



The following *draft* Minutes of the meeting of the Toronto Police Services Board held on September 12, 2013 are subject to adoption at its next regularly scheduled meeting.

The Minutes of the meeting held on August 13, 2013, previously circulated in draft form, were approved by the Toronto Police Services Board at its meeting held on September 12, 2013.

MINUTES OF THE PUBLIC MEETING of the Toronto Police Services Board held on **SEPTEMBER 12, 2013** at 1:30 PM in the Auditorium, 40 College Street, Toronto, Ontario.

PRESENT:

Mr. Michael Thompson, Councillor & Acting Chair
Ms. Frances Nunziata, Councillor & Acting Vice Chair
Mr. Michael Del Grande, Councillor & Member
Ms. Marie Moliner, Member
Dr. Dhun Noria, Member

ABSENT:

Dr. Alok Mukherjee, Chair
Mr. Andrew Pringle, Member

ALSO PRESENT:

Mr. William Blair, Chief of Police
Mr. Albert Cohen, 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 SEPTEMBER 12, 2013**

#P216. INTRODUCTION

Inspector Stu Eley introduced Ms. Sandra Califaretti who was recently promoted to the position of Director, Finance and Administration. The Board congratulated Ms. Califaretti on her promotion.

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TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 12, 2013**

**#P217. RESPONSE TO REQUEST FOR A REVIEW OF THE EFFECTIVENESS
OF COMMUNITY SAFETY ZONES**

The Board was in receipt of the following report August 26, 2013 from William Blair, Chief of Police:

Subject: RESPOSE TO REQUEST FOR A REVIEW OF THE EFFECTIVENESS OF
COMMUNITY SAFETY ZONES

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

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

Background/Purpose:

At its meeting of December 14, 2012 the Board considered correspondence dated November 15, 2012 from Councillor Chin Lee, Councillor, City of Toronto, and Member, Toronto Police services Board containing a recommendation for a review of the effectiveness of community safety zones.

Following consideration of this report the Board requested,

- 1) That the Chief of Police be requested to undertake a comprehensive review of the Community Safety Zones, including best practices in other jurisdictions, and the cost and effectiveness of police enforcement within existing Community Safety Zones in Toronto, especially around schools.
- 2) That the Chief report back with his findings to the Toronto Police Board at his earliest convenience.

At the November 6, 2012 meeting of the Scarborough Community Council, the council requested that the Public Works and Infrastructure Committee provide an update on the moratorium placed on Community Safety Zones, so that City Council has the ability to discuss the issue. As a result of the request, an item was created (2013.PW20.10) and was considered by the Public Works and Infrastructure committee on January 23, 2013. The item was referred to the Deputy City Manager for a report for future meeting of the Public Works and Infrastructure Committee. As a result of the same community meeting, the Chief was requested to undertake a comprehensive review of Community Safety Zones (CSZ).

Discussion:

To properly evaluate the effectiveness of CSZ, an analysis of traffic flow, traffic volume and collision data is required. The City has access to the above tools and data to evaluate CSZ. The Service is unable to conduct a comprehensive review at this time due to limited data, lack of expertise in technology, and the necessary tools to conduct the required surveys.

Conclusion:

The Service will work with representative from the City and provide any relevant data or input as requested for their analysis.

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

Chief Blair responded to questions about the foregoing report.

The Board approved the following Motions:

- 1. THAT the Board receive the foregoing report and forward a copy to the Public Works and Infrastructure Committee for information and re-examination of school safety zones and request that it provide any relevant data or input as requested for analysis; and**
- 2. THAT the Board send a recommendation to the Public Works and Infrastructure Committee requesting that it review the speed limits in school zones and that it provide the Board with a report on the feasibility of significantly reducing the speed limit in school zones and whether traffic cameras can be installed in these areas in an effort to reduce pedestrian injuries and fatalities.**

Moved by: M. Thompson

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**#P218. SEMI-ANNUAL REPORT: LABOUR RELATIONS COUNSEL AND
LEGAL INDEMNIFICATION: JANUARY – JUNE 2013**

The Board was in receipt of the following report August 15, 2013 from William Blair, Chief of Police:

Subject: LABOUR RELATIONS COUNSEL AND LEGAL INDEMNIFICATION:
SEMI-ANNUAL REPORT JANUARY 1 – JUNE 30, 2013

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

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

Background/Purpose:

At its meeting on January 25, 2001, the Board approved a Policy governing payment of legal accounts which provides for a semi-annual report relating to payment of all accounts for labour relations counsel, legal indemnification claims and accounts relating to inquests which were approved by the Director, Human Resources Management and the Manager of Labour Relations (Min. No. P5/01 refers).

This report will provide a semi-annual update for the period of January 1 to June 30, 2013.

Discussion:

During the period of January 1 to June 30, 2013, seventeen (17) accounts from Hicks, Morley, Hamilton, Stewart and Storie LLP (Hicks Morley) for labour relations counsel totalling \$358,060.25 were received and approved for payment by the Manager of Labour Relations.

During the same period, thirty-six (36) accounts from external counsel relating to legal indemnification totalling \$100,379.29 were received and approved for payment. Two (2) accounts relating to an inquest for \$222,463.70 were also paid. One (1) account, totalling \$363,291.60 that was submitted for payment was denied in full. There were no payments made relating to civil actions.

Conclusion:

In summary, this report provides the Board with a semi-annual update for the period January 1 to June 30, 2013, of all accounts for labour relations counsel, legal indemnification claims and accounts relating to inquests.

Deputy Chief Mike Federico, Corporate 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: D. Noria

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TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 12, 2013**

**#P219. SEMI-ANNUAL REPORT: WRITE-OFF OF UNCOLLECTIBLE
ACCOUNTS RECEIVABLE BALANCES: JANUARY – JUNE 2013**

The Board was in receipt of the following report July 25, 2013 from William Blair, Chief of Police:

Subject: SEMI-ANNUAL REPORT 2013: WRITE-OFF OF UNCOLLECTIBLE
ACCOUNTS RECEIVABLE BALANCES - JANUARY TO JUNE 2013

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

There are no financial implications as a result of the accounts receivable balances written off. The write-off amount of \$15,412 in the first half of 2013 reduced the allowance for uncollectible accounts. However, a recovery as a result of taxes returned from previously written off accounts and the payment of a previous written off balance increased the allowance by \$25,215. The current balance in the allowance for uncollectible accounts is approximately \$281,563. The adequacy of this account is analyzed annually and any adjustment required will be included in operating expenses.

Write-offs for the first half of 2013 represent 0.31% of the year end accounts receivable balance and 0.15% of invoiced revenue for the year, excluding grants.

Background/Purpose:

At its meeting of May 29, 2003, the Board approved the Financial Control By-law 147. Part IX, Section 29 – Authority for Write-offs, delegates the authority to write-off uncollectible accounts of \$50,000 or less to the Chief, and requires that a semi-annual report be provided to the Board on amounts written off in the previous six months (Min. No. P132/03 refers).

The purpose of this report is to provide the Board with information on the amounts written off during the period of January 1 to June 30, 2013.

Discussion:

External customers receiving goods and/or services from Toronto Police Service (Service) units are provided with an invoice for the value of such goods or services. The Service's Financial

Management unit works closely with divisions, units and customers to ensure that some form of written authority is in place with the receiving party prior to work commencing and an invoice being sent, and that accurate and complete invoices are sent to the proper location, on a timely basis.

Accounts Receivable Collection Process:

Customers are given a 30 day payment term for all invoices and receive monthly statements showing their outstanding balances if the 30 day term is exceeded. In addition, they are provided with progressively assertive reminder letters for every 30 days their accounts remain outstanding. Accounts Receivable staff make regular telephone calls requesting payment to customers. Customers with outstanding balances have an opportunity to make payment arrangements with Financial Management. The Service offers several payment options, including paying through VISA and MasterCard to facilitate the payment process for our customers.

Customers are sent a final notice when their accounts are in arrears for more than 90 days. They are provided with a ten day grace period, from receipt of the final notice, to make payment on their account before the balance is sent to an outside agency for collection. The Service's collection agency, whose services the Service procured jointly with the City, has been successful in collecting many accounts on behalf of the Service. However, in situations where amounts are small, company principals cannot be located, organizations are no longer in business or circumstances indicate that no further work is warranted, the collection agency may recommend write-off.

Amounts written off during the January 1 to June 30, 2013 period:

During the six month period of January 1 to June 30, 2013, four accounts totalling \$15,412 were written off, in accordance with By-law 147. The write-offs relate to employee receivables and marihuana grow operation fees. Additional information on the accounts written off is provided in the sections that follow.

Marihuana Grow Operation invoices (\$1,859):

The \$1,859 amount written off consists of one item. The account represents the original cost recovery amount and associated interest. The balance could not be collected by the City of Toronto through property taxes as ownership of the residence has changed since the original charge. The account was forwarded to the Service's collection agency, who spent several months attempting to collect the funds. The collection agency indicated that collection was difficult given that the individual simply refused to make payment despite all efforts. However, they followed their standard collection process which includes finding the principal where required, sending payment demand letters and investigating the individual's ability to pay. The collection agency indicated that the amount is not significant enough to warrant the involvement of legal personnel. After considerable effort, the collection agency determined that payment was unlikely and recommended write-off.

Employee Receivables (\$13,553):

Three employee receivables were written off during the first half of 2013. Two of the receivables, totalling \$2,758, were the result of the timing of entries in the human resource system and the actual payroll, which is executed on a forecasted basis. The individuals left the organization and although considerable efforts to collect the funds were made by the Service's Financial Management unit and collection agency, the amounts remained outstanding. The individual amounts were not large enough to warrant taking legal action, as the costs of such action would outweigh the funds collected, even if the individuals exhibited an ability to pay.

The third receivable, totalling \$10,795, remains outstanding from an original overpayment of \$15,440. The overpayment was the result of incorrect system entries made in the timekeeping system for sick time taken by the individual. A portion of the funds were collected during the individual's employ, but the individual was terminated for disciplinary reasons before the remaining balance was paid off. The normal collection process was followed, however, correspondence to the individual was returned unopened. The account was transferred to the Service's collection agency, who initiated an extensive search for the terminated member. The member was finally located sometime after her termination from the Service and the collection agency was able to negotiate a repayment of the amount of \$2,000 per month. The first payment was received, however, subsequent payments were not made as the individual cited financial difficulties, which were confirmed by the collection agency. Although legal action was considered, the chances of collecting the funds back were very low as the individual did not own anything of substantive value and had few liquid funds available to make payment. As a result, on the advice of the collection agency, the amount was written off.

