive overview of fleet contingencies, contacts, and resources.
- Agency fleet training opportunities are available to City division employees.
- The City provides training to the Agencies when requested.

Human Resources

The City's Human Resources Division provides a full range of services to Toronto Public Health, full labour relations services, including bargaining, to Exhibition Place, and provides bargaining services to the Zoo. Additionally, The City's Health and Safety group is engaged with the Agencies as listed below.

- Toronto Parking Authority, Toronto Public Library, and Exhibition Place use the City's Health & Safety group for Health & Safety training.
- The City's Health & Safety group offers some Health & Safety consultation to the Agencies, upon request.

Information and Technology

The City's Information & Technology Division is engaged with the Agencies as listed below. Additional collaboration areas are captured in Appendix 4.

- Provides a full range of Information Technology services to Toronto Public Health.
- The City's Chief Information Officer and the heads of Information Technology for Toronto Public Library, Toronto Transit Commission, and Toronto Police Service regularly meet to discuss strategy, policy, and collaboration opportunities.
- The City and the Agencies meet regularly to share standards and best practices.
- The City, Toronto Public Health, and Toronto Community Housing Corporation are currently sharing a Data Centre.
- The City and the Agencies regularly meet to discuss vendor products and identify opportunities for joint Information Technology purchasing.
- The City provides infrastructure and application services and support to the Zoo.
- Toronto Transit Commission and the City will collaborate to best leverage the City's existing SAP contract.
- The City provides IT Infrastructure services to TCHC through a co-location of TCHC's primary data centre within the City's space at the Telus data centre.
- Numerous contract collaboration arrangements exist for hardware, software, and services. These are listed in Appendix 4.

- TPS provides a common platform for 911 telephone systems used by Toronto Fire and Toronto Paramedic Services, allowing for ease of communication, handoff of calls, and cost reductions.
- TPS provides the radio operations infrastructure leveraged by Toronto Fire, Toronto Paramedic Services, TCHC, and Corporate Security.
- TPS uses the City's SAP system for financial tracking and transactions and is interested in exploring shared services opportunities in Time & Attendance and Scheduling.
- TPS obtains digital maps and data from City.
- TPS leverages the City Archives in storage and licensing, concluding in 2016.
- The Zoo leverages the City's email infrastructure.
- The TTC leverages the City's open data platform for a variety of vehicle arrival and service disruption services.

Information Management

The City Clerk's Office, Corporate Information Management Services is engaged with the Agencies as listed below.

- The City provides low-cost, off-site records retrieval and storage services for more than 50 Agencies, Boards, committees, and Corporations, including Toronto Parking Authority, Toronto Police Service, Toronto Public Health, Toronto Transit Commission, Toronto Community Housing Corporation, Hydro, the Zoo, Toronto Port Lands, Sinking Fund Committee, AOCC Boards, Business Improvement Areas, Heritage Toronto, St. Lawrence Centre for the Arts, Toronto Licensing Tribunal, and numerous Quasi-Judicial and Advisory Boards.
- Of the City's 800 Livelink Records Management Software licenses, over 50 are shared and used by the Agencies listed above.
- The City provides archives services (preservation and access by the public) for Toronto Public Health, Toronto Transit Commission, Hydro, and the 519 Community Centre.
- The City processes Freedom of Information (FOI) Requests for Build Toronto, Toronto Public Health (for MFIPPA requests only) the Zoo and provides advice to Arena Boards, AOCCS, and numerous Quasi-Judicial and Advisory Boards.
- The City provides advice to Agencies on classification and scheduling of common administrative records such as financial, human resources, and administrative records.
- The City shares information management policies and standards with the Agencies.
- The City has concluded Service Level Agreements for information management services with Toronto Public Health, Toronto Transit Commission, Harbourfront Community Centre, The 519 Community Centre, Applegrove Community Centre, and Ralph Thornton Community Centre.

Insurance and Risk Management

The City's Insurance & Risk Management group is engaged with the Agencies as listed below.

- The City provides a full range of services to Toronto Police Service, Toronto Public Health, Toronto Public Library, and the Zoo.
- The City provides services to the other Agencies upon request.

Internal Audit

The City's Internal Audit Division is engaged with the Agencies as listed below.

- The City provides audit services to Toronto Public Health.
- The City provides internal audit services to Exhibition Place on a fee per audit basis, which is determined at the beginning of each audit.
- The City has assisted Toronto Community Housing Corporation to implement recommendations from the Auditor General's report on Procurement.
- The City is working with the Toronto Police Service Board which identified two potential reviews.
- Toronto Community Housing Corporation, Toronto Transit Commission, Toronto Police Service, and the City have collaboratively established a Cross-Agency Audit Working Group that meets quarterly. The quarterly meetings are intended to discuss emerging issues in the internal audit field, leverage training opportunities, exchange ideas, share tools, and share work programs. These meetings are deemed to be extremely beneficial to all participating organizations and all participating organizations have gained knowledge from the experiences of the others.

Legal Services

The City's Legal Division is engaged with the Agencies as listed below.

- The City provides legal support for real estate transactions to all Agencies.
- The City provides all services to Exhibition Place, Toronto Public Health, and the Zoo.
- The City provides municipal law expertise to Toronto Public Library and Toronto Parking Authority.
- The City is the Toronto Police Services Board's legal counsel and provides legal support to both Toronto Police Service and the Toronto Police Service Board for contracts, employment law, and non-employment-related human rights claims.

Parking Services

Toronto Parking Authority is engaged with the City, Toronto Transit Commission, and Toronto Community Housing Corporation as listed below.

- Toronto Parking Authority operates 53 parking facilities owned by the City and Toronto Transit Commission on a year-round basis.
- Toronto Parking Authority operates 15 City locations during the summer months only.
- Toronto Parking Authority operates one parking facility for Toronto Public Library.
- Toronto Parking Authority is responsible for all aspects of supply, operation, maintenance, collection and servicing of revenue equipment for approximately 50 TCHC visitor parking facilities.

Purchasing

The City's Purchasing and Materials Management Division (PMMD) is engaged in procurement of common goods and services with the Agencies in the ways listed below.

- The City provides a full range of procurement services to Exhibition Place and Toronto Public Health directly.
- The City and the Agencies established a Cooperative Purchasing Group (CPG) which includes Toronto Public Library, Toronto Transit Commission, Toronto Police Service, Exhibition Place, Toronto Community Housing Corporation, and the Zoo to identify and work collaboratively on procurement initiatives.
- Agencies and Corporations use City Stores to pick up commonly held inventory, this includes Toronto Transit Commission, Toronto Community Housing Corporation,

Toronto Police Service, Exhibition Place, Toronto Parking Authority, University of Toronto, the Zoo, University Settlement, Harbourfront Community Centre, St Lawrence Centre for the Arts, 519 Church St Community Centre, and Deep Quong Non-Profit Homes Inc. (See Appendix 2 for listings of joint purchases and piggy-back purchases done to date and future joint procurement opportunities identified.)

Real Estate

The City's Real Estate Services Division is engaged with the Agencies as listed below.

- The City provides a full range of services to Toronto Public Health and Toronto Police Service.
- The City provides some lessor services to Toronto Public Library.
- The City provides leasing services to Toronto Transit Commission and Toronto Parking Authority in some circumstances.
- The City rents space to the Agencies and the Agencies rent space to the City.

Toronto Public Health

The City and Toronto Public Health are highly integrated and share all services. The City offers a full suite of services to Toronto Public Health in the areas listed below.

- Facilities Management
- Fleet Services
- Human Resources
- Information and Technology
- Information Management
- Insurance and Risk Management
- Internal Audit
- Legal Services
- Purchasing
- Real Estate

Appendix 4: Summary of Benefits Achieved

The two tables below summarize benefits identified through the work of the Shared Services Working Groups. This list should not be considered an exhaustive list of benefits achieved – many benefits are hard to capture. As part of the Shared Services journey in order to accurately capture and report benefits, processes and systems must be in place across the organizations and currently these requirements do not exist. This work is part of the enhanced collaboration approach applicable to all Shared Services opportunities identified in this report. In the absence of the needed processes and systems, the following chart represents anecdotal benefits.

These tables do not include benefits achieved through partnerships with organizations outside of the City of Toronto – for example, the Toronto Police Service regularly partners with other policing organizations at the provincial and federal levels.

Table 1 – Non-IT benefits achieved

Benefit	Estimated Efficiency (in hours)	Comments
Total	3,020	
Training and Learning	90	
EP used the City's Fraud Prevention course instead of developing their own	40	Course content will be valid for a period of 5 years.
EP used the City's list of consultants for professional development programs	10	
TTC used the City's Ethics course to create their own customized course	40	
Fleet Services	1,820	
Joint fuel purchases – City, Zoo, TCHC, TPL, EP, TTC, TPS all purchase fuel jointly	NA	Estimated 5¢/litre savings compared to retail price. Subject to competitive procurement process.
Joint vehicle purchases – City, TCHC, TPL	NA	
Fleet Management Information System (FMIS) - FSD, TFS and EMS, TCHC, TPL	1,820	Estimated cost avoidance of \$0.12 million/year in licensing & maintenance fees
Emergency Support Function (ESF) has been established amongst Agencies - TTC, TFS, TPS, EMS, FSD, EP, TPA	NA	Coordination of resources in an emergency is simplified, reducing risk
Occupational Health and Safety	110	
EP uses the City's Training Program	NA	

Benefit	Estimated Efficiency (in hours)	Comments
TPL uses the City's policies to inform its own related policy framework	40	
Access to the City's intranet provides access to internal documents and advisories	20	Saved time on environmental scan
COT, TPS and TTC have developed a range of e-training modules.	200	
Joint call for ergonomic assessment services	NA	
Collaboration on Working at Heights training	NA	
Information Management	1,000	
EP adopted the City's records classification scheme and records retention schedule	1,000	
EP adopted the City's document management system, LiveLink.	NA	Estimated cost avoidance of \$100,000 in one-time software costs and an estimated \$10,000/year in technical support costs
The City launched an online application for submitting FOI requests early in 2015.	NA	Application has not been operating long enough to estimate benefits.
City Stores Rationalization		
In 2014 – 2 City Corporate Stores were closed and consolidated into a single location (799 Islington).	NA	60 Brant Street - The sale and development of the adjacent mixed-use development will generate revenue for the City from property taxes and development charges and fees
Other		
Agencies Access to City Job Board	NA	This has allowed smaller Agencies and Corporations to gain greater visibility and reach a much larger audience.

* Only efficiencies related to program time were included in this summary, efficiencies related to procurement were not included.

Table 2 – IT benefits achieved (some in place prior to the Shared Services Project)

Information Technology Area	Organizations Involved	Benefit
IT Infrastructure	City, TCHC, TPH	City, TCHC, & TPH Data Centres are co-located
Network hardware	City, TPH, TTC, Zoo, TCHC	The TTC, TCHC, & Zoo leverage the City's contract to purchase network hardware.
Telecommunications Contracts	City, TPH, Zoo, TCHC	Monetary savings are realized by the economies of scale used to secure pricing discounts linked to the volume of services.
Sharing of Federal Contracts	City, All Agencies	City & All Agencies benefit by using Federal IT contracts instead of undertaking separate procurement processes.
LAN/WAN services	City, TPH, Zoo, TCHC	TCHC & Zoo are using the City's services.
Intranet and Internet Services	City, TPH, TPL, EP, TTC, ZOO	Agencies benefit by leveraging the City's Network
Server and Storage Procurement and Maintenance	City, EP, TCHC, TPA, TPH, TPL, TTC, ZOO	The City and Agencies share a contract.
Procurement of workstations and imaging services	City, TCHC	The City and Agencies share a contract.
Hosting service – Virtual desktop Server Infrastructure, Storage Services	City, TPH, TTC, TPL	TTC, TPH & TPL are currently leveraging the City's hosting services.
Unstructured File Repository	City, Zoo, TPL, Zoo	Toronto Zoo benefit through leveraging shared maintenance contracts.
Oracle – Software & Service Contract	City, TPL	City and TPL benefit through leveraging the various vendor contracts.
Cogeco Fiber Network Project	City, TPL, TTC, TPS, TCHC	City, TPL, TTC, TPS, TCHC benefit through leveraging vendor (Cogeco)

Information Technology Area	Organizations Involved	Benefit
		contract.
911 telephone systems	TPS, CoT	Common platform and system allows for ease of communications and handoff of calls.
Radio infrastructure	City, TPS, TCHC	Common platform and system for voice radio operations.
SAP	City, TPS	TPS uses the City's SAP system for financial tracking and transactions.
Financial Planning & Report System (FPARS)	City, TPS	Active participation with CoT in project
Geospatial Information Systems (GIS)	City, TPS, TCHC	TPS obtains digital maps and data from City. Shared contract for TPS with City for geographic Information, TCHC uses ARCGis.
Application Parking Ticket system	City, TPS	Benefits to City, TPS include improved service delivery and efficiency.
Memo Book Application Manages boxes of stored memo books at City Archives.	City, TPS	TPS leveraging City Archives in storage and licensing until 2016.
eTicketing Application Traffic infractions	TPS, City	Improved service delivery and efficiency
Application Vehicle Impound system File Transfer	City, TPS	Improved service delivery and efficiency
HRMS Peoplesoft Application Human Resource Management System	City, TPS	Improved service delivery and efficiency
PDMS Application Pay Duty System	City, TPS	Improved service delivery and efficiency
Court Scheduling Applications	City, TPS	Improved service delivery and efficiency

Information Technology Area	Organizations Involved	Benefit
Parking Information Notification System	City, TPS	Improved service delivery and efficiency
CERS Application Clothing Reimbursement	City, TPS	Improved service delivery and efficiency
Bell Canada Contract Integrated telecommunications infrastructure Agreements	City, TPS, TCHC	Cost savings was realized by leveraging this contract
Email	City, Zoo	<ul style="list-style-type: none"> - Zoo is fully integrated into the City's Email Infrastructure - Benefits to Zoo include access to Email services without the need for separate, dedicated resources.
Open Data Platform	City, TTC	The TTC leverages the City's Open Data Platform for transit arrival times and service disruptions.
Remote Access Tokens	City, TTC	TTC & City collaborate on maintenance and purchases
Language Line Services	City, TTC	Used by TTC's Legal & Claims and Transit Enforcement departments
Copying and Printing	City, TTC, TCHC	Shared contracts for Multi-Function Devices
Document Storage	City, TTC, TCHC	TTC & TCHC share the City's contract for off-site media storage
Microsoft Select Plus	City, TCHC	Microsoft level D pricing

Appendix 5: Project Plan

The table below presents a high-level project plan broken down by time frame to implement and recommendation.

Recommendation / Task to Complete Recommendation	Status	Target Timeline					
		2014	2015	2016	2017	2018	2019
Implement and Report as Required (Opportunities to Implement in the Short-Term)							
Human Resources							
Share generic training and learning functions							
- Establish a Working Group	Complete	•					
- Examine Shared Services Opportunities	In Progress	•					
- Pilot Shared Services Model	In Progress		•				
- Expand Shared Services Model to small Agencies	Not Started			•			
Coordinate and standardize common Health and Safety functions							
- Establish a Working Group	Complete	•					
- Examine Shared Services Opportunities	In Progress	•					
- Align Policy	In Progress		•				
- Standardize Processes	In Progress		•				
- Create Common Metrics	In Progress		•				
Internal Audit							
Enhance the use of the City's Internal Audit Division by Agencies							
- Offer Internal Audit Services to EP	Complete	•					
- Offer Internal Audit Services to TPL	Complete	•					
Establish a Quality Assurance Centre of Excellence							
- Establish a Centre of Excellence	Complete		•				
- Consider extending membership to the Agencies	Not Started			•			
Procurement							
Continue to rationalize the City stores and automate P2P processes							
- Rationalize Locations & Increase Direct Deliveries	Ongoing				Ongoing		
- Automate P2P Processes				•			
Information Management							
Provide the City's online submission application for FOI requests Agencies							
- Create a FOI Online Submission Application	Complete		•				
- Make the Application Available to the Agencies	Complete		•				
Real Estate							
Expand the City's provision of lessor services to TTC and TPA							

Recommendation / Task to Complete Recommendation	Status	Target Timeline					
		2014	2015	2016	2017	2018	2019
- Establish a Working Group	Complete	•					
- Complete an Analysis of the Recommendation	Complete	•					
- Defer until City-Wide Real Estate Framework Assessment Complete	In Progress			•			
Insurance							
Insure the Toronto Parking Authority under the City's insurance							
- Complete an Analysis for Toronto Parking Authority	In Progress		•				
- Implement findings	Not Started			•			
Insure the Toronto Transit Commission under the City's insurance							
- Complete an Analysis	Complete		•				
- Examine Potential of City using TTC Insurance Company	Complete		•				
- Apply to the Province for Permission for the City to use the Company	Not Started		•				
- Implement	Not Started	To be determined					
Implement Pending Further Due Diligence and Planning (Opportunities to be Implement in the Long-Term)							
Human Resources							
Develop a labour relations and collective bargaining strategy							
- Establish a Working Group	Complete	•					
- Develop a Strategy for Moving Forward	In Progress		•				
Standardize human resource information systems and share payroll administration							
- Establish a Working Group	Complete	•					
- Examine Shared Services Opportunities	In Progress		•				
- Complete the City's Payroll Modernization Projects	In Progress			•			
- Assess Shared Service Opportunities and Models	Not Started				•		
- Prepare Business Case and Implementation Plan	Not Started				•		
- Approve Business Case and Implementation Plan	Not Started				•		
- Implement	Not Started	To be determined					
Establish a change management centre of excellence							
- Establish a Working Group	Complete	•					
- Develop a Strategy for Moving Forward	Complete		•				
Procurement							
Share procurement of common goods and services and implement strategic sourcing							
- Establish a Cooperative Purchasing Group:	Complete	•					
- Create Cooperative Procurement Procedures	Complete	•					
- Align Policy	In Progress		•				

Recommendation / Task to Complete Recommendation	Status	Target Timeline					
		2014	2015	2016	2017	2018	2019
- Standardize Processes	In Progress		•				
- Create Common Metrics	Complete		•				
- Establish Strategic Sourcing Working Group	Complete	•					
- Complete City's Program Review	In Progress			•			
- Implement Strategic Sourcing at the City	Not Started				•		
- Extend Strategic Sourcing to the Agencies	Not Started	To be determined					
Information Technology							
Share common information technology infrastructure							
- Establish a Steering Committee	Complete	•					
- Set the foundation for Enterprise Partnership	In Progress			•			
- Decide whether to move to Enterprise Partnership	Not Started			•			
- Implement phased-in Enterprise Partnership	Not Started			•	•	•	•
- Decide whether to move to Managed Services	Not Started						•
- Implement	Not Started	To be determined					
Rationalize information technology applications							
- Establish a Working Group	Complete	•					
- Develop a Shared Service model to centralize the systems management of SAP ERP	In progress				•		
- Assess IT Application for rationalization between the City, Agencies & Corporations	In progress			•			
- Rationalize Information Technology	Not Started	To be determined					
Real Estate							
Coordinate real estate contract and vendor management							
- Establish a Working Group	Complete	•					
- Complete an Analysis of the Recommendation	Complete	•					
- Defer until City-Wide Real Estate Framework Assessment Complete	In Progress			•			
Information Management							
Include the Agencies in a plan to transition to managing digital records							
- Establish a Working Group	Complete	•					
- Develop a Strategy for Moving Forward	In Progress		•				
Additional Opportunities (Opportunities added by the Executive Steering Committee)							
Facilities Management							
Incorporate the Agencies in the Facilities Transformation Project							
- Establish a Working Group	Complete	•					
- Complete Assessments for all Agencies	In Progress		•				

Recommendation / Task to Complete Recommendation	Status	Target Timeline					
		2014	2015	2016	2017	2018	2019
- Implement opportunities identified from assessments	In Progress	To be determined					
Fleet Management							
Create a Fleet Management Centre of Excellence							
- Establish a Working Group	Complete	●					
- Examine Shared Services Opportunities	Ongoing	●					
- Align Policy	In Progress		●				
- Standardize Processes	In Progress		●				
- Create Common Metrics	In Progress		●				
Information Technology							
Establish an IT Contract Management Centre of Excellence							
- Establish a Working Group	Complete	●					
- Implement	Not Started	To be determined					
Internal Audit							
Create an Internal Audit Centre of Excellence							
- Establish a Working Group	Complete	●					
- Examine Shared Services Opportunities	Complete	●					
- Assess potential to Align Policy	Complete		●				
- Assess potential to Standardize Processes	Complete		●				
- Assess potential to Create Common Metrics	Complete		●				
Real Estate							
Create a Real Estate Centre of Excellence							
- Establish a Working Group	Complete	●					
- Examine Shared Services Opportunities	Complete	●					
- Defer until City-Wide Real Estate Framework Assessment Complete	In Progress			●			
Coordinate Real Estate Functions across all City Agencies and Corporations							
- Assess Shared Service Opportunities and Models	In Progress			●			
- Bring Recommendations to Council for Approval	Not Started			●			
- Implement	Not Started	To be determined					

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2015**

**#P300. KPMG REPORT: *OPPORTUNITIES FOR THE FUTURE FOR THE
BOARD'S CONSIDERATION***

The following persons were in attendance and delivered a presentation on the KPMG report (dated December 17, 2015) entitled *Opportunities for the Future for the Board's Consideration*:

Ian McPherson, Principal, Advisory Services, KPMG;
Campbell Corrigan, Director, Justice & Security, KPMG; and
Lauren Jackson, Manager, Advisory Services, Justice & Security, KPMG

A copy of the Executive Summary to the report is attached to this Minute for information. Copies of the full report and the presentation slides are on file in the Board office.

The Board was also in receipt of a written submission (dated December 15, 2015) from John Sewell, Toronto Police Accountability Coalition; copy on file in the Board office.

The Board approved the following Motions:

- 1. THAT the Board receive the report from KPMG entitled *Opportunities for the Future for the Board's Consideration*;**
- 2. THAT the Board create a Task Force, to be jointly chaired by the Chair and the Chief and whose membership may include a maximum of 12 TPS members and external subject matter experts, to review and study all of the reports over the last five years dealing with organizational change and potential efficiency measures to determine how best to modernize the structure and service delivery of the TPS and to deliver our services more efficiently and more effectively;**
- 3. THAT the Board direct the Task Force to report back to the Board with an interim report in June 2016 including recommendations arising from the interim report, with a subsequent report and additional recommendations to follow in December 2016;**
- 4. THAT this report be forwarded to the City Manager and to the City of Toronto Budget Committee for information; and**
- 5. THAT the Board receive the written submission from the Toronto Police Accountability Coalition.**

Moved by: M. Moliner

KPMG

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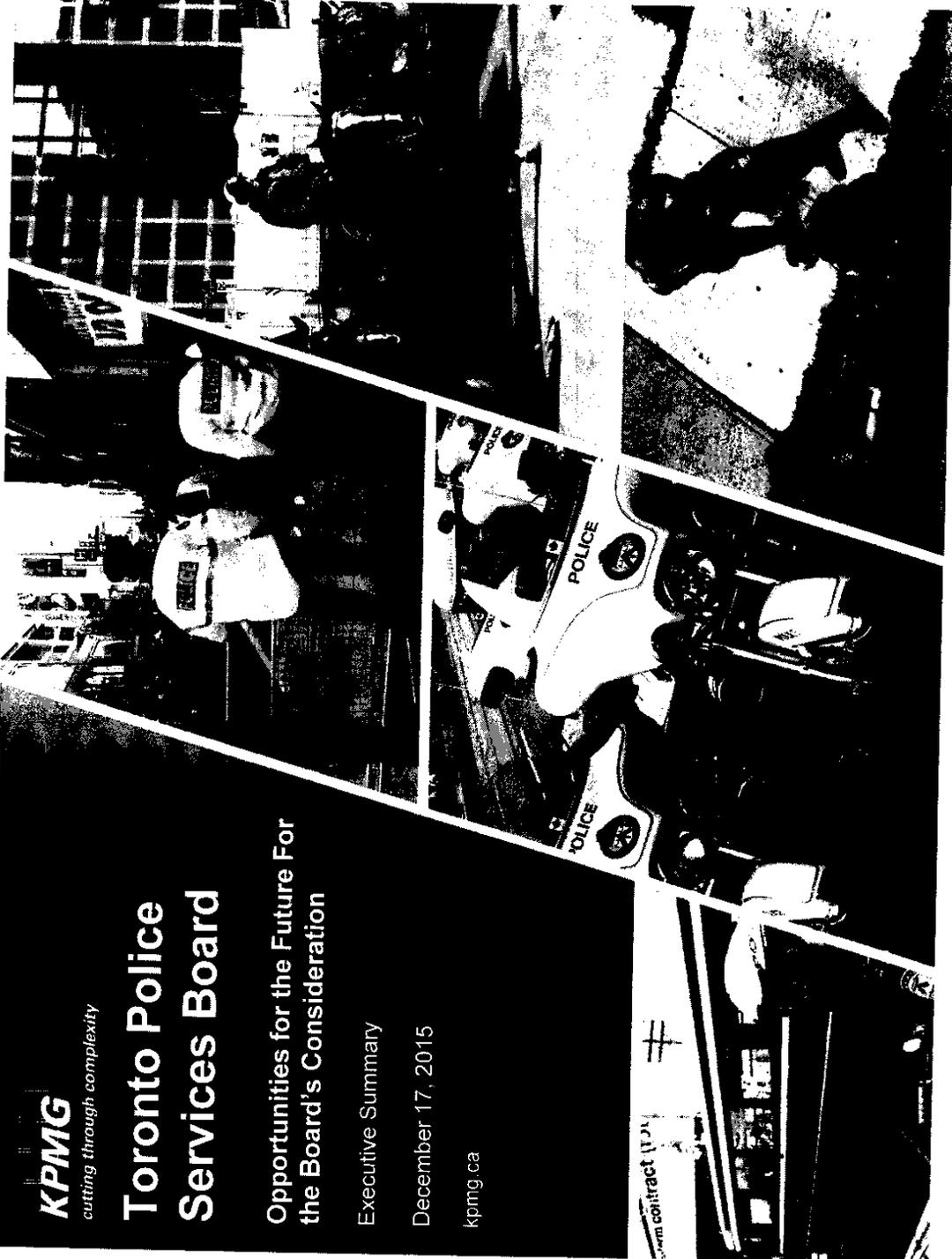
Toronto Police Services Board

Opportunities for the Future For the Board's Consideration

Executive Summary

December 17, 2015

kpmg.ca



Disclaimer



Disclaimer:

This document has been prepared by KPMG LLP ("KPMG") for the Toronto Police Services Board ("the Client") pursuant to the terms of our engagement agreement with the Client with an effective date of June 14, 2014 ("Engagement Agreement"). KPMG neither warrants nor represents that the information contained in this document is accurate, complete, sufficient or appropriate for use by any person or entity other than the Client or for any purpose other than set out in the Engagement Agreement. This document may not be relied upon by any person or entity other than the Client, and KPMG hereby expressly disclaims any and all responsibility or liability to any person or entity other than the Client in connection with their use of this document.



Executive Summary

FINAL

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Acknowledgement

FINAL

KPMG has appreciated:

- The opportunity to serve the TPSB;
- The excellent level of cooperation from TPS and TPSB for pulling together background materials, data and information, as well as their participation in the interview process and briefings; and,
- The frank and open input received from the project participants.

We look forward to serving the TPSB in the future.

Toronto Canada
August 2015



How to Read This Document

FINAL

The purpose of this document is to provide an overview of the key findings from KPMG's review of the Toronto Police Service's ("TPS" or "Service") Chief's Internal Organizational Review (CIOR), and to build upon the work that the TPS has done to describe further potential options and opportunities for change for the Toronto Police Services Board ("TPSB") to consider, both at the Board-level and within the Service. These opportunities have been identified for the short, medium and long-term, and have been informed by findings, observations, and analysis. This review identified several key areas which hold the potential to enhance Board governance and accountability, and to promote innovation and improvement for increased effectiveness, efficiency, and sustainability of operational costs for the TPS. Central to the opportunities and recommendations herein is the mission of the TPS to deliver high quality police services, in partnership with our communities, to keep Toronto the best and safest place to live, work, and play.

This Executive Summary focuses on "concepts" or "ideas" which are further elaborated upon in the full report. The report is meant to be considered in its entirety and interpreted from a "high level" perspective. The figures and data available in the report are used to illustrate potential trends and larger themes, and are not meant to be interpreted in isolation. The relative and absolute financial impact of opportunities identified in this document have not been calculated as this was out of scope of this engagement.

Procedures consisted of analysis of information provided by TPSB and TPS, interviews with TPSB and TPS Senior Command Team members, meetings with the TPSB Chair, Vice-Chair and Board, and the review of jurisdictional benchmarks and leading practices where possible and relevant. Data reported are reflective of the state of the TPSB and TPS at the time of information gathering and reporting. KPMG did not independently validate TPSB and TPS data.

Opportunities were developed through reviewing the information provided by TPSB and TPS, external literature/documentation, inquiry, observation, facilitation of interviews, analysis, and synthesis, and followed up with validation with the TPSB. It is recognized that some progress is currently being made in the areas identified as opportunities within this report, and further, some leading practices are characteristic of the current state of certain TPS operations. Implementation of these opportunities will require further in-depth analysis, design and implementation planning by the TPSB and TPS to realize satisfactory results and anticipated benefits. Moreover, implementation is predicated on future TPSB and TPS decisions and other future events. Please note that analysis with regard to how provisions within the existing and/or new collective bargaining agreement will affect implementation was not in scope for this engagement. TPSB is responsible for decisions to implement any options put forward as a result of this project, and for considering their impact.