Human Resources Management and Financial Management continue to work towards processes and controls that will mitigate the risk of overpaying employees.

Recovery of Previous Write-Offs (\$660)

Between January and June, 2013 Financial Management was able to recover \$660 which represents one previously written off account balance for a paid duty customer.

HST recovered as a result of Indirect Tax Review (\$24,555)

The City of Toronto commissioned an indirect tax review by Deloitte Consulting, which consisted of a review of taxes paid to ensure compliance with the *Excise Tax Act* and tax recovery opportunities. During their review of the Service's invoices and accounts receivable, it was noted that the Service had not recovered taxes on previously written off accounts. As a result, a claim was made for these balances and funds were returned through the monthly tax filing process.

Financial Management has since established a process to ensure that such taxes are recovered in the future.

Conclusion:

In accordance with Section 29 – Authorization for Write-offs of By-law 147, this report provides information to the Board on the amounts written off by the Service during the period January 1 to June 30, 2013.

For all receivables, action has been taken to reduce the risk of amounts owing to the Service from becoming uncollectible and to more aggressively pursue amounts owing, in accordance with the Service's Accounts Receivable collection procedures.

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

The Board received the foregoing report.

Moved by: F. Nunziata

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 12, 2013**

**#P220. STREET CHECK SUB-COMMITTEE – COMMUNITY INQUIRY
PROCESS AND INTERIM RECEIPT**

The Board was in receipt of a copy of Minute No. P209/13 from the August 13, 2013 meeting which contained the following:

- copy of report dated July 18, 2013 from Marie Moliner, Chair of the Street Check Sub-Committee, regarding the community inquiry process and interim receipt; and
- copy of correspondence dated July 10, 2013 from John Sewell, Toronto Police Accountability Coalition, containing a request for a copy of Form 306.

The foregoing documents were deferred by the Board to its September 12, 2013 meeting for consideration. A copy of Minute No. P209/13 is appended to this Minute for information.

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

- **John Sewell, Toronto Police Accountability Coalition**
- **Roger Love, African Canadian Legal Clinic ***

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

The Board was also in receipt of a written submission from Irwin Elman, Provincial Advocate, Office of the Provincial Advocate for Children and Youth. A copy of Mr. Elman's written submission is on file in the Board office.

The Board approved the following Motions:

- 1. THAT the Board receive Mr. Sewell's deputation and his correspondence dated July 10, 2013;**
- 2. THAT the Board receive Mr. Love's deputation and his written submission; and**
- 3. THAT the Board defer consideration of Ms. Moliner's report dated July 18, 2013 to its October 07, 2013 meeting.**

Moved by: M. Moliner

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**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 13, 2013**

#P209 COMMUNITY INQUIRY PROCESS AND INTERIM RECEIPT

The Board was in receipt of the following report July 18, 2013 from Marie Moliner, Member and Chair, Street Check Sub-Committee:

Subject: COMMUNITY INQUIRY PROCESS AND INTERIM RECEIPT

Recommendations:

It is recommended:

1. THAT the Chief of Police provide to the Board at its public meetings brief, written monthly progress reports on the ongoing development of the Community Inquiry process and the implementation of the receipting process beginning at the Board's meeting on September 12, 2013; and,
2. THAT the Chief of Police provide the Board with a comprehensive written report detailing all aspects of the development and implementation of the new community inquiry process and providing an evaluation of the interim receipt for the Board's December 12, 2013 public meeting.

Financial Implications:

There are no financial implications arising from receipt of this report.

Background/Purpose:

At its meeting on June 20, 2013, the Board received an update report from the Street Check Sub-Committee, considered a report from the Auditor General indicating that his review of community contacts would be deferred pending implementation of the new community inquiry process, and received a presentation with respect to the July 1 implementation of the interim receipt (Form 307) which is to be provided as an outcome of certain community contacts (Min. P160/13 refers).

Discussion:

During the June 20th meeting, the Board considered the presentation from the Chief on the interim Community Inquiry receipt process and made a number of motions. However, it did not address the on-going need for the Board to be informed and updated on the Community Inquiry receipting process as it evolves over the next few months.

During a subsequent meeting of the Street Check Sub-Committee, held on July 3, 2013, a need for on-going reporting was identified in order to assess the success of the implementation of the interim receipt. A need for clarification also arose between the TPS work to implement the interim receipt and the TPS work on the broader Community Inquiry work (revised Form 208).

As a result, the Street-check subcommittee recommends a framework for on-going reporting to the Board during the implementation of both the Community Inquiry Process and the interim receipt. The request is for reports on receipting as well as the rest of the changes that the Service is working on respecting the Community Inquiry process. In particular, the Committee seeks a monthly brief written progress report, beginning in September 2013, and a comprehensive written report, to be provided for the Board's December 2013 public meeting.

This comprehensive report should include:

1. an assessment of the FIR/208 process and the rationale for both retaining the practice of street checks and for contemplating changes to this process;
2. synopses of any research conducted into the practices of other jurisdictions, including the practices of other large Canadian police services;
3. details of stakeholder consultations conducted by the Service and a synopsis of the issues arising from those consultations;
4. an assessment of the utility and application of the interim receipt;
5. details of the proposed new community inquiry process and the procedures that will implement the process as well as plans for officer training, communication to the community, retention of data and access to data;
6. an evaluation of the interim receipt process.

Conclusion:

Monthly updates will help provide the public with timely information in response to a subject that is very much in the public interest. The time-frame proposed for the detailed progress report should allow the Service sufficient time to present a substantive and meaningful report while giving sufficient advance notice of the report to the community.

The Board was also in receipt of the following correspondence dated July 10, 2013 from John Sewell, Toronto Police Accountability Coalition:

Subject: Carding, Form 306

We request that this letter be placed on the agenda for the July 18 Board meeting.

At the June Board meeting, Deputy Chief Sloly made a presentation about the ways in which a new Form 307 would be given as a 'receipt' in some cases where police and community members interact. He talked at some length about how the police were trying to be more transparent in what they were doing. He then indicated that

Form 208, which is the documentation of information gathered by police, is being replaced by a new Form 306.

We have requested to see copy of Form 306 but were told “A copy of this report is not publicly available.”

The new form is obviously different from the old one. Form 208 was called ‘Field Information Report’, whereas Form 306 is called ‘Community Inquiry Report’. What information does Form 306 record?

If any headway is to be made regarding carding or street checks, it will start with the Police Service being clear and open about the kind of information officers are gathering on people they stop to question. We request the Board to ensure Form 306 is made public without delay.

Mr. Miguel Avila was in attendance and delivered a deputation to the Board. Mr. Avila also provided a written submission in support of his deputation; copy on file in the Board office.

The Board approved the following Motions:

- 1. THAT the Board receive Mr. Avila’s deputation and forward a copy of his written submission to the Street Check Sub-Committee for consideration; and**
- 2. THAT the Board defer consideration of the foregoing report and Mr. Sewell’s correspondence to its September 2013 meeting.**

Moved by: A. Pringle

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**#P221. MARIHUANA GROW OPERATIONS – OPPORTUNITIES FOR
IMPROVED COLLECTIONS THROUGH PROPERTY TAX ROLL
TRANSFERS**

The Board was in receipt of the following report July 18, 2013 from William Blair, Chief of Police:

Subject: MARIHUANA GROW OPERATIONS – OPPORTUNITIES FOR IMPROVED
COLLECTIONS THROUGH PROPERTY TAX ROLL TRANSFERS

Recommendations:

It is recommended that:

- (1) the Board receive this report; and
- (2) the Chief of Police report to the Board following the completion of further discussions with City divisions and City Legal on recommended by-law changes and improvement opportunities related to invoicing and collections of marihuana grow operation cost recovery fees.

Financial Implications:

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

Background:

At the March 27, 2013 Board meeting (Min No. #P60/13 refers), the Board approved the following Motion:

THAT the Chief of Police, in consultation with City of Toronto – Revenue Services, review the Motion adopted by Toronto City Council regarding the process by which cost-recovery and interest charges related to marihuana grow operations will be applied to the property taxes of the property that contained the grow operation and determine if the TPS can increase the speed with which the TPS can apply outstanding costs to property taxes to avoid future write-offs.

In response to the Board's request, this report provides details of By-law No. 1076-2007 which adopts a new Municipal Code Chapter 565, Marijuana (or Marihuana) Grow Operations (MGO's) and outlines the process to invoice for and collect fees for enforcement activities in respect of MGO's as amended in the Municipal Code Chapter 441, Fees.

Discussion:

In August, 2007, as a result of recommendations made by the City Solicitor, Council adopted two by-laws related to Marijuana Grow Operations – Enforcement Cost Recovery. The first by-law established new offences in respect of causing, allowing or permitting a property to be used for the purposes of a MGO. The second by-law amended Municipal Code Chapter 441, Fees, to

add a schedule of enforcement charges for the purpose of recovering costs incurred by City agencies and divisions in respect of enforcement activities undertaken as a result of the premises having contained a marijuana grow operation. The report was prepared in consultation with a number of City divisions, agencies and boards.

Specifics of the By-law:

By-law 1076-2007, which adopts a new Municipal Code Chapter 565, Marijuana Grow Operations, was enacted and passed by City Council on September 27, 2007. Section 565-2A *Prohibition on Marijuana Grow Operations* indicates that “No person, owner or occupant shall cause, permit or allow a marijuana grow operation on or in a property within the City of Toronto”. The by-law defines an owner as:

1. *The person for the time being managing or receiving the rent of a property, whether on the person’s own account or as agent or trustee of any other person, or who would receive the rent if the property were let;*
2. *A lessee or occupant of a property who, under the terms of a lease, is required to repair and maintain the property in accordance with the standards for the maintenance and occupancy of property; and*
3. *Any person who takes possession of a property under a charge or mortgage registered on title to the property.*

In addition, Chapter 565-4C indicates that “in the event that the person who has failed to comply does not pay the costs under Chapter 565-4B within ninety (90) days of the date of which the written notice of the costs, the costs shall be a lien against the property and shall be added to the tax roll and collected in the same manner as property taxes”.

Chapter 441, Fees, of the Municipal Code of the City of Toronto includes Appendix B, Schedule 2, Police Service, which provides for the charging of \$1,765 in fees for various activities associated with the enforcement process. Chapter 441-5 allows a 15% default charge and a \$35 dishonoured cheque processing fee. Chapter 441-9 echoes the clause in Chapter 565-4C in that “such fee or charge shall be added to the tax roll for the property, which is owned, in whole or in part, by the person upon whom the fee or charge is imposed, and shall be collected in a like manner as municipal taxes”.

Assigning the Cost Recovery Amount to the Correct Person:

As noted above, Chapter 565 provides three definitions for an “owner”:

1. The property manager;
2. A lessee or tenant; or
3. A mortgagee or individual holding title.

The by-law allows agencies to hold any of these three owners responsible for “causing, permitting or allowing”, for the by-law enforcement associated with an MGO. As a result, the property owner is not always the recipient of the invoice associated with the cost recovery fees. The Unit Commander, Organized Crime Enforcement, determines the appropriate recipient of

the cost recovery invoice, aimed at holding the appropriate person(s) accountable, based on the circumstances associated with the MGO.

As previously indicated, By-law 1076-2007 specifically says “no person, owner or occupant shall cause, permit or allow a marijuana grow operation on or in a property within the City of Toronto”. If the owner of the property is not the occupant, then the police must determine whether the property owner caused, permitted or allowed the marijuana grow operation to occur. If the property owner has demonstrated due diligence and has regularly inspected their property as required under the *Residential Tenancies Act*, then they have not caused, allowed or permitted the illegal activity to occur on their property and the Unit Commander, Organized Crime Enforcement, will direct the cost recovery invoice to the “occupant”. In some cases, other circumstances warrant that the invoice be issued to the “occupant” and not the “owner”. An example of this is the case of the elderly property owner who resides in a nursing home but who allows her grandchild to reside in her home. The grandchild causes a marihuana grow operation to occur in the property owned by his grandmother. It is the Service’s view that in this case, it would not be fair to issue the invoice to the grandmother.

Invoicing Process:

Prior to implementing the cost recovery within Toronto Police Service (TPS), the Service’s Financial Management unit contacted Toronto Fire Services (TFS) to determine the process they were utilizing, as they had already implemented the by-law requirements. TFS indicated that the Fire Prevention Inspector assigned to MGO’s forwards all of the billing information regarding the investigation to the City’s Financial Services unit. Fire Services staff search the City’s Tax System (TMACS) to verify the owner information and obtain the tax roll identifier. The invoice is then prepared and subsequently monitored for collection of the receivable. After 90 days, if payment is not yet received, TFS transfers the charge to Revenue Services for inclusion in the property tax roll.

Since 2009, TFS has prepared over 200 invoices for MGO fees. Over 81% are paid directly to TFS, while the remaining invoices are transferred to the tax roll. Since that time, only two invoices were uncollected as the property address was a commercial property so a specific tax roll could not be located. It should be noted that in all instances, the “owner” was defined as the individual holding title to the property.

The major difference between the TFS and TPS process is that the Service utilizes the TeraNet system to determine ownership of the property, rather than TMACS, since access to the TMACS is not available to TPS members. TeraNet provides Drug Squad members with other investigative information in addition to property ownership. The invoice is created and sent to the “owner” as established and allowed by Chapter 565, at the discretion of the Unit Commander, Organized Crime Enforcement, Drug Squad. After 90 days, the uncollectible amount is returned to the Drug Squad for confirmation of the title holder on the property. If ownership of the property has not changed and the individual holding title was invoiced the cost recovery amount, the uncollected receivable is transferred to City Revenue Services and TPS is credited the outstanding amount. If, however, the owner invoiced is the property manager or tenant, or the property changed hands during the 90 day period that the invoice was outstanding, the uncollected receivable is transferred to the Service’s collection agency. The amount remains with the collection agency until all efforts to collect the funds have been exhausted, at which

time, Financial Management requests approval for write-off. In these cases, write-off is most often recommended as the amounts are not large enough to warrant further legal action.

The risk of non-collection exists with each invoice that is prepared for “owners” other than individuals holding title. As such, one option for securing collections in all cases is to transfer the outstanding amount to the tax roll of the property, regardless of whom the current title holder is or who was initially invoiced for the cost recovery amount. This option was discussed with TPS Legal Services at the time the process was established. It was felt that such action would negatively impact the Service’s reputation with citizens who were now held liable for the actions of others, despite TPS’ efforts to hold the correct people responsible in the first place. As a result, the best efforts of both the collection agency and TPS are put towards collecting funds that cannot be transferred to the tax roll, with the clear understanding that such efforts would not be successful in all cases.

Invoicing, Collections and Write-offs to Date:

The Service began invoicing for MGO cost recovery in early 2010, clearing a backlog of cost recovery amounts for MGO investigations back to early 2008. Since then, the following results have been obtained:

Total invoiced, including taxes and interest	\$973,021.31
Total collected by TPS, including taxes and interest	\$505,494.76
Total transferred to Revenue Services (included in collected total)	\$255,614.62
Total written-off, including taxes and interest	\$143,799.90

In total, 85% of MGO cost recovery invoices submitted to the various “owners” have been collected, while 15% have been written off.

Opportunities to Improve Collection of Fees through Property Taxes

The wording in the by-law restricts the Service from transferring the cost recovery fees to the property taxes immediately after it was determined that an “owner” was involved in an MGO. If the by-law levied strict liability to the title owner, and the provision that the transfer could only occur after the invoice was 90 days overdue was removed or reduced, collection would for all fees imposed would increase and the amount of write-offs decrease.

Next Steps:

In preparing this report, City Legal was contacted to determine the history behind the by-law ultimately approved and enacted by City Council. City Legal indicated that there have been a number of legal issues raised through various departments and with citizens related to the by-law authority and cost recovery invoices. As a result, in the next few months, they will be gathering representatives from all City departments, agencies and boards to review the different issues which includes the need to review the definition of “owner”, the application of the different fees and the applicability of “cause, permit or allow” to be strict liability to the property owner. TPS will use those discussions as an opportunity to review invoicing processes, including exploring

the possibility of sending the “owner” one invoice from the City, on behalf of all city divisions and agencies, boards or commissions.

The Board will be provided with further information on this matter once the review with City legal is complete.

Conclusion:

As a result of a Motion approved by the Board at its March 2013 meeting (Min No. P60/13 refers), Drug Squad and Financial Management reviewed the two by-laws approved by City Council in September 2007 to ensure that Council’s direction was suitably and adequately implemented. Under the existing by-law wording, implementation is appropriate and performed as efficiently as possible, based on the discretion provided by the by-law.

Collection of outstanding fees would increase substantially if the by-laws were altered to allow for strict liability to the property owner and immediate transfer of the fee to the property tax roll. This would occur even if the “property owner” was not aware of the MGO activities in their property, and so the issue of fairness would need to be considered.

Deputy Chief Mark Saunders, Specialized Operations Command and Mr. Tony Veneziano, Chief Administrative Officer, Administrative Command, will be in attendance to answer any questions from the Board.

The Board approved the foregoing report.

Moved by: M. Del Grande

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 12, 2013**

#P222. TORONTO POLICE SERVICES BOARD INTERNAL AUDIT POLICY

The Board was in receipt of the following report August 28, 2013 from Alok Mukherjee, Chair:

Subject: TORONTO POLICE SERVICES BOARD INTERNAL AUDIT POLICY

Recommendation:

It is recommended that the Chair draft, for the Board's consideration, an audit policy reflecting a new collaborative relationship with the City of Toronto Internal Audit Division and also reflecting the Board's existing relationship with the City of Toronto Auditor General

Financial Implications:

There are no financial implications arising from receipt of this report; however, should the Board approve a policy which would contemplate the engagement of the services of the City of Toronto's Internal Audit office, such services would be charged back to the Board through an inter-departmental chargeback.

Background/Purpose:

At its meeting on June 20, 2013 the Board received a presentation with respect to the City of Toronto's Shared Services Study. The Board also approved a number of recommendations including the following:

Given that the Board does not have its own internal auditors, the City Manager be requested to advise whether the City's Internal Audit services can be made available to the Board, upon request, to conduct audits with respect to the Toronto Police Service (Min. P158/13 refers)/

Discussion:

Following the June 2013 Board meeting, I communicated the Board's motion to City Manager Joe Pennachetti. Mr. Pennachetti arranged for me to meet with Ms Ruvani Schaubel, Director, Internal Audit, for the City of Toronto.

Ms Schaubel and her team are amenable to working with the Board both to develop an appropriate audit policy and to perform audits of the Toronto Police Service, as may be requested by the Board, on a chargeback basis. The Internal Audit Division currently provides similar services to other agencies, boards and commissions associated with the City of Toronto.

I have appended the Internal Audit Division Charter for Board Members' consideration.

The development of the Board's audit policy will be done in consultation with the Board's solicitor, with Ms Schaubel and her staff and with the Chief of Police. The policy will establish the scope of work, address accountability, establish the authority of the auditors including a protocol governing access to information, and the process for the development and approval of audit plans and the reporting of audit findings to the Board. The policy will ensure that there is no conflict with, or duplication of, auditing that may be done by the Auditor General at the request of the Board.

Conclusion:

In anticipation of the proposed policy, Internal Audit services may assist the Board in ensuring the adequacy and effectiveness of services provided by the Toronto Police Service including compliance with policies and statutes, the mitigation of risk, and the effective and efficient use of resources.

The Board approved the foregoing report.

Moved by: D. Noria

**City of Toronto
City Manager's Office
INTERNAL AUDIT DIVISION
CHARTER**

**Our Purpose
and Scope of
Work**

The primary purpose of Internal Audit is to serve the needs of senior management to meet their responsibilities for maintaining proper systems of internal controls, to identify and evaluate significant exposures to risk and to help strengthen risk management throughout the City. This is accomplished by providing independent, objective assurance and consulting services designed to add value to and improve the City of Toronto's operations. Internal Audit uses a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

The scope of Internal Audit reviews is to assess the adequacy and effectiveness of the City's risk management, governance and system of internal controls as designed and presented by management. These processes should be functioning in a manner to ensure:

- Risks (including risk of fraud) are appropriately identified and managed.
- Significant financial, managerial, and operating information is accurate, reliable, and timely.
- Actions are in compliance with policies, standards, procedures and applicable laws and regulations.
- Resources are acquired economically, used efficiently, and adequately protected.
- Significant legislative or regulatory issues impacting the organization are recognized and addressed appropriately.
- Quality and continuous improvement are fostered in the City's controls processes.

**Reporting
Relationship**

The Internal Audit Division reports to and is accountable to the City Manager.

Our Clients

The clients we serve include the City Manager, Deputy City Managers, Division Heads and other senior managers within the City. Public Health, which reports to City Council through the Board of Health, is also included in our client base. On occasion IA performs reviews for ABCs on request.