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1.0 Engagement Overview and Background



Engagement Overview & Background

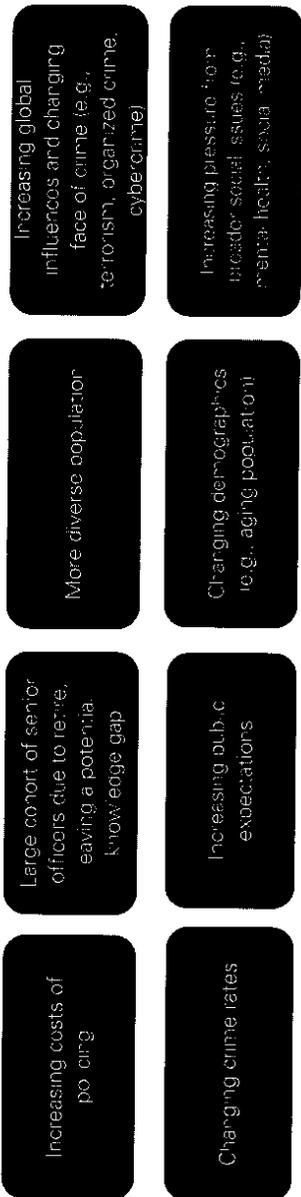
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The Reality of Canada's Policing Climate

Policing in Canada, and around the world, is facing a platform of change. From large metropolitan police services to small municipal contingents, police and the broader public service are subject to increasing public demands for accountable and effective leadership that can extend their tax dollars dollar to do more with the same.

In Ontario, the provincial government has underlined its commitment to eliminating the deficit by 2017/2018 by reiterating instructions to cut-back government agencies and minimize duplication in the public sector. Like elsewhere in the province and across the country, Toronto is facing a platform of change that requires new, innovative ways of delivering services and business to the citizens of the city. Police services everywhere are grappling with how to better balance fiscal pressures, public expectations and performance to continue to build safe communities to live, work and play.

These challenges include:



This change in the currency of policing is moving away from crime stats alone to one of public satisfaction and public confidence, further reflecting this increased expectation on public services.

How Canada is Responding

Canada is demonstrating an effort to meet this platform of change head on to effectively respond to the emerging challenges. In recent years we have witnessed an emergence of public reports on policing practices, such as previous Toronto Police Chief Bill Blair's initiative to conduct a review (*Toronto Police After-Action Review*) of TPS actions during the G20 Summit and provide "full accountability to the people of Toronto". As well, the September 2014 report from the Fraser Institute ("Police and Crime Rates in Canada") examined trends in crime rates and police resources in the country to better understand whether police services could be more efficient. We have also seen the birth of committees and working groups rich in subject-matter expertise dedicated to the examination of how policing will proactively address this platform of change, such as the provincial *Future of Policing Advisory Committee* which, since its creation in 2012, has been tasked with reviewing the core police services under Ontario's *Police Services Act*. Academic and practitioner debate intended to inform and add to the existing literature on the trends and challenges facing Canada's police services has also grown more robust. More recently, Public Safety Canada issued three separate requests for research support to strengthen the knowledge base in this area, in particular examining the cost-benefits of civilianization, amalgamation, and privatizing aspects of policing in Canada.

The Impact and Response in Toronto

Challenges and opportunities for policing in the City of Toronto are being addressed jointly by the TPS and the TPSB. In 2010, the City issued a target to reduce the cost of policing by 10% over a four-year period, leading the TPS and TPSB to explore innovative ways of doing business to achieve this goal. One initiative was the CIOR, which looked more broadly at how policing services could be delivered in a more effective, efficient, and sustainable manner. The CIOR commenced in 2011 and its recommendations were presented to the TPSB in 2012/2013, with status updates provided during this period. According to Board Meeting minutes, the timing of the CIOR required the TPSB to find a remaining approximately 5.4% savings for 2013 which led to a hiring freeze. Completed in December 2013, the CIOR was a positive step forward, beginning the process of enhancing service delivery, identifying new ideas and engaging members across the entire TPS. However, a report from TPSB Members on the CIOR Steering Committee tabled at the January 2014 Board meeting indicated that the TPS may not have gone far enough to identify significant fiscal savings or review the structure of the organization. The constant change and need for evolution to meet current and future pressures has created an opportunity to build on progress made through the CIOR, which is the TPSB's focus and priority. There are also great opportunities to build on recent achievements by the TPS, such as the creation of a multi-agency partnership hub in the Rexdale community, or the establishment of the Emergency Task Force's joint-initiative with social workers, which responds to people in crisis with a certified social worker to better address the unique challenges posed by engaging with an individual with mental illness.

The Impact and Response in Toronto (cont'd)

We understand that the TPSB did not take a formal position or formally endorse the final CIOR report; however, there appears to be more openness to change than in the past.

This led to the Board's approval of a motion in January 2014 to enlist the services of an external consultant to conduct an independent, third-party comprehensive review of the CIOR and support the TPSB in identifying opportunities to achieve sustainable ways of delivering policing services to the City of Toronto.

Identification of Potential Opportunities for the Future

From June 2014, KPMG undertook a detailed and comprehensive review of the CIOR employing a methodology and approach developed in tandem with, and approved by, the TPSB Steering Committee. As a result of our review of the CIOR, the following potential opportunity areas have been developed to shape the future of policing in the City of Toronto:

Potential Opportunity Areas	
▪ Governance & Strategy	▪ Civilianization (Professionalization)
▪ Performance Management	▪ Operational Support (HR/IT/Finance)
▪ IT Strategy & Investment	▪ Toronto Police College
▪ Demand Management	▪ Procurement
▪ Resource Management	▪ Fleet Management and Maintenance
▪ Deployment Structure (Organizational Structure)	▪ Alternative Service Delivery Models
▪ Capital Spend	▪ Outsourcing
	▪ Shared Services

This document and the potential opportunities contained within include the input received from the full Board in September 2014. Similarly, the findings and potential opportunities included in this report reflect the point in time during which this analysis was undertaken between September to November 2014, and further analysis in January to March 2015 for specific additional sections as requested by the Steering Committee in January 2015. For each identified potential opportunity area, this document provides examples of leading practices, key findings and observations, potential opportunities for the TPSB and/or TPS, and potential outcomes if these opportunities were pursued. As requested by the Steering Committee, each of these opportunity areas was attached to an estimated implementation timeline in either the short, medium or long-term.

Next Steps

Implementation of the opportunities described in this document will require further in-depth analysis, design and implementation planning by the TPSB and TPS to realize satisfactory results and anticipated benefits. Moreover, implementation is predicated on future TPSB and TPS decisions and other future events. **The TPSB is responsible for decisions to implement any options put forward as a result of this project and for considering their impact.**



cutting through complexity

2.0 Our Mandate & Approach



Our Mandate

FINAL

Mandate

In June 2014, KPMG LLP ("KPMG") was engaged by the Board to assist the TPSB with the Board's review of the recommendations arising from the CIOR and the Board's assessment for policing services in Toronto. Specifically, KPMG was tasked with providing the following three key deliverables:

1. An assessment of the recommendations contained in the CIOR;
 2. A determination of the extent to which the recommendations will achieve reductions to the current cost of policing and/or achieve operational efficiencies that contribute to enhanced affordability in the short term or create sustainable savings over the long term; and,
 3. The identification of further short term and long term opportunities for cost reduction that are practical, achievable and which do not compromise the Board's statutory obligation to provide "adequate and effective" policing.
- Any opportunities for change must be practical, achievable and realistic with a view to maximizing innovation, beneficial risk taking, adaptability and accountability. With this in mind, the Review aimed to focus on opportunities for change primarily, but not exclusively, in the following key areas:
- Human Resources, particularly Civilianization;
 - Organizational Structure;
 - Alternative Service Delivery Models, including divisional structure and outsourcing; and
 - Investment in Technology.



Our Approach

FINAL

Our Approach

Procedures consisted of reviewing information provided by TPSB and TPS, external literature/documentation, inquiry, observation, facilitation of interviews, analysis, and synthesis. Information provided by the following project participants, including:

- All TPSB members
- Chief of Police*
- All three Deputy Chiefs of Police*
- Chief Administrative Officer
- TPS CIOR Steering and Working Group Members

Analysis was based on data provided by the TPSB and TPS as requested by the KPMG team, and representative of the state of operations of both organizations at that time. This approach was agreed upon by the TPSB Steering Committee. Field work was conducted during the period of June to September 2014 in the form of interviews with participants noted above. These procedures do not constitute an audit. We express no opinion on financial information or potential savings.

Both the mandate and approach to this Review is predicated and founded on the principal of respecting the accomplishments and achievements of the TPS in years past, and looking ahead to identify potential opportunities to help shape the future of policing in the City of Toronto.

*Please Note: The individuals interviewed were those who held these positions at the time analysis was undertaken between June to December 2014.



cutting through complexity

3.0 Overview of the CIOR: Our Approach and Findings

Overview of KPMG's Review of the CIOR Approach and Key Drivers

Relevant Mandate Components:

1. An assessment of the recommendations contained in the CIOR.
2. A determination of the extent to which the recommendations will achieve reductions to the current cost of policing and/or achieve operational efficiencies that contribute to enhanced affordability in the short term or create sustainable savings over the long term.

Approach

KPMG conducted an independent, objective assessment of the CIOR through a three step analytical process:

1. Evidence-Based Evaluation: Each CIOR Project was reviewed with a focus on project inputs, scope, objectives, findings, recommendations and projected or realized impact to provide a comprehensive assessment.
2. Critical Evaluation: CIOR Projects were also reviewed to assess the degree to which each project delivered its intended objectives and its alignment with both the CIOR mandate and TPSB expectations. This step provided an independent, third-party critical perspective on the value, outcomes and effectiveness of each project.
3. Overall CIOR Program Evaluation: A program-level review of the CIOR was conducted to evaluate project selection, prioritization, management and coordination. This allowed the KPMG team to analyze and assess the overall impact and effectiveness of the CIOR against original objectives and Board expectations.

Key Drivers and Considerations

The TPSB noted that it did not take a formal position on the CIOR recommendations, in part because the Board did not have the opportunity to assess them in full to determine whether they met the priorities outlined by the TPSB, namely:

1. Achieving real cost reduction.
 2. Whether the current model of delivering policing services is the most effective and efficient.
- It was the opinion of the TPSB that the TPS did not undertake a complete structural review, nor did the CIOR exercise identify significant savings. In January 2014, the Board approved a motion to enlist the services of an external consultant to conduct an independent, third-party comprehensive review of the CIOR.

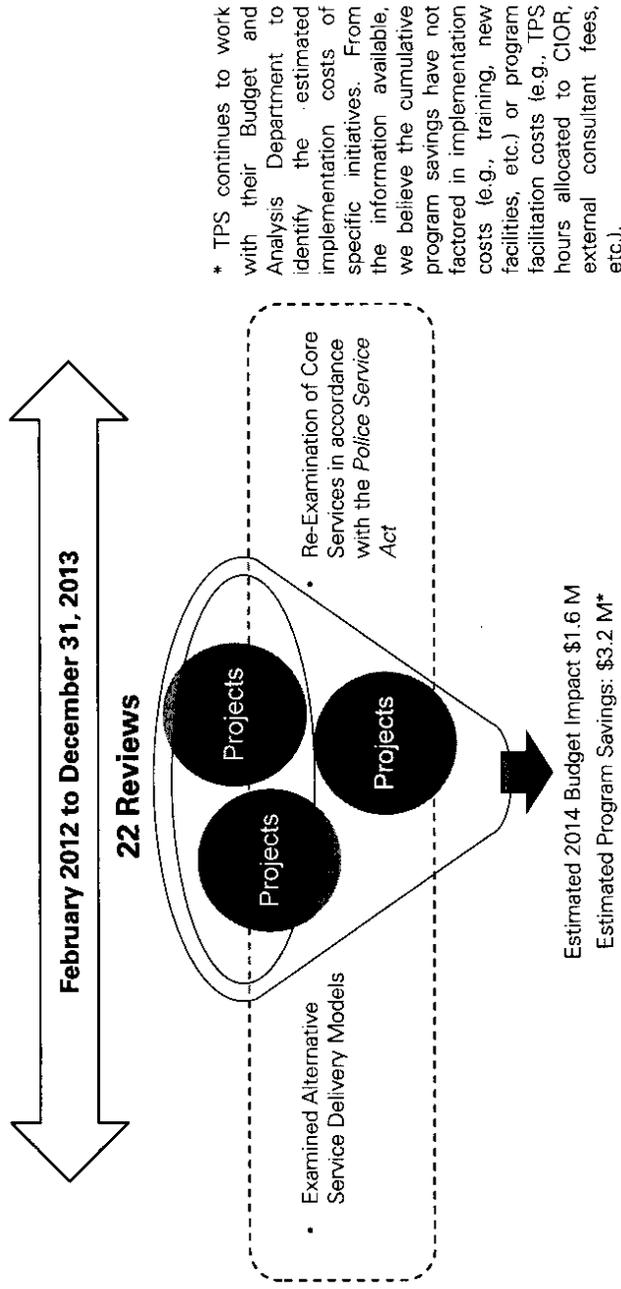


Overview of KPMG's Review of the CIOR Objective and Process

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CIOR Objective and Process

According to the TPS, the goal of the CIOR was to re-engineer the TPS more broadly and create a sustainable new model for policing.

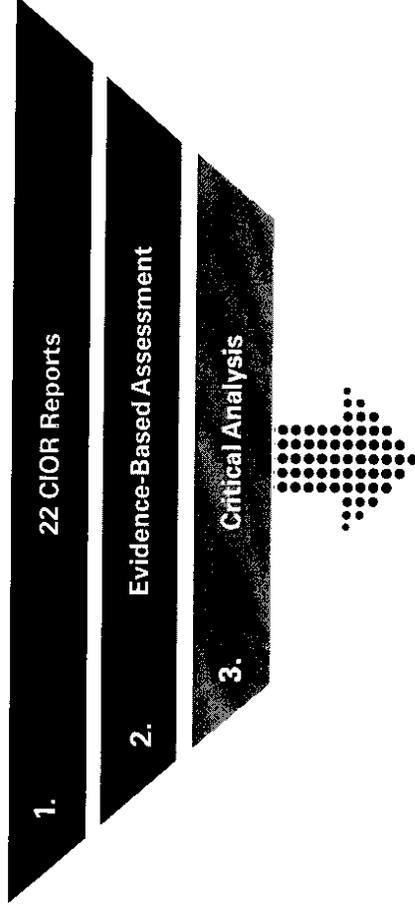


The Chief of Police's Final CIOR Report to the TPSB in January 2014 indicated that the desired outcome was to prioritize TPS services and to deliver them in a manner that allows the TPS to meet its legislative obligations and maintain a safe city in partnership with our communities. The Report indicated that the TPS believes the recommendations of the CIOR achieve the Review's objective of creating a sustainable new model for policing.

Overview of KPMG's Review of the CIOR

CIOR Key Themes

KPMG Review Process



Key Themes Identified

- Broadened scope of CIOR by TPS to find and achieve efficiencies and effectiveness within the Service, with less focus on the cost savings element of the review
- Reviews mostly conducted by stakeholders with a direct interest in the project outcomes
- Tendency towards incrementalism or status quo
- Method of CIOR project selection did not directly link to one another or to an overall vision
- CIOR utilized a bottom-up process to pursue TPS objectives, with input from Members
- Board members reported that opportunities to actively participate and provide input into the CIOR were weak or minimal



Overview of KPMG's Review of the CIOR

Key Findings and Observations

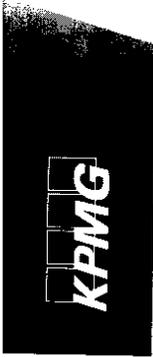
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Findings

- Different understanding of the priorities for the CIOR between the TPSB and TPS
- Varying levels of consistency in review process between projects
- Gaps exist in information provided in several final CIOR reports
- Many CIOR Projects were incomplete for unknown reasons
- Unclear analytical basis, at times, for findings within projects
- Varying and unclear approaches to cost analysis conducted across reviews
- Opportunity for greater identification of cost savings from TPS budget
- Interdependent projects which did not necessarily take advantage of areas of similarity and connectivity for cohesiveness

Examples

- Closing Divisions – 13 and 54:* CIOR project did not appear to show close alignment with TPSB expectations or CIOR mandate. The findings and conclusions exhibited a closer alignment with TPS community priorities, as the status quo maintains the TPS commitment to the community, and community feedback appeared to be in favor of the status quo.
- Traffic Safety Through Technology, Organization Structure Review, Strategic Analysis and Resource Requirements, and PACER Report:* Several reports utilized different depths of analysis, methodologies, and templates, which reduced the consistency and coherence between projects.
- Divisional Prisoner Management:* Originally 110 positions were proposed (total number dedicated to providing prisoner management; 110 assumed to be correct); however, it was unclear as to why only 85 positions were approved for implementation to be civilianized through redeployment of officers from the courts and paid officers redeployed to other duties.
- Final reports were not received by KPMG for eight CIOR projects (three of these could have been due to the fact that they were "ongoing" reviews at the time). No rationale was provided regarding why or how recommendations for five projects that are either "ongoing" or did not appear to have Final Reports have been implemented.
- Civilianization of FIS Forensic Identification Positions:* Evidence for the Options Analysis was obtained through a jurisdictional scan, as well as internal and external interviews. The project recommended civilianizing four sworn officer positions (out of a sworn platoon strength of 45), with the rationale that civilianizing all FIS positions would result in increased budgetary expenditures for the TPS; however, there appeared to be insufficient evidence to support this rationale. The research and analysis could have gone farther to justify the conclusion made regarding not recommending more FIS positions for civilianization due to "increased expenditures".
- Training and Course Facilitation:* It is unclear if the \$1.359M in potential savings identified reflects additional costs of hiring civilian replacements, which would impact on savings to be realized against the estimate. E-Learning costs were also not discussed, which does not appear to align to the project's recommendation regarding the expansion of e-learning.
- Review of TPS Auxiliary Police Program:* Cost savings were not considered to be an objective in the development of this report and the recommendations will not contribute to a reduction in police expenditure.
- Strategic Analysis and Resource Requirements (Accenture Right Number Review):* Although it was considered to be representative of the current point in time, this review was conducted based on status quo and did not factor in the "right number" of civilianized positions into calculations, nor the recently completed Organizational Design Review or overall policing model. Furthermore, certain factors (e.g., roles) were explicitly out of scope of certain reviews (e.g., the *Divisional Prisoner Management Review* where it was explicitly stated that the SOCO, Crossing Guard and Booker positions were all reviewed separately).



Overview of KPMG's Review of the CIOR Potential Opportunities

FINAL

Potential Opportunities Arising from KPMG's Review of the CIOR

Short to Medium Term

- Renew Long-Term Strategy, Governance Model and Vision For Board
- Renew and/or Validate Vision For Policing
- Renew Direction for TPS Executive Team
- Enhance Performance Management
- Improve Resource Management
- Increase the Emphasis and Focus on Cost

Medium to Long Term

- Facilitated Program of Change
- Evaluate Accountability and Decision-Making
- Contemporary Community-Focused Model of Policing
- Additional Shared Services (Operational & Support Services)
- Alternative Service Delivery (e.g., Public Private Partnerships, outsourcing, etc.)
- Continued drive towards Civilianization





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4.0 Potential Opportunities & Ideas for the Future

Relevant Mandate Component:

3. The identification of further short term and long term opportunities for cost reduction that are practical, achievable and which do not compromise the Board's statutory obligation to provide "adequate and effective" policing through the high quality-delivery of services to Toronto.

Findings Overview

KPMG's key findings, observations and potential opportunities within fourteen areas of focus are summarized in the following slides. Each focus area's key considerations carry a suggested estimated timeframe for development and implementation in a short, medium or long-term timescale as described on the following slides.

It should be noted that further in-depth analysis, design and implementation planning will be required in order to further understand and validate opportunities for the future.

Key to this will be obtaining detailed data that is valid, reliable and can provide conclusive information to support the development of opportunities. **Current data provided by the TPS for this report was of varying depth, quality and reliability**, thus making information inconclusive at times.

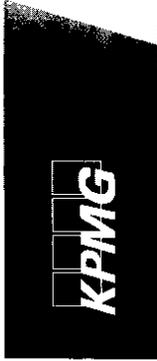
Focus Areas

As requested by the TPSB, the Review aimed to focus on opportunities for change primarily, but not exclusively, in the following key areas:

- Human resources, particularly civilianization
- Organizational Structure (Operations Improvement)
- Alternative Service Delivery Models, including divisional structure and outsourcing; and
- Investment in Technology

In addition to the above focus areas, additional themes and opportunity areas emerged and were also explored throughout the more specific opportunities explored on the following slides, as appropriate:

- Community and customer-focused model of policing
- Shared Services
- Performance Management
- Resource Management
- Demand Management
- Asset Management, including capital spend and estate
- Training and Education

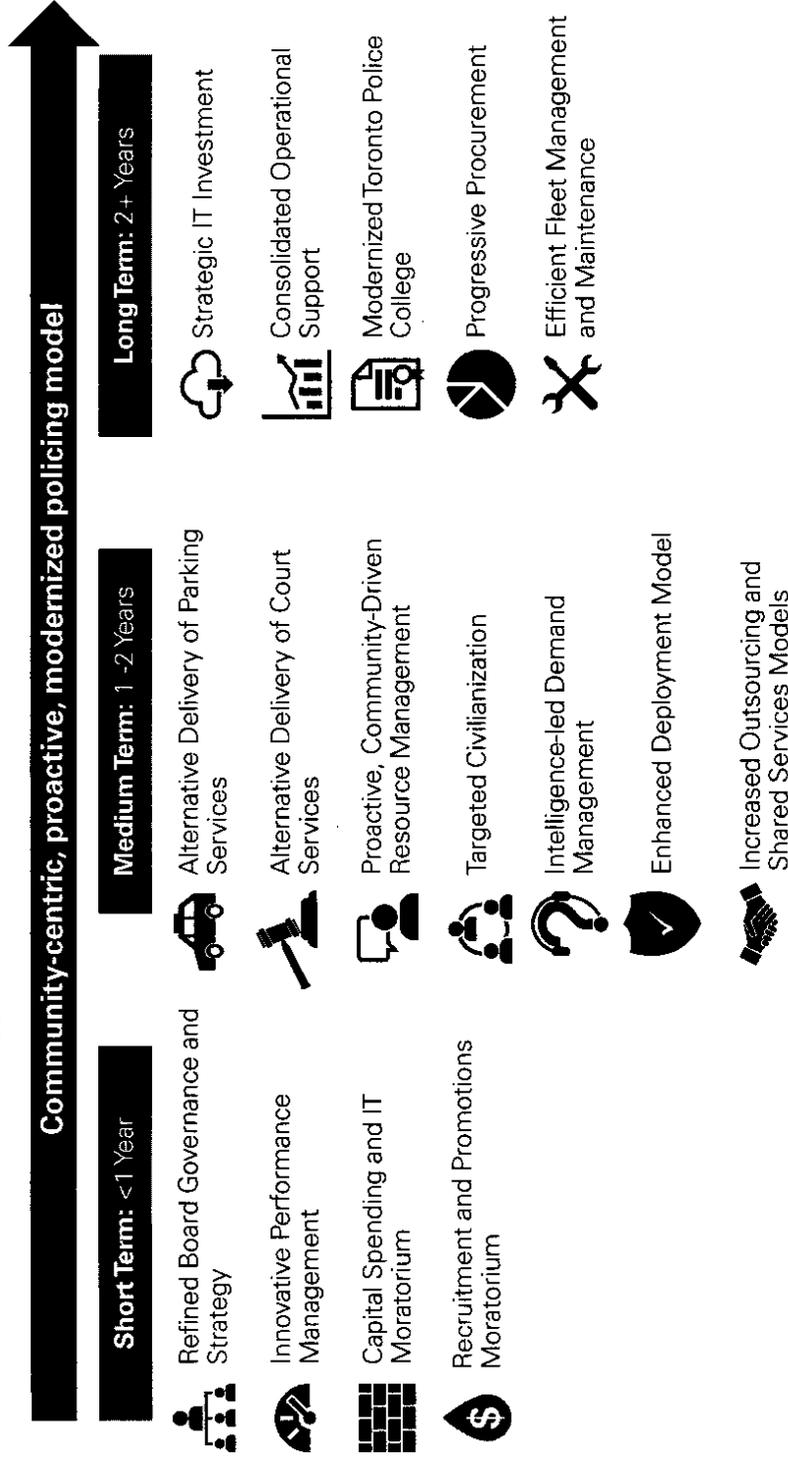


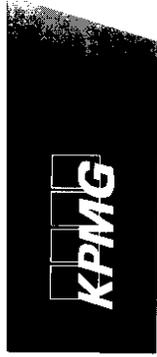
Potential Opportunities & Ideas for the Future

Summary of Ideas & Opportunities

FINAL

The Identification of Potential Future Opportunities





Potential Short-Term Opportunities

Section Contents

FINAL

Potential Short Term Opportunities



Refined Board Governance and Strategy

- Strengthen governance structure and operations of TPSB to enhance Board’s accountability and oversight functions.
- Strengthen Board leadership through a renewed vision and strategic plan which is informed by community priorities and provides a clear roadmap for transformation.



Innovative Performance Management

- Adopt leading practices regarding performance management to support a renewed vision, strategic plan, key priorities, and achieve value for money.
- Continue to invest in necessary IT to enable collection, recording and analysis of data to inform organizational and operational decisions.



Capital Spending and IT Moratorium

- The temporary reduction of capital contributions may allow an opportunity to re-evaluate the alignment of capital projects with strategic plans and Service priorities.
- The Board and the Service may also benefit from the development of a clear IT roadmap to identify necessary ongoing maintenance and to evaluate new IT projects required to support future demands.



Recruitment and Promotions Moratorium

- Consider reviewing additional reduction options for the current TPS operating budget to support short-term savings and non-essential spend during a period of organizational transformation. Consider measures to temporarily reduce Premium Pay, temporary deferral of non-essential promotions, distribute uniforms to new hires on “as needed” basis, or a temporary restriction on all courses and conferences not related to mandatory training or certification.
- Potential areas for follow-up evaluation (based on the 2015 TPS Operating Budget) may include, but are not limited to, a 2.5% to 5% reduction* in the areas of clothing reimbursement, caretaking services, “other equipment”, “other materials”, and the Toronto Police College.
- All options and targets must be evaluated by the Board to confirm their feasibility and appropriateness. A review of non-essential spending should include a needs assessment to align to the new strategic plan, priorities, and evidence-based need.

* Savings figures to be understood as examples of potential estimates only.

Potential Medium-Term Opportunities



Intelligence-led Demand Management

- Revision to Call Response Protocol to increase alternate response options focus.
- Develop a performance regime that incorporates and is informed by customer experience and alternative resolution.



Enhanced Deployment Model

- Consolidation of divisions and establishment of strategic hubs to deploy officers more effectively.
- IT modernization to support the use of intelligence to drive allocation of staff and key operational decisions (including a potential review and advancement of the EBI initiative)



Proactive, Community-Driven Resource Management

- Review shift scheduling practices to create more organizational flexibility and optimally match resources (officers and staff) to demand. Interviews with TPS reveal a pre-existing level of interest in reviewing shift schedules.
- Develop accountability mechanism for front-line supervisors with targeted metrics related to staffing and scheduling.



Targeted Civilianization

- Assess each position's requirements for uniform skills and necessity to core policing, highlighting all roles that could be considered for civilianization.
- Re-evaluate the existing recommendations that resulted from the CIOR.



Alternative Delivery of Parking Services

- Initiate a detailed study to assess strategies to mitigate the short term implications of outsourcing parking enforcement.
- Evaluate the long term benefits of delivering select parking enforcement functions through an outsourced model.



Alternative Delivery of Court Services

- Initiate a detailed function-by-function study of the Court Security Officer role to identify which specific activities can be considered for alternative service delivery, such as privatization or outsourcing.
- Undergo a competitive bid for court security services, with no guarantee of selection or award, to receive estimates on costs and outline of processes that would be undertaken by potential service providers.

Potential Long-Term Opportunities

Section Contents

FINAL

Potential Long-Term Opportunities

-  Strategic IT Investment
 - Technology-driven deployment to areas of need informed by real-time and longitudinal predictive data.
 - Real-time tracking and analysis of staff, resources and equipment to reduce costs and expenditure.
-  Consolidated Operational Support
 - Consider further outsourcing all or select components of HR, IT and Finance functions.
 - Sharing all or select components of functions with other regional police services and/or the City of Toronto and its agencies.
-  Modernized Toronto Police College
 - Shifting staffing mix from uniform to civilian and from permanent unionized employees towards seasonal contract instructors.
 - Stronger use of training modules with e-learning to reduce class time, instructor reliance, abstraction levels and training costs.
-  Progressive Procurement
 - Move towards mature procurement model with active management of spending categories, supplier relationships, demand, and risk.
 - Examine opportunities beyond City to strengthen regional procurement with other police services across the province for key needs such as fleet and specialized equipment (i.e. strengthening involvement with the Police Cooperative Purchasing Group).
-  Efficient Fleet Management and Maintenance
 - Reduce number of required vehicles by moving towards a more community-based operating model with more officers out of cars.
 - Sharing all or select components of fleet management and maintenance across the City of Toronto and its agencies to optimize utilization of vehicles, mechanics, and facilities.



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5.0 Implementation Planning



Implementation Planning Critical Success Factors for Implementation

FINAL

The identified short, medium and long-term potential opportunities are practical, achievable, and realistic; however, the TPSB's and TPS' success in moving forward with, and achieving meaningful change in, these areas is contingent upon the following critical success factors:

Leadership and accountability at both the Board and Command level

A singular focus and common goal

Effective program management

Acknowledgement and buy-in (at all levels) of a new Service-wide direction

Commitment to long-term strategy

Consistent, coordinated communication (Service, partners, community)

Resilience, stamina and energy

Sufficient internal capacity and external support to drive transformation



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Disclaimer:

This document has been prepared by KPMG LLP ("KPMG") for the Toronto Police Services Board ("Client") pursuant to the terms of our engagement agreement with the Client with an effective date of June 14, 2014 ("Engagement Agreement"). KPMG neither warrants nor represents that the information contained in this document is accurate, complete, sufficient or appropriate for use by any person or entity other than the Client or for any purpose other than set out in the Engagement Agreement. This document may not be relied upon by any person or entity other than the Client, and KPMG hereby expressly disclaims any and all responsibility or liability to any person or entity other than the Client in connection with their use of this document.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2015**

**#P301. 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.

Mr. Miguel Avila was in attendance and delivered a deputation to the Board with respect to this report.

The Board approved the following Motions:

- 1. THAT the Board establish a Working Group to be co-chaired by the Chair and the Chief, or their delegates, to review the City of Toronto's Poverty Reduction Strategy for opportunities that the TPSB and TPS can contribute towards the City's goals for poverty reduction and to report to the KPMG Task Force in March 2016 (Min. No. P300/15 refers);**
- 2. THAT the Working Group consist of Board members Marie Moliner and Ken Jeffers and others, including members outside of the TPS; and**
- 3. THAT the Board receive the foregoing report and Mr. Avila's deputation.**

Moved by: M. Moliner

A copy of the *TO Prosperity: Interim Poverty Reduction Strategy* is on file in the Board office.



UIN S. Watkiss
City Clerk

City Clerk's Office

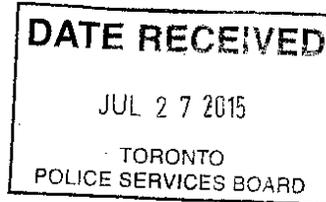
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**In reply please quote:
Ref.: 15-EX7.2**

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/bqrd/backgroundfile-81607.pdf>)
Attachment A - TO Prosperity: Interim Poverty Reduction Strategy (<http://www.toronto.ca/legdocs/mmis/2015/ex/bqrd/backgroundfile-81653.pdf>)
(June 30, 2015) Presentation on TO Prosperity - Interim Poverty Reduction Strategy (<http://www.toronto.ca/legdocs/mmis/2015/ex/bqrd/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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2015**

#P302. YOUTH PRE-CHARGE DIVERSION PROGRAM

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

Subject: YOUTH PRE-CHARGE DIVERSION PROGRAM

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

At its meeting of June 18, 2015, the Board requested a report on the action taken by the Toronto Police Service (Service), to implement a city-wide pre-charge diversion program and direct its officers to apply their discretion with respect to the Extrajudicial Measures (EJM) provisions as set out in Sub-Section 6(1), of the *Youth Criminal Justice Act (YCJA)*, in accordance with the principles set out in Section 4, the objectives set out in Section 5, of the *YCJA*, and in conjunction with the City of Toronto Youth Equity Strategy (TYES), in order to refer young people to appropriate, supportive interventions and programming as an alternative to criminal charges (Min. No. P153 refers).

Extrajudicial Measures are less formal responses to crime than court proceedings that are used to deal with youth who have broken the law. They can be used instead of formal charges and formal court proceedings. Common examples include police warnings and referrals to community programs.

The Board further requested that the Service consult with youth and criminal justice agencies during the development of this program and to consider the feasibility of establishing specific goals for the first four years of the program. This report provides a response to the Board's request for information on a youth pre-charge diversion program. Additionally, this report will outline the Service's current practices and initiatives as it pertains to youth pre-charge diversion.

Discussion:

Pre-Charge Diversion Programs are a community based alternative to addressing less serious incidents of crime reported to police such as: shoplifting, minor assault, and mischief; committed by young people between the ages of 12 and 17 years. Their purpose is not only to reduce the amount of young people entering the justice system, but to provide meaningful intervention at critical times of their lives.

In 2002, the Service implemented a pilot Youth Referral Program in 41 and 42 Divisions in recognition of the provisions in the new *YCJA*. At that time Service Procedure 04-41, entitled Youth Crime Investigations, was amended to deal with youth diversion. In 2003, the program was extended to 13, 31, 32 and 33 Divisions. Federal funding which allowed for the program implementation was not extended past December 2003, and as a result the program came to an end.

Earlier this year, the Service's Audit and Quality Assurance Unit (A&QA), began a review into the current practices of all Community Safety Command (CSC) Divisions to establish an understanding and baseline of the level of participation in a formalized pre-charge diversion program. A&QA found that seven CSC Divisions have some form of a formalized youth pre-charge diversion program in partnership with local community agencies. Two other divisions were working with community agencies in commencing a program and the remaining eight divisions were utilizing other options available to them under the *YCJA*, such as taking no further action or warning the youth. It was determined that among those divisions with a formalized youth pre-charge diversion program, there were inconsistencies in the manner their programs were operating, both in comparing each division's program and in relation to Procedure 04-41.

The Divisional Policing Support Unit (DPSU) has been tasked with examining the resources and partnerships required to establish a Service-wide youth pre-charge diversion program. DPSU has consulted with the City of Toronto, the Ministry of Children and Youth Services (MCYS) and community based non-profit youth agencies to discuss a Service youth pre-charge diversion program. Several organizations have come forward to partner with the Service and include the City's TYES, the MCYS, Peacebuilders International, St. Stephens's Community House, Operation Springboard and the Associated Youth Services of Peel (AYSP).

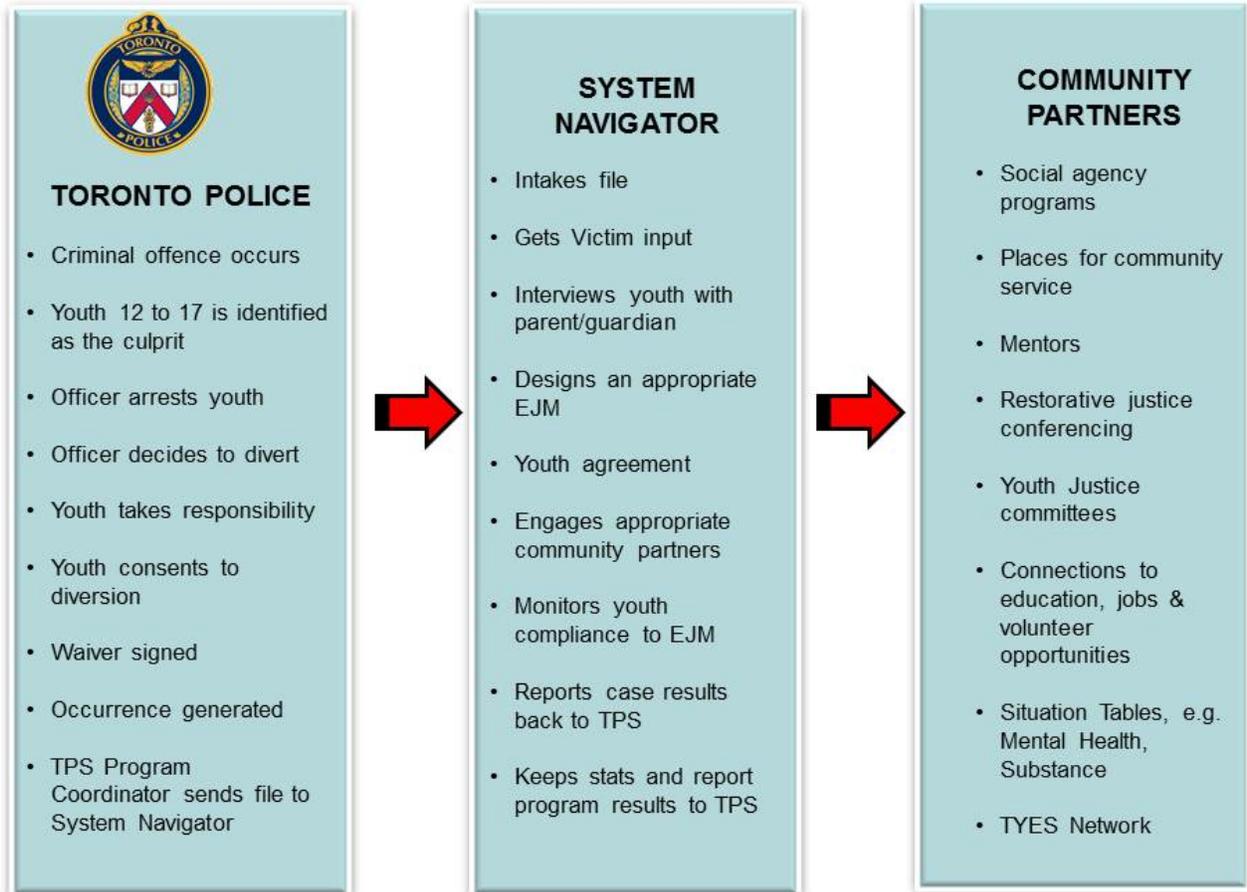
On August 12, 2015, DPSU began the first talks between the Service and MCYS. The purpose of that discussion was to explore the possibility of a formalized partnership between the Service and the MCYS. During that discussion MCYS expressed an interest in providing its services to be a "broker" or "system navigator" for the Service's youth pre-charge diversion program. The youth that are deemed to be suitable for diversion would be referred to the MCYS, the youth would then be assessed and sent to the appropriate community program. A brokering agency would be very beneficial to the Service as officers would only have to deal with a single point for referral, rather than assess the complexities of the needs of the youth, design an EJM for each case, and provide the most effective referral among various community program options. MCYS would be responsible for reporting back to the Service about whether the diversion was completed successfully or not. With this in mind, DPSU set out to determine the process and to establish program goals, objectives, training and implementation timelines. The chart below lists

the meetings that have taken place between DPSU and the various community, City and Ministry stakeholders to advance the project.

DATE	AGENCY	DETAILS
Various dates in 2014 and 2015	City of Toronto TYES	Participation at TYES meetings, consulting with youth, exploring police role and providing information to participants.
July 21, 2015	Peacebuilders, 31 Division and a retired Judge	Regarding starting up a local pre-charge diversion.
Aug 12, 2015	MCYS	Partnering for a youth diversion program
Sept 2, 2015	A&QA	Consulted to gather information obtained during their Service Audit.
Sept 14, 2015	MCYS	Further discussions on the goals/objectives/outcomes of the program.
Sept 21, 2015	Councillor Cressy and St. Stephens Comm. House	Provided input to the TYES pilot project involving 14 Division.
Sept 23, 2015	Peacebuilders and 31 Division	Provided input to a tentative pilot project involving 31 Division.
Oct 5, 2015	Osgoode Hall Law Students	Consultation with students and professor and providing information on Service initiatives for youth in Toronto.
Oct 7, 2015	AYSP and representatives from Peel, York, Hamilton, and Halton Police Services	The various police services described how their particular youth pre-charge diversion programs are being operated with AYSB as their Broker.
Oct 15, 2015	Deputy Federico and MCYS Deputy Minister Bezina and Assistant Deputy Minister Miller-Reid	Meeting to discuss the partnering of the Service and MCYS.
Oct 15, 2015	Faculty of Ryerson University Department of Criminology	Met to discuss an advisory and evaluation role.
Oct 15, 2015	Crossover Kids	Attended the Committee to learn about the program.
Oct 16, 2015	MCYS	Further discussions on the program.
Oct 22, 2015	Springboard	Met to discuss how the Youth Referral Program worked in 2002 and how the current program for 42 Division is working.
Oct 29, 2015	The City, MCYS and Springboard	Discussions to further facilitate the implementation of the Service-wide youth pre-charge diversion program.

As outlined above, discussions have taken place with various community stakeholders and MCYS. As a result of these discussions, the following draft “EJM Brokerage Model” has been produced (see below).

EJM BROKERAGE MODEL (Single Point of Contact for TPS)



As outlined above, the commencement of the process will involve youth ages 12 to 17 years, who have committed a criminal offence and police have been contacted. The circumstances of the alleged incident will be investigated by a police officer who has the discretion to take on appropriate alternative action other than laying a charge. Under the YCJA, the youth can either be released with no charges or can be diverted to an established community program in lieu of laying a criminal charge(s). The youth must take responsibility for his / her actions and agree to participate in a pre-charge diversion program. A waiver is signed by the youth and sent to the “System Navigator”. The investigating officer completes an occurrence report and indicates that the youth has been diverted. The “System Navigator” is made aware of the youth’s background and the circumstances of the incident. A meeting is scheduled and the youth is interviewed to determine the appropriate course of action. There are many community agencies that are available to offer supportive programs to the youth such as restorative justice practices, as well as mentoring, job and volunteer opportunities to name a few. The “System Navigator” will receive feedback from the community agency that the youth was diverted to and report back to the Service on the outcome of the diversion. If the youth completes the program as assigned then the matter will be closed. If the youth did not comply with the program the Service may decide to lay charges by way of a criminal summons if appropriate. The program will be evaluated

internally and externally by an as yet to be determined academic Institution. The following are tentative long term goals of the program:

- Improved collaboration with external partners;
- Provide an effective and timely alternative response to a crime committed by a young person;
- High satisfaction rates among all program participants including victims;
- Encourage young persons to repair and acknowledge harm caused to the victim and the community;
- Ensure members of the Service are appropriately using the program and adhering to provisions as set out in the YCJA; and
- Low rates of recidivism of the diverted youth.

Human Resources:

The Service is committed to the success of the youth pre-charge diversion program. A Detective currently attached to DPSU will act as a youth justice program co-ordinator to assist in the oversight and facilitation of the program. This Detective will be the central point of contact between the Service and the “System Navigator”, and will also be responsible for administration, training and overall quality control of the program. A Class - 4 Clerk from the unit will support the Detective with the administrative work related to the program. At the divisional level, Training Sergeants and Family Violence Detectives will liaise with the DPSU Detective to administer the program.

Other Service units such as the Toronto Police College and Legal Services will be called upon to provide expert support to the program.

Conclusion:

The Service is committed to establishing a formalized youth pre-charge diversion program to be effective and efficient for early intervention of youth that have committed less serious criminal offences. This program will be standardized across all seventeen divisions and will provide an opportunity for youth to be kept out of the criminal justice system. It will also give youth the opportunity to have access to mentorship and youth programs. The DPSU in conjunction with A&QA will be amending Service Procedure 04-41, Youth Crime Investigations, to provide guidance to officers who may arrest youth. The primary purpose will be to focus on the qualitative outcomes such as rehabilitation of the youth, support to the victim and positive impacts for the community. Research will be conducted to identify best practices currently operating in some of the Service divisions or elsewhere. A comprehensive training program will be introduced to ensure that officers understand the youth pre-charge diversion process.

Deputy Chief Mike Federico, Community Safety Command, 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 DECEMBER 17, 2015**

#P303. DISCLOSURE OF DISCIPLINARY RECORDS

The Board was in receipt of the following report November 05, 2015 from Mark Saunders, Chief of Police:

Subject: DISCLOSURE OF DISCIPLINARY RECORDS

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:

At its meeting held on July 16, 2015 (Min. No. P204 refers) the Board received correspondence from Mr. Sewell and a deputation from Ms. Beare, both from the Toronto Police Accountability Coalition, with respect to the disclosure of disciplinary records.

Following the deputation, Chief Saunders informed the Board that the Toronto Police Service (the Service) was conducting an internal review of its current practice for disclosing disciplinary records. The Board recommended that the Chief consult with the Ontario Association of Chiefs of Police to determine what methods have been developed in other jurisdictions for disclosing disciplinary records.

At this meeting the Board directed that the Chief provide a report to the Board for its September 2015 meeting on the results of the review with respect to improvements that can be made to the manner in which police disciplinary records are disclosed to prosecutors.

Discussion:

On January 16, 2009, the Supreme Court of Canada released their decision in the R vs McNeil matter directing that where information about the disciplinary record of a police officer is relevant to an accused's case, it should form part of the first party disclosure package to the Crown without prompting.

As a result, the Service, in consultation with the Federal and Provincial Crown Attorneys, the Ontario Association of Chiefs of Police, Ontario Police Association, and the Toronto Police Association, created a McNeil report (TPS 491) which is to be completed by the officers involved in a case under the following circumstances:

- The officer has a finding of guilt for misconduct under the *Police Services Act* after a formal hearing before the police tribunal (there are exemptions)
- The officer has a conviction or finding of guilt under the *Criminal Code, Controlled Drugs and Substances Act* or other federal statute (there are exemptions)
- The officer has an outstanding charge under the *Criminal Code, Controlled Drugs and Substances Act* or other federal statute (there are exemptions)
- The officer has an outstanding charge of misconduct under the *Police Services Act* for which a Notice of Hearing has been issued (there are exemptions)
- In relation to the same incident which forms the subject matter of the charge(s) against the accused:
 - The officer has been given notice that they are the subject of a conduct investigation under the *Police Services Act*, or has been charged with misconduct under the *Police Services Act* but the case has not yet been concluded
 - The officer has agreed to a *Police Services Act* complaint disposition without a hearing
 - The officer has a conviction under the *Police Services Act* regardless of expungement
 - The officer has been charged or has a conviction or finding of guilt under a provincial statute or the *Criminal Code, Controlled Drugs and Substances Act* or other federal statute regardless of whether a record suspension (formerly a pardon), absolute discharge or conditional discharge was granted

The Service's process requires an officer to complete the McNeil report, seal it in an envelope addressed to the Crown, and include that envelope (and enclosed report) with disclosure. It is the officer's responsibility to provide the Crown with an updated McNeil report should the information contained on the report change.

The Service's 5-year average (2010 through 2014) for *Criminal Code* or *Controlled Drugs and Substances Act* arrests is 48,557 or 133 per day. Provincial offences matters that require a crown envelope also require the officer to complete a McNeil report. The Service is not able to estimate the number of officers that would be involved in these criminal arrests and provincial offences matters, so it is not known how many McNeil reports would be required during an average year.

The majority of police services use their Professional Standards unit to complete and submit the McNeil report, though this is not consistent throughout the Province as several other services use a self-reporting process similar to that used in Toronto.

For example, Peel Regional Police have a process where the police witness list for every arrest is forwarded to the McNeil Disclosure Unit (consisting of two people) who then completes the McNeil report and forwards it to the Crown. In 2014, the number of criminal arrests for that Service was 16,399 or 45 per day.

The Ontario Provincial Police (OPP) have created a webpage where their officers are required to enter their badge number and a McNeil report is generated which the officer then signs and submits to the Crown. To complete the McNeil report, this on-line process accesses the Professional Standards database (the same software as Toronto) and extracts the information entered by Professional Standards. Toronto's current self-reporting system, like the OPP's system, requires the officer to sign the report and submit it directly to the Crown. By signing the report, the officer is confirming that the information is correct.

The Ottawa Police Service also uses the same Professional Standards software as Toronto, but uses it in a way different than the OPP to create their McNeil reports.

The Service's current process of self-disclosure is efficient, effective, and economical. It is efficient as the McNeil report is supplied to the Crown with first party disclosure and there are remedies in place if the Crown requires further information. The process is effective as it is in compliance with Supreme Court of Canada's requirements as set out in R vs McNeil, and the Service's process is economical as it does not require additional resources dedicated to the McNeil reporting function and does not require modifications to the existing Professional Standards database.

The Service will continue to study alternatives to the current system and consider the costs and benefits of these alternatives. Should a more desirable alternative be identified, the Service will report back to the Board with the results, including the financial and human costs involved.

Conclusion

The Service's McNeil process has been in effect since April 2009. The Crown receiving the McNeil report has the opportunity to review the form and resolve any concerns prior to disclosure to defence counsel. The Crown has advised that on occasion, the McNeil report has lacked detail; however, this is remedied by contacting the Service's Legal Services unit and obtaining the necessary information.

The three other Police Services referred to in this report all follow a different McNeil process and all are different than the one used in Toronto. The Service will continue with its current practice regarding the McNeil process until such time as the review of other methods has been completed. It is anticipated that this review will be completed within six months.

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

Mr. Kris Langenfeld was in attendance and delivered a deputation to the Board with respect to this report.

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

Moved by: S. Carroll

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2015**

**#P304. QUARTERLY REPORT: OCCUPATIONAL HEALTH & SAFETY
UPDATE: JULY TO SEPTEMBER 2015**

The Board was in receipt of the following report October 29, 2015 from Mark Saunders, Chief of Police:

Subject: QUARTERLY REPORT: OCCUPATIONAL HEALTH AND SAFETY
UPDATE: JULY 1, 2015 TO SEPTEMBER 30, 2015

Recommendation:

It is recommended that the Board receive this report for information.

Financial Implications:

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

Background/Purpose:

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

Discussion:

Accident and Injury Statistics:

From July 1, 2015 to September 30, 2015, there were 200 reported workplace accidents/incidents involving Service members resulting in lost time from work or health care which was provided by a medical professional. These incidents were reported as claims to the Workplace Safety and Insurance Board (WSIB). During this same period, 25 incidents were reported as recurrences of previously approved WSIB claims that were reported. Recurrences can include, but are not limited to: on-going treatment, re-injury, and medical follow-ups ranging from specialist appointments to surgery.

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

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

As a Schedule 2 Employer, the Toronto Police Service (Service) paid \$47,832 in health care costs for civilian members and \$172,614 in health care costs for uniform members for the third quarter of 2015.

Critical Injuries:

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

For the third quarterly report for 2015, there were six Critical Injury Incidents reported to the MOL. The incidents were confirmed by the MOL to be Critical Injury Incidents which resulted from a cause in the workplace as defined in Regulation 834.

Communicable Diseases:

As part of the Communicable Disease Exposure Surveillance Program, members of the Occupational Health and Safety Unit (OHS) reviewed reported exposures during the months indicated. The majority of these reports did not result in claim submissions to WSIB. However, there is an obligation to ensure the surveillance program maintains its administrative requirements and that there is a communication dispatched to members of the Service from a qualified designated officer from the Medical Advisory Services team. The number of reported exposures increased by 77 compared to the same period in 2014.

MEMBER EXPOSURE TO COMMUNICABLE DISEASES

Reported Exposures	July	August	September	Q3 Total	Q3 2014
1. Hepatitis A, B, & C & HIV	4	5	5	14	23
2. Influenza	0	0	0	0	0
3. Tuberculosis (TB)	8	10	0	18	5
4. Meningitis (All)	0	0	0	0	0
5. Lice and Scabies	0	8	4	12	13
6. Bodily Fluids (blood, saliva, vomit, etc.)	22	22	30	74	24
7. Other *	13	14	0	27	3
Total	47	59	39	145	68

* The “other” category can include, but is not limited to, exposures to:

- infectious diseases not specified above including smallpox, rubella, and measles;
- respiratory conditions/irritations;
- bites (human, animal or insect);
- varicella (chickenpox); and
- Methicillin-Resistant Staphylococcus Aureus (MRSA), (also known as multidrug-resistant bacteria).

As a result of a determination made at the Central Joint Health and Safety Committee meeting on March 29, 2010, OHS monitors incidents where members report exposure to bed bugs. There were 16 reported exposures to bed bugs in the third quarter.

Medical Advisory Services:

The statistics provided below are limited to a consideration of non-occupational cases. By definition, short-term refers to members who are off work for greater than fourteen days, but less than six months. Long-term refers to members who have been off work for six months or greater.

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

MEMBER DISABILITIES: NON-OCCUPATIONAL

Disability	July	August	September
Short-Term	55	49	57
Long-Term - LTD	4	4	4
Long-Term - CSLB	64	64	63
Total Disability per Month 2015-Q3	123	117	124
Total Disability per Month 2014-Q3	132	136	137

Workplace Violence and Harassment:

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

In the third quarter of 2015, there were two new documented complaints which were categorized by Professional Standards as having the potential to meet the criteria of workplace harassment as defined in the *OHS*A. Both complaints are currently under investigation.

Other Occupational Health and Safety Matters:

There are no other occupational health and safety matters to report at this time.

Conclusion:

In summary, this report provides an update to the Board on matters relating to occupational health and safety issues for the third quarter in 2015.

The next quarterly report for the period of October 1, 2015 to December 31, 2015, will be submitted to the Board for its meeting in February, 2016.

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 received the foregoing report.

Moved by: J. Tory

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2015**

**#P305. QUARTERLY REPORT: TORONTO POLICE SERVICES BOARD
SPECIAL FUND UNAUDITED STATEMENT: JULY TO SEPTEMBER 2015**

The Board was in receipt of the following report October 28, 2015 from Andy Pringle, Chair:

Subject: QUARTERLY REPORT: TORONTO POLICE SERVICES BOARD SPECIAL
FUND UNAUDITED STATEMENT: JULY TO SEPTEMBER 2015

Recommendation:

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

Financial Implications:

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

Background/Purpose:

As required by the Toronto Police Services Board (TPSB) Special Fund policy (Board Minute #P292/10) expenditures for the Special Fund shall be reported to the Board on a quarterly basis. This report is provided in accordance with such directive. The TPSB remains committed to promoting transparency and accountability in the area of finance.

Discussion:

Enclosed is the un-audited statement of receipts and disbursements with respect to the Toronto Police Services Board's Special Fund for the period July 1 to September 30, 2015.

As at September 30, 2015, the balance in the Special Fund was \$1,761,596. During the third quarter, the Special Fund recorded receipts of \$116,084 and disbursements of \$226,594. There has been a net decrease of \$433,113 against the December 31, 2014 fund balance of \$2,194,710.

Auction proceeds have been estimated for the months of August and September 2015 as the actual deposits have not yet been made.

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

- Citizen Empowerment Project \$71,500
- CPLC Consultation Group \$29,000
- TPAAA Police World & Fire Games \$21,000

- Toronto Police Service, United Way \$10,000
- Victim Services \$ 4,000
- TPAAA Cricket Club \$ 1,600

The following unused funds were returned:

- Francophone \$ 568
- Asian Heritage \$ 273
- Victims of Crime \$ 12

In addition, the Board approved and disbursed the following:

- Recognition of Service Members \$68,882
- CPC Conference \$ 8,500
- Canadian Association of Police Governance \$ 7,500
- Recognition of Board Members \$ 5,363
- Recognition of Community Members \$ 112

Conclusion:

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

The Board received the foregoing report.

Moved by: D. Noria

THE TORONTO POLICE SERVICES BOARD SPECIAL FUND							
2015 THIRD QUARTER RESULTS WITH INITIAL PROJECTIONS							
PARTICULARS	2015					2014	COMMENTS RELATING TO THIS QUARTER
	INITIAL PROJ.	JAN 01 TO MAR 31/15	APR 01 TO JUN 30/15	JUL 01 TO SEPT 30/15	OCT 01 TO DEC 31/15	JAN 01 TO DEC 31/14	
BALANCE FORWARD	2,194,710	2,194,710	1,969,764	1,872,107	1,761,596	2,194,710	1,792,411
REVENUE							
PROCEEDS FROM AUCTIONS	150,000	18,735	37,722	63,776		120,233	130,945
LESS OVERHEAD COST	(40,500)	(5,058)	(10,185)	(17,220)		(32,463)	(36,655)
UNCLAIMED MONEY	330,000	20,653	22,688	83,237		126,579	831,375
LESS RETURN OF UNCLAIMED MONEY	(42,000)	(590)	(6,391)	(16,524)		(23,505)	(59,699)
INTEREST	15,000	2,832	3,163	2,985		8,981	14,923
LESS BANK SERVICE CHARGES	(3,000)	(168)	(189)	(170)		(527)	(2,785)
OTHERS	30,000	0	288	0		288	32,559
TOTAL REVENUE	439,500	36,404	47,096	116,084	0	199,584	910,664
BALANCE FORWARD BEFORE EXPENSES	2,634,210	2,231,114	2,016,860	1,988,191	1,761,596	2,394,294	2,703,075
DISBURSEMENTS							
POLICE COMMUNITY INITIATIVES							
SERVICE							
CPLC & COMM OUTREACH ASSISTANCE	29,000	0	0	29,000		29,000	29,000
UNITED WAY	10,000	0	0	10,000		10,000	11,207
OTHER	0	0	0	0		0	2,000
COMMUNITY							
VICTIM SERVICES PROGRAM	129,000	29,000	0	4,000		33,000	75,330
VARIOUS ORGANIZATIONS	540,000	225,300	112,500	71,500		409,300	176,000
							Several Division Policing Support initiatives The Environics Institute for Survey Research Canadian Association of Police Governance
FUNDS RETURNED - SPONSORSHIPS	(4,500)	0	0	0		0	0
VOLUNTEER APPRECIATION NIGHT	0	0	0	0		0	(303)
BLACK HISTORY MONTH	0	0	(801)	0		(801)	(232)
ASIAN HERITAGE	0	0	0	(273)		(273)	(469)
NATIONAL ABORIGINAL DAY	0	0	0	0		0	(15)
FRANCOPHONE	0	0	0	(568)		(568)	(3,127)
LBGT	0	0	0	0		0	(33,584)
2015 CARIBANA	0	0	0	0		0	(303)
CPLC & COMM OUTREACH ASSISTANCE	0	0	0	0		0	(7,016)
UNITED WAY	0	0	0	0		0	(5,176)
VICTIMS OF CRIME	0	0	0	(12)		(12)	0
CHIEF PRIDE RECEPTION	0	0	0	0		0	0
YOUTH JUSTICE	0	0	0	0		0	0
TPAAA ASSISTANCE	20,000	1,000	400	22,600		24,000	18,600
RECOGNITION OF SERVICE MEMBERS							
AWARDS	115,000	1,600	4,888	68,123		74,411	91,892
CATERING	25,000	4,450	13,491	759		18,700	23,721
							25 Year Watch Long Service Award
RECOGNITION OF COMMUNITY MEMBERS							
AWARDS	5,000	0	1,772	112		1,884	2,969
CATERING	4,000	0	1,053	0		1,053	2,287
RECOGNITION OF BOARD MEMBERS							
AWARDS	1,000	0	0	0		0	0
CATERING	1,000	0	0	5,353		5,353	(29)
							Dr. Mukherjee fairwell function.
CONFERENCES							
COMM POLICE LIAISON COMMITTEES	8,500	0	0	8,500		8,500	6,778
ONT. ASSO OF POLICE SERVICES BOARD	7,500	0	0	0		0	15,132
CDN ASSO. OF POLICE GOVERNANCE	10,000	0	0	7,500		7,500	0
DONATIONS - IN MEMORIAM	800	0	0	0		0	400
TPSB/TPA RETIREMENT DINNER	10,500	0	6,101	0		6,101	9,005
DINNER TICKETS	6,000	0	4,050	0		4,050	632
PROFESSIONAL FEES	0	0	0	0		0	86,622
INTERNAL CONTROL REVIEW FEE	7,042	0	0	0		0	7,042
OTHER EXPENSES	30,000	0	1,500	0		1,500	0
TOTAL DISBURSEMENTS	954,842	261,350	144,753	226,594	0	632,697	508,365
SPECIAL FUND BALANCE	1,679,368	1,969,764	1,872,107	1,761,596	1,761,596	1,761,596	2,194,710

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2015**

**#P306. ANNUAL REPORT – 2014 RACE AND ETHNOCULTURAL EQUITY
POLICY**

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

Subject: 2014 ANNUAL REPORT: RACE AND ETHNOCULTURAL EQUITY POLICY

Recommendations:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

On March 23, 2006, the Board approved the Race and Ethnocultural Equity Policy (Min. No. P81/06 refers). This policy requires annual reporting to the Board on the effectiveness and impact of the implementation of the policy. The Service has been reporting annually to the Board since that time.