Our Services

The services we provide include:

- Assurance Services including the conduct of compliance, operational, financial, forensic, and internal control audits
- Business and Risk Consulting, including advice on the design and development of new or enhanced programs, policies, processes or information systems and conducting special projects or reviews.
- Advice and Support on responding to reports and the implementation of recommendations made by the Auditor General's Office, external auditor, Internal Audit Division or external body/commission

**City of Toronto
City Manager's Office
INTERNAL AUDIT DIVISION
CHARTER**

- Responsibility** The Director of Internal Audit and the staff of the Internal Audit Division have the responsibility to:
- Develop a flexible annual audit plan that includes risk or control concerns identified by management as well as other special reviews or tasks requested by management.
 - Maintain professional audit staff with sufficient knowledge, skills, experience and professional certifications.
 - Measure the performance of Internal Audit against pre-determined goals or standards.
 - Perform consulting and advisory services related to governance, risk management and control for the City management.
 - Coordinate work with the Auditor General's Office and other audit groups as appropriate in order to ensure efficient use of audit resources.
 - Follow up on management's responses to Internal Audit's recommendations
- Independence** All Internal Audit activities shall remain free of influence by any element of the organization to permit maintenance of an independent and objective mental attitude necessary in rendering reports.
- Internal Auditors shall have no direct operational responsibility or authority over any of the activities they review. Accordingly, they shall not develop nor install systems or procedures, prepare records, or engage in any other activity which would normally be audited.
- Authority** The establishment of an Internal Audit function was approved by City Council in November 2002, as part of an enhanced audit framework for the City of Toronto, which also includes an Auditor General's Office and an external attest auditor.
- Internal Audit shall have full and unrestricted access to any and all records, properties and personnel relevant to area under review. Internal Audit shall obtain information and documentation from employees and contractors during the course of its duties.
- To facilitate the activities we perform, we expect divisional staff to be:
- Co-operative and professional in their dealings with Internal Audit staff
 - Transparent in terms of providing accurate and complete information requested
 - Open in their communication
 - Proactive in identifying problems and requesting assistance
 - Responsive to information requested and in addressing issues
- Our Reports** The findings, conclusions and recommendations resulting from the work conducted by Internal Audit will be reported to the appropriate division head or Deputy City Manager, through the City Manager.
- Management responses and agreed upon timelines for action will be incorporated

**City of Toronto
City Manager's Office
INTERNAL AUDIT DIVISION
CHARTER**

into our reports, wherever possible.

Internal audit work planned, conducted and outcomes will be shared with the Auditor General's Office, as appropriate, depending on the nature of audit activities. The respective division head and or Deputy City Manager or City Manager will be advised prior to Internal Audit sharing internal audit reports and or related information with the Auditor General's Office or other management personnel.

Our Values & Principles

In carrying out audit activities, we value and promote:

- Integrity
- Professionalism
- Objectivity
- Transparency
- Ethical Behaviour
- Accountability
- Fiscal Responsibility
- Continuous Improvement

Standards for Our Audit Activities

In planning and conducting audit activities and reporting results, Internal Audit staff are required to:

- Comply with standards of the International Professional Practices Framework and the Code of Ethics as set out by the Institute of Internal Auditors;
- Comply with standards and ethics of staff's own professional bodies of certification which include the Institute of Chartered Accountants of Ontario, the Certified General Accountants Association, the Society of Management Accountants, the Information Systems Audit & Control Association and the Institute of Certified Fraud Examiners.
- Comply with internal standards and procedures established by the Division.

How We Measure Our Performance

The following performance measures will be used to determine the quality of the service provided to our clients:

- Average cost per audit completed
- Percentage of staff hours spent on audit projects and advice relative to total staff hours available.
- Feedback provided through formal client satisfaction surveys, including, client assessments of the value added by our services, client satisfaction with our services, and the degree to which client expectations were met by the services provided.

Internal Audit Director

City Manager

Date: _____

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 12, 2013**

**#P223. REQUEST FOR A REVIEW OF A COMPLAINT INVESTIGATION
PERTAINING TO THE SERVICE PROVIDED BY THE TORONTO
POLICE SERVICE – CASE NO. PRS-051310**

The Board was in receipt of the following report July 19, 2013 from William Blair, Chief of Police:

Subject: REQUEST FOR A REVIEW OF A COMPLAINT INVESTIGATION
PERTAINING TO SERVICE PROVIDED BY THE TORONTO POLICE
SERVICE - PROFESSIONAL STANDARDS CASE NUMBER PRS-051310

Recommendations:

It is recommended that:

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

Financial Implications:

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

Background/Purpose:

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

Legislative Requirements:

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

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

Review by Board:

Upon receiving a written request for a review of a complaint previously dealt with by the Chief of Police, the Board shall:

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

Nature of Complaint and Discussion:

On February 13, 2013, the complainant filed a complaint with the Office of the Independent Police Review Director (OIPRD) reporting that on October 16, 2012, at approximately 5:00 am he was down in Riverdale Park West walking his dogs with a friend when he was shot at three times by two males at the top of the hill at the east end of Geneva Street.

The complainant called 9-1-1 and was informed that others had also called about the incident. A Sound of Gunshots event was created (Event number J94791 refers) and officers were dispatched.

The complainant reports seeing four police vehicles respond to the call without lights and sirens and patrol the streets in the area but none of the vehicles stopped and no officer got out of their car. The complainant reports that the officers informed the local Councillor that they had investigated the matter, however, he reports that the neighbours on Geneva Street did not see the officers. The complainant's report to the OIPRD states that a few neighbours did see officers walking the upper area of the park.

A few weeks after this incident an officer informed the complainant that there was no record of this incident.

The complainant also mentions that two days after this incident, a neighbour was murdered at the intersection of Ontario and Winchester Streets. He further advises that this is the second time in less than eighteen months that he's been the victim of gun violence. The first time was July 11, 2011, when two young black men invaded his home and held him at gun point and five days later the two returned and held his immediate neighbour in their basement for 40 minutes. The complainant also advises that he recently learned that several young men broke into the gym at Winchester Park elementary school and used guns to rob the students playing basketball.

The complainant closes by advising that with the exception of the murder, information about these crimes have been held back by 51 Division.

The OIPRD classified the matter as a service complaint and returned it to the Toronto Police Service where it was assigned to 51 Division for investigation.

Upon the completion of the investigation the complainant was sent a copy of the Report of Investigation. In his letter to the Toronto Police Services Board in which he requests a review, the complainant states that the report is misleading, untrue, and is attack on his character.

The complainant further states that the assigned investigator at 51 Division did not return his calls. He further states that when the investigators spoke to him about the shooting they were not investigating but came to tell him how the shooting occurred and to re-assure him that he wasn't the target of the shooting. The complainant also advises that the officers did not ask him any questions.

The complainant closes by advising that it is unsatisfactory that his complaint be considered unsubstantiated and that he would like acknowledgement that that the Service was thirty-six days late in responding to his complaint.

The Chief's Decision

The complainant in his complaint to the OIPRD reported that the event occurred on October 16, 2012, however, that complaint form was completed on February 13, 2013, approximately four months after the event. The complainant refers to this as a typo and it is evident that the complainant is referring to the incident of October 17, 2012.

At approximately 05:16 am on October 17, 2012, the Service received multiple calls, including a call from the complainant, for the sound of gunshots in the area of Riverdale Park. Event number J94791 was created and six scout cars responded.

Officers were unable to locate any suspects and the event was closed at 5:57 am with a report completed (occurrence number 4607340 refers).

A review of the attending officers' memorandum books determined that officers checked the area for suspects as well as any injured persons or shell casings. Officers also walked and drove through the park. One officer briefly spoke to the complainant and another spoke with the friend that he was with.

A review of the occurrence shows that later that same day officers attended and searched the park for evidence such as shell casings or blood. No evidence was located. Officers from the 51 Division Major Crime office also attended and spoke with the complainant on this date. The complainant reported observing two young black males wearing dark clothing in the area where the shots came from but did not see them with a firearm and did not see a muzzle flash from that area.

The complainant states in his letter to the Toronto Police Services Board that the attending investigators did not ask him any questions. A review of the major crime officer's notes showed a three page interview with the complainant where he was asked seven questions including open ended questions like 'Tell me what happened?' and 'Anything else to add?'

All the details of the investigation are recorded in the Sound of Gunshots occurrence.

The complainant also states that 51 Division holds back information about the serious incidents occurring within the division. Through the Service's internet site this information is readily available to members of the public. Citizens can sign up to receive Community Alerts as well the Service's News Releases directly by email. Also on the internet site is a page for 51 Division which lists the News Releases for the Division. These services are in place to inform residents of the serious incidents occurring within their neighbourhoods.

The 60-day due date on this complaint was May 6, 2013, and the complainant did not receive a response from the Toronto Police Service until June 12, 2013, so his response was 36 days late. The complaint investigator resigned from the Service effective June 1, 2013, so unfortunately I am not able to have the officer answer to why his report was delayed or why he did not return the complainant's telephone calls in a timely manner. Unit Complaint investigators do receive training from Professional Standards and customer service is reinforced. Professional Standards also monitors the due dates for complaints and practices have been put in place to ensure compliance.

The complainant closed his request for review by stating that he was not satisfied with the finding of unsubstantiated. Unsubstantiated is a term that is used when a complaint cannot be supported by the investigator's findings. In this case I am satisfied with the investigator's findings and the review by Professional Standards. Officers from 51 Division responded quickly to this call and checked the area for suspects, victims, and evidence. Officers returned in daylight and re-searched the area and also attended and interviewed the complainant. I concur that the policing services provided for this event that day were appropriate under the circumstances

Conclusion

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

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

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

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

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

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

Mr. Marc Côté was in attendance and delivered a deputation to the Board with regard to the foregoing report. Mr. Côté also provided a written submission in support of his deputation; copy on file in the Board office.

In response to an inquiry by the Board, Chief Blair said that calls regarding the sound of gunshots are considered to be the highest level of priority and he described how the TPS responds when these calls are received.

Chief Blair responded to the concerns that Mr. Côté raised in his deputation about the level of police response to his call about the sound of gunshots in the area of Riverdale Park on October 17, 2012. Chief Blair also described the extent of Mr. Côté's interview with police officers that took place later that day.

The following Motions were submitted to the Board:

- 1. THAT the Board receive Mr. Côté's deputation and written submission;**
- 2. THAT the Board receive the foregoing report;**
- 3. THAT the Board concur with the Chief's decision that no further action be taken with respect to the complaint given that the Board is satisfied that the investigation was conducted in accordance with procedures for this type of call for service and that later on that day police officers met personally with the complainant and conducted an interview and produced appropriate notes; and**
- 4. THAT the Board advise the complainant, the Independent Police Review Director and the Chief of the Board's decision.**

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

cont...d

The voting was recorded as follows:

For

**A/Chair Thompson
A/Vice-Chair Nunziata
Ms. Moliner
Dr. Noria**

Opposed

Councillor Del Grande

The foregoing Motions were approved.

The Board noted that additional information regarding the review of the complaint was also considered during the in-camera meeting (Min. No. C213/13 refers).

Moved by: M. Thompson

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 12, 2013**

**#P224. TORONTO POLICE SERVICE: 2014-2023 CAPITAL PROGRAM
REQUEST**

The Board was in receipt of the following report August 29, 2013 from William Blair, Chief of Police:

Subject: TORONTO POLICE SERVICE 2014-2023 CAPITAL PROGRAM REQUEST

Recommendations:

It is recommended that:

- (1) the Board approve the 2014-2023 capital program with a 2014 net request of \$19.9 Million (excluding cash flow carry forwards from 2013), and a net total of \$253.6 Million for 2014-2023, as detailed in Attachment A; and
- (2) the Board forward a copy of this report to the City Budget Committee for approval and to the City's Deputy City Manager and Chief Financial Officer for information.

Financial Implications:

Table 1 below provides a summary of the Toronto Police Service's (Service) 2014-2023 Capital Program request compared to the City of Toronto's ten-year affordability debt target.

The Service's 2014-2023 Capital Program request is below the City's affordability debt target by \$4.8 Million (M) for the first five years of the program, and \$8.4M for the full ten-year program. Additional detail on debt-funded and Reserve-funded projects can be found in Attachments A and B respectively.

cont...d

Table 1. Summary of 2014-2023 Capital Program Request (\$Ms)

	2014	2015	2016	2017	2018	5-Year Total	2019-2023 Total	2014-2023 Total
Total On-Going and New Projects	24.6	21.7	49.8	35.2	37.9	169.3	118.6	287.9
Reserve-funded projects	21.4	17.8	18.6	24.9	30.0	112.7	118.5	231.2
Total gross projects:	46.0	39.6	68.4	60.1	67.9	282.0	237.1	519.1
Other-than-debt funding	-26.0	-21.2	-23.0	-29.0	-32.7	-131.8	-133.7	-265.6
NET DEBT FUNDING:	19.9	18.4	45.5	31.0	35.3	150.2	103.4	253.6
CITY DEBT TARGET:	23.9	30.1	36.3	31.1	33.5	155.0	107.0	262.0
Variance to target	4.0	11.7	-9.2	0.1	-1.8	4.8	3.6	8.4

The implementation of capital projects can have an impact on the Service’s on-going operating budget requirements. In addition, the Service is continuing its strategy to properly fund the replacement of vehicles, technology and other equipment through contributions to the Vehicle and Equipment Reserve (Reserve). Attachment C provides a summary of the estimated operating impact from capital excluding Reserve-funded projects. The 2014 incremental operating impact is \$1.7M. Approval of the 2014-2023 program, as requested, will result in an estimated annualized pressure to the Service’s operating budget of \$5.9M by 2023, mainly due to increased system maintenance and building operational requirements. These operating impacts will be included in future operating budget requests, as required.

Background/Purpose:

The purpose of this report is to provide the Board with details of the Service’s 2014-2023 Capital Program request. The recommended Capital Program has been reviewed by the Board’s Budget Sub-Committee (BSC) and is now being presented to the Board for consideration and approval. Attachment A to this report provides a detailed project listing of debt-funded projects, and Attachment B provides a detailed listing of projects funded from the Vehicle and Equipment Reserve. Attachment C provides a summary of the estimated operating impact from capital, excluding Reserve-funded projects in the 2014-2023 program.

Discussion:

Capital projects, by their nature, require significant financial investments and result in longer-term organizational benefits and impacts. An organization’s capital program should therefore be consistent with and enable the achievement of the organization’s strategic objectives.

Strategic Direction:

The Service's 2014-2023 Capital Program request continues to focus on improving and updating the Service's ageing facility infrastructure, and ensures our key information and technology needs are appropriately addressed. The program also reflects strategies to maximize the use of existing Service facilities by relocating units in leased locations or consolidating Service units so that the sites they currently occupy can be returned to the City for whatever use it deems appropriate.

The projects in the capital program will:

- ensure our facilities are in a reasonable state of good repair and replaced/renovated, as necessary;
- enable operational effectiveness/efficiency and service enhancement;
- result in improved information for decision making and to better meet operational requirements;
- help enhance officer and public safety;
- contribute to environmental protection/energy efficiency; and
- ensure our fleet and equipment are properly replaced.

Development of Cost Estimates and Project Management:

Due to the large cost and complexity of capital projects, the Service has developed and has been following a formal project management framework since 2006. This framework requires the submission of a project charter for each approved project request, and the establishment of a steering committee to oversee the project during its lifecycle.

The cost estimate for each project in the recommended Capital Program has been reviewed to ensure the estimate and annual cash flows are still valid, taking into consideration key project milestones, procurement requirements, any third-party actions/approvals required, as well as other applicable assumptions and information. It is important to note that the Service does its best to develop accurate cost estimates. However, these estimates are developed based on assumptions at the time, often without full information and more importantly, before going through a procurement process for the various requirements. Consequently, the estimates could change as the project progresses through the project lifecycle.

The Board and City are kept apprised of any changes as soon as they become known. Any required transfers from other projects in the program are fully justified and reported to the Board and City Budget Committee for approval. The Service has done a relatively good job at delivering projects on or below budget. However, even with the best planning and management, there are times when additional funds are required for certain projects, due to unanticipated events or higher than anticipated market prices. The Service is also mindful of operating budget impacts and so, some projects not yet started are being revisited to ensure they are still viable from an overall budget perspective.

2013 Accomplishments:

Key accomplishments and developments related to the implementation and management of the capital program in 2013 are as follows:

- The renovation of the Service's new Property and Evidence Management facility has been achieved, with a move-in date of September 2013;
- The Integrated Records and Information System (IRIS) project is currently under budget and is expected to go live in November 2013;
- The eTicketing solution (closely linked with IRIS) is also anticipated to be completed in November 2013, and on budget;
- The upgrade to Microsoft 7 is complete;
- The Radio Replacement and 14 Division projects, with small carry forwards to 2013, are complete.

The Service currently anticipates that 81% of net debt funding will be spent in 2013, resulting in a carry forward amount of \$4.5M to 2014. The majority of the carry forward amount relates to the Property and Evidence Management Facility (\$2.2M) and IRIS (\$1.1M). Updates on the status of projects will continue to be provided in the 2013 quarterly capital variance reports.

City Debt Affordability Targets:

Corporate targets for Agencies, Boards, Commissions and Departments (ABCDs) are allocated by the City's Deputy City Manager and Chief Financial Officer (City CFO). The Service's 2014-2023 Capital Program is below the City's debt target for the five-year and ten-year program; however, in some years it does not meet the debt target (see Table 1).

2014-2023 Capital Program:

The 2014-2023 capital program is segregated into four categories for presentation purposes:

- A. On-Going Projects
- B. Projects beginning in 2014-2018
- C. Projects beginning in 2019-2023
- D. Projects funded through Reserves

- **On-Going Projects**

There are three projects in progress in the 2014-2023 capital program:

1. *State-of-Good-Repair (SOGR) – ongoing*

This project provides funding for the SOGR requirements that the Service is responsible for. A detailed SOGR backlog list and ten-year plan has been provided to City Finance staff.

2. *Parking East – anticipated 2014 completion*

This project provides funding to relocate the Parking Enforcement East (PKE) and Parking Headquarters Management (PHQ) operations to the Progress Avenue site, after required renovations are completed at that facility. The current PKE and PHQ lease has a five-year term, expiring June 30, 2014.

Moving PKE and PHQ to the Progress Avenue site will realize annualized savings of approximately \$0.6M. This has allowed the Service to partially fund this project from recoverable debt.

The move from leased facilities to the City-owned Progress Avenue site will also make better use and get a greater return on the investment in the Progress site and avoid potential large lease rate increases as well as the uncertainty of being in a leased facility for the PKE and PHQ operation.

3. *Integrated Records and Information System (IRIS) – anticipated 2014 completion*

This project provides funding for the implementation of Versadex, a commercial off-the-shelf integrated records and information system. This is the core operations system for the Service. eJust is an Electronic Disclosure System (EDS) that is part of the IRIS project. When implemented, the eJust system will reduce time spent on manual/paper preparation of court disclosure and increases efficiencies envisioned as an outcome of the IRIS project.

The full implementation for Versadex and eJust is scheduled to start in November 2013, with a minimum three-month stabilization/production support period ending February 2014. The Board has been kept updated on the status of this large and complex project through the quarterly capital variance reports.

• **Projects Beginning in 2014-2018**

New 54 Division Facility (\$36.3M, beginning in 2014)

This project provides funding for the construction of a new 54 Division. A business case for this facility was provided to the Board's Budget Sub-Committee (BSC) in August 2013. The current facility was built in 1951 as a light industrial building and subsequently was retrofitted for police use and occupied by the Service in 1973. The project has been in the Service's capital program for the last several years based on the long-term facilities plan.

There are both physical and operational issues with the existing site and building:

- Space for members occupying this facility is insufficient;
- The building is in a general state of disrepair. Both the Service and the City of Toronto perform ongoing maintenance and repair. However, due to the age and condition of the building, there are issues with respect to the heating, ventilation and air condition system,

the electrical system, plumbing, and the fire protection and alarm system. The building and site are prone to flooding, and the building does not meet current Accessibility for Ontarians with Disabilities Act (AODA) accessibility standards;

- The site is not easily accessed by visitors and members, as there is no direct access to public transit, and there are limited parking spaces; and
- There are issues with respect to locker room facilities, firearms storage, front counter security, detention cells, investigative and response areas.

One of the Chief's Internal Organization Review initiatives considered the potential closing or consolidation of 54 Division. The review concluded that this division should not be closed, and the Board has been updated on this matter. Consequently, the project remains in the Service's capital program.

The budget includes funding for land acquisition, construction and other costs. Service staff are working with City Real Estate to acquire a suitable property. The budget assumes the construction of a 55,000 square foot facility built to LEEDS Silver standards, although the Service no longer seeks LEEDS Silver certification. Costing assumptions are based on construction costs of previous divisional projects, updated for a construction inflation rate. The project cash flow assumes the acquisition of land would begin in 2014 with construction starting in 2015.