This report, covers the period January 1, 2014 to December 31, 2014, and details the Service's response to the Board's direction as contained in its Race and Ethnocultural Equity Policy. It also describes the Service's commitment to promoting and strengthening race and ethnocultural relations between members of the Service and the communities it serves. These goals are being achieved through progressive diversity management initiatives, ongoing community partnerships, as well as improved individual and organizational competencies that enable the Service to provide a workplace and service delivery without discrimination or harassment, and regardless of race, ethnicity, culture, nationality, religion or language.

Discussion:

The Service continues with initiatives that enhance race and ethnocultural equity within the workplace and in service delivery. These include:

a. *The Human Rights Project Charter (HRPC) Partnership:*

The goals of this partnership are to:

- Identify and eliminate any discrimination that may exist in the employment practices of the Service that may be contrary to the *Ontario Human Rights Code*; and

- Identify and eliminate any discrimination that may exist in the provision of policing services by the Service to the residents of the City of Toronto that may be contrary to the *Ontario Human Rights Code*.

In 2010, the Diversity Institute (DI) of Ryerson University was contracted to evaluate the HRPC. During the evaluation process, the DI reviewed all HRPC strategies completed to date, engaged and consulted with stakeholders, and researched best practices across the country and internationally. In February 2014, DI completed their research and submitted the final report with a progress report of implementation of the recommendations.

b. *Human Rights Investigative Training (HRIT):*

The HRIT was developed and is delivered by external experts, in consultation with Diversity Management. The goal of this training is to provide members who conduct investigations with the knowledge and tools to also conduct *Human Rights Code* investigations. Since 2011, over 200 members have attended this training. In 2014, another 28 members completed this training. This training will continue to be offered to all new investigators and Unit Complaint Coordinators (UCC).

c. *The Employment System Reviews (ESR):*

In 2006, the Service initiated a review of all Service policies, procedures, practices and processes. The goal of this project was to determine barriers that existed in the workplace for members who were protected under the *Ontario Human Rights Code*. These review processes were divided into three stages – ESR 1 (2006) which focused on the uniform promotional processes to ensure that promotional policies, practices and processes are equitable and that the practices associated with these systems are applied consistently, transparently and fairly to all uniform members. ESR 2 (2007) identified areas in all the human resources systems to ensure fulfilment of the Service's commitment to creating an equitable workplace for civilian members. Finally, ESR 3 (2008) identified barriers in the workplace for police officers in general and in particular, the adverse impacts of barriers on five member groups (Aboriginal, lesbian, gay, bisexual and transgender (LGBT), persons with disabilities, racial minorities, and women). In total, over 132 recommendations were made from the three ESRs that addressed the issue of eliminating gaps and barriers in the workplace. As at December 31, 2014, all recommendations approved by Command have been or are being implemented. The Service is reviewing those recommendations where action is still in progress, to determine what further steps are required.

d. *Internal Support Networks (ISNs):*

ISNs were first endorsed by the Command in 2007. The goal of ISNs is to provide peer support through guidance, assistance, mentoring and networking to members on various aspects of policing. Over the last seven years, the number of ISNs has grown and the types of programs, events and engagements have increased substantially. The current

ISNs include the Black-ISN, South Asian-ISN, East Asian-ISN, Pilipino-ISN, LGBT-ISN, Women's-ISN and the No Boundaries-ISN. A group of Aboriginal members also meet informally to explore issues that affect Aboriginal members.

In 2014, the ISNs initiated and participated in a variety of projects, events and partnerships to help further their respective goals.

e. *Toronto Anti-Violence Intervention Strategy (TAVIS):*

TAVIS is a violence reduction and community mobilization strategy intended to reduce crime and increase safety in our neighbourhoods. Neighbourhoods are chosen using crime trend analyses, hotspot occurrence mapping and community consultations. One of the key elements of TAVIS is to expand current relationships and partnerships and create new ones with the diverse communities of Toronto. In September 2011, the Service amalgamated TAVIS and the Community Mobilization Unit. The newly formed unit is the Divisional Policing Support Unit (DPSU).

DPSU includes a number of new areas, such as Neighbourhood Resource Officers and Youth Response Support. Members work in the communities with Community Response Unit officers from each division, and with the TAVIS Rapid Response Teams (RRT), providing expertise on community and youth engagement (see Appendix A – DPSU Community Engagement).

The DPSU provides a more effective, efficient and economical way of doing business both internally and externally in relation to crime prevention, while being more operational and supportive of field units.

f. *Community Police Liaison Committees (CPLC) and Community Consultative Committees (CCC):*

The on-going proactive work of CPLCs and the CCC include community volunteers and Service representatives from the local divisions, management and various units. Each CPLC committee is inclusive and reflects the demographics of the local community, while the CCC committees serve specific communities on a city-wide basis. The mandate of these committees is to work with the Service in identifying, prioritizing and solving local policing issues by being proactive in community relations, crime prevention, education, mobilization and communication initiatives, and acting as a resource to the police and the community. The DPSU submits an annual report to the Board - "Activities and Expenditures of Consultative Groups" report.

g. *Youth in Policing Initiative (YIPI):*

This program aims to promote youth exposure and participation in police work environments. This includes youth being involved in diverse, educational and productive work assignments. To enhance the link between the police and the community, the youth are selected from priority neighbourhoods and are reflective of our city's cultural

diversity. During 2014, the Service engaged 279 YIPI students who participated in a variety of policing assignments and community building events. The Service has the largest number of YIPI participants in the Province of Ontario and an annual report is submitted to the Ministry in regards to the progress of the program.

Furthermore in 2014, the Service administered First Aid Training for 63 Fall After-School Students, in addition to our Summer Program. Students were also trained in email and letter writing etiquette through the Canadian Centre for Skills Development and received a certificate at the completion of the course.

h. *Diversity & Inclusion Unit (D&I):*

The goals of D&I are to develop, implement and support a comprehensive and strategic approach to the management of human rights, diversity and inclusion within the Service. Activities include the planning, programming, resourcing, communicating, training, developing, reporting, and monitoring of the Service's diversity and human rights initiatives with the goal of creating an inclusive and engaging workplace.

Recognizing that diversity and inclusion is a continuous journey, D&I works to develop customized strategies, programming and resources to promote new, interdisciplinary knowledge and practice about diversity that incorporates all of the *Ontario Human Rights Code*. Organizational and cultural change is imbedded in day-to-day operations and education, with the goal of ensuring that the Service continues to be an employer of choice for Toronto's diverse communities.

D&I has developed and delivered a number of specialized and customized training such as: Aboriginal Training & Development, Ethics & Inclusivity, Human Rights Investigative Training, Cultural Competency Training, Invisible Disabilities Development and Transgender Training (see Appendix B – Diversity & Inclusion Management Course Description).

Furthermore, D&I is responsible for the implementation and compliance of the *Accessibility for Ontarians with Disabilities Act (AODA)*. This Act came into existence in 2005. As of 2012, the *AODA* requires all organizations, both public and private, that provide goods or services either directly to the public or to other organizations in Ontario (third parties) and that have one or more employees, to provide accessible services and employment to persons of all ability levels. Each year, the *AODA* requires the implementation of certain compliance matters.

In 2013, D&I developed a network with *AODA* Coordinators from the York, Durham, Halton, Peel, Hamilton and Niagara police services. The goal of these meetings is to share knowledge, build capacity, share ideas, and form a GTA *AODA* Committee that supports the needs of police and communities. Beyond the GTA, D&I is part of an Ontario Network for Accessibility Planners (ONAP) to ensure that the Service continues to comply with all *AODA* standards and implements best practices.

In 2014, the Service complied with the completion of the accessibility multi-year plan. This document is now available on the Service's website.

i. *The Ambassador Program:*

This program was launched in 2007 by the Employment Unit. There are currently a total of 267 Ambassadors, which include current, retired, civilian and uniform members, along with citizens in the community who proactively promote the Service as an "Employer of Choice". Ambassadors assist police recruiters at job fairs, community events and mentoring sessions in an effort to attract individuals of diverse backgrounds to ensure the Service is reflective of the community. Ambassadors also foster interest in the application process by promoting careers with the Service, whether on or off duty, in places of worship, sporting events, community gatherings or through friends.

The program is working on identifying different ways to incorporate youth education and getting youth to think about their futures, reaching out to divisional officers, specifically those assigned in the schools.

Overall, 25 new Ambassadors signed up in 2014. Most of the new Ambassadors are from Communications (dispatchers) and Auxiliary members who volunteered for events throughout the summer when staffing for community events was limited.

j. *Community and Cultural Celebrations:*

The Service continues to expand its participation in cultural and community celebrations. These are supported at the local and corporate levels. Examples of these cultural and community celebrations include the Khalsa Day Parade, Black History Month, Asian Heritage Month, Caribbean Carnival Toronto Kick-Off and Parade, International Day for the Elimination of Racial Discrimination (IDERD), International Women's Day, Pride Day, National Aboriginal Pow Wow, Association of Black Law Enforcement (ABLE) Gala, Harry Jerome Awards Gala, Organization of South Asian Police Officers (OSPA) Gala, International Francophone Day, Grenada Day, National Aboriginal Day Ceremony, Planet Africa Expo, Hispanic Fiesta, Pakistan Independence Day, China Town Festival, Taste of the Danforth and the Gerrard Street Festival of South Asia.

The Service continues to participate in community town hall meetings to promote two-way dialogue and build on positive relationships that have been forged within our various communities.

In 2014, the Special Events Unit and other areas of the Service were involved in over 500 community and culturally related events.

k. *Procedural Updates:*

The Service continues to monitor and update procedures that address and incorporate the Board's Race and Ethnocultural Equity Policy. This ensures that all existing procedures are current, relevant and reflect this Policy (see Appendix C – Procedural Updates).

Conclusion:

The Service continues to develop initiatives and programs to support the Board's policy on race and ethnocultural equity relations. These goals are being achieved through progressive diversity and inclusion initiatives, as well as improved individual and organizational competencies, enabling the Service to provide improved service to the community and workplace without discrimination or harassment.

Since 2014, two Board policies (Human Rights and Accommodation) require the Service to report on the development and implementation of all initiatives that are equitable, respectful, inclusive and culturally competent based on all of the grounds of the *Ontario Human Rights Code*. This includes the additional grounds outlined in the Race and Ethnocultural Equity policy.

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 received the foregoing report.

Moved by: C. Lee

Appendix A

DPSU Community Engagement

Somali Community Meeting Officers attended a Somali Community meeting held in 22 Division. TAVIS RRT officers spoke with community members as to the role and mandate of TAVIS.

One Match Officers organized and facilitated a “one Match” stem cell campaign held at the Scarborough Town Centre. The purpose of the campaign was to encourage community members and police officers to provide a swab to assist in stem cell medical procedures.

Frontlines Community Centre Officers participated in the spring clean-up efforts at the Frontline Community Centre in 12 Division where officers and community members helped clean local playgrounds and parks.

McHappy Day Officers attended the Kipling and Rexdale McDonalds to assist with the annual McHappy Day campaign.

St. Stephen’s Community House Officers attended St. Stephen’s Community Housing in 32 Division, where lectures were given on the roles and duties of police officers to newcomers to Canada. These lectures were delivered both in the English and Farsi languages.

LGBTQ Conference The first Law Enforcement related LGBTQ Conference was held at the Sheraton Centre in 52 Division. TAVIS RRT officers provided security for the conference in addition to assisting conference members in attending the TPS Pride Week Kick off at HQ.

Muslim Ramadan Celebration Officers attended a Ramadan Celebration at Nile Academy in 31 Division.

Elmbank Public School Officers attended a Community Event that involved 10 and 11 year old children enrolled at the day camp.

Community BBQ Officers attended a “Blocko” Community BBQ with 33 CRU officers.

Community BBQ Shoreham Drive Officers attended a local BBQ with 31 CRU in an effort to de-escalate gang violence in the Jane and Finch community.

Mel Lastman Square Officers attended a Hispanic Cultural Event with 32 CRU officers

23rd Annual Chinese Community Dinner TAVIS RRT officers attended the dinner with officers from across the Service.

East York Civic Centre Officers attended the East York Remembrance Day Ceremonies with 54 CRU officers.

University of Toronto Officers lectured criminology students on the mandate and duties of TAVIS officers

Movember Officers participated in the month long Movember charity event and attended the Movember publicity rally with Toronto Fire and Toronto EMS. TAVIS and DPSU officers were the top earners in the Service wide challenge.

Children's Breakfast Club Officers participated in the annual charity fundraiser. This charity assists children in need during the Christmas season.

Seniors Calendars Officers assisted the DPSU Vulnerable Persons Liaison Officer by distributing senior's calendars at Retirement Residences throughout the 17 Divisions during the month of December.

Rogers Community Television PC Mustafa SAFARI of TAVIS RRT participated in a bi-weekly television show on Rogers Cable 10 in the Farsi language in which he addressed community issues which directly affected the Persian Communities of Toronto. The series ran from September to December, 2014.

Appendix B
Diversity & Inclusion Course Description

Course	Description
Ethics & Inclusivity in the Workplace	The course provides instruction to participants in the areas of creating workplaces that are inclusive for diverse communities. It outlines the ethical requirements, the legal human rights framework, and the resolution of human rights and ethical dilemmas. Members will receive instruction on ethics, human rights, and diversity and the importance of maintaining professionalism. Information on accountability, procedures, governance, legislation and emerging trends are also discussed.
Human Rights Investigative Training	This course offers an in-depth analysis of how to investigate human rights allegations, along with PSA investigations. Topics are designed to assist the participants to better identify human rights elements, analyse the evidence with a human rights lens, and write a report that contains a substantive analysis based on the <i>Ontario Human Rights Code</i> .
Transitioning in the Workplace	This course offers the participants different perspectives on individual who transition from one gender to another in the workplace. It also provides case law, best practices, and roles and responsibilities. This course will provide training to members on innovative approaches to solve minor workplace issues and teaches different ways to address complex issues. An introduction to appropriate terminology and history of transgender in Canada is also included.
Delivering Professional Services to Diverse Communities	This course is designed to explore discussions that include: sensitivity, awareness as well as instruction in such areas as human rights, religious awareness, aboriginal awareness, lesbian and gay issues, elder issues, disabilities and demographics.
Drop by Drop Course	This course is an introduction to how micro-inequities in the workplace can have significant impact and create poison work environments. It also looks at how diverse opinions and stereotyping can play a role in creating inequalities in the workplace.
Advanced Leadership Course	This course is designed specifically for Toronto Police Service Leaders. The program provides an array of critical human rights, diversity and inclusive leadership and management skills that are necessary for middle managers to effectively deal with the increasing challenges and responsibilities in today's turbulent environment as well as gain an in-depth organizational awareness.
LGBT Community Issues Course	This course is designed to provide a historical perspective of the LGBT experiences, the impact of oppression and discrimination on the LGBT communities, how each community in the LGBT communities are different and complex. It provides an array of skills necessary to build a foundation for professionalism with the Toronto Police Service.

<p>Incorporating Accessible Practices in the Workplace Course</p>	<p>This course provides information, case law and background on creating accessible workplaces. It introduces the student to a wide range of fundamentals, which provide a foundation for better understanding the seven groupings of disabilities. Upon successful completion, the candidate will be able to create accessible workplaces and eliminate invisible barriers.</p>
<p>What is AODA Course</p>	<p>This course is designed for general information on the <i>Accessibility for Ontarians with Disabilities Act</i>. It includes incorporating best practices and philosophies of accessibility, case laws, legislative requirements, and roles and responsibilities.</p>
<p>Developing Accessible Multi-year Plans</p>	<p>This course is designed for individuals responsible for creating plans for their division, area and units. It outlines how to implement accessibility into existing plans, and enhances workplaces.</p>
<p>Duty to Accommodate Course</p>	<p>This course is designed as a basic overview of what accommodation is, the roles and responsibilities of what the Service provides and the legislative and legal framework. Topics dealing with preparation, skills and techniques for different workplace will be introduced. The goal of the course is to assist the student in developing a better understanding of the topic.</p>
<p>Working with PWD in and out of the Workplace</p>	<p>This course is designed as a basic overview into constructing and delivering services to Persons with Disabilities. Topics deal with creating safe and inclusive environments, understanding the different needs of invisible disabilities, and how best to assist in ensuring that the workplace or service required is inclusive and accessible.</p>
<p>Introduction to Procedure 14-19 Course (Workplace Accommodation – Non Medical)</p>	<p>This course provides the foundations to members, supervisors and managers on the roles and responsibilities in this procedure, what to do in unique situations, and how best to implement multiple and diverse requests in each workplace. Students will gain a better understanding of the grounds under the Code, the challenges each other grounds brings, and the unique perspectives of each need on the workplace.</p>

**Appendix C
Procedural Updates**

No	Name
01-02	Search of Persons
01-02	Appendix C – Transgender/Transsexual Persons
01-03	Appendix E - Lodging of Transgender/Transsexual Persons
05-16	Hate/Bias Crime
05-16	Appendix A – Excerpt from Guideline LE-029 – Preventing or Responding to Occurrences Involving Firearms
05-22	Appendix A – Elder and Vulnerable Abuse Investigations – Contact Information
Ch 13	Appendix A – Unit Level Criteria / Conduct Penalties
Ch 13	Appendix C – Progressive Discipline
Ch 13	Appendix D – Letter of Suspension
Ch 13	Appendix E – Letter of Revocation
Ch 13	Appendix G – Expunge Police Services Act Conviction
13-02	Uniform External Complaint Intake/Management
13-03	Uniform Internal Complaint Intake/Management
13-04	Uniform Unit Level Discipline
13-05	Police Services Act Hearings
13-06	Uniform Complaint Withdrawal
13-07	Policy/Services Provided Complaints
13-14	Human Rights
13-18	Anonymous Reporting of Discreditable Conduct
14-18	Internal Support Networks (ISN)
14-19	Workplace Accommodation – Non Medical
14-29	Change in Personal Information
14-30	Re-Employment of Former Members and Lateral Entries
15-16	Uniform, Equipment and Appearance Standards – Officers and Civilian Uniformed Members
16-07	Collection and/or Use and/or Reporting of Statistics Related to Prohibited Grounds

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2015**

#P307. ANNUAL REPORT – 2015 AUDIT & QUALITY ASSURANCE

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

Subject: TORONTO POLICE SERVICE AUDIT & QUALITY ASSURANCE ANNUAL REPORT

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

At its meeting of December 15, 2014, the Board approved its Audit Policy (Min. No. P272/14 refers). The Board's Audit Policy outlines a number of responsibilities for the Chief, including the following:

1. The Chief of Police will ensure that the Service's financial statements are verified by an annual audit conducted by the City of Toronto's external Auditor as identified in section 139 of the *City of Toronto Act, 2006*;
2. The Chief of Police will establish an internal quality assurance process to ensure that operational, management, training and financial controls are established and maintained to ensure compliance with Service procedures and with Board policies and to ensure that they remain consistent with case law, inquest findings, inquiry findings, legislation and Ministry of Community Safety and Correctional Services' guidelines;
3. The Chief of Police will prepare, using appropriate risk-based methodology, an annual quality assurance work plan which will identify and prioritize audits to be conducted. The plan will identify inherent risks, resource requirements and the overall objectives for each audit and the work plan will be reported to the Board at a public or a confidential meeting as deemed appropriate;
4. The Chief of Police will ensure that members of the Service engaged in audit processes have the knowledge, skills, abilities and accreditations, as may be required, to perform their duties;

5. The Chief of Police will provide an annual report to the Board with the results of all audits and will highlight any issues that in accordance with this policy will assist the Board in determining whether the Service is in compliance with related statutory requirements, and issues that have potential risk or liability to the Board and/or to the Service.

At its meeting on June 18, 2015, Chair Alok Mukherjee provided written correspondence to the members of the Toronto Police Services Board with respect to the Service-Level Agreement between City of Toronto Internal Audit Service and the Toronto Police Services Board (Min. No. P158/15 refers).

Contained in this written correspondence was a recommendation by Chair Alok Mukherjee that the Board request the Chief to provide an update on the steps that have been taken with respect to the implementation of the Board's Audit Policy.

Discussion:

The following addresses the steps that have been taken by the Chief to implement the Board's Audit Policy.

Financial Statements

In response to responsibility number 1: PricewaterhouseCoopers, a public accounting firm, audits the Toronto Police Service's financial records as part of its overall annual financial attest audit of the City's financial statements as required by the *City of Toronto Act, 2006*. The 2014 Consolidated Financial Statements were adopted by the City's Audit Committee on June 26, 2015 and by City Council on July 7, 2015.

Internal Quality Assurance Process

In response to responsibility number 2: The Toronto Police Service has a robust quality assurance process that provides competent and reliable assurance to the Chief and his senior management. Areas that provide assurance services include Audit & Quality Assurance (A&QA), Information Technology Services - Project Management Office, Legal Services, Toronto Police Operations Centre, Information Technology Services – Enterprise Architecture and Corporate Risk Management. There are also additional areas that conduct individual assurance activities ensuring that internal controls are exercised in an appropriate and timely manner.

Annual Workplan and 2015 Project Results

In response to responsibility number 3: The Audit and Quality Assurance unit begins its annual workplan development process by researching and examining political, environmental, technological and community issues and concerns that have the potential to affect the operations of the Service. A&QA also examines other agencies' Audit Reports for trends, emerging issues and topics. A&QA consults with the Chief, Deputy Chiefs, Chief Administrative Officer, Staff

Superintendents and Directors to identify risks, opportunities, strengths and weaknesses which may impact the ability of the Service to achieve its priorities, goals and objectives.

Based on the results of this research and consultation, A&QA creates a listing of potential audit projects and conducts an assessment of these projects.

In conducting the assessment, A&QA identifies and considers various risk and opportunity factors such as public safety, officer safety, internal control factors, complexity, dollar value and degree of centralization/decentralization. Impact, probability of occurrence, severity of outcome, extent of liability, effect on public confidence and probability of integrity lapses are also incorporated into the process. Factors vary according to subject matter classification; however, each process is similar in nature. Known strengths and weaknesses are also identified and opportunities for improvement are noted.

Once the projects are ranked through the assessment process, A&QA reviews the listing against various legislative and Service considerations. The main legislative requirement is Ontario Regulation 03/99, Adequacy and Effectiveness of Police Services. Audit & Quality Assurance is mandated by the Chief and Command to conduct three audits related to Adequacy Standards each year. Service considerations include coverage of high risk areas, identification of opportunities for improvement and inclusion of a cross section of Command areas. In addition, Service Procedure requires A&QA to conduct an audit of the Flashroll, the 329 Fund and Source Management every three years.

The development of the workplan takes into account each of the above considerations and the resources available within A&QA including total hours members are available to work on audit projects, and the skills, knowledge and technical abilities of each member.

In summary, the preparation of the annual workplan is an important responsibility of A&QA. Careful consideration is given to prioritizing projects so that the Unit's scarce resources can be allocated efficiently and effectively.

Audit & Quality Assurance's 2015 Audit Workplan (see Appendix A) was presented to the Executive Assurance Committee (EAC) at its November 3, 2014 meeting. The EAC is comprised of the Chief of Police, the Deputy Chiefs of Police and the Chief Administrative Officer. The workplan is not a static document and changes to it occur due to challenges that arise from preliminary audit findings or the need to divert resources to deal with emerging issues. The workplan is prepared spanning a one year period, with additional areas and topics identified for future years.

Once audits are completed and the reports and recommendations are approved by the EAC, recommendations are tracked by A&QA. The Unit has established a tracking database to monitor the implementation status of recommendations assigned to management to ensure that appropriate corrective action is taken on a timely basis. Reports on the status of recommendations are presented to the EAC on a quarterly basis.

Qualifications of Members

In response to responsibility number 4: The Audit & Quality Assurance unit currently has an establishment of 16 members consisting of one manager, eight civilian members (Information Technology Auditor position vacant) and seven uniform members. Civilian members of the Unit hold 11 professional designations including Chartered Professional Accountant, Certified Fraud Examiner, Certified Internal Auditor and Certification in Risk Management Assurance. Uniform members of the Unit collectively have over 175 years of policing experience including time spent in divisional policing, detective offices, financial crimes and corporate planning.

The Audit & Quality Assurance unit follows the Institute of Internal Auditors' *International Standards for the Professional Practice of Internal Auditing (Standards)*. The Standards require that internal auditors must enhance their knowledge, skills and other competencies through continuing professional development. All members of A&QA receive a minimum of 20 hours of audit training a year and must complete 120 hours of training over a three year period.

Annual Report

In response to responsibility number 5: Appendix B outlines reports issued in 2015, audits in progress and those planned for the remainder of 2015. A summary of project objectives and related findings is included as part of this document.

Conclusion:

This Report provides an update on the specific steps that the Chief has taken with respect to implementing and being compliant with the Board's Audit Policy. A report containing information similar to that of appendix B will be submitted on an annual basis in the future.

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

The Board received the foregoing report.