It should be noted that the project cost could change as a result of several factors, including the cost of the site ultimately acquired, the size and design of the facility as well as market conditions with respect to the construction services required. The facility size and design will be reviewed and confirmed to identify any potential reductions, once the site is selected. The Board will be kept apprised through the quarterly capital variance reporting process.

An operating cost impact of \$144,000 per year is estimated for additional building operations and utilities costs, beginning in mid-2017.

Human Resource Management System Upgrades (\$1.1M, beginning in 2014)

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

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

Estimates are based on the costs incurred during the last HRMS upgrade, and future project costs will be refined as more information becomes available with respect to requirements at that time (e.g., will the system require upgrading or replacement, will there be any changes to the Service's architecture, etc.).

The operating budget impact is an estimate for incremental maintenance costs of \$22,000 annually, beginning in 2016. Funding for further upgrade or replacement for this product has been added to 2020 and 2021, at an estimated cost of \$1.2M.

Time Resource Management System (TRMS) Upgrade (\$4.1M, beginning in 2015)

The Service uses TRMS, which went live in August 2003, to collect and process time and attendance-specific data, administer accrual bank data, assist in paid duty administration, and in the deployment of members. From August 2006 to May 2008, the Service was engaged in upgrading TRMS to upgrade the existing functionality and de-customize the application to reduce and avoid maintenance costs.

This project provides funding to upgrade TRMS beginning in 2015, to ensure continued vendor support, as well as to examine additional functionality that can assist the Service in achieving further efficiencies in its business processes. The Service's involvement in the PanAm Games in 2015 precludes the Service from implementing this project sooner.

Estimates are based on the costs incurred during the last upgrade, and future project costs will be refined as more information becomes available with respect to requirements at that time (e.g., will the system require upgrading or replacement).

However, prior to committing to the upgrade, the Service will also determine whether it is more beneficial and cost-effective to replace, rather than upgrade, TRMS. The City of Toronto is looking at an enterprise-wide time and attendance system, and Service staff will continue to communicate with City staff to ensure any potential collaborative efforts with the City are considered and pursued, if feasible. To this end, the Board will be kept apprised through the quarterly variance reporting process.

The annual operating budget impact for incremental maintenance costs is estimated at \$22,000 beginning in 2017. Funding for further upgrade or replacement for this product has been added to 2022 and 2023, at an estimated cost of \$4.3M.

Peer-to-Peer Data Centre (\$18.8M, beginning in 2014)

This project was formerly referred to as "Disaster Recovery (DR) Site." A DR data centre is set up as a duplicate of a primary data centre with full computer systems and near-complete backups of all data. It is not used unless primary systems fail. A Peer-to-Peer data centre is a model where each site has the same capabilities; both sites are used and each site backs up the other in the event of a disaster. The project has been renamed to more clearly identify that the new site would be completely Peer-to-Peer.

The Service has a primary data centre as well as a secondary site, and is experiencing several issues with the secondary site:

- The secondary site, which provides backup to the primary site, in the event of a disaster or disruption is too close to the primary site. Best practice standards require that the secondary site be a minimum of 25 km away from the primary site, and ideally at least 40 km away. The current secondary site is only 7 km from our primary site.
- The current secondary site is limited with respect to UPS (uninterruptible power supply) and space: The current site is co-located with the City of Toronto's data centre operations, and there are competing demands for available power and cooling. The Service has had to negotiate extra power, and there is concern that future requirements will not be accommodated or will be costly, as both City and Service requirements increase.

As a result of these challenges, the Service commissioned an assessment of our Data Centre in 2011. That report identified numerous shortcomings at our secondary site, and identified the basic principles for the selection of a facility that would satisfy the Service's need to have distinctly isolated and dedicated information technology infrastructure that does not rely on non-Service systems for continuity. The report also identified a design that allows the Service to maintain control over its own security.

The Service and City Real Estate are looking for a suitable location. The current budget is based on the estimated cost of acquiring a property and building a new Peer-to-Peer site. The Service is concurrently exploring other options for its Peer-to-Peer site – sharing with the City or with other police services; establishing a modular, portable site; colocation with other sites, and outsourcing (although the latter two have security issues that may render them impractical).

The cash flow for this project reflects the introduction of consulting and engineering services in 2014, to conduct a feasibility study for, and to design, the best solution regarding site and sharing potential. Land acquisition and construction costs start in 2015. The estimated cost of the project could change depending on what possible solutions are identified as well as market and other conditions at the time. The project cost could also change as a result of several factors, including the cost of the site ultimately acquired and the size and design of the facility. The facility size and design will be reviewed and confirmed to identify any potential reductions, once the site is selected. The Board will be kept apprised accordingly.

An operating cost impact of \$350,000 per year is estimated for building operations and utilities costs, beginning in mid-2017.

52 Division Renovation (\$8.3M, beginning in 2014)

This project requests funding for the renovation of 52 Division. Initially, this facility was scheduled to be renovated after the construction of all required new facilities. The initial schedule for replacement and renovation has been deferred for many years, due in part to budget pressures and in part to site identification and acquisition issues for other facility projects. The many problems with the current 52 Division dictate renovation occur sooner rather than later.

A sample of the issues surrounding 52 Division include: an inadequate HVAC system; AODA non-compliance; and occupational health and safety issues related to accessibility. A key issue is related to officer and prisoner safety, whereby prisoners must be escorted through administrative areas when being moved. The budget is based on an initial feasibility study, and will be refined once the exact scope of work is identified.

New 41 Division Facility (\$38.9M, beginning in 2016)

This project provides funding for the land acquisition and construction for a new 41 Division. Land costs could change significantly based on the actual location chosen and market values at the time of purchase. The Service will also explore the feasibility of constructing a new facility on the current 41 Division site. This could reduce the cost estimate for this project significantly, as there would be no land-acquisition cost. However, it would also make the project more complicated in terms of relocating existing staff during construction of the new facility and will add to the time required to complete the project. Some of the land savings would be re-directed to the costs of temporary re-locating 41 Division staff during the construction process. The project cash flow assumes the acquisition of land would begin in 2017 with construction beginning in 2018.

The budget assumes the construction of a 55,000 square foot facility built to LEEDS Silver standards, although the Service no longer seeks LEEDS Silver certification. Costing assumptions are based on construction costs of previous divisional projects, updated for the construction inflation rate. The project cost could change as a result of several factors, including the cost of the site (if one is acquired) as well as the size and design of the facility. The facility size and design will be reviewed and confirmed to identify any potential reductions, once the site is selected. The Board will be kept apprised through future capital budget processes.

The additional operating cost impact of \$144,000 per year is a high-level estimate for building operations and utilities commencing from mid-2019.

Radio Replacement (\$36.5M, beginning in 2016)

The Service's current communication radios were replaced over the period of 2006 to 2012. Although the lifecycle for these radios is ideally seven years, the Service has decided to replace these radios every ten years to reduce costs. However, the extension of this lifecycle to 10 years has resulted in some incremental operating costs. This project provides funding for the replacement of radios beginning in 2016 (for radios purchased in 2006) to 2022.

TPS Archiving (\$0.8M in 2017)

This project requests funding for the establishment of Archiving at the Service's Progress Avenue site. Legislation requires the Service to store "cold case" files for a minimum of 25 years. Memo books are also stored for a lengthy period. The relatively new requirement of

video storage is also increasing. Service staff are endeavouring to reduce current holdings, but based on retention periods, the Service is faced with increasing storage requirements.

The Service currently stores its archival records and files at City Archives. However, the City of Toronto is experiencing space issues within its storage facility. In 2011, City Archives indicated also that there would be a newly introduced charge for storing and retrieving boxes. The Service has not yet been required to begin paying this fee. However, based on initial discussions and assuming a ten-percent growth annually (based on 2011-2013 estimates), storage costs would grow to \$300,000 or more annually, within five years.

There is no on-going operating impact currently assumed as a result of this project. Future analysis will be required to determine if any additional resources will be required, and an update will be provided in future capital programs.

32 Division Renovation (\$7.0M, beginning in 2017)

This project requests funding for the renovation of 32 Division as per the Service's long-term facility plan for replacement and renovation of facilities. An amount for required renovations has been estimated, but a feasibility study will be conducted as we come closer to the project start date, to determine a more precise budget.

New 13 Division Facility (\$38.9M, beginning in 2018)

This project provides funding for the land acquisition and construction of a new 13 Division facility. Land costs could change significantly based on actual location chosen and market values at the time of purchase. The project cash flow assumes planning in 2018, acquisition of land in 2019 and construction beginning in 2020.

The budget assumes the construction of a 55,000 square foot facility built to LEEDS Silver standards, although the Service no longer seeks LEEDS Silver certification. Costing assumptions are based on construction costs of previous divisional projects, updated for the construction inflation rate. The project cost could change as a result of several factors, including the cost of the site (if one is acquired), the size and design of the facility, and construction market conditions at the time. The facility size and design will be reviewed and confirmed to identify any potential reductions, once the site is selected. The Board will be kept apprised through future capital budget processes.

- The additional operating cost impact of \$144,000 per year is a high-level estimate for building operations and utilities commencing from mid-2021.

Automated Fingerprint Identification System – AFIS (next replacement - \$3.1M in 2018)

The current AFIS system was purchased and implemented in late 2012. The system has an estimated lifecycle replacement of five years. It will therefore be due for replacement in early 2018. There is no operating impact from this project.

Business Intelligence (BI) Technologies (\$8.2M, beginning in 2015)- project formerly identified as Data Warehouse

BI Technologies represent a set of methodologies, processes, architectures, and technologies that transform raw data into meaningful and useful information used to enable more effective strategic, tactical, and operational insights and decision-making. Services such as Edmonton, Vancouver, New York and Chicago have BI solutions.

The objectives of this project include developing a strategy and architecture for building and maintaining a data warehouse environment, and provide appropriate query tools, interfaces and data mining tools. In turn, this will provide an environment where users will be able to make more effective business decisions, provide improved customer service, spend less time on searching, acquiring and understanding data. In a policing environment, improved data management can lead to improved crime analysis, based on identification of unrecognized data relationships and trends; improved deployment of resources; ability to better prioritize investigation of crimes or incidents; etc.

It is necessary for the Service to begin exploring these technologies, but additional investigation is required to refine project costs, benefits and plans. In particular, the Service has been conducting research to better define and articulate the operational value associated with business intelligence. Furthermore, in our review of our capital program with the City's Director, Financial Planning, the Director indicated that a meeting would occur to determine if a solution can be developed in cooperation with the City. An update will be provided in the capital variance reports as more information becomes known, as well as in the 2015-2024 capital program.