Moved by: S. Carroll

Appendix A
2015 Audit Workplan

Project	Synopsis	Projected Total Hours
Service Procedures Compliance to Adequacy Standards Requirements	An ongoing review to ensure Service Procedures are in compliance with Adequacy Standards requirements. Focus will be on changes made by the Ministry of Community Safety and Correctional Services during the year.	100
Risk Assessment and Workplan Development	<i>International Standards for the Professional Practice of Internal Auditing (Standards)</i> require A&QA to conduct a yearly risk assessment in the preparation of its workplan to ensure adequate resources are deployed to audit high risk areas.	100
Ministry of Community Safety and Correctional Services Inspection	Assist the Ministry Inspections Team in their review of the Service. The inspection will focus on bail and violent crime, police response to high risk individuals, preliminary perimeter control and containment and missing persons.	450
Quality Assurance and Improvement Program	As part of A&QA's continuous improvement process, the Unit will review its conformance with IIA Standards on an ongoing basis. This will help to alleviate the time pressure on the internal assessment/external validation to be performed in 2016.	300
Property & Evidence Management Unit - General Warehouse	The Property and Evidence Management Unit review is broken into three areas: general, drugs and firearms to ensure adequate coverage of all areas. Each area will be selected for a comprehensive audit every three years.	800
Source Management	Review of source management as per Justice Ferguson's report recommendations and Command direction.	550
329 Fund	Cash counts and accounting for outstanding advances. Triennial compliance review; examination of compliance to policy and procedures by users of fund. Review of actual practice in the field and review of controls.	300
Special Projects	Assistance will be provided to other units and task forces at the request of the Chief of Police/EAC.	2000

Audit of Payline Adjustments	The Payroll Audit Report is utilized by Payroll & Benefits Administration to identify payroll adjustments. However, payline adjustments made by Payroll and Benefits Administration are not captured by this report. These entries can only be retrieved by ITS. This audit will ensure that these payline adjustments are done in accordance with Service guidelines.	1000
Development of Fraud Risk Management Framework	As part of a comprehensive risk assessment, the possibility of fraud should be evaluated. This project is meant to enhance the risk assessment process of the Service.	1000
Audit of the SAP 3-Way Match Controls	The 3-way match controls in the SAP system are designed to ensure that the price within purchase orders (POs) and invoice requests (IRs) are the same and that goods received (GR) and IR quantities are the same within defined tolerance limits defined by management. If prices or quantities are not consistent, invoices are blocked for payment. The audit will verify that unblocking of payments is done in accordance with the Service's expenditure guidelines.	800
Psychological Health & Safety in the Workplace	Completion of the audit tool created by the CSA Group	800
Review of TPS Information Management Process	The Service's information, record and document process will be reviewed with a focus on governance, category classification, confidentiality and retention of information. Review of current practices in other government institutions in order to develop a TPS framework.	1700
Sexual Assault Investigations (LE-034)	The Service's compliance with the adequacy standard in relation to sexual assault investigations will be reviewed.	1200
Youth Crime (LE-044)	The Service's compliance with the adequacy standard in relation to youth crime will be reviewed.	1200
Various Inspections	A two member team will conduct divisional inspections.	2500

PROJECT NAME	PROJECT OBJECTIVE(S)	PROJECT RESULTS
PROJECTS COMMENCED IN 2014 AND COMPLETED IN 2015		
Credit Card Expenditure Processes	<p>The objectives of this project were to:</p> <ul style="list-style-type: none"> -ensure that the issuance, use and management of corporate credit cards are in compliance with Service Procedure 18-17, Corporate Credit Cards, -ensure corporate credit card transactions are in accordance with the Purchasing and Service Expenditure Procedures, and -ensure that internal control measures in place for credit card processes are effective. 	<p>Audit findings indicated that there are sufficient and effective internal controls in place for the issuance and general management of corporate credit cards; however, deficiencies were noted at the card holder level. Issues identified included the purchase of IT equipment, personal use of the card, loaning the card to another member and purchase of food without justification in writing and the proper level of approval.</p> <p>As a result of this audit, Accounting Services is assisting units by providing detailed instructions and monitoring submissions for compliance with procedure.</p>

PROJECT NAME	PROJECT OBJECTIVE(S)	PROJECT RESULTS
Search of Persons	<p>The objectives of this project were to:</p> <ul style="list-style-type: none"> -address the three recommendations and six questions raised by the Board and report those findings to the Chief of Police, -assess compliance with Service Procedure 01-02, Search of Persons and Toronto Police Service Board Policy, and -identify risks to the Service and opportunities for improvement. 	<p>A&QA determined that all searches reviewed were lawful. The audit found that Service Procedure 03-06, Guarding Persons in Hospital, required update. Service Procedure 01-02, Search of Persons, and related routine orders sufficiently addressed all relevant aspects governing search of persons and provided appropriate instruction and guidance for officers. The audit did reveal non-compliance with procedures including the level of information provided to prisoners and lack of detail recorded in memo books. Additional training was recommended to address these specific areas of non-compliance.</p>

PROJECT NAME	PROJECT OBJECTIVE(S)	PROJECT RESULTS
<p>Workplace Safety and Insurance Board (WSIB) Benefits</p>	<p>The objectives of this project were to:</p> <ul style="list-style-type: none"> -review system and procedures in place to manage and control the WSIB benefit payments such as claims analysis and claims processing, and -assess whether opportunities exist to streamline the benefit claim process and communication between the Service and WSIB. 	<p>The Service's Injured on Duty and WSIB claims process is labour-intensive and paper-driven. Online reporting and electronic submission of forms would make the process more efficient and reduce errors. Additional training on WSIB policies and practices and utilizing the Parklane system would be beneficial. Occupational Health & Safety (OHS) needs to communicate with WSIB about the status of the pensioners and the nature and breakdown of account balances owed to the Service. Better communication between OHS and Payroll & Benefits is required for complicated cases. OHS also needs to strengthen the review process of invoices to ensure correct benefit costs are charged to the Service and reconciled to the general ledger.</p> <p>As a result of this audit and the efforts of OHS, the Service has already received a \$61,000 refund from the WSIB.</p>

PROJECT NAME	PROJECT OBJECTIVE(S)	PROJECT RESULTS
Return of Service Assets	<p>The objectives of this project were to:</p> <ul style="list-style-type: none"> -document all circumstances requiring the return of equipment or uniforms and/or cancellation of IT/facility access, -review all Service Governance which addresses return of equipment/uniforms or the modification/cancellation of facility/technological access, -examine the business processes related to the equipment/uniform return and IT/facility access modification/cancellation process, and -identify the cause/reasons(s) for non-compliance and explore ways to improve the process and safeguard Service assets. 	<p>Service Procedures governing the issuance and return of Service assets are for the most part thorough and concise but there are a number of areas within procedures that require more specific detail. The record keeping systems utilized by the Service are disjointed and in some cases not being used to their full potential. The Service should consider consolidating these systems which would improve internal controls and be more efficient. The audit found that there was a lack of compliance with Service Procedures when Service members are suspended and when civilian contractors/consultants complete their work or are terminated.</p> <p>As a result of this audit, the Service is examining the feasibility of integrating the Human Resources Management System and the access control system to better manage processes. In addition, Professional Standards is monitoring suspended members with respect to the return of Service assets.</p>

PROJECT NAME	PROJECT OBJECTIVE(S)	PROJECT RESULTS
PROJECTS COMMENCED IN 2015 AND COMPLETED IN 2015		
Source Management	<p>The objectives of this project were to:</p> <ul style="list-style-type: none"> -ensure that all personnel tasked with handling Level 2 sources have received appropriate training and accreditation, -assess best practices of report generation to track history and amount of payment to sources, -ensure that existing internal controls and safeguards continue to be effective, -assess the accuracy of the Source Management database, -verify the usability and integrity of current system controls including report generation, fraud detection, and prevention capability, -verify that funds allocated to source payments are properly authorized and recorded and all payments/returns are accounted for, -verify that recommendations implemented from previous audits are achieving the desired results, and -verify Source files that were generated from the last audit continue to be managed and secured in accordance with Service directives. 	<p>The last audit of Source Management was conducted in 2011. Four of the six recommendations made at that time have been implemented. Two recommendations remain ongoing and are related to changes to Service Procedure and a Service form. No issues were identified with respect to the current source management and payment processes. The current SMS application continues to provide an adequate platform for source management and controls. Training records need some updating.</p> <p>This report will be presented to the Executive Assurance Committee at its November 25, 2015 meeting.</p>

PROJECT NAME	PROJECT OBJECTIVE(S)	PROJECT RESULTS
Youth Crime	<p>The objectives of this project were to:</p> <ul style="list-style-type: none"> -determine if Service Procedures adequately address the best practice guidelines specified in LE-044, Youth Crime, -determine if officers are complying with Service Procedure 04-41, Youth Crime Investigations, -provide an estimate of officer time/funds allocated to youth crime investigations Service-wide, if possible, -determine if information and records pertaining to young offenders are properly handled and safeguarded to prevent unlawful disclosure, -determine if members are adhering to the Police/School Board Protocol, -document the Service's safe schools and youth gang prevention initiatives and programs designed for high risk youth and young offenders and assess the effectiveness and veracity of existing Key Performance Indicators, and -identify risks and opportunities for improvement. 	<p>Service Procedure 04-41, Youth Crime Investigations requires revisions pertaining to data entry instructions and references to a TPS form, programs, positions, and duties. The audit team found instances of non-compliance with the Service's recommended action relating to dealing with first time offenders committing a minor offence. The audit team recommended that a Specialist Coordinator, or Steering Committee, comprised of key stakeholders, be assigned to amend Service Procedure 04-41, Youth Crime Investigations, to clarify and bolster the Corporate Youth Initiative and to drive the development of appropriate community referral options.</p> <p>This report will be presented to the Executive Assurance Committee at its November 25, 2015 meeting. The Divisional Policing Support Unit has assigned a member to address the issues identified in the audit report.</p>

PROJECT NAME	PROJECT OBJECTIVE(S)	PROJECT RESULTS
Mental Health in the Workplace	<p>The objectives of this project were to:</p> <ul style="list-style-type: none"> -review the National Standard for Psychological Health and Safety in the Workplace and related legislation, -review the services currently in place that address psychological health and safety in the workplace, -interview key stakeholders assigned to the various units involved in the administration and practical application of psychological health and safety in the workplace, and -conduct a gap analysis and document the findings. 	<p>The Service has a considerable number of programs and procedures addressing mental health in the workplace. Many areas of the National Standard for Psychological Health and Safety in the Workplace framework have been addressed. However, the Service plans to further develop its programs and procedures to ensure all facets of the framework are addressed.</p>
PROJECTS COMMENCED IN 2015 AND REMAIN ONGOING AS AT DATE		
Service Procedures Compliance to Adequacy Standards Requirements	<p>An ongoing review to ensure that Service Procedures are in compliance with Adequacy Standards requirements. Focus will be on changes made by the Ministry of Community Safety and Correctional Services during the year.</p>	<p>Any Ministry updates are followed up to ensure that Service Procedure is amended accordingly.</p>
Risk Assessment and Workplan Development	<p><i>International Standards for the Professional Practice of Internal Auditing</i> require A&QA to conduct a yearly risk assessment in the preparation of its workplan to ensure adequate resources are deployed to audit high risk areas.</p>	<p>2016 Workplan development commenced in early September.</p>
Ministry of Community Safety and Correctional Services Inspection	<p>Assist the Ministry Inspections Team in their review of the Service. The inspection will focus on bail and violent crime, police response to high risk individuals, preliminary perimeter control and containment and missing persons.</p>	<p>Assistance to the Ministry Inspection Team commenced in August and remains ongoing.</p>

PROJECT NAME	PROJECT OBJECTIVE(S)	PROJECT RESULTS
Quality Assurance and Improvement Program	As part of A&QA's continuous improvement process, the unit will review its conformance with IIA Standards on an ongoing basis. This will help to alleviate the time pressure on the internal assessment/external validation to be performed in 2016.	Each year specific procedures related to compliance are carried out. This work is ongoing throughout the year.
Special Projects	Assistance will be provided to other units and task forces at the request of the Chief of Police/EAC.	One special project commenced in early October and remains ongoing.
329 Fund	<p>The objectives of this project are to:</p> <ul style="list-style-type: none"> -establish the accuracy of the 329 Fund, -ensure that the 329 Fund is managed effectively, and -verify that the use of the 329 Fund is in conformity with Service Procedure 18-07, 329 Fund. 	This audit has been mandated by Command and is carried out on a tri annual basis. The audit is currently in progress.
Property and Evidence Management Unit - General Warehouse	<p>The objectives of this project are to:</p> <ul style="list-style-type: none"> -assess the continued effectiveness and efficiency of internal controls in relation to processing found, received or seized general property, -verify the integrity of the records system by examining the completeness, accuracy and validity of the Property and Evidence Management System database, and related files/documentation, and -assess the security of the physical inventory of general property. 	This audit, mandated by Adequacy Standards, is currently in progress.

PROJECT NAME	PROJECT OBJECTIVE(S)	PROJECT RESULTS
Payroll Adjustments	<p>The objectives of this project are to:</p> <ul style="list-style-type: none"> -ensure all payroll adjustments are properly authorized, processed, and reported, -ensure that all payroll adjustments are in conformity with Service governance as well as collective agreements, and Service members are accurately paid, -ensure that all payroll entries, including but not limited to Service separations which includes retirements, resignation, and termination, are properly accounted for with oversight from Supervisors, and -identify areas of risk and opportunities for improvement. 	This audit is currently in progress.
Development of Fraud Risk Management Framework	The objective of this project is to assess the Service's current fraud risk management program and to strengthen the program in areas in which it is inadequate, including the development of a fraud risk assessment.	This project is currently in progress.

PROJECT NAME	PROJECT OBJECTIVE(S)	PROJECT RESULTS
Audit of the SAP 3-Way Match Controls	<p>The objectives of this project are to:</p> <ul style="list-style-type: none"> -ensure that the price within purchase orders (POs) and invoice requests (IR) are the same and the received quantities are the same within defined tolerance limits defined by management, -ensure that if prices or quantities are not consistent, invoices are blocked for payment, -ensure that unblocking of payments is done in accordance with the Service's expenditure guideline, and -ensure that related journal entries for purchase orders are accurate. 	This audit is next in line to be started.
Review of TPS Information Management Process	<p>The objectives of this project are to:</p> <ul style="list-style-type: none"> -review and document the process regarding information access and control, focusing on governance, category classification, confidentiality and retention of information, -perform a risk assessment of various factors involved in the process including legal issues, -examine current practices and any previous reports related to information management, and -review technologies utilized in the process of records retention, including electronic mail messages. 	This project is currently in progress.

PROJECT NAME	PROJECT OBJECTIVE(S)	PROJECT RESULTS
Sexual Assault Investigations	<p>The objective of this project is to ensure that the Service continues to adhere to the guidelines in Service Procedure 05-05, Sexual Assault; LE-034, Sexual Assault Investigation and the recommendations of the Auditor General that have been implemented to date. Specific objectives are to examine and determine whether:</p> <ul style="list-style-type: none"> -recommendations from the Auditor General's previous review and audits of sexual assault occurrences that have been implemented are being adhered to, -sexual assault occurrences are investigated by accredited criminal investigators who are trained to conduct sexual assault investigations, -initial responses to sexual assault investigations are effectively monitored by frontline supervisors and guidance and assistance is provided to responding officers, -external agencies are being used for referrals for victims of sexual assault, and -investigators are in compliance with the ViCLAS guidelines for submission contained in Service Procedure 05-19, Violent Crime Linkage Analysis System. 	This audit is currently in progress.
Inspection Team	A two member team will conduct divisional inspections.	Inspections of divisions occur throughout the year and are an ongoing activity.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2015**

**#P308. STATEMENT OF COMMITMENT TO THE PSYCHOLOGICAL
HEALTH OF TORONTO POLICE SERVICE MEMBERS**

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

Subject: STATEMENT OF COMMITMENT TO THE PSYCHOLOGICAL HEALTH OF
TORONTO POLICE SERVICE MEMBERS

Recommendations:

It is recommended that:

- (1) The Board approve the adoption of a joint Statement of Commitment to the Psychological Health of Toronto Police Service Members (the Statement); and
- (2) The Board forward a copy of the Statement to Corporate Communications for immediate release under the joint signature of the Chief of Police and the Chair of the Toronto Police Services Board.

Financial Implications:

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

Background/Purpose:

In his report entitled “Police Encounters with People in Crisis”, Former Supreme Court Justice Frank Iacobucci recommended that the Toronto Police Service (Service) create a formal statement on psychological wellness for its members (Recommendation 33).

Psychological Services has drafted a formal statement that confirms the commitment of the Service and the Board to the psychological health of its members (see Appendix A). Pending the approval of the Board, this statement is intended for immediate release to Service members under the joint signatures of the Chief and the Chair, with prominent posting to occur in Service facilities and on the Service’s intranet site.

Discussion:

The Statement incorporates all of the elements that Former Justice Iacobucci recommended for inclusion in the Service’s statement on psychological wellness including, specifically:

- acknowledgement of the stresses and mental health risks that members face;
- the Service's commitment to provide support for members' psychological wellness;
- the importance of members attending to their own mental health needs;
- the importance of assisting colleagues to address mental health concerns; and,
- the role of supervisory officers in monitoring members' mental health and intervening where appropriate.

A listing of psychological wellness resources has been prepared (Appendix B) and will be posted in conjunction with the Statement in Service facilities and on the Service's intranet site. Although Former Justice Iacobucci recommended that the listing of resources be included in the Statement, a separate listing has been prepared to facilitate revision, as required.

Conclusion:

A Statement of Commitment to the psychological health of Toronto Police Service members, jointly signed by the Chief and the Board Chair, is an important step to demonstrating the on-going support the Service and Board will provide to its members.

The Service will also develop a plan to continually promote this commitment and the resources available to our members, and to show our unwavering support to address and destigmatize this critical health issue.

Mr. Tony Veneziano, Chief Administrative Officer, Administrative 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: D. Noria



OUR COMMITMENT TO YOU AND YOUR PSYCHOLOGICAL HEALTH

We are dedicated to delivering police services that keep Toronto the best and safest place to be. We deliver these services through you, the members of the Toronto Police Service, our greatest asset. We take pride in you and the work that you do, whether you are in a uniform or a civilian role. Yet, we know that you may make sacrifices as a result of your work and encounter other challenges which can take an emotional toll on you, your co-workers and your families.

JUST AS YOU ARE COMMITTED TO THE JOB, WE ARE COMMITTED TO YOU.

We will provide you with a work environment that is positive and constructive, that respects our similarities and differences, and recognizes that we are all human and that sometimes we struggle, in body and in mind. We understand that struggling is not a character flaw or a sign of weakness; it is a natural part of life, no matter who we are.

We will encourage you to take care of your psychological health, and we will encourage you to take care of each other, knowing that, sometimes, all of us need to lean on someone else.

Just as we will provide you with protective equipment that keeps you from physical injury, we will encourage you to make use of wellness supports and resources that can build resilience and help to protect you from psychological harm.

We will continue to train our supervisors and provide them with the tools and resources necessary for the early identification of individuals who are struggling to cope with the challenges of life and the job, so that they can get the help and assistance that they need as soon as possible.

When we see you struggle, we will offer you the supports that you need without judgement or blame, appreciating the difficulties that your jobs bring, and knowing that tomorrow, it may be our turn to face a challenge. We will encourage you to seek help, and we will assist you in finding the supports and services that you need. If you need to be away from work, we will help you to return to the job with dignity and respect when you are able.

SIGNATURE
Chief of Police

SIGNATURE
Chair, Toronto Police Services Board

HERE ARE SOME OF THE RESOURCES CURRENTLY AVAILABLE TO YOU
It doesn't matter where you begin, as long as you start the conversation.

1. Peer Support Volunteers are available to guide and support members who are dealing with personal or work-related issues or problems. Although they are not counsellors, Peer Support Volunteers are there to listen. They can help you figure out the next steps and they can connect you with the professional resources that are available to assist. Peer Support Volunteers are available to meet with you when you need them. Because they work throughout the Service as both uniform and civilian members, it is possible that there is a Peer Support Volunteer who works in your unit or division. You can find contact information for the members of the Peer Support Team on the TPS intranet.
2. In addition to their role as peer supports, our Peer Support Volunteers serve as members of the Critical Incident Response Team, an integral part of the Service's support network and its response to critical incident events. When called by your unit, these dedicated individuals will visit your work area to lend support, even if that call comes in the middle of the night. When a psychological debriefing is arranged, they will attend with a mental health professional to help facilitate the discussion. In the weeks that follow, they will be available to provide additional assistance and support.
3. TPS Psychological Services provides confidential individual consultations to members during times of personal or professional stress or crisis. This consultation typically takes the form of one or two (or more) visits to Psychological Services, with a focus on helping you to identify and make the changes necessary to move forward in your recovery. To request an appointment, call Psychological Services at (416) 808-7198. Your colleagues and supervisors will not know about your visit unless you tell them, and they will not hear about what is discussed unless you ask the psychologist to act on your behalf.
4. Our Employee and Family Assistance Program is provided by Shepell.fgi, with access to counsellors for you and/or your family members at any time, every day of the year, at no cost to you. To access the service, call Shepell.fgi at (855) 431-3327 and an intake worker will assist you to find a counsellor who is able to help.
5. Our extended health benefits include \$3500 per year for you and your dependents to reimburse costs associated with the services of a registered psychologist in the community, or a counselor working under the supervision of a registered psychologist, when referred by a physician.

6. TPS Psychological Services offers a Psychological Wellness Program, with visits scheduled at least once a year for uniform and civilian members working in areas that have been identified as high risk for psychological injury. The goal of the program is to build psychological resilience and to develop strategies for dealing with the psychological demands of the job.

7. Our Inter-Faith Chaplaincy Program offers faith-based counselling and support, with representation from a range of our faith communities. Contact the Chaplain assigned to your Division, or call the Coordinator of the Inter-faith Chaplaincy Program at (416) 808-7160 to find a Chaplain who represents your faith perspective

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2015**

**#P309. REPORT BY THE HONOURABLE JOHN W. MORDEN –
*INDEPENDENT CIVILIAN REVIEW INTO MATTERS RELATING TO THE
G20 SUMMIT – BOARD POLICY - CROWD CONTROL AT MASS
DEMONSTRATIONS***

The Board was in receipt of the following report November 25, 2015 from Andy Pringle, Chair:

Subject: REPORT BY THE HONOURABLE JOHN W. MORDEN - *INDEPENDENT
CIVILIAN REVIEW INTO MATTERS RELATING TO THE G20 SUMMIT –
CROWN CONTROL AT MASS DEMONSTRATION*

Recommendation:

It is recommended that the Board approve the attached policy regarding Crowd Control at Mass Demonstrations.

Financial Implications:

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

Background/Purpose:

Since receipt of the Civilian Review into Matters Relating to the G20 Summit Report (ICR) on July 19, 2012, the ICR recommendations have resulted in newly developed policies and amendments to existing policies, as well as the implementation of several initiatives, which have helped to further define the Board's role in ensuring adequate and efficient policing during organizationally significant special events. The ICR has been the impetus for the development of a new approach and perspective with respect to the role of the Board.

At its meeting held on September 17, 2015, the Board received the final update report with respect to the implementation of the recommendations contained in the ICR. The update report noted that, the Board has fully implemented 34 of the 38 ICR recommendations, one recommendation has been partially implemented and three recommendations have not been implemented. The report also identified 27 applicable OIPRD recommendations, most of which have been addressed through the implementation of ICR recommendations. One of the ICR recommendations noted as not implemented was ICR recommendation no. 27, Crowd Control at Mass Demonstrations. On September 17, 2015, the Board approved a recommendation that the Chair, in consultation with the Chief, develop a comprehensive policy on crowd control at mass demonstrations for the Board's consideration (Min. No. P234/15 refers).

The purpose of this report is to bring forward the draft Crowd Control at Mass Demonstrations policy for the Board's consideration.

Discussion:

The attached draft policy was developed in consultation with the Service and is being brought forward for the Board's consideration. As well, input was sought from the Ontario Association of Police Services Boards. The new policy addresses ICR recommendation no. 27 and OIPRD recommendations 20, 21, 22, 23, 25, 30, 31 and 37. The draft policy is appended to this report as appendix A. Also attached as appendix B is a chart which details the applicable ICR recommendation, cross-referenced with the applicable OIPRD recommendations.

Conclusion:

The ICR recommendations have been implemented by way of Board policies and operationalized, where warranted, by Service procedures. The principles found in the ICR have been incorporated into the way in which the Board now conducts its business, especially in relation to policing major events.

Therefore, it is recommended that, the Board approve the attached policy entitled Crowd Control at Mass Demonstrations.

Mr. Kris Langenfeld was in attendance and delivered a deputation to the Board with respect to this report.

The Board asked whether the draft policy had been reviewed by the Honourable John W. Morden to determine if it was consistent with a policy that he envisioned when he made the recommendation.

Ms. Joanne Campbell, Executive Director, said that the Board Office had not forwarded a copy of the draft policy to Justice Morden for review but that it could be provided to him if requested by the Board. Ms Campbell also advised that the Board may incur costs related to Justice Morden's review of the draft policy.

The Board approved the following Motion:

THAT the Board defer consideration of the foregoing report to its January 2016 meeting for the Chair to consider whether additional consideration with respect to the content is required.

Moved by: S. Carroll

D R A F T**TORONTO POLICE SERVICES BOARD****CROWD CONTROL AT MASS DEMONSTRATIONS**

DATE APPROVED		Minute No:
DATE(S) AMENDED		
DATE REVIEWED		
REPORTING REQUIREMENT		
LEGISLATION	<i>Police Services Act, R.S.O. 1990, c.P.15, as amended, s. 31(1)(c).</i>	
DERIVATION	<i>Independent Civilian Review into Matters Relating to the G20 Summit, 2012, Recommendation 27</i>	

The Toronto Police Services Board is committed to the principle that every person has the legal right to peaceful assembly.

This policy is primarily intended to cover crowd control at demonstrations and preserving the peace during mass demonstrations and civil disturbances. Demonstrations, for the purposes of this policy, include a broad range of gatherings; generally they are events with a significant crowd intending to express a particular point of view to others and often through highly visible and possibly disruptive means. They are distinguished from peaceful meetings but may spring from them.

Therefore, it is the policy of the Toronto Police Services Board that the Chief of Police will develop procedures and operational plans, as may be required, which address crowd control at mass demonstrations including:

1. necessary preparation time for adequate planning
2. command structures
3. the organization and dissemination of intelligence
4. incident management systems
5. the adaptation, if necessary, of existing Service procedures for use during the contemplated event; and
6. training.

Appendix B - Listing of ICR Recommendations Cross Referenced With OIPRD Recommendations

ICR RECOMMENDATIONS		STATUS	OIPRD RECOMMENDATIONS	
27	The Board, with the assistance of the Ontario Association of Police Services Boards and other bodies that would be of assistance, should prepare a comprehensive policy on crowd control at mass demonstrations. This policy should address the following subject matters, among others: necessary preparation times for adequate planning; command structures; the organization and dissemination of intelligence; incident management systems; the adaptation, if necessary, of existing services procedures for use during the contemplated event; and training.	<p>Pending</p> <p>- Chair to consult with Chief regarding the developing of a crowd control at mass demonstration policy</p>	20	Police services should ensure that, before police take action to make mass arrests or arrests involving extractions from a crowd of protesters, loud and clear warnings are given and enough time allowed for protesters to comply with any police direction. Before any major protests begin, the Toronto Police Service should test its public announcement systems to ensure that public announcements can easily be heard by all who attend the event.
			21	The Toronto Police Service should develop policies for dealing with breaches of the peace at large protests. The objective should be to remove people from the scene of the protest and to restore the peace. The TPS policies should include criteria to determine when to arrest for breach of the peace, and, in the case of mass arrests, criteria to determine the length of detention. In any event, a detention for breach of the peace should not exceed 24 hours.
			22	Reorganize their policies and procedures. During any containment procedure, all officers must be authorized to use their discretion to allow access and egress, trusting their own judgment and experience when necessary.
			23	The use of containment tactics should also be closely linked to the intelligence information police have received. The police must have reasonable grounds to believe that the protesters being contained are actually causing a disturbance or likely to cause a disturbance elsewhere. Innocent bystanders and non-violent protesters (where they

Appendix B - Listing of ICR Recommendations Cross Referenced With OIPRD Recommendations

ICR RECOMMENDATIONS		STATUS	OIPRD RECOMMENDATIONS
			<p>can be identified) must be allowed to filter out. Containment should continue only for as long as absolutely necessary, and the well-being of those contained must be given as much consideration as possible.</p>
			<p>25 Police services should recognize that containment must not be used for purposes of effecting mass arrests but must only be used for temporary crowd control to ensure that the peace is kept.</p>
			<p>30 All police services that have public order units should continually review their tactics for maintaining public order. These tactics should enable them to respond effectively to existing protester actions or evolving actions that may be employed at major events or events of mass disorder.</p>
			<p>31 Police services that have public order units should look into developing POU uniforms to permit the officers enough mobility to allow them to respond quickly. The existing hard tac gear does not permit officers to move with sufficient agility. It should be possible to develop a uniform that offers much of the protection of hard tac while providing the mobility of soft tac.</p>
			<p>37 The public needs to take responsibility for working/cooperating with police security organizations, especially when requested to relocate during incidents that appear to be bordering on danger or violence. It is recommended that police</p>

Appendix B - Listing of ICR Recommendations Cross Referenced With OIPRD Recommendations

ICR RECOMMENDATIONS		STATUS	OIPRD RECOMMENDATIONS
			ensure that the public be informed of the reason to relocated before employing police security procedures. Thereafter the public must be aware that they are subject to police action.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2015**

#P310. BOARD POLICY – HUMAN RIGHTS: AMENDMENTS TO POLICY

The Board was in receipt of the following report November 05, 2015 from Andy Pringle, Chair:

Subject: BOARD POLICY – HUMAN RIGHTS: AMENDMENTS TO POLICY

Recommendation:

It is recommended that the Board Policy entitled "Human Rights" be amended as outlined in this report to reflect recent legislative amendments to the Ontario *Human Rights Code*.

Financial Implications:

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

Background/Purpose:

On June 15, 2012, the Government of Ontario enacted an amendment to the *Human Rights Code*, to add "gender identity" and "gender expression" as prohibited grounds of discrimination. While these grounds were arguably protected by the *Code* previously under the ground of "sex" or "sexual orientation," the government has now included explicit language about "gender identity" and "gender expression".

Discussion:

Currently, the Board policy does not explicitly list "gender expression" as a stand-alone protected ground but does state that the protection against "sex" discrimination includes protection against "gender identity" discrimination. Accepting the recommendation to amend the Board policy in this report will result in the grounds of "gender identity" and "gender expression" being listed as stand-alone prohibited grounds of discrimination in the Board policy.

Please find, attached as Appendix A of this report, the current Board policy with the proposed amendments underlined.

In this way, the policy amendments will reflect recent legislative amendments to the *Human Rights Code* and make its language consistent with the *Code*.

Conclusion:

Therefore, it is recommended that the Board Policy entitled "Human Rights" be amended as outlined in this report to reflect recent legislative amendments to the Ontario *Human Rights Code*.

The Board approved the foregoing report.

Moved by: M. Moliner

APPENDIX A



TORONTO POLICE SERVICES BOARD

HUMAN RIGHTS

DATE APPROVED	March 25, 2010 (in principle)	Minute No: P95/10
DATE(S) AMENDED	June 15, 2012	Minute No: P141/12
DATE REVIEWED		
REPORTING REQUIREMENT	Annual	
LEGISLATION	<i>Police Services Act, R.S.O. 1990, c.P.15, as amended, ss. 31(1)(c), 47.</i> <i>Human Rights Code, R.S.O. 1990, C. H.19.</i> <i>General, O. Reg. 123/98, Part V. (amended to O. Reg. 43/03)</i>	
DERIVATION		

The Toronto Police Services Board is committed to the principle that every person has a right to receive police services without discrimination or harassment, as provided by law, including the Ontario *Human Rights Code* (the *Code*).

Further, the Toronto Police Services Board is committed to the principle that all members of the Toronto Police Service (the Service) have a right to work in an environment without discrimination or harassment, as provided by law, including the *Code*.

The *Code* provides that every person has a right to equal treatment without discrimination or harassment on the basis of the following grounds, known as the “prohibited grounds”:

- Race
- Ancestry
- Place of Origin
- Colour
- Ethnic Origin
- Citizenship
- Creed (religion)
- Sex (including pregnancy and breastfeeding)
- Sexual orientation
- Gender identity
- Gender expression
- Age
- Marital status
- Family status
- Disability
- Record of offences* [applies only to employment]

All individuals have a right to be free from discrimination or harassment because of relationship, association or dealings with an individual or individuals identified by a prohibited ground of discrimination.