Electronic Document Management(EDM) (\$0.5M, beginning in 2015)

An enormous collection of paper-based information exists throughout the Service. It is expensive to create, collect, file, archive, retrieve, reproduce and transport the information. The primary goal of an EDM system is to store, control, monitor, and report on a repository of electronic document files. These documents come from various sources, including office productivity suites, document workflow applications, and other applications that create, edit, update, or delete documents.

In its simplest form, an EDM system represents a group of files as a folder or directory. However, given the size and diversity of large enterprises, and of the documents that they produce, EDM systems provide sophisticated capabilities to manage large repositories of documents through the use of metadata and rules that determine what content can be created, read, updated, or deleted and any workflows associated with these activities.” EDM provides a range of benefits, including improved efficiency, productivity, information access and customer service. Reduced operating costs are anticipated through the reduced use of paper and printing, and reduced physical storage space.

The scope of the project includes conducting a high-level assessment of today's paper-based information across the entire Service, evaluating potential electronic document management and workflow solutions, establishing electronic document standards, conducting a pilot and planning for a Corporate-wide solution. The Service has been conducting research to better define and articulate the operational value and savings associated with EDM. Furthermore, Service and City IT staff are working together to determine if a solution could be developed in cooperation with the City.

The latter two projects (BI Technologies and EDM) were previously included in the Service's capital programs, but removed during the 2013-2022 program because of lack of detail. The Service has identified a need to proceed with these projects, and has therefore reintroduced them in the 2014-2023 program. The Service's Chief Administrative Officer (CAO) will be discussing this approach with the City Manager, in keeping with City guidelines.

Placeholder Project – Next Generation 911 (NG911) – cost to be determined

The current system for 911 calls works on an analog platform and can only receive voice calls. Bell Canada owns the 911 telecom infrastructure for Toronto. Next Generation 911 (NG911) will upgrade existing systems to accept digital Internet Protocol (IP) information instead of analog information. This will enable Public Safety Answering Points (PSAP) to accept text and other digital mediums. All PSAPs will need to upgrade their call centre technology to ensure continued service for the new platform.

Three main phases of enhanced functionality are predicted: replacement of the current 911 system; change from voice to IP format; and, acceptance of multimedia formats. This is an emerging issue that staff continue to investigate, together with other police services in Ontario. Staff are also engaging City of Toronto staff on this subject, as NG911 is an issue for Toronto Fire and Emergency Medical Services as well.

Due to the many unknowns related to this project, no funding can be estimated at this time. However, the project has been included in the 2014-2023 program to ensure the Board is aware of this emerging requirement. It is anticipated that movement on this project will be required in 2014. The Board will be kept apprised of any developments as they become known.

Conductive Energy Weapons (CEWs)

On August 27, 2013, Community Safety and Correctional Services Minister Madeleine Meilleur announced a change to the Ontario government's rules regarding the use of CEWs. Effective immediately, the province is allowing police services to put CEWs in the hands of frontline officers if the police services choose to increase the deployment of these units.

There would be both capital and operating cost impacts if the Service were to begin equipping frontline officers with CEWs. The cost per unit, including ancillary equipment such as holsters, cartridges, etc. is estimated at \$1,500 per unit (or approximately \$1.5M per

1,000 officers). There are also related operating costs for annual training of officers that are equipped with CEWs as well as replacement of cartridges, maintenance and subsequent replacing of the units. A detailed assessment would be required to determine exactly how many officers would be equipped and what the training and on-going operating requirements would be. The capital program does not include a budget for CEWs at this time. However, the Service's current capital program is below the City's debt targets. As such, there is an opportunity to include the increased deployment of CEWs as a project within the program.

Projects beginning in 2019-2023

There are six projects beginning during the 2019-2023 period. The majority of these projects relate to the continuation of the Service's long-term facility plan for replacement and renovation of facilities.

- **Reserve-Funded Projects**

All projects listed in this category are funded from the Reserve, and have no impact on debt financing. Using the Reserve for the lifecycle replacement of vehicles and equipment avoids having to debt-finance these purchases. This approach has and continues to be supported by City Finance. It should be noted, however, that this strategy of funding equipment replacements from the Reserve results in an impact on the operating budget, as it is necessary to make regular annual contributions to replenish the Reserve.

Every effort has been made to reduce expenditures in this Reserve in 2013, in order to address the \$5M reduction to reserve contributions made by the Board at its December 10, 2012 meeting, when it approved the Service's 2013 operating budget. Expenditure deferrals have been identified for the workstations/laptops/printers, server replacement and information technology/business resumption equipment projects. The replacement of in-car cameras system has been deferred from 2013 to 2016. The Service has done a detailed review of its lifecycle projects and extended lifecycles, wherever it is possible and without increasing risks and/or adversely impacting operations. For example, the Mobile Workstations (MWS) lifecycle replacement has been extended from four to five years. The Service has also completed a computer equipment review and has been able to reduce the number of standard computer workstations by approximately 10%.

The impact of these deferrals and reductions have been reflected in planned expenditures in the Reserve. Estimates for all projects are revised annually based on up-to-date information, and new replacement plans are included as they become known. Attachment B identifies all of the currently identified Reserve-funded projects.

It is important to note, however, that deferrals of expenditures create pressures in future years. Furthermore, the \$5M reduction to contributions in 2013 has created a significant pressure on the Reserve, in terms of its ability to meet future year requirements. In order to begin relieving these pressures, the 2014 operating budget request, to be reviewed with the Board's Budget Sub-committee (BSC), will include a \$6M increase to contributions for this Reserve. This is comprised of the reinstatement of the \$5M reduction in 2013, and a \$1M

increase to begin recovering from the deferral and to reflect previously planned increases. Contributions will continue to grow by \$1M annually over the next several years.

Even with these planned contributions, current planned spending would leave the Reserve in an overdrawn position in 2014, 2018-2020 and 2023. It is anticipated that the 2014 pressure can be addressed through further in-year deferrals, and Service staff will continue to review all projects' planned expenditures to address the 2018 and future pressures.

Table 2, below, provides a summary of anticipated Reserve activity for 2014-2023:

Table 2. 2014-2023 Reserve Activity (\$Ms)

	2014	2015	2016	2017	2018	...	2023
Opening balance:*	(\$0.2)	(\$2.2)	\$0.4	\$3.3	\$0.8		\$1.9
Contributions:**	\$19.4	\$20.4	\$21.4	\$22.4	\$23.4		\$23.4
Draws:***	\$21.4	\$17.8	\$18.6	\$24.9	\$30.0		\$32.4
Year-end Balance:	(\$2.2)	\$0.4	\$3.3	\$0.8	(\$5.7)		(\$7.1)
Incremental operating impact	\$6.0	\$1.0	\$1.0	\$1.0	\$1.0		\$23.4

Conclusion:

A detailed review of all projects in the Service's 2014-2023 capital program request has been conducted, to ensure the capital program reflects the priorities of the Service, is consistent with the Service's strategic objectives, and is in line with City provided debt targets. The 2014-2023 capital program has a 2014 net request of \$19.9M (excluding cash flow carry forwards from 2013), and a net total of \$253.6M for the ten-year period. The 2014-2023 Capital Program request is below the City's total debt affordability target for the five-year and ten-year program. However, the program does not achieve the City's annual debt target for each year. This is due to the fact that there is limited flexibility to adjust cash flows to meet the annual City targets, as the funds required for each project vary and are tied to a construction or other schedule.

The Service will continue to review some of the projects in the program that have not yet started to ensure the business case for moving forward on these projects is strong, justified and can be accommodated within the City's debt envelope.

This Capital Program request has been reviewed with the Board's BSC and is being tabled with the Board for approval and submission to the City.

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

Mr. Tony Veneziano, Chief Administrative Officer, and Ms. Sandra Califaretti, Director, Finance and Administration, were in attendance and delivered a presentation to the Board on the 2014-2023 capital program request. A paper copy of the presentation is on file in the Board office.

Chief Blair responded to questions by the Board about the placeholder project for Conducted Energy Weapons (CEWs).

The Board approved the following Motions:

- 1. THAT the Board request the Chief to provide a report for its November 7, 2013 meeting containing all the steps, including training, that the TPS is undertaking with respect to the potential expansion of the deployment of CEWs; and**
- 2. THAT the Board receive the foregoing report regarding the TPS 2014-2023 Capital Program Request and refer it to the Board's Budget Subcommittee for further review and to determine an appropriate time to submit it for or prior to the next Board meeting.**

Moved by: D. Noria

2014-2023 CAPITAL PROGRAM REQUEST (\$000s)