The Toronto Police Services Board recognizes that individuals have a right to enforce their rights under the *Code* and this policy, to make a human rights complaint and/or participate in a human rights investigation as complainants, witnesses or otherwise, and/or to refuse to infringe another's human rights, all without suffering any adverse treatment, or threat of adverse treatment, or any form of reprisal.

It is the policy of the Toronto Police Services Board that:

1. The Chief of Police will develop procedures to implement the principle of equal treatment in police services and in the workplace, without discrimination or harassment, consistent with the *Code*. These procedures will cover, but are not limited to, the following areas:

Training and Education

The Chief of Police will ensure the provision of regular training and education to Service members that include programs which address human rights issues and assist members of the Service in understanding:

- a) their responsibilities to provide services to the public, without discrimination;
- b) their rights, as members of the Service, to employment, without discrimination; and
- c) applicable Service procedures.

The Chief of Police will ensure that all Service members acting in a supervisory or management capacity receive regular training and education on their responsibilities and related legal liabilities arising from the *Code* and this policy.

These programs will be evaluated regularly to assess their adequacy and effectiveness in meeting the objectives of this policy.

Professional Conduct

The Chief of Police will ensure that Service procedures reinforce and encourage positive and professional practices that aim to promote and protect human rights.

Complaints Process

The Chief of Police will ensure that a complaints process is in place to respond to complaints alleging discrimination or harassment related to employment with the Service. The complaints process should be clear in its explanation of how to file a complaint and the steps and timelines that follow. The complaints process should be accessible, readily available, fair, objective, transparent and timely.

With respect to complaints alleging discrimination and harassment contrary to the *Code*, the Chief of Police will ensure that procedures are in place with respect to the complaints process, in accordance with Part V of the *Police Services Act* (the *Act*), where applicable.

The Chief of Police will ensure that the Annual Professional Standards report includes information about the complaints that involve discrimination and harassment contrary to the *Code*.

Human Rights Strategy

The Chief of Police will ensure that the Service develops a Human Rights Strategy that aims to prevent discrimination and harassment and to promote fairness in service provision and in the workplace, in accordance with the *Code*. The Strategy should set clear targets and objectives and include initiatives related to public education and outreach, continuous training and education of uniform and civilian Service members, and related future plans. The Strategy should include a provision for identification of emerging human rights themes and the development of appropriate procedures. The Human Rights Strategy should be reviewed annually and updated as required.

Review of Procedures and Practices

The Chief of Police will establish a mechanism for periodic review of procedures and practices related to the provision of service and to employment in order to ensure that they do not result in discrimination or harassment contrary to the *Code*.

The Chief of Police will submit to the Board an Annual Report on Human Rights, which includes performance measures with respect to the relevant procedures and practices to be used to assess the effectiveness and impact of the implementation of this policy.

The Annual Report should include:

- information on any procedures developed to support this policy and an assessment of their effectiveness as well as the impact on practices throughout the Service;
- an overview of all human rights training and education provided by the Service over the year;
- information on implementation of the Service's Human Rights Strategy, including details of initiatives undertaken, intended objectives and outcomes;
- a discussion of reporting and other mechanisms relied on by the Chief of Police to ensure accountability by all Service members acting in a supervisory or management capacity; and
- information about all internal and external complaints made against the Board, the Chief of Police and any member of the Service, alleging a breach of this policy and/or the *Code* and/or the *TPS Standards of Conduct* relating to discrimination or harassment, including:

- the number of complaints received each year, as compared to previous years;
- the area of discrimination or harassment (service provision or employment) complained about;
- the grounds of discrimination or harassment upon which complaints are based;
- the status of the complaints; and
- the resolution of the complaints.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2015**

**#P311. STRATEGY TO INCREASE POLICE PRESENCE AND IMPROVE
ENFORCEMENT OF SPEED LIMITS ON NEIGHBOURHOOD LOCAL
STREETS**

The Board was in receipt of the following report November 26, 2015 from Mark Saunders, Chief of Police:

Subject: STRATEGY TO INCREASE POLICE PRESENCE AND IMPROVE
ENFORCEMENT OF SPEED LIMITS ON NEIGHBOURHOOD LOCAL
STREETS

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 information.

Financial Implications:

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

Background/Purpose:

As a result of its meetings on May 5th, 6th and 7th, 2015, Toronto City Council's Executive Committee adopted a motion requesting that the Police Services Board request the Chief of Police to create a strategy to increase police presence and improve enforcement of speed limits on neighbourhood local streets (Public Works and Infrastructure Committee Item 3.3).

Discussion:

The Toronto Police Service is committed to ensuring public safety through the safe and orderly flow of traffic on city roadways, as well as protecting the safety and wellbeing of all road users; including drivers, passengers, cyclists and pedestrians.

In support of the City of Toronto and the Toronto District School Board's (TDSB) recent requests, the Service has and will continue to focus on road safety which incorporates the three principles of education, awareness and enforcement.

Due to the City of Toronto's recent decrease in speed limits on various city streets, and the recent request from the TDSB to increase police presence in school zones, due to concerns regarding speeding and parking congestion, the Service will aim to increase police presence in these areas, by encouraging officers to facilitate existing traffic initiatives in these areas, whenever possible.

The Service currently participates in excess of eight traffic education and enforcement initiatives annually. Each initiative is designed using intelligence led principles; such as statistical analysis pertaining to dynamic collision factors, such as time of day, day of the week, locations and road user behaviours, fact gathering, and operational experience.

All frontline officers and those assigned to community response duties, conduct traffic enforcement as part of their day to day duties. All members will continue to be encouraged to enforce all traffic laws including the new 30 km/hr zones, as their time permits. Further, all members will be encouraged, when participating in Federal, Provincial and TPS traffic safety campaigns, to enforce and educate in the new speed zones, and all school zones, located within their divisions.

The addition of the new 30 km/hr zones, will be communicated throughout the Service, using regular communication strategies, such as routine orders. These routine orders are posted for all officers to read prior to the onset of every initiative. Additionally, Unit Commanders will communicate the strategies and goals of the initiatives to their officers, by utilizing resources such as divisional training sergeants.

Traffic initiative routine orders will clearly outline the enforcement objectives, and provide data collection instructions, with attachments. At present, when participating in a traffic safety initiative, officers are required to fill out a log sheet, at the end of their shift. This information is provided to the analyst at Traffic Services who compiles the results for reporting purposes. In the future, a category will be added to the log sheet, to indicate tickets and/or warnings issued for any offence occurring in a 30 km/hr zone, or in a school zone.

This information can be provided to the community using existing communication channels such as; Corporate Communication, social media, and regularly scheduled CPLC meetings.

Current Campaigns and Initiatives:

So far this year, the Service has engaged in the following eight campaigns:

Distracted Driving Campaign, February 16-22, 2015: 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.

Total number of Provincial Offence Notices issued -3846.

Total number of Parking Tickets issued – Not Applicable.

March Break – March Safe Campaign, March 16-22, 2015: 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.

Total number of Provincial Offence Notices issued -6610.

Total number of Parking Tickets issued -1077.

Canada Road Safety Week Campaign, May 12-18, 2015: 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.

Total number of Provincial Offence Notices issued -5848.

Total number of Parking Tickets issued -541.

S.P.A.C.E. (Safety, Prevention, Awareness, Courtesy, Education) Campaign, June 15-21, 2015: 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.

Total number of Provincial Offence Notices issued -3899.

Total number of Parking Tickets issued -112.

The Back to School Campaign September 8-12, 2015: 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.

Total number of Provincial Offence Notices issued -3282

Total number of Parking Tickets issued -140

Fall Provincial Seatbelt Campaign September 30-October 9, 2015: where all police officers pay particular attention to the proper restraint of all vehicle occupants including any children in the vehicle. The statistics for this initiative are still being accumulated.

Operation Impact Campaign October 9-12, 2015: 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 November 2-8, 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 pedestrian 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.

In addition to the Service wide Campaigns, each Division is encouraged to create and implement its' own traffic safety initiatives with a focus on high collision intersections and specific traffic concerns brought forward or identified by their communities.

Conclusion:

The Service has identified traffic safety as a key objective in ensuring that we provide safe communities and neighbourhoods, and will continue to focus on existing quality education, awareness and enforcement strategies through officer visibility and engagement in all traffic related issues, including the 30 km/hr zones, and school zones.

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.

Supt. Gord Jones, Traffic Services, was in attendance and responded to questions by the Board.

The Board approved the foregoing report and the following Motion:

THAT the transmittal letter containing the foregoing report advise the City's Deputy City Manager and Chief Financial Officer that any requests for traffic enforcement in specific areas, including school zones, should continue to be forwarded to the local Division Unit Commander.

Moved by: S. Carroll

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2015**

**#P312. TORONTO DISTRICT SCHOOL BOARD MOTION – SAFETY IN
SCHOOL ZONES**

The Board was in receipt of the following report December 01, 2015 from Andy Pringle, Chair:

Subject: TORONTO DISTRICT SCHOOL BOARD MOTION - SAFETY IN SCHOOL
ZONES

Recommendation:

It is recommended that the Board receive the attached motion and forward to the Toronto District School Board (TDSB) Chief Saunders' report, dated November 26, 2015, entitled "Strategy to Increase Police Presence and Improve Enforcement of Speed Limit on Neighbourhood, Local Streets".

Financial Implications:

There are no financial implications arising from receipt of the attached motion from the Toronto District School Board.

Background/Purpose:

I am in receipt of the attached correspondence dated November 4, 2015 from Robin Pilkey, Chair, TDSB.

Discussion:

At its meeting on October 28, 2015 the TDSB approved the attached motion with respect to safety in school zones. The motion encourages the Mayor of Toronto, City Council and the Toronto Police Services Board to investigate options to increase safety in school zones.

Board Members will note that Chief Saunders' report, dated November 26, 2015, entitled "Strategy to Increase Police Presence and Improve Enforcement of Speed Limit on Neighbourhood, Local Streets" which is also included on the Board's December 17, 2015 public agenda includes a strategy for traffic enforcement, as requested in the TDSB motion.

Conclusion:

It is recommended that the Board receive the attached motion and forward to the TDSB Chief Saunders' report, dated November 26, 2015, entitled "Strategy to Increase Police Presence and Improve Enforcement of Speed Limit on Neighbourhood, Local Streets".

Supt. Gord Jones, Traffic Services, was in attendance and responded to questions by the Board.

The Board approved the foregoing report and the following Motion:

THAT the Board forward this report to the KPMG Task Force for inclusion of school safety issues enforcement for reporting out in June 2016 as referenced in Min. No. P300/15.



Robin Pilkey

Chair and Trustee, Ward 7, Parkdale-High Park

5050 Yonge Street, 5th Floor
Toronto, Ontario M2N 5N8

Tel: (416) 397-2572
Fax: (416) 396-2029

E-mail: robin.pilkey@tdsb.on.ca

November 4, 2015

Mayor John Tory & City Council
2nd Floor, City Hall
100 Queen St W
Toronto ON M5H 2N2

Andrew Pringle, Chair
Toronto Police Services Board
40 College Street
Toronto, Ontario M5G 2J3

Dear Mayor Tory, City Councillors and Chair Pringle,

Attached, please find a copy of the motion, Safety in School Zones, approved at the October 28, 2015 Toronto District School Board meeting.

The Toronto District School Board looks forward to working with City Council and Toronto Police Services to increase safety in school zones.

Sincerely,

A handwritten signature in black ink, appearing to read 'Robin Pilkey', with a long horizontal flourish extending to the right.

Robin Pilkey
Chair, Toronto District School Board

Att: Motion: Safety in School Zones

Copy: All Trustees



Safety in School Zones

On October 28, 2015 the Board decided:

Whereas, there are repeated reports of speeding through school zones and unsafe driving across the city; and

Whereas, parking congestion and traffic is growing as more and more parents are driving their children to school; and

Whereas, safety of our students, staff and community is of paramount importance to the Toronto District School Board; and

Whereas, we are committed to working together with our community partners and the City of Toronto;

Therefore, be it resolved that the Chair write a letter to the Mayor of Toronto, City Council and Toronto Police Services to encourage the City of Toronto to investigate all options to increase safety in school zones, including but not limited to greater traffic enforcement, better signage, lighting and active speed control signs to encourage drivers to drive more cautiously and slow down.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2015**

**#P313. DELEGATION TO CONSIDER DELAY APPLICATIONS – PURSUANT
TO SECTION 34 OF THE *POLICE SERVICES ACT* – YEAR 2016**

The Board was in receipt of the following report November 19, 2015 from Andy Pringle, Chair:

Subject: Delegation to Consider Delay Applications – Pursuant to Section 34 of the *Police Services Act* – Year 2016

Recommendations:

It is recommended that:

- (1) the Board invoke section 34 of the *Police Services Act* and delegate its authority to consider delay applications during the year 2016 to the Chair, Vice-Chair Chin Lee, Dr. Dhun Noria and Councillor Shelley Carroll; and
- (2) any delay applications submitted to the Board in 2016 will be considered, at a minimum, by three of the four members delegated the authority to consider delay applications on behalf of the Board and, when possible, all four members.

Financial Implications:

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

Background/Purpose:

A “delay application” is a term commonly used to refer to an application that is made by a chief of police under subsection 83(17) of the *Police Services Act* (the “*Act*”) to seek approval of a police services board to serve a notice of disciplinary hearing on an officer as the result of a complaint once more than six months have passed from the dates specified in the *Act*.

In 2015, the Board agreed to invoke section 34 of the *Act* which provides a police services board with the ability to delegate its authority under the *Act* to two or more of its members. The Board made this decision in order to establish consistency in the manner in which the Board considered delay applications submitted by the Chief and, given, in that case, the delegation was for a specific period of time – the year 2015 - it gave the Board the ability to balance equitable sharing of responsibility among members with development of expertise through sustained involvement in this area of the *Act*.

The authority was delegated to the Chair, Dr. Dhun Noria and Councillors Shelley Carroll and Chin Lee. The Board directed that any delay applications submitted by the Chief of Police in 2015 would be considered, at a minimum, by three of the four members delegated the authority to consider delay applications on behalf of the Board and, when possible, all four members (Min. Nos. P78/15 and P141/15 refer).

Discussion:

Once a delay application is submitted to the Board by the Chief it is imperative that it proceed as planned so as to avoid any further delay in the proceedings which would affect the police officers and, when applicable, the complainants. Given that the Board has a responsibility to ensure that its role in the proceedings does not contribute to a further delay, the delegation under section 34 of the *Act* has provided the Board greater flexibility with which to schedule meetings as soon as possible. And, the ability to consider a delay application with a minimum of three of the four designated members, reduces the likelihood of deferring a meeting if one member is unexpectedly unable to attend once it has been scheduled.

To date in 2015, three delay applications have been considered by Dr. Alok Mukherjee, former Chair; Dr. Dhun Noria; Councillor Shelley Carroll; and, now Vice-Chair, Councillor Chin Lee.

Conclusion:

It is, therefore, recommended that:

- (1) the Board invoke section 34 of the *Police Services Act* and delegate its authority to consider delay applications during the year 2016 to the Chair, Vice-Chair Chin Lee, Dr. Dhun Noria and Councillor Shelley Carroll; and
- (2) any delay applications submitted to the Board in 2016 will be considered, at a minimum, by three of the four members delegated the authority to consider delay applications on behalf of the Board and, when possible, all four members.

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 DECEMBER 17, 2015**

**#P314. NEW JOB DESCRIPTION – SENIOR IT ADVISOR, AUDIT & QUALITY
ASSURANCE**

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

Subject: NEW JOB DESCRIPTION – SENIOR IT ADVISOR, AUDIT & QUALITY
ASSURANCE

Recommendation:

It is recommended that the Board approve the attached new civilian job description and classification for the position of Senior IT Advisor, Audit & Quality Assurance (Z28026).

Financial Implications:

A Senior Information Technology (IT) Advisor position was established in the Service's Audit and Quality Assurance (A&QA) unit by civilianizing a first class police constable position (Min. No. P13/2011 refers). The Senior IT Advisor position has been rated by Human Resources, at the Senior Officers' Organization Z28 rate, and that carries a salary of \$106,523 to \$123,317. The current salary of a first class police constable is \$92,434. The additional funding of \$14,100 to cover the difference in salaries has been included in the 2016 Operating Budget request.

Background/Purpose:

In its 2011 operating budget submission, the Service advised that activities performed by uniform positions are regularly reviewed, and civilianization is implemented where appropriate. A Senior IT Advisor position was established in the Service's A&QA unit by civilianizing a uniform position. This will help ensure the Service has a dedicated, trained IT auditor to evaluate the effectiveness, security and control over the Service's IT projects and infrastructure.

Discussion:

The Institute of Internal Auditors' *International Standards for the Professional Practice of Internal Auditing* requires an internal auditor to evaluate and contribute to the improvement of controls which include information technology systems and processes.

Best practice and experience has shown that the early involvement of an IT Auditor in information system related projects or initiatives, helps to identify issues where corrective action by the project team is required. The Service has and continues to leverage its operations through the increased use of technology. Therefore, effectively assessing controls and providing

assurance on the adequacy of controls pertaining to the Service's information and web-based systems, projects and technological infrastructure security, is complex and requires a specific skill set. A Senior IT Advisor would bring the necessary information technology related controls knowledge and experience to the Unit, and fill an important risk management assurance gap the currently exists in the Service.

Currently, A&QA does not conduct any control environment assessments nor any audits related to change and patch management processes, IT privacy risks, application controls nor identity and access management controls. These assessments should be done on a regular basis to ensure the effectiveness and efficiency of IT operations.

It is therefore imperative that A&QA have a dedicated Senior IT Advisor to evaluate the effectiveness, security, and control over system related infrastructure initiatives/projects on an on-going basis.

Conclusion:

A Senior IT Advisor will establish and develop a Service-wide Information Technology (IT) Risk Assessment and Work Plan, audit IT and business/operational processes to determine whether Service information systems and technologies safeguard assets, maintain data integrity, achieve organizational goals effectively and use resources efficiently.

The new job description for the Senior IT Advisor, Audit & Quality Assurance is attached. This position has been evaluated through the Service's job evaluation plan and has been determined to be a Z28 (35 hour) position within the Civilian Senior Officer salary scales. The current salary range for this position is \$106,523 - \$123,317 per annum, effective January 1, 2014. It is therefore recommended that the Board approve the job description and classification for the position of Senior IT Advisor, Audit & Quality Assurance (Z28026). Subject to Board approval, this position will be staffed in accordance with the established procedure.

Deputy Chief Sloly, Operational Support Command, and 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: M. Moliner



TORONTO POLICE SERVICE

JOB DESCRIPTION

Date Approved:

Board Minute No.:

Total Points: 818

Pay Class: Z28

JOB TITLE: Senior IT Advisor

JOB NO.: Z28026

BRANCH: Operational Support Command

SUPERSEDES: NEW

UNIT: Audit & Quality Assurance

HOURS OF WORK: 35 **SHIFTS:** 1

SECTION:

NO. OF INCUMBENTS IN THIS JOB: 1

REPORTS TO: Manager

DATE PREPARED: 2015.10.26

SUMMARY OF FUNCTION:

Responsible for establishing and developing a Service-wide Information Technology (IT) Risk Assessment and Workplan in consultation with the Command, Senior Management Team and Unit Commanders, which would be kept up to date and revised in accordance with Institute of Internal Auditors (IIA) standards and the Information System Audit and Control Association (ISACA) standards; additionally, responsible for auditing IT and business/operational processes to determine whether Service information systems and technologies safeguard assets, maintain data integrity, achieve organizational goals effectively and use resources efficiently.

DIRECTION EXERCISED:

Provides guidance and supervision to members and others directly involved in risk assessment, workplan development and audit projects.

MACHINES AND EQUIPMENT USED:

All IT information assets including but not limited to workstations, servers, printers, copiers, scanners, networks, switches, routers, radios, In-Car and other video cameras, hand held computers, smart phones, etc. Uses various auditing software applications, databases and systems. Uses Microsoft Office Software tools. Drives Service vehicles.

DUTIES AND RESPONSIBILITIES:

1. Identifies and evaluates significant exposures to risks within the Service and helps strengthen risk management and controls systems throughout the Service by establishing and developing a Service-wide IT Risk Assessment and Workplan in accordance with IIA and ISACA standards. The Risk Assessment covers the following key aspects: IT Governance and General Controls, Systems Development Controls, Crime Implicators of eBusiness, Application Controls, Computer Assisted Audit Techniques, Common Access Controls, Operating System Access Controls, Control and Audit Implications of Outsourcing, Payment Card Industry Security Assurance and Computer Crime.
2. Provides Information Systems (IS) audit services in accordance with audit standards, guidelines, methodologies (including risk management strategies, control strategies, structures and systems) and best practices of the IIA and the ISACA to assist the organization in ensuring that its information technology and business/operational systems are protected, controlled and operated effectively and efficiently; by developing and implementing risk-

based IS audit strategies; by communicating emerging issues, potential risks, and audit results to key stakeholders; and by advising on the implementation of IT control practices in the Service while maintaining independence.

3. Manages, trains and motivates members. Supervises the day to day operation of assigned members including the scheduling, assigning and reviewing of work. Authorizes overtime requests, monitors member performance and controls time budgets. Performs the annual performance appraisal on assigned members.
4. Provides assurance that the Service has the structure, policies, accountability, mechanisms, and monitoring practices in place to achieve the requirements of appropriate and effective governance of IT through detailed evaluations in those areas.
5. Responsible for communicating directly with the Executive Assurance Committee (EAC) and senior management on all IT work, as well as individual IT projects. This communication would be on an on-going basis. The individual will be required to formulate terms of reference for specific projects, report on the findings and make recommendations.
6. Provides assurance that the practices for the development/acquisition, testing, implementation, maintenance, and disposal of systems and infrastructure meet the Service's priorities, goals and strategies by evaluating control mechanisms for systems and/or infrastructure during specification, development/acquisition and testing; by evaluating the specifications of prescribed requirements for new systems and determining whether such requirements would satisfy operational needs; by evaluating the process by which systems and/or infrastructure is maintained; and by performing post-implementation reviews of systems and/or infrastructure.
7. Provides assurance that the IT management practices will ensure the delivery of the level of service required to meet the Service's priorities, goals and strategies by evaluating service level management practices; by evaluating data administration practices; and by evaluating the functionality of the IT infrastructure (e.g. network components, hardware, system software).
8. Provides assurance that the security architecture (policies, standards, procedures, and controls) ensures the confidentiality, integrity, and availability of information assets by evaluating the design, implementation, and monitoring of logical access controls; by evaluating network infrastructure security; and by evaluating the design, implementation, and monitoring of physical access controls.
9. Provides assurance that in the event of a disruption, the business continuity and disaster recovery processes will ensure the timely resumption of IT services while minimizing business/operational impact by evaluating the adequacy of backup and restore provisions; by evaluating the Service's disaster recovery plan; and by evaluating the organization's business continuity plan.
10. Evaluates and assesses IT deficiencies and weaknesses identified, analyzes underlying causes of control deficiencies and provides practical recommendations; produces audit reports that describe audit results and provides recommendations to identified control deficiencies; maintains effective communication with auditees on control issues and provides consultation.
11. Performs any other related duties as required.

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 DECEMBER 17, 2015**

#P315. NEW JOB DESCRIPTION – ASSISTANT BUYER, PURCHASING SERVICES

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

Subject: NEW JOB DESCRIPTION – ASSISTANT BUYER, PURCHASING SERVICES

Recommendation:

It is recommended that the Board approve the attached new civilian job description and classification for the position of Assistant Buyer, Purchasing Services (A06099).

Financial Implications:

As a result of a review of responsibilities and skills required in the Purchasing Services unit within the Finance and Business Management pillar, a Purchasing Clerk A04 (35 hour) position (with a salary range of \$44,967.95 to \$55,668.69) will be deleted and replaced with an Assistant Buyer (salary range of \$57,307.51 to \$64,522.33). This action will result in an estimated net cost impact of \$14,000 (including benefits), and the required funding has been included in the Toronto Police Service's (Service) 2016 operating budget request.

Background/Purpose:

Over the last three years, the Purchasing Services unit has enhanced the delivery of procurement services, and raised the level of expertise offered to both internal and external customers.

As part of the Service's commitment to continuous improvement, the Service's Manager, Purchasing Services has further evaluated the functions performed by the Unit. This evaluation included an assessment of the tasks performed and responsibilities of the unit, a review of each job within Purchasing, and the skills required to deliver professional and value added procurement services to the various units in the Service. The evaluation concluded that changes in the organizational structure of this small unit are required in order to enhance the skills sets and expertise required and further professionalize the unit.

These changes will impact the responsibilities, educational/training requirements, cross training and autonomy of each member, transforming the Purchasing team into true procurement subject matter experts.

The purpose of this report is to obtain Board approval for a new job description that has resulted from the review performed on the Purchasing Services unit.

Discussion:

One of the objectives of the Purchasing Manager was to perform a fit gap analysis within Purchasing Services by evaluating all the functions performed by the unit. This evaluation included a review of the tasks and responsibilities of each position within the unit, as well as the skills required by the member to perform them, and how they are ultimately aligned.

Delete Current Purchasing Clerk Position:

One of the current positions, the Purchasing Clerk, was responsible for performing a number of administrative functions and tasks that left capacity for additional purchasing related responsibilities that aligned more closely to the unit mandate and enhanced customer service. The qualifications of the Purchasing Clerk are different from those required by a position that focuses and assists with various aspects of procurements performed by Purchasing Services. As a result of the position being vacant, the job description of the Purchasing Clerk was re-written and retitled Assistant Buyer, to better reflect the needs of the unit.

Benefits of a New Assistant Buyer Position:

The Assistant Buyer A06 (35 hour) position will be able to perform responsibilities that are similar to a Buyer's role and will assist in undertaking various purchasing assignments for the Purchasing Services Unit. The new job description reduces the skill gap between the roles and responsibilities of the various positions within Purchasing. By creating an Assistant Buyer position, greater value will be added to the team by having the requisite skill set to assist with parts of larger procurements, as well as and carry out smaller, less complex purchasing processes.

The creation of an Assistant Buyer position will increase the team's overall skill set and capacity to perform the purchasing functions and administer purchasing processes. The Assistant Buyer position will also provide the necessary back-up support in the absence of the buyers and during times when there is an increased workload within the unit.

The new job description for the Assistant Buyer, Purchasing Services is attached. The position has been evaluated using the Service's job evaluation plan and has been determined to be a Class A06 (35 hour) position within the Unit "A" Collective Agreement. The current salary range for this position is \$57,307.51 to \$64,522.33 per annum, effective January 1, 2015.

Conclusion:

The purchase of goods and services in a professional and cost-effective manner is paramount to obtaining goods and services required by the Service and the Board, at the best price and or greatest overall value.

To achieve this objective, the Manager, Purchasing Services has conducted a review to identify gaps in the organizational structure of the Purchasing Services unit, that need to be addressed in order to transform the unit into a team of subject matter experts that will better deliver professional procurement services to the organization. Converting the current Purchasing Clerk position (which is now vacant) into a new Assistant Buyer position is the first move to improve the Purchasing team's overall skill set and expertise, and ultimately the level and quality of customer service provided by the unit. Another vacant position within Purchasing Services is currently in the process of being reviewed, and the results of that review will be reported to the Board early in 2016.

It is therefore recommended that the Board approve the job description and classification for the position of Assistant Buyer, Purchasing Services (A06099). Subject to Board approval, the Toronto Police Association will be notified accordingly, as required by the collective agreement. 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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2015**

**#P316. SPECIAL CONSTABLES: APPOINTMENTS: UNIVERSITY OF
TORONTO – ST. GEORGE CAMPUS**

The Board was in receipt of the following report October 29, 2015 from Mark Saunders, Chief of Police:

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

Recommendation:

It is recommended that the Board approve the appointments of the individuals listed in this report as special constables for the University of Toronto, 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, St. George Campus, to appoint the following individuals as special constables:

Agency	Name
U of T, St. George Campus	Pedro Bernardo
U of T, St. George Campus	Shawn Phyper
U of T, St. George Campus	Patrick Rourke

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 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	30

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: S. Carroll

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2015**

**#P317. AGREEMENTS WITH THE CANADIAN POLICE KNOWLEDGE
NETWORK**

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

Subject: AGREEMENTS WITH THE CANADIAN POLICE KNOWLEDGE NETWORK

Recommendations:

It is recommended that the Board ratify the arrangement previously entered into with the Toronto Police Service (Service) and the Canadian Police Knowledge Network (CPKN) (Min. No. P19/13 refers) for:

- (1) CPKN's provision of eLearning training courses to the Service; and
- (2) The Service's provision of training materials to CPKN for use as part of the online training materials provided to other police services, in return for credits for use to offset the cost of the Service's access to CPKN materials.

Financial Implications:

Each year, the Service purchases access to the CPKN for about 8000 uniform and civilian members of the Toronto Police Service at a cost of about \$65,000. There is also a cost for accessing specific courses, but it has been found to be most cost-efficient for us to purchase access to the entire catalogue of CPKN programs (currently 94 separate courses) rather than paying for individual course enrolments throughout the year. The cost for this subscription is another \$65,000. The total gross cost for CPKN access is therefore about \$130,000.

The Service earns credits by providing courses to the CPKN catalogue, and those credits reduce the net cost of accessing CPKN programs. This year, we have accumulated about \$10,450, which reduces the net cost of CPKN services to about \$119,500.

Funding for this training arrangement and the CPKN services are included in the Service's annual operating budget requests.

Background/Purpose:

The City of Toronto Auditor General commenced a review of the Service's training programs in 2006. The final report, 'Police Training - Opportunities for Improvement', resulted in 39 recommendations which were presented to the Board on January 25, 2007, together with the

Service's responses (Min. No. P53/07 refers). This report contained several recommendations that addressed training delivery, and specifically, online or electronic learning (eLearning). The recommendations that encouraged eLearning were as follows:

Recommendation #2:

The Chief of Police assesses the Toronto Police Service's relationships with police training organizations both within and outside Canada. The Training and Education Unit be directed to investigate best practices in all areas of police training including e-learning and simulation training and develop working relationships with other major international police service training organizations. Such a relationship to concentrate on the exchange of training practices, information and training technology. Further, the Chief of Police evaluates the costs and benefits of joining the Canadian Police Knowledge Network (CPKN). The Training and Education Unit be required to report to the Chief of Police on a regular basis with details of the relationships formed along with information collected on best practices.

Recommendation #29:

The Chief of Police assess the training programs delivered by the Training and Education Unit to determine whether or not there are alternative and more cost effective methods of delivery. All new training requirements be evaluated in regard to the most appropriate method of delivery. In addition, the concept of e-learning should be further developed particularly for "refresher" training. Procedures be developed in regards to the evaluation of eLearning opportunities, as well as the scheduling of such training. In addition, the increased use of simulation training should also be reviewed and special consideration be given to an evaluation of the simulation training technology currently in use in the UK and elsewhere.

To address these recommendations, the Training and Education Unit, now the Toronto Police College (TPC), identified opportunities to enhance the online learning environment within the Service. Members worked with the Ontario Police College and the CPKN to identify eLearning opportunities suitable for Service training needs.

Discussion:

To secure the greatest utility in the move to an online platform, the TPC considered the following factors:

- the appropriateness of eLearning for the course or material being presented;
- the availability of material through the intranet and/or internet;
- the use of Service equipment, including the availability of hardware and software to support an e-learning environment;
- the availability of technical support; and
- the ability to access materials from sites outside of the Service's network.

The assessment also included the need to track training results to ensure legislative requirements were met and organizational goals achieved. The commitment of human resources, as well as technical (hardware and software), maintenance, and financial resources necessary for this new initiative were also factored into the decision. Finally, the potential for revenue sharing between the Service and the online service provider for training, produced in partnership with the Service and approved for release to other police services, was also considered when assessing the practicality of the options that existed at the time.

Existing Agreement with CPKN:

The available options, which included partnering with eLearning companies, developing and delivering course material in-house, and the availability of learning management systems in the marketplace at the time, were assessed. The analysis resulted in the current partnership with the CPKN. This arrangement was established in 2008, and has been reported to the Board in an annual report on the Effectiveness of Training, as well as through the annual operating budget process.

Since 2008, this arrangement has enabled the Service to purchase selected courses from the CPKN library, as well as to utilize a custom eLearning portal. In cases where the Service develops a course and makes it available to CPKN for inclusion in their library, CPKN applies its standard pricing policy to determine the course price, unless a price has been otherwise agreed to by CPKN and the Service. CPKN will then share a portion of the net revenue derived from these courses with the Service. The share credited to the Service is agreed upon on a course-by-course basis, and generally amounts to 20%.

The credits earned are applied against fees owed to CPKN. Furthermore, Service subject matter experts are provided the opportunity to review courses before purchases are made to ensure that the training material is appropriate for Service members. The current agreement with CPKN runs until January 31, 2016.

Legal Agreement:

In the course of preparing an agreement with CPKN for the new arrangement, legal counsel identified issues regarding the need for Board approval for the arrangement previously entered into with CPKN. Although the cost of CPKN's services are within the procurement and commitment authority delegated to Service staff through the Board's Financial Control By-law, No. 147, various aspects of the arrangement go beyond traditional procurement and acquisition of services. Specifically, the arrangement involves the "sale" of Service property (i.e. training materials) to CPKN in return for which the Service receives credits from CPKN to offset the cost of CPKN's services. This "sale" of Service property is not something delegated to Service staff under the Financial Control By-law.

As well, by virtue of the provision of Service training materials to CPKN for use by other police services, a potential liability might arise due to other police services' reliance on those materials. While co-operative involvement with CPKN and other police services in this training initiative may necessitate this limited type of exposure, legal counsel suggested that the Board ratify this

arrangement as it involves potential financial liability that goes beyond traditional liabilities arising from typical contractual relationships involving the purchase of services.

The CPKN Catalogue Subscription Agreement has been reviewed and/or approved as to form by the City of Toronto Solicitor. The document has also been reviewed and approved by TPS Legal Services to ensure that the legal and operational requirements of the Service are adequately protected.

Conclusion:

This report notifies the Board of an opportunity to the Service that has arisen from an existing relationship with CPKN. This report seeks Board ratification of the existing arrangement and agreement between the Service and CPKN as identified in the report.

Deputy Chief Peter Sloly, Corporate Command, will be in attendance to respond to 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 DECEMBER 17, 2015**

#P318. 2014 MANULIFE FINANCIAL STATEMENTS

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

Subject: 2014 MANULIFE FINANCIAL STATEMENTS

Recommendations:

It is recommended that:

- (1) the Board delegate authority to the Chief of Police, or his/her designate, to transfer required funds from the Unrestricted Deposit Account – Life and Health/Dental to deficits in the Underwriting Account, on an as-needed basis, based on year-end financial results;
- (2) the Board approve allocating the 2014 Unrestricted Deposit Account – Life and Health/Dental balance, as follows:
 - a) \$3 Million be taken into Service income in 2015; and
 - b) the balance to remain at Manulife and be utilized should plan experience decline and funding of the Underwriting Account and/or Claims Fluctuation Reserve be required;
- (3) the Board approve continuation of the Wellness Unrestricted Deposit Account, held at Manulife, and if approved, delegate authority to the Director, Human Resources, for management and control of expenditures funded from this account; and
- (4) the Chief of Police report annually to the Board on the Benefits Carrier Financial Statements.

Financial Implications:

At the end of 2014, the combined Life and Health/Dental balance in the Unrestricted Deposit Account (UDA) was \$4,312,725. Given the recommendations above, it is requested that \$3 Million (M) be withdrawn from the UDA and \$1,312,725 remain in the UDA at Manulife.

At the end of 2014, the balance in the Wellness UDA was \$796,544. Based on a historical agreement with Manulife, financial arrangements have been established that require 0.2% of paid benefit payments to be deposited into the Toronto Police Services Board Wellness UDA at the end of the financial period to help fund wellness initiatives for Service members. The 0.2% equates to approximately \$80,000 annually.

Adjustments to the balances held at Manulife are made annually, following the completion of the financial period. Interest is paid on the balances annually, at a one year GIC rate, less 1.5%.

Background/Purpose:

The Toronto Police Service's Board's (Board's) employee benefits provider is currently Manulife Financial (Manulife). The contract with Manulife was entered into, through a joint competitive process with the City of Toronto (City) and the Toronto Transit Commission (TTC), and expires on December 31, 2016. A team of representatives from each partner organization is currently in the process of preparing the next procurement document for these benefits and services.

The Board has contracted for administrative services related to medical and dental claims, as well as a premium-based arrangement for basic life, long term disability (LTD) for specific employee groups, and extended health care and dental charges for retirees. In June of each year, the Toronto Police Service (Service) is provided with financial statements for the previous fiscal year, which outline the premium and claim results, and provide the year end balances in the refund-accounted reserves.

The purpose of this report is to provide the Board with information on the 2014 financial results and recommend actions related to the balances in each of those reserves.

Discussion:

Refund Accounting and Associated Reserves:

The Board's premium-based benefit plan is managed utilizing a refund accounting arrangement, which allows the Board to share in the financial results of the plan. In years where the plan is performing well, the Board will benefit from plan surpluses and consequently, refunds from the plan. On the other hand, when the plan's claims experience is unfavorable, the Board will be required to pay back deficits either through a lump sum payment or through a deficit recovery margin built into renewal rates.

The Board's premium-based policies benefit from four accounts with fluctuating balances, specifically:

- a) Underwriting Account (UWA)
- b) Claims Fluctuation Reserve (CFR)
- c) Unrestricted Deposit Account – Life and Health/Dental (UDA)
- d) Unrestricted Deposit Account – Wellness (UDA – Wellness)

Underwriting Account:

The UWA is required by all insurance carriers and houses adjustments from three plan components: Basic Life, Extended Health Care and Dental. The total is balanced to zero at the end of each year, beginning each fiscal year with the zero balance and adjusted throughout the year for premiums paid, taxes and claims processed. If the end of the year balance reflects a positive amount, the surplus is automatically transferred to the Claims Fluctuation Reserve

(CFR) and the Unrestricted Deposit Accounts (UDA). If the balance is negative, the account must be funded to zero.

Typically, the funding required is obtained first from the CFR, if there is a balance in that account. The CFR transfer is done automatically, without the requirement to obtain consent from the plan sponsor. However, if funds are available from the UDA, any negative balance in the UWA can be offset with these funds. In this case, plan sponsor consent is required. If neither the CFR nor the UDA have funds available, a lump sum payment or deficit recovery margin adjustment is made to the following year premiums.

The Service's experience over the last few years has been positive, resulting in a transfer of surplus funds from the UWA to the CFR and UDA.

Claims Fluctuation Reserve:

The CFR is a fund required by all insurance carriers, and assists in stabilizing rate fluctuations from adverse year over year claims experience. The balance from this reserve is comprised of transfers from the UWA and an annual interest allocation. Since benefits are cross-rated, only one reserve is maintained. Annually, Manulife calculates an "objective" amount, based on claims experience that must be carried in the reserve into the next year.

Funding levels for the CFR are written into the benefits plan contract with Manulife. The total is made up of the following:

- Life/Supplemental Life benefits target = 25% of last month's paid premium
- Extended Health Care (EHC) and Dental target = 15% of last month's paid premium

Manulife recommends that the CFR objective for the next period be 100% funded to avoid an additional premium charge during the next fiscal year until the objective is met. The Board's plan has maintained the required objective each year.

At the end of 2014, the Service's CFR objective was \$1,063,513.28. The required amount was transferred from the UWA surplus to ensure the objective was met.

Unrestricted Deposit Account – Life and Health/Dental:

The UDA for Basic and Supplementary Life and Health and Dental is combined into one fund. Essentially, the UDA represents the excess of premiums over claims and associated expenses, since the inception of the plan arrangement with Manulife. The Service's positive experience has built the balance in this account up considerably over the past six years, although the balance has fluctuated significantly year over year.

The balance in the UDA is available for payout to the Board.

At the end of 2014, the combined Life and Health/Dental UDA has a balance of \$4,312,725. Although this amount is earning interest while at Manulife, the funds are available to the Board to be used as it sees fit.

Given the Service's current projected budget deficit in 2015, it is recommended that \$3M be taken into income during the current fiscal year, and that the remaining \$1,312,725 remain at Manulife. Leaving this amount at the benefits carrier is prudent, should plan experience decline and funding required for the UWA and/or the CFR objective top-up.

The City of Toronto Deputy City Manager and Chief Financial Officer and the City Treasurer were consulted on and agree with this recommendation, and will be consulted in the future, before any recommendations regarding the UDA are made to the Board.

Unrestricted Deposit Account – Wellness:

The balance in the UDA – Wellness, is the result of a historical arrangement with the Board's benefits provider, prior to the current contract with Manulife. The balance was transferred to Manulife from the previous provider when the contract was transferred on January 1, 2003. The financial arrangements with Manulife stipulate that expenses (premiums) include 0.2% of paid benefit payments for the Board's Wellness Initiatives, to be deposited at the end of the financial period into the Toronto Police Services Board Wellness Unrestricted Deposit Account. There are no restrictions noted in the contract on use of the funds.

Similar to the Health UDA, this balance is available for payout to the Board. However, in prior years, these funds have been utilized by the Service's Occupational Health/Medical Advisory Services (MAS) unit to help fund wellness related expenditures. Consequently, based on the Board's and Service's commitment to members' physical and mental health, it would be prudent to retain this balance at Manulife for future wellness initiatives.

As the Service is working with the City and the TTC on a procurement process related to a benefits services provider, the Board is requested to confirm that funding for a wellness reserve is to continue as part of the premium payments. It should be noted that should a new services provider be selected, the balance currently held at Manulife, updated to December 31, 2016 which is the end date for the contract, would be payable to the Board or be transferred in whole or in part, to the new provider.

Conclusion:

The Board's benefits plan is based on an Administrative Services Arrangement (ASO) for medical and dental costs for active members and early retirees, and on premium-based coverage for basic life, LTD for specific employee groups and extended health care and dental charges for retirees. As a result of insurance industry requirements, reserve balances are established and held at the benefits carrier which fund premium differentials. However, certain balances are available for pay-out to the Board.

As a result of positive experience rating over the past few years with the current benefits services provider, Manulife, the Board has accumulated a significant balance in an unrestricted deposit account, which is available to the Board for its use. The Service has recommended that \$3M of those funds be taken into income in the current year and that the remaining funds stay with Manulife as a top-up to the claims fluctuation objective.

Furthermore, the Board is being requested to approve the continuation of deposits into a UDA - Wellness, to be managed by the Director, Human Resources and utilized for wellness initiatives for Service members.

Finally, in order to facilitate premium refund accounting requirements, the Board is requested to delegate authority for transfers from the UDA to the UWA to cover deficits, on an as-needed basis, to the Chief of Police or his designate.

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

The Board approved the foregoing report.

Moved by: S. Carroll

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2015**

**#P319. TORONTO POLICE SERVICES BOARD - 2015 OPERATING BUDGET
VARIANCE REPORT FOR THE PERIOD ENDING SEPTEMBER 30, 2015**

The Board was in receipt of the following report December 01, 2015 from Andy Pringle, Chair:

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE
SERVICES BOARD – PERIOD ENDING SEPTEMBER 30, 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 Sept 30/15 (\$000s)	Year-End Actual Expend (\$Ms)	Fav / (Unfav) (\$000s)
Salaries & Benefits (incl. prem.pay)	\$969.2	\$636.7	\$934.2	\$35.0
Non-Salary Expenditures	\$1,346.6	\$622.5	\$1,381.6	(\$35.0)
Total	\$2,315.8	\$1,259.2	\$2,315.8	\$0.0

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

As at September 30, 2015, a net zero variance is anticipated. Details are discussed below.

Salaries & Benefits

A favorable projection of \$35,000 is projected in salaries & benefits due to members on maternity leave. Although the members were backfilled, a savings was achieved due to salary differentials and timing differences.

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 incurred \$190,000 in costs in 2014 and total costs are 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 overall approved 2015 budget.

In addition, the Board authorized commencing the process for a consultant retained to assist the Board with the recruitment and selection of a new Chief of Police. At the former Chair's request, the City of Toronto set aside \$150,000 in its 2014 non-program accounts for this purpose, and those funds were available to the Board through its operating budget. During 2014, total costs amounted to \$90,000 and were charged back to the City's non-program accounts. For 2015, the Board has incurred \$76,000, which was \$16,000 over the remaining \$60,000; however, it is anticipated that this additional cost can also be absorbed in the Board's overall 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: S. Carroll

THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2015

#P320. TORONTO POLICE SERVICE - 2015 OPERATING BUDGET VARIANCE REPORT FOR THE PERIOD ENDING SEPTEMBER 30, 2015

The Board was in receipt of the following report October 29, 2015 from Mark Saunders, Chief of Police:

Subject: 2015 OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE SERVICE – PERIOD ENDING SEPTEMBER 30, 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 its February 13, 2015 meeting, the Toronto Police Services Board (Board) approved the Toronto Police Service's (Service) revised budget request of \$952.7 Million (M) (Min. No. P24/15 refers). This included an additional \$5M reduction requested by the City Budget Committee to help balance the overall City Budget. Toronto City Council, at its March 11, 2015 meeting, approved the Service's 2015 operating budget at the same amount. At the time the Service's budget was approved, the impact from the collective agreement negotiations between the Toronto Police Association (TPA) and the Board was not known, and was therefore not included in the budget request.

TPA Salary settlement:

The Board, at its May 14, 2015 meeting, requested the approval of a transfer of \$17.8M to the Toronto Police Service's 2015 net operating budget from the City's Non-Program operating budget, with no incremental cost to the City, to reflect the salary and benefit impact of the now-ratified contract with the TPA (Min. No. P126/15 refers).

It should be noted that the Senior Officers Organization (SOO) collective agreement with the Board also expired on December 31, 2014. Any additional funds required in 2015 as a result of a new collective agreement will be requested once an agreement is ratified.

City-requested Increase to Insurance Reserve:

The Service was notified by City Finance staff that a further \$1.4M allocation from the Insurance Reserve Fund to the Service's 2015 operating budget would be required. As a result of the reallocation, the Service budget has been restated upwards by \$1.4M. However, this change does not result in additional available funds to the Service, as there will be a corresponding charge from the City related to the Service's contribution to the insurance reserve.

Crossing Guards and Lifeguards:

In 2012, for the 2013 budget, the Service recommended that the Crossing Guard and Lifeguard Programs no longer be performed by the Toronto Police Service as they are not considered core to policing activities. The City agreed to review if they could perform the functions at a reduced cost. In the interim, they agreed to fund the costs from the City's Non-Program operating budget by providing a revenue in the amount of \$7.8M to offset the costs incurred by the Service. The City has completed their review, the results of which are summarized as follows:

Lifeguard Program: The City's Parks, Forestry & Recreation Division (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. The analysis also took the significant coordination with the Service's Marine Services Unit that is required to successfully carry out rescue-related tasks into account.

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

Crossing Guard Program: During 2014, the City conducted a review of the program, to determine if there was any cost/benefit to moving the program to the City Transportation Services Division. The City took the direct cost of the program, such as supervisory salaries, materials and equipment, into account, along with indirect administrative costs, such as human resource and financial requirements.

The City analysis concluded that it would be more expensive for its Transportation Services Division to manage the Crossing Guard Program, and has recommended that the program continue to be administered by the Service. This also enables the current arrangement, whereby a police officer can cover a crossing guard location in an emergent situation, to continue.

As a result of these reviews, City Council approved transferring \$7.8M funding from the City's Non-Program budget back to the Service's 2015 operating budget.

	<u>2015 Budget</u>	<u>Comments</u>
Board approved Feb. 13/15	\$952.7	
Toronto Police Association Salary Settlement	\$17.8	Board approved adjustment May14/15
Insurance Reserve Fund	\$1.4	Notification from City Finance
Crossing Guard/Lifeguard Programs	<u>\$7.8</u>	Notification from City Finance
2015 Revised Net Operating Budget	\$979.7	

Background/Purpose:

The purpose of this report is to provide the Board with the Service's projected year end variance as at September 30, 2015.

Discussion:

As at September 30, 2015, a \$1.3M unfavourable variance is anticipated. This amount is \$1.5M less unfavourable than reported to the Board for the July variance (Min. No. P242/15 refers).

The following chart summarizes the variance by expenditure and revenue category. Details of each major expenditure category and revenue are discussed in the sections that follow. In addition, the Service has outlined steps being taken to reduce the deficit, while balancing operational needs and public safety concerns.

Category	2015 Budget (\$Ms)	Actual to Sept 30/15 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Salaries	\$741.0	\$532.0	\$741.9	(\$0.9)
Premium Pay	\$42.4	\$33.4	\$43.8	(\$1.4)
Benefits	\$198.8	\$141.0	\$200.2	(\$1.4)
Materials and Equipment	\$23.5	\$15.9	\$23.2	\$0.3
Services	<u>\$105.7</u>	<u>\$42.4</u>	<u>\$104.8</u>	<u>\$0.9</u>
Total Gross	<u>\$1,111.4</u>	<u>\$764.7</u>	<u>\$1,113.9</u>	<u>(\$2.5)</u>
Revenue	(\$131.7)	(\$72.4)	(\$132.9)	\$1.2
Total Net	<u>\$979.7</u>	<u>\$692.3</u>	<u>\$981.0</u>	<u>(\$1.3)</u>

It is important to note that expenditures do not all follow a linear pattern and therefore year-to-date expenditures cannot be simply extrapolated to year-end. Rather, the projection of expenditures to year-end is done through an analysis of all accounts, taking into consideration factors such as expenditures to date, future commitments expected and spending patterns. In addition, the Service receives significant amounts of in year grant funding and the revenue and expense budgets are adjusted when receipt of funds is confirmed.

Salaries:

An unfavourable variance of \$0.9M is projected in the salary category, which is unchanged from previously reported.

Expenditure Category	2015 Budget (\$Ms)	Actual to Sept 30/15 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Uniform Salaries	\$563.1	\$407.5	\$565.0	(\$1.9)
Civilian Salaries	\$177.9	\$124.5	\$176.9	\$1.0
Total Salaries	\$741.0	\$532.0	\$741.9	(\$0.9)

As a result of lower than anticipated separations at the end of 2014, uniform staffing levels at year-end 2014 were higher than assumed at the time the 2015 budget was prepared by the Service and approved by the Board. The higher than anticipated staffing resulted in continuing annualized salary costs. In addition, actual separations to the end of September 2015 are also less than what had been estimated. At this time, the Service is projecting 150 separations for the year, compared to the 180 included in the 2015 budget. To help mitigate the financial impact, the Service reduced the size of the April 2015 class to compensate for the higher year-end staffing levels and has reduced the August class size to take into account the projected reduced separations during 2015. However, a \$1.9M unfavourable is still projected for uniform salaries.

Civilian salaries are projecting favourably \$1.0M as the Service is behind schedule in filling newly created positions resulting from previously approved civilianization initiatives as well as existing position vacancies. However, due to the critical nature of these positions, the Service has been utilizing premium pay to keep up with the workload and ensure critical services are not impacted.

Premium Pay:

An unfavourable variance \$1.4M is projected in the premium pay category, which is unchanged from previously reported.

Expenditure Category	2015 Budget (\$Ms)	Actual to Sept 30/15 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Court	\$11.0	\$6.9	\$11.4	(\$0.4)
Overtime	\$5.6	\$5.1	\$6.7	(\$1.1)
Callback	\$7.2	\$5.8	\$6.9	\$0.3
Lieutime Cash Payment	\$18.6	\$15.6	\$18.8	(\$0.2)
Total Premium Pay	\$42.4	\$33.4	\$43.8	(\$1.4)

Approximately \$1M of the variance is the result of additional premium pay required as units address critical workload issues resulting from a significant number of civilian staff vacancies across the Service. Civilian overtime and call-backs are authorized where required to ensure deadlines are met, to maintain service levels and deal with increased workload, and to ensure risk is mitigated and additional hard dollar costs are avoided. As vacancies are filled, the Service will place less reliance on premium pay, where possible. At this time, the projected premium pay variance has been offset by a corresponding savings in civilian salaries.

The Service continues to strictly monitor and control premium pay. Uniform overtime is authorized by supervisory personnel based on activities for protection of life (i.e., where persons are at risk), protection of property, processing of arrested persons, priority calls for service (i.e., where it would be inappropriate to wait for the relieving shift), and case preparation (where overtime is required to ensure court documentation is completed within required time limits). It must be noted, however, that premium pay is subject to the exigencies of policing and uncontrollable events can have an impact on expenditures.

The current projection includes an additional pressure on premium pay as a result of the pre-Pan/Parapan Games Economic and Climate Change Summits. The “International Economic Forum of the Americas” was originally scheduled for October, while the “Climate Summit of the Americas” was originally located in Ottawa. Organizers rescheduled both summits for July 7 to 10, 2015, in order to take advantage of the momentum building up to the actual Games. The Service’s activities to address safety and security requirements for these two events began on July 4 and ended on July 11, 2015, and were based on the threat level and environment for these events. Costs were originally estimated to be up to \$1M. However, the actual costs incurred came in at approximately \$0.4M, resulting in a \$0.6M lower premium pay pressure than originally estimated. The Province has confirmed that the additional policing costs associated with these Summits will not be covered by the Games Cost Contribution Agreement. As a result of these unexpected events, the Service is faced with a \$0.4M un-budgeted cost, which was incurred to ensure public order and safety were maintained during these pre-Pan/Parapan Games events.

Benefits:

An unfavourable variance of \$1.4M is projected in the benefits category, which is unchanged from previously reported.

Expenditure Category	2015 Budget (\$Ms)	Actual to Sept 30/15 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Medical / Dental	\$39.5	\$23.0	\$41.5	(\$2.0)
OMERS / CPP / EI / EHT	\$127.7	\$99.3	\$127.7	\$0.0
Sick Pay / CSB / LTD	\$18.1	\$10.0	\$18.1	\$0.0
Other (e.g., WSIB, life ins.)	<u>\$13.5</u>	<u>\$8.7</u>	<u>\$12.9</u>	<u>\$0.6</u>
Total Benefits	<u>\$198.8</u>	<u>\$141.0</u>	<u>\$200.2</u>	<u>(\$1.4)</u>

Year to date medical/dental costs are trending higher than expected at this time. As a result, the Service is currently projecting a \$2.0M unfavourable variance in this category. Service staff are currently monitoring and analysing this account, and will be taking the most recent trends into account in finalizing the 2016 operating budget request.

The Service is projecting a \$0.6M surplus related to WSIB and life insurance costs, which has helped to offset the unfavourable benefits pressure.

Materials and Equipment:

A favourable variance of \$0.3M is projected in this category. This is \$0.2M more favourable than previously reported.

Expenditure Category	2015 Budget (\$Ms)	Actual to Sept 30/15 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Vehicles (gas, parts)	\$10.8	\$7.7	\$10.6	\$0.2
Uniforms	\$3.8	\$3.0	\$3.8	\$0.0
Other Materials	\$5.1	\$2.9	\$5.0	\$0.1
Other Equipment	\$3.8	\$2.3	\$3.8	\$0.0
Total Materials & Equipment*	\$23.5	\$15.9	\$23.2	\$0.3

* Approx. \$1.2M is attributed to grant-funded expenditures (revenue budget has been increased by same amount)

The Service obtains gasoline through consolidated procurement with the City. The budget for gasoline is based on estimated consumption and a cost per litre as provided by City Finance. The estimated price per litre was lowered from \$1.20 to \$0.95 as a result of an overall decline in gas prices during the 2015 budget preparation and approval period. Although gas prices have fluctuated significantly this year, prices have decreased recently and therefore the Service is now able to project a \$0.2M favourable variance in the Vehicles expenditure category.

The favourable variance in other materials is a result of expenditure reductions undertaken by the Service in an effort to make up for the projected deficit.

Services:

A favourable variance of \$0.9M is projected in this category, which is \$0.6M more favourable than previously reported.

Expenditure Category	2015 Budget (\$Ms)	Actual to Sept 30/15 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Legal Indemnification	\$5.5	\$5.5	\$5.5	\$0.0
Uniform Cleaning Contract	\$1.3	\$0.6	\$1.3	\$0.0
Courses / Conferences	\$1.7	\$0.7	\$1.6	\$0.1
Clothing Reimbursement	\$1.5	\$0.5	\$1.5	\$0.0
Computer / Systems Maintenance	\$15.4	\$13.9	\$15.4	\$0.0
Phones / cell phones / 911	\$5.4	\$3.5	\$5.1	\$0.3
Reserve contribution	\$38.0	\$0.0	\$38.0	\$0.0
Caretaking / maintenance utilities	\$19.6	\$8.1	\$19.6	\$0.0
Other Services	\$17.3	\$9.6	\$16.8	\$0.5
Total Services*	\$105.7	\$42.4	\$104.8	\$0.9

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

The Service has limited control over the costs of legal indemnifications as these expenses are the result of legal defence costs for officers involved in criminal or civil proceedings, the outcomes of which cannot be predicted. In order to deal with this uncertainty, the 2015 approved budget included a \$580,000 contribution to the Legal Reserve and a \$742,100 draw for costs of independent legal services.

Normally, fluctuations in legal spending are dealt with by increasing or decreasing the budgeted reserve contribution in future years' operating budgets. However, due to the magnitude of the pressure this year, the Board approved a request to City Council to increase the legal expense and draw budget by \$5.0M, resulting in a net zero change (Min. No. P126/15 refers). The previously requested increase was to be utilized only to the amount required based on expenditures submitted to and approved by the Board for payment. However, the upward trend in these costs is continuing in 2015, meaning that an additional draw increase request may be made in the 2015 year. In addition, the Service is analyzing the extent to which increases to the legal reserve contributions may be required in future budget submissions.

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 resulting in a \$0.3M favourable variance in the phones cost account.

The favourable variance in courses/conferences and other services is a result of expenditure reductions and deferrals undertaken by the Service in an effort to make up for the projected deficit.

Revenue:

A favourable variance of \$1.2M is projected in this category, which is \$0.7M more favourable than previously reported.

Revenue Category	2015 Budget (\$Ms)	Actual to Sept 30/15 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Recoveries from City	(\$10.5)	(\$5.7)	(\$10.5)	\$0.0
CPP and Safer Comm'y grants	(\$15.2)	(\$0.4)	(\$15.2)	\$0.0
Other Gov't grants	(\$31.6)	(\$31.1)	(\$31.6)	\$0.0
Fees (e.g., paid duty, alarms, ref.)	(\$12.2)	(\$9.1)	(\$12.2)	\$0.0
Secondments	(\$2.6)	(\$1.3)	(\$2.6)	\$0.0
Draws from Reserves	(\$24.9)	\$0.0	(\$24.9)	\$0.0
Other Revenues (e.g., pris return)	(\$10.0)	(\$7.2)	(\$11.2)	\$1.2
Paid Duty - Officer Portion	(\$24.7)	(\$17.6)	(\$24.7)	\$0.0
Total Revenues	(\$131.7)	(\$72.4)	(\$132.9)	\$1.2

The \$1.2M favourable variance in the Other Revenues includes a \$0.5M favourable amount as a result of repayment of salary and associated costs from a member who had entered into a WSIB de-election agreement with the Board. To maintain conservatism, this amount was not included

in the 2015 budget as anticipated revenue. When the arrangement with the individual was finalized in July, the repayment made was taken into income directly, resulting in a favourable variance.

The remaining \$0.7M is the result of taking a liability, which resulted from the parking taxable benefit reimbursement, into income. During the 2010 compliance audit of the Service, the Canada Revenue Agency (CRA) deemed that employees who were provided access to parking at Toronto Police facilities would be assessed a taxable benefit. Following the audit, which required the assessment of the parking taxable benefit retroactively for the 2010 year, and the application of the benefit beyond 2010, the Board approved reimbursement to members for additional taxes owing for 2010 (Min. No. P324/11 refers). In 2011, a liability was established which estimated the value of that reimbursement for members, based on the anticipated taxes for all members with access to parking. Payroll Services established a reimbursement program, which remained open for several years after the CRA had issued Notices of Re-assessment for the 2010 year.

The Service has been in communication with the CRA regarding this issue and is now satisfied that there will be no further tax implications that require reimbursement to members. As a result, the liability is no longer required.

The Community Policing Partnership (CPP) and Safer Community grants are tied to staffing levels. As a result of the reduced separations, the Service adjusted its class sizes, therefore the Service is projecting a net zero variance for the Safer Community grant.

Steps Being Taken to Reduce the Deficit:

The Service has been taking steps since early in the year to reduce the deficit projected against the 2015 budget. The April class size, originally scheduled for 42 recruits, was reduced by eight, to take into account the eight fewer separations at the end of 2014. Furthermore, the August class, originally scheduled for 74 recruits, was reduced by 30, to take into account lower than anticipated 2015 separations. Although the reduced classes does not account for a full years' salary savings, it does alleviate some of the pressure associated with lower than anticipated separations.

In addition, the Service has and continues to review spending within all unit budgets to identify areas where expenditure avoidance or postponement is possible. Where possible, units relinquished budget funds from their unit budgets. Although this effort, which is still in progress, has produced some reductions, these efforts may only result in one-time cost avoidance and are likely not sustainable beyond the current year.

Conclusion:

As at September 30, 2015, the Service is projecting an unfavourable variance of \$1.3M. This projection is based on an analysis of expenditures incurred to September 30, 2015, as well as a projection of lower than anticipated uniform separations in 2015.

Monitoring and management of operating funds remains a top priority for the Service. All Commands continue to review spending plans for the year in order to identify areas that can be further reduced. The Board will be kept apprised through future variance reports.

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: C. Lee

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2015**

**#P321. TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT:
2015 OPERATING BUDGET VARIANCE REPORT FOR THE PERIOD
ENDING SEPTEMBER 30, 2015**

The Board was in receipt of the following report October 29, 2015 from Mark Saunders, Chief of Police:

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE SERVICE PARKING ENFORCEMENT UNIT – PERIOD ENDING SEPTEMBER 30, 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 its November 13, 2014 meeting, the Toronto Police Services Board (Board) approved the Parking Enforcement Unit's (PEU) 2015 operating budget at a net amount of \$44.1 Million (M) (Min. No. P261/14 refers). Toronto City Council, at its March 11, 2015 meeting, approved the PEU 2015 operating budget at the same amount. At the time the PEU's budget was approved, the impact from the collective agreement negotiations between Toronto Police Association (TPA) and the Board was not known, and was therefore not included in the budget request.

The Board, at its May 14, 2015 meeting, requested the approval of a transfer of \$0.76M to the PEU's 2015 net operating budget from the City's Non-Program operating budget, with no incremental cost to the City, to reflect the salary and benefits impact of the now-ratified contract with the TPA (Min. No. P127/15 refers), bringing the total net PEU budget to \$44.9M.

Background/Purpose:

The Toronto Police Service Parking Enforcement Unit (PEU) operating budget is not part of the Toronto Police Service's (Service) operating budget. While the PEU is managed by the Service, the PEU's budget is maintained separately in the City's non-program budgets. In addition, revenues from the collection of parking tags issued accrue to the City, not the Service.

The purpose of this report is to provide information on the PEU's 2015 projected year-end variance as at September 30, 2015.

Discussion:

As at September 30, 2015, a favourable variance of \$0.62M is projected at year end.

The following chart summarizes the variance by category of expenditure, followed by information on the variance for both salary and non-salary related expenses.

Category	2015 Budget (\$Ms)	Actual to Sep 30/15 (\$Ms)	Year-End Actual Expend (\$Ms)	Fav/(Unfav) (\$Ms)
Salaries	\$29.38	\$20.71	\$28.78	\$0.60
Premium Pay	\$2.77	\$2.30	\$2.77	\$0.00
Benefits	\$7.16	\$3.42	\$7.14	\$0.02
Total Salaries & Benefits	\$39.31	\$26.43	\$38.69	\$0.62
Materials	\$1.62	\$0.73	\$1.62	\$0.00
Equipment	\$0.09	\$0.01	\$0.09	\$0.00
Services	\$5.34	\$1.57	\$5.34	\$0.00
Revenue (e.g. towing recoveries)	<u>(\$1.48)</u>	<u>(\$0.34)</u>	<u>(\$1.48)</u>	<u>\$0.00</u>
Total Non-Salary	<u>\$5.57</u>	<u>\$1.97</u>	<u>\$5.57</u>	<u>\$0.00</u>
Total Net	<u>\$44.88</u>	<u>\$28.40</u>	<u>\$44.26</u>	<u>\$0.62</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.

Salaries & Benefits (including Premium Pay):

A favourable variance of \$0.62M is projected in salaries and benefits. PEU generally schedules one recruit class per year and hires the appropriate number of officers to ensure that, on average, it is at its full complement of officers during the year. The size of the recruit class is based on projected separations in 2015. Current trends indicate that 2015 attrition at this time will be slightly higher than the budgeted amount resulting in a small favourable variance in parking enforcement officer salaries. In addition, a small favourable variance is projected in other support function salaries as a result of vacancies in the early part of the year.

Nearly all premium pay at the PEU is related to enforcement activities, attendance at court and the backfilling of members attending court. With respect to enforcement, premium pay is utilized to staff special events or directed enforcement activities. The opportunity to redeploy

on-duty staff for special events is minimal, as this will result in decreased enforcement in the areas from which they are being deployed. Directed enforcement activities are instituted to address specific problems. All premium pay expenditures are approved by supervisory staff and carefully controlled. No premium pay variance is projected at this time.

Non-salary Expenditures:

No variance is anticipated in the non-salary accounts at this time.

Conclusion:

As at September 30, 2015, the PEU operating budget is projected to be \$0.62M under spent at year end.

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

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 DECEMBER 17, 2015**

**#P322. VENDOR OF RECORD FOR VIDEO ASSET MANAGEMENT
SOFTWARE**

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

Subject: VENDOR OF RECORD FOR VIDEO ASSET MANAGEMENT SOFTWARE

Recommendations:

It is recommended that:

- (1) The Board approve Taser International as the vendor of record for software and professional services for the Video Asset Management Software for the period of December 1, 2015 to December 31, 2020; and
- (2) The Board authorize the Chair to execute all required agreements and related documents with Taser International on behalf of the Board, subject to approval by the City Solicitor, as to form.

Financial Implications:

Any enhancement or development of the existing Video Asset Management System and associated software and professional services are budgeted and approved on a project-by-project basis.

The lifecycle replacement cost for this application is funded from the Toronto Police Service (Service) Vehicle and Equipment Reserve. It is estimated that approximately \$600,000 will be expended for the professional services required from the vendor of record.

Background/Purpose:

The software installed for DVAMS II and In Car Camera (ICC) systems all utilize the MediaSolv VIS Metropolitan software for its operation and video asset storage and disclosure systems. The system requires periodic software upgrades to current versions to ensure system reliability and support.

Request for Proposal (RFP) #1080879-07, was issued on January 17, 2007, for a digital video management solution. The Board approved the acquisition of MediaSolv VIS Metropolitan software and associated professional services from Trantech Inc. at a cost of \$2,815,000 (including taxes). (Min. No. 250/07 refers).

In 2009, Trantech Inc. transitioned the MediaSolv VIS Metropolitan software sales and support to a newly formed company, MediaSolv Solutions Corp. (Min. No. P229/09 refers). In 2011, MediaSolv Solutions Corp. procured Insight Video Net, the core team behind the Panasonic ICC System.

In support of the ICC project, the Board approved the acquisition of integrated digital video asset management software and professional services from MediaSolv Solutions Corp at a cost of \$640,887 (Min. No. 57/11 refers). The annual operating cost to support and maintain the existing video asset management software for the Digital Video Asset Management System (DVAMS 11), ICC integration of iDVD (Integrated Digital Video Disclosure) projects is approximately \$140,000.

In May 2015, Taser International acquired MediaSolv Solutions Corp. The new company is abiding by the terms and conditions of the agreement between the Service and MediaSolv Solutions Corp, and this acquisition has not had any cost or schedule impacts.

To protect the investment and assets, as well as ensure a consistent, cost effective and responsive source for software and supporting professional services necessary to operate the ICC and DVAMS II systems, the establishment of a vendor of record is needed to provide these services on an ongoing basis.

Consequently, the purpose of this report is to establish a vendor of record for the supply of software support and maintenance of the systems to ensure their reliable operation until December 31, 2020.

Discussion:

Taser International is now the software and support provider for the DVAMS II and ICC applications previously approved by the Board. This product was chosen through a competitive process and approved by the Board in July 2007. The core objective of this system was to implement a network-based system to acquire, transport, index, search, disclose, archive and purge digital video evidence securely and efficiently.

The continued growth in the use, collection and disclosure to the courts of video evidence requires the Service to increase its efficiency in managing these assets. The current video asset management system has effectively met these needs and objectives. Consequently, at this time, the continued use and expansion of the current system makes both operational and financial sense, over the alternative of potentially procuring and implementing a new and different product, through a competitive process.

Conclusion:

Effective and reliable video asset management systems are critical to meeting the public safety, risk management, and accountability objectives of the Service, and to ensure the investment in this technology is maintained and kept in a state of good repair.

The existing software, MediaSolv VIS has reached its lifecycle requirement. Taser International is the only vendor that can provide the required professional services and software for this solution. It is therefore recommended that Taser International be approved as vendor of record for the software and any professional services related to such software, which are required to maintain and configure the system.

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: C. Lee

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2015**

**#P323. UPDATE – SPECIAL FUND REQUEST: THE POLICING AND RIGHTS
EDUCATION VIDEO PROJECT**

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

Subject: UPDATE: SPECIAL FUND REQUEST - THE POLICING AND RIGHTS
EDUCATION VIDEO PROJECT

Recommendations:

It is recommended:

1. THAT the Board receive the following report;
2. THAT the Board consider if it wishes to approve the amended scope of *The Policing and Rights Education Video Project*; and
3. THAT in keeping with the Special Fund Policy, unexpended funds in the amount of \$56,000.00, be returned to the Board.

Financial Implications:

If recommendation #3 is approved, the unexpended funds will be returned to the Special Fund which will increase the fund balance by \$56,000.00 for a total of \$1,817,596.

Background/Purpose:

In August 2015, Mr. Jamil Jivani, founder of Policing Literacy Initiative (PLI) submitted a proposal to the Board seeking funding to create an educational video based on the principle of “edutainment,” which is to create something that is both educational and entertaining to inform the broadest audience possible. The Policing and Rights Education Video (the Video Project) was intended to be an informative discussion of street checks, constitutional rights and investigative powers accompanied by animated drawings that would help to illustrate the video’s points and messages.

At its meeting held on August 20, 2015, the Board approved the following recommendations (Min. No. P227/15 refers):

1. THAT the Board approve \$71,500.00 from the Special Fund to cover the cost of the Policing and Rights Education Video Project;
2. THAT the Board approve the use of the Board crest by Policing Literacy Initiative, specifically for recognition purposes associated to the Policing and Rights Education Video Project;

3. THAT the Board encourage Policing Literacy Initiative to communicate with the Ministry of Community Safety and Correctional Services to seek information/input that may be relevant to the Policing and Rights Education Video Project; and
4. THAT the Board be provided with an interim report in October 2015 providing a status update of the Project.

The purpose of this report is to provide the Board with an update of the Video Project which has been submitted by Mr. Jivani.

Discussion:

The original process entailed that PLI, in partnership with Osgoode Hall Law School students, based on their research, and input from community consultations organized in various Toronto neighbourhoods, as well as with relevant community partners including the Toronto Police Service, draft a script. The animation video would then be produced based on the script.

Mr. Jivani has forwarded email correspondence to the Board office providing an update regarding the Video Project. In his correspondence, Mr. Jivani proposes that the Video Project not move forward as initially intended at this time. Specifically, there have been changes to the time and scope of the Video Project due to changing circumstances since the release of the draft provincial Regulation on Carding and Street Checks. Consequently a decision was made by Mr. Jivani to cancel the agreement with the video production company to avoid a cancellation fee of \$25,000.00 which would have been incurred after November 24, 2015. Mr. Jivani also advises that, to date, the project has expended \$10,352.00 in non-production costs, such as community engagement events, research and writing. He anticipates that an additional \$4,647.00 will be expended to produce the final report, pay web design fees to host the report and make it accessible to community groups and host an additional community event to release the report. If the Board approves the recommendation, the remaining \$56,000.00 will be returned to the Board.

A copy of Mr. Jivani's correspondence which provides detailed information regarding the circumstances that have led to the change in scope of the project, as well as details of the funds expended to date, is attached to this report for your consideration.

Conclusion:

Given the suggested changes to the scope of the original proposal, it is recommended that the Board consider if it wishes to approve the amended scope of the Video Project and require that all unexpended funds be returned to the Board.

The Board approved the foregoing report and the amended scope for *The Policing and Rights Education Video Project*.

Moved by: J. Tory

December 1, 2015

Delivered via email to: Karlene.Bennett@tpsb.ca

To members and staff of the Toronto Police Services Board:

RE: Policing and Rights Education Video and the Policing Literacy Initiative

I, Jamil Jivani, write this letter on behalf of the Citizen Empowerment Project's Policing Literacy Initiative to provide an update on the Policing and Rights Education Video ("the project"), which you supported via the Toronto Police Services Board's ("the board") Special Fund in August 2015 in the amount of \$71,500. As part of this update we are requesting the board's approval for a significant change to the project, based on changes to the time and scope of the project.

The changes to the time and scope of the project are due to changing circumstances since October 28, when the Government of Ontario released the draft regulation on street checks. It has become clear that in order for us to guarantee the quality of the video we initially anticipated and also to collaboratively involve the Toronto Police Service ("the service") in the way we initially intended, the video would need to be postponed for an indefinite period of time until the service is in a position to engage with and discuss the new rules on carding, including the development of any relevant procedure(s). We initially hoped to create a video about the provincial regulation that could be updated with future Toronto policies or procedures, as needed. However, it has become clear that we cannot separate the provincial regulation from any Toronto policies and procedures any maintain the same quality and collaborative approach to the project.

Because of these changes to the time and scope of the project, we had to make a decision last week to cancel our agreement with the video production company. We canceled the agreement on November 24, 2015 because it was the last day for us to do so without paying a \$25,000 cancellation fee. Thus, by canceling the agreement last week, we have been able to retain all of the \$56,500 intended for the video production (i.e. money that would have been paid to the video production company from the Policing Literacy Initiative). Furthermore, because the video needs to be postponed for an indefinite period of time, we are not able to enter another agreement with a video production company with any confidence in a timetable. Thus, we propose that this project no longer involve the creation of a video and that the board reconsider creating a video at a later time.

In proposing that we do not move forward with the project as it was initially intended, we propose that the Policing Literacy Initiative returns \$56,500 of the \$71,500 we received from the board. This would have been the portion of the budget allocated to the production of the video. Since we have already spent most of the \$15,000 allocated to non-production costs (i.e. community engagement events, research and writing), we propose that the Policing Literacy Initiative continue to produce a report (included as one of the deliverables in the original project proposal submitted to the board in August 2015) regarding community feedback on the provincial regulation. We believe such a report will be a good use of board resources and add value to Toronto's efforts to improve police-community relations with youth and marginalized communities. This would include re-purposing any unspent funds (i.e. funds originally intended for the curriculum materials to accompany the video) included in the \$15,000 retained by the Policing Literacy Initiative toward the report.

In committing to delivering this report to the board, the Policing Literacy Initiative can accomplish the following goals:

- Maintain a timetable similar to that which we initially proposed and also maintain an identical scope for the project
- Ensure that the money spent on the project thus far produces valuable materials for the board, the Service and community groups
- Capture the feedback we have received from communities across Toronto about the new provincial regulation on carding and police-community relations
- Create a resource that will be useful to the board in developing a policy response to the provincial regulation, to the service in developing a procedure response to the board's policy and to community organizations looking to engage communities in constructive discussions of police-community relations

For your consideration, below is an outline of the relevant activities undertaken by the Policing Literacy Initiative as of December 1, 2015, and the corresponding expenses where applicable.

Date	Activity	Cost
Sept 2015 – Present	The Project Coordinator continues to provide strategic leadership and oversight for the project, including working with volunteers and community organizations and conducting research and writing related to the provincial regulation on carding	\$5,000 (honorarium)
Sept 2015	A team of three Osgoode Hall Law School students was assembled to lead the script-writing portion of the video in partnership with a group of community leaders. The Project Coordinator and team of Osgoode students and community leaders working on the video met with members of the Police And Community Engagement Review team to discuss the video project in detail. This was the first of multiple conversations since.	N/A
Oct 2, 2015	The Project Coordinator met with staff at the Ministry of Community Safety and Correctional Services to discuss the Video and the timing of the project. This was the first of multiple conversations since.	N/A
Oct 29, 2015	The Policing Literacy Initiative hosted the first of three community consultation dinners. This dinner was in the Weston Mt. Dennis area. The dinner was organized in partnership with Helping Neighbourhoods Implement Change, the St. Albans Boys and Girls Club and the Osgoode Society Against Institutional Injustice. This dinner featured discussion of the draft Ontario regulation and police-community relations with approximately 50	\$1,470 (including event costs and honorarium)

	attendees.	
Nov 2015	Two Policing Literacy Initiative volunteers were selected to develop curriculum materials to accompany the video. These volunteers will now assist the Project Coordinator with research, writing and editing necessary to complete the report.	\$2,000 (honoraria)
Nov 10, 2015	The Policing Literacy Initiative hosted the second of three community consultation dinners. This dinner was in the East Scarborough area. The dinner was organized in partnership with Osgoode Hall Law School and the East Scarborough Storefront. The dinner featured discussion of the draft Ontario regulation and police-community relations with approximately 50 attendees.	\$940 (including event costs and honorarium)
Nov 20, 2015	The Policing Literacy Initiative hosted the second of three community consultation dinners. This dinner was in the downtown Toronto area. The dinner was organized in partnership with George Brown College's Community Workers program. The dinner featured discussion of the draft Ontario regulation and police-community relations with approximately 50 attendees.	\$ 942.40 (including event costs and honorarium)
Total expenses as of December 1, 2015		\$10,352.40

From the original \$15,000 dedicated to non-production costs for the project, only \$4,647.60 remains unspent. The following is a list of the remaining budget items where those funds are expected to be allocated as part of the new project focus on the report:

- Graphic artist fees and other supplies or services (including printing costs) for the final report and materials to help with presenting the report's findings, as needed
- Web design fees to update the Citizen Empowerment Project (the Policing Literacy Initiative's parent organization) website to host the report and make it accessible to community groups
- Refreshments, fees and supplies for an event in early 2016 to release the report (the event will focus on engaging the community members who have participated in our three community consultation dinners)

Thank you for considering our proposed changes to the project. We look forward to hearing from you.

Sincerely,

Jamil Jivani
 Founder of the Citizen Empowerment Project's Policing Literacy Initiative
 Visiting Professor and Scholar at Osgoode Hall Law School

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2015**

**#P324. WIRELESS PARKING TICKET ISSUANCE SYSTEM – HARDWARE
AND SOFTWARE MAINTENANCE AGREEMENTS DUE TO VENDOR
BANKRUPTCY - AMENDMENT**

The Board was in receipt of a copy of Min. No. P244/15 from the meeting held on September 17, 2015 with respect to the wireless parking ticket issuance system.

The Board agreed to re-open this matter for the purpose of considering the following report dated December 03, 2015 from Mark Saunders, Chief of Police:

**SUBJECT: WIRELESS PARKING TICKET ISSUANCE SYSTEM - UPFRONT
PAYMENT TO BLUESTAR CANADA**

Recommendation:

It is recommended that the Board approve an upfront payment of \$131,358.88 to BlueStar Canada for hardware and software maintenance services for the wireless parking tag issuance system.

Financial Implications:

The payment to BlueStar Canada upfront, as opposed to the annual instalment payments approved by the Board at its September meeting, avoids an additional cost of approximately \$27,000 in exchange rate costs that BlueStar would charge if the annual instalment payment arrangement is retained.

Funds for this payment are available in the Parking Enforcement Unit's annual operating budget.

Background/Purpose:

At its September 2015 meeting, the Board approved the assignment of a hardware and software maintenance agreement for the Parking Enforcement Unit's wireless parking ticket issuance system to BlueStar Canada, for the term of April 18, 2015 to March 31, 2018, and a total cost of \$131,358.88 inclusive of all taxes, to be paid on an annual basis (Board minute #P244/2015 refers). The need for the assignment, as set out in the September Board report, was necessitated by the bankruptcy of APARC/Parktoria, the previous provider of the maintenance for the system.

The purpose of this report is to obtain Board approval to pay BlueStar upfront for the services to be provided over the 3-year term of the arrangement, as opposed to the annual payment approved by the Board at its September 2015 Board meeting.

Discussion:

When BlueStar was provided with the draft assignment agreement by the Parking Enforcement Unit, subsequent to the Board approval of the assignment, it became aware that the pricing APARC provided to the Service did not follow the existing pricing model in place between Zebra/Motorola, BlueStar and resellers. APARC did not account for the currency fluctuation, as costs are always provided by the manufacturer (Zebra/ Motorola) in US dollars. In the original agreement, the prices were provided when the Canadian dollar was around 0.985 to US currency. Today the Canadian dollar is around 1.33. Consequently, BlueStar has indicated that taking on the contract as is, would be a losing proposition for them.

BlueStar has therefore advised that it will not assume the assigned agreement “as is”. While it would accept the pricing for the first instalment which was due on April 18, 2015, it would need to adjust costs for the final two annual instalments to reflect pricing based on the currency exchange at that time. It is estimated that this will cost about 30% (approximately \$27 thousand (K)) more for the next two instalments.

However, BlueStar has also offered to keep the cost at the \$131,358.88 reported to the Board, if the Service paid the full amount this year. While this approach would not be consistent with the Board approval to pay the total amount in annual instalments over the year term, it would allow us to continue to obtain the services to be provided by BlueStar and avoid approximately \$27 K in additional cost.

The financial risk from paying BlueStar the full amount upfront is low, for the following reasons:

(i) The first payment of \$42.5K has been overdue since April 2015 due to the withholding of payment in light of the bankruptcy. The second instalment of \$44.5K is due in March 2016. Therefore, only the third payment for \$44.5K (making up the total of \$131.3K) is being paid well in advance of the due date.

Consequently, if the total payment is made in advance at this time, the amount of financial exposure is low, in the event BlueStar ceased to operate before the end of the term;

(ii) BlueStar is the distributor of the Zebra/Motorola handheld device, and normally does not sell direct to end users such as the TPS. In this case, BlueStar made an exception due to the bankruptcy of APARC Systems. In good faith, BlueStar has continued providing service through Motorola/Zebra authorized service repair centres in the absence of a contract and payment since April of this year when APARC declared bankruptcy; and

(iv) BlueStar is a well-established company that was founded in 1929. It operates today under the trade name of BlueStar Canada, has offices in Canada, the US, Mexico, Latin America and Europe, with 560 employees worldwide and 40 plus employees in Canada.

Conclusion:

Based on the foregoing and the fact the Service would avoid approximately \$27,000 in currency exchange costs, it is recommended that the Board approve paying BlueStar the full \$131,358.88, upfront.

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 and agreed to amend Min. No. P244/15 accordingly.

Moved by: J. Tory

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2015**

**#P325. BODY-WORN CAMERA PILOT PROJECT – MONTHLY REPORT –
DECEMBER 2015**

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

Subject: BODY WORN CAMERA PILOT PROJECT: DECEMBER 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 of July 16, 2015, approved the following motion:

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

Discussion:

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

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

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

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

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 (Integrys).

Emerging Patterns:

As of November 20, 2015, the total number of videos recorded was 15,915, using 5.48TB of storage. This is a total of 2,102 hours recorded.

Member Feedback:

On November 12, 2015, members of the BWC pilot project met with the TAVIS Rapid Response Team, and on November 24, 2015, with the pilot participants in 55 Division. The meetings were held to discuss the general experience of the participants and any issues that have arisen during the pilot.

The following topics in relation to BWCs were discussed:

- Technical issues arising from the use of the cameras, including the companion equipment and software
- Impacts experienced on daily operations and duties
- General feedback
- Questions and comments

Officers expressed a positive association with using the cameras and that the training for the pilot and the operating procedure has been appropriate to guide them during daily operations. Additionally, officers remarked that they have experienced a general acceptance of the BWCs when interacting with members of the public.

A meeting with Traffic Services will occur in January 2016.

Training:

From November 9-12, 2015, 16 officers received the 30 hour BWC training at the Toronto Police College. These officers were all new members to the units (including D55, TAVIS and Traffic) involved in the pilot, who were replacing members who had been reassigned.

Conclusion:

November 2015 marked the half way point for the pilot project and officers involved in the pilot are in the process of having their cameras exchanged: Panasonic cameras for Reveal Media cameras, and vice versa. This will allow officer participants to use both of the cameras providing an opportunity to evaluate the technology in a fair and balanced manner.

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

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

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 DECEMBER 17, 2015**

#P326. PAID DUTY RATES – JANUARY 1, 2016

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

Subject: PAID DUTY RATES - JANUARY 1, 2016

Recommendation:

It is recommended that the Board receive the attached notification from the Toronto Police Association dated December 8, 2015, with respect paid duty rates effective January 1, 2016.

Financial Implications:

There are no financial implications with regard to the receipt of this report.

Background/Purpose:

Article 20:01 of the uniformed collective agreement stipulates the following with respect to paid duty rates:

“The rate to be paid to each member for special services requested of the Service for control of crowds or for any other reason, shall be determined by the Association and the Board shall be advised by the Association of the said rate when determined or of any changes therein”.

Police Services Board records indicate that as at January 1, 2015, the rate for all classifications of police constables was \$68.00 per hour. The attached notice advises the Board that there will be no increase in the 2016 paid duty rates and that the 2015 rate of \$68.00 per hour will remain in effect.

Conclusion:

It is, therefore, recommend that the Board receive the attached notification from the Toronto Police Association dated December 8, 2015 with respect paid duty rates effective January 1, 2016.

The Board received the foregoing report.

Moved by: C. Lee



**TORONTO
POLICE
ASSOCIATION**

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Mike Abbott
*Director
Uniform Field Services*

Rondi Craig
*Director
Uniform Field Services*

Jon Reid
*Director
Uniform Field Services*

Brian Callanan
*Director
Administrative Services*

December 8, 2015

SENT BY EMAIL ONLY

Ms. Joanne Campbell
Executive Director
Toronto Police Services Board
40 College Street
Toronto, ON M5G 2J3
Email: joanne.campbell@tpsb.ca

Dear Ms. Campbell:

Re: 2016 Paid Duty Rates – No Increase

In conformance with Article 20:01 of the Uniform Collective Agreement, we are advising the Toronto Police Services Board there will be no increase in the 2016 hourly paid duty rates. The following current rates will remain in effect for 2016.

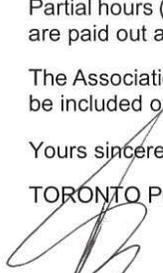
	<u>January 1, 2016</u>
Constables (All classifications)	\$68.00 (minimum \$204.00)
Sergeants	\$76.50 (minimum \$229.50)
Staff Sergeants	\$85.00 (minimum \$255.00)

Partial hours (beyond a minimum of three hours) that an officer performs at such paid duty are paid out at the established hourly rate.

The Association will forward this information to all units today. We ask that this information be included on Routine Orders and that Unit Commanders be advised of same.

Yours sincerely,

TORONTO POLICE ASSOCIATION


Dan Ross
Vice President

DR:tk

- c. Mr. Mark Saunders, Chief of Police, TPS
Mr. Drew Johnston, Manager, Labour Relations, TPS
TPA Board of Directors

[Vice President 2016 Pd Duty PSB]



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2015**

#P327. UNDOCUMENTED WORKERS IN TORONTO

Prior to the commencement of the public meeting today, Chair Andy Pringle accepted a letter dated December 17, 2015 from representatives of No One is Illegal (Toronto). A copy of the letter is on file in the Board office.

Chair Pringle advised that the Board will have a discussion in the near future regarding its policy that non-documented residents have equal access to policing services without the fear that contact with the police will lead to inquiries about their immigration status.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2015**

#P328. FEBRUARY 2016 – BOARD MEETING

The Board noted that the date for the February 2016 meeting (currently set for Feb. 19) will be changed given that City Council is now required to meet on that date.

A new date for the February Board meeting will be determined and posted to the Board's website as soon as possible.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2015**

#P329. *IN CAMERA* MEETING – DECEMBER 17, 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
Mr. Ken Jeffers, Member
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 DECEMBER 17, 2015**

#P330. ADJOURNMENT

Chin Lee
Acting Chair