Attachment A

Project Name	Plan to end of 2013	2014	2015	2016	2017	2018	Total 2014-2018 Request	2019	2020	2021	2022	2023	Total 2019-2023 Forecast	Total 2014-2023 Program	Total Project Cost
On-Going Projects															
State-of-Good-Repair - Police	0	4,594	4,469	4,601	4,600	4,200	22,464	4,200	4,200	4,200	4,200	4,200	21,000	43,464	43,464
Parking East	4,358	4,642	0	0	0	0	4,642	0	0	0	0	0	0	4,642	9,000
IRIS - Integrated Records and Information System	18,493	4,866	0	0	0	0	4,866	0	0	0	0	0	0	4,866	23,359
Total, On-Going Capital Projects	22,851	14,102	4,469	4,601	4,600	4,200	31,972	4,200	4,200	4,200	4,200	4,200	21,000	52,972	75,823
Upcoming projects															
54 Division (includes land)	0	6,966	7,884	17,825	3,622	0	36,296	0	0	0	0	0	0	36,296	36,296
HRMS Upgrade	0	360	761	0	0	0	1,121	0	378	799	0	0	1,177	2,298	2,298
TRMS Upgrade	0	0	600	3,522	0	0	4,122	0	0	0	630	3,698	4,328	8,450	8,450
Peer to Peer Site	0	250	2,295	8,650	6,455	1,100	18,750	0	0	0	0	0	0	18,750	18,750
52 Division - Renovation	0	2,948	5,352	0	0	0	8,300	0	0	0	0	0	0	8,300	8,300
41 Division (includes land)	0	0	0	372	9,282	19,050	28,705	10,224	0	0	0	0	10,224	38,929	38,929
Expansion of Fibre Optics Network	0	0	0	0	0	0	0	881	4,785	6,385	0	0	12,051	12,051	12,051
Radio Replacement	0	0	0	13,913	2,713	3,542	20,168	2,478	4,093	5,304	4,480	0	16,354	36,523	36,523
TPS Archiving	0	0	0	0	750	0	750	0	0	0	0	0	0	750	750
32 Division - Renovation	0	0	0	0	4,990	1,997	6,987	0	0	0	0	0	0	6,987	6,987
13 Division (includes land)	0	0	0	0	0	372	372	8,645	19,753	10,159	0	0	38,556	38,928	38,928
AFIS (next replacement)	0	0	0	0	0	3,053	3,053	0	0	0	0	0	0	3,053	3,053
Business Intelligence Technology	0	0	336	500	2,741	4,623	8,200	0	0	0	0	0	0	8,200	8,200
Electronic Document Management	0	0	50	450	0	0	500	0	0	0	0	0	0	500	500
Next Generation 911	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8,300
55 Division - Renovation	0	0	0	0	0	0	0	0	0	0	0	3,000	3,000	3,000	8,300
22 Division - Renovation	0	0	0	0	0	0	0	0	0	0	0	3,000	3,000	3,000	8,300
Relocation of PSU	0	0	0	0	0	0	0	0	0	0	500	7,400	7,900	7,900	13,048
Relocation of FIS	0	0	0	0	0	0	0	0	0	0	0	1,000	1,000	1,000	60,525
Total, Upcoming Capital Projects:	0	10,524	17,278	45,232	30,552	33,737	137,324	22,227	29,009	22,647	5,610	18,098	97,591	234,915	318,488
Total Debt Funded Capital Projects:	22,851	24,626	21,747	49,833	35,152	37,937	169,296	26,427	33,209	26,847	9,810	22,298	118,591	287,887	394,310
Total Reserve Projects:	161,400	21,357	17,845	18,594	24,899	30,013	112,708	22,499	19,496	21,293	22,850	32,388	118,526	231,234	392,633
Total Gross Projects	184,251	45,983	39,592	68,427	60,051	67,950	282,003	48,926	52,705	48,140	32,660	54,686	237,117	519,121	786,944
Funding Sources:															
Vehicle and Equipment Reserve	(161,400)	(21,357)	(17,845)	(18,594)	(24,899)	(30,013)	(112,708)	(22,499)	(19,496)	(21,293)	(22,850)	(32,388)	(118,526)	(231,234)	(392,633)
Recoverable Debt	(2,800)	(1,598)	0	0	0	0	(1,598)	0	0	0	0	0	0	(1,598)	(4,398)
Funding from Development Charges	(13,751)	(3,088)	(3,305)	(4,360)	(4,109)	(2,660)	(17,522)	(6,010)	(4,545)	(4,655)	0	0	(15,210)	(32,732)	(46,483)
Total Funding Sources:	(177,951)	(26,043)	(21,150)	(22,954)	(29,008)	(32,673)	(131,828)	(28,509)	(24,041)	(25,948)	(22,850)	(32,388)	(133,736)	(265,564)	(443,514)
Total Net Debt-Funding Request:	6,300	19,940	18,442	45,473	31,043	35,277	150,176	20,417	28,664	22,192	9,810	22,298	103,381	253,557	343,429
5-year Average:							30,035						20,676	25,356	
City Target:		23,922	30,105	36,321	31,143	33,487	154,978	26,691	23,083	18,036	19,606	19,606	107,022	262,000	
City Target - 5-year Average:							30,996						21,404	26,200	
Variance to Target:		3,982	11,663	(9,152)	100	(1,790)	4,802	6,274	(5,581)	(4,156)	9,796	(2,692)	3,641	8,443	
Cumulative Variance to Target			15,645	6,493	6,592	4,802		11,076	5,495	1,339	11,135	8,443			
Variance to Target - 5-year Average:							960						728	844	

2014-2023 CAPITAL PROGRAM REQUEST (\$000s)

Attachment B

Project Name	Plan	2014	2015	2016	2017	2018	Total	2019	2020	2021	2022	2023	Total	Total	Total
	to end of 2013						2014-2018 Request						2019-2023 Forecast	2014-2023 Program	Project Cost
Other than debt expenditure (Draw from Reserve)															
Vehicle and Equipment (LR)	52,632	4,422	5,320	5,320	5,320	5,320	25,702	6,320	5,320	5,320	5,320	5,320	27,600	53,302	105,934
Workstation, Laptop, Printer (LR)	30,342	5,000	2,400	2,300	2,600	4,100	16,400	2,500	2,400	2,700	5,150	2,550	15,300	31,700	62,042
Servers (LR)	21,395	4,515	4,515	3,045	2,499	4,203	18,777	4,741	4,741	3,197	2,624	4,807	20,110	38,887	60,281
IT Business Resumption (LR)	13,391	1,701	1,281	1,407	1,365	1,235	6,989	1,786	1,345	1,477	1,433	1,775	7,816	14,805	28,195
Mobile Workstations (LR)	15,684	1,000	0	0	300	8,920	10,220	1,000	0	0	300	9,420	10,720	20,940	36,624
Network Equipment (LR)	7,248	1,110	998	1,200	2,900	2,800	9,008	2,400	1,500	2,400	2,900	3,000	12,200	21,208	28,456
Locker Replacement (LR)	2,967	350	350	500	350	48	1,598	198	48	198	48	48	540	2,138	5,105
Furniture Replacement (LR)	4,389	713	713	1,455	727	727	4,335	727	1,484	742	742	727	4,422	8,757	13,146
AVL (LR)	1,498	22	0	0	1,500	0	1,522	0	0	1,500	0	0	1,500	3,022	4,520
In - Car Camera (LR)	444	0	0	2,104	2,113	0	4,217	0	0	2,104	2,113	0	4,217	8,434	8,878
Voice Logging (LR)	1,127	0	0	0	0	300	300	0	0	0	0	300	300	600	1,727
Electronic Surveillance (LR)	1,070	0	0	0	1,069	0	1,069	0	0	0	1,091	0	1,091	2,160	3,230
Digital Photography (LR)	253	0	128	129	0	0	257	0	122	128	0	0	250	507	760
DVAM I (LR)	1,109	0	949	0	0	0	949	0	949	0	0	0	949	1,898	3,007
Voicemail / Call Centre (LR)	315	169	0	0	500	0	669	0	0	0	0	500	500	1,169	1,484
DVAM II (LR)	0	1,203	0	0	0	0	1,203	1,263	0	0	0	0	1,263	2,466	2,466
Asset and Inventory Mgmt.System (LR)	123	72	0	0	0	72	144	0	0	0	72	0	72	216	339
Property & Evidence Scanners (LR)	117	0	0	117	0	0	117	0	0	119	0	0	119	236	353
DPLN (LR)	500	0	0	0	0	700	700	0	0	0	0	700	700	1,400	1,900
Small Equipment (e.g. telephone handset) (LR)	1,120	0	0	0	0	0	0	750	750	0	0	0	1,500	1,500	2,620
Small Equipment - test analyzers (LR)	870	0	0	0	640	213	853	0	0	640	213	0	853	1,706	2,576
Radar Unit Replacement	0	353	364	43	305	193	1,258	0	5	11	5	0	21	1,279	1,279
Video Recording Equipment (LR)	356	92	92	92	92	92	460	92	92	92	92	92	460	920	1,276
Livescan Machines (LR)	423	0	0	0	0	540	540	0	0	0	0	540	540	1,080	1,503
Wireless Parking System (LR)	2,976	0	0	0	1,974	0	1,974	0	0	0	0	1,974	1,974	3,948	6,924
EDU/CBRN Explosive Containment (LR)	474	0	0	0	0	0	0	0	0	0	0	0	0	0	474
CCTV	182	70	0	182	70	0	322	182	70	0	182	70	504	826	1,008
AEDs	195	0	0	100	0	0	100	0	0	100	0	0	100	200	395
Fleet Equipment	200	100	100	100	100	100	500	100	100	100	100	100	500	1,000	1,200
Security System (LR)	0	465	635	500	475	450	2,525	440	570	465	465	465	2,405	4,930	4,930
Total Reserve Projects:	161,400	21,357	17,845	18,594	24,899	30,013	112,708	22,499	19,496	21,293	22,850	32,388	118,526	231,234	392,633

PRELIMINARY 2014-2023 - CAPITAL BUDGET REQUEST (\$000s)
OPERATING IMPACT FROM CAPITAL

Attachment C

Project Name	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Comments
Radio Infrastructure	922.4	930.8	939.3	947.9	956.6	965.3	974.2	983.1	992.2	1,001.3	Operating impact provided by the City
Property and Evidence Management Facility	420.8	429.2	437.8	446.5	455.5	464.6	473.9	483.3	493.0	502.9	Building Operations, Service Contracts and Utilities. Included estimated increase of 2% per year
14 Division - Central Lockup	272.0	277.4	283.0	288.6	294.4	300.3	306.3	312.4	318.7	325.1	Building Operations, Service Contracts and Utilities - Included estimated increase of 2%
eTicketing Solution	290.9	290.9	290.9	290.9	290.9	290.9	290.9	290.9	290.9	290.9	Operating cost and reduction of 4 staff in Document Services
IRIS - Integrated Records and Information System	395.0	1,827.0	1,827.0	1,827.0	1,827.0	1,827.0	1,827.0	1,827.0	1,827.0	1,827.0	Maintenance costs; lifecycle contribution
54 Division	0.0	0.0	0.0	72.0	144.0	146.9	149.8	152.8	155.9	159.0	Building Operations, Service Contracts and Utilities; starting half a year 2017. Included estimated increase of 2% per year
HRMS Upgrade	0.0	0.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	Incremental maintenance cost of \$22K per year from 2016
TRMS Upgrade	0.0	0.0	0.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	Incremental maintenance cost of \$22K per year from 2017
Peer to Peer Site	0.0	0.0	0.0	175.0	350.0	350.0	350.0	350.0	350.0	350.0	Building Operations, Service Contracts and Utilities; starting mid-2017
41 Division	0.0	0.0	0.0	0.0	0.0	72.0	144.0	144.0	144.0	144.0	Building Operations, Service Contracts and Utilities; starting half a year 2019
Radio Replacement	88.1	282.2	608.2	198.5	224.5	199.0	296.6	282.5	161.1	161.0	Additional support cost - Extend life from 7 years to 10 years
13 Division	0.0	0.0	0.0	0.0	0.0	0.0	0.0	72.0	144.0	146.9	Building Operations, Service Contracts and Utilities; starting 2021
Business Intelligence Technology	0.0	0.0	0.0	0.0	0.0	528.0	1,056.0	1,056.0	1,056.0	1,056.0	\$0.6M for salaries for 5 people; \$0.5M for maintenance
Electronic Document Management	0.0	0.0	0.0	-100.0	-100.0	-100.0	-100.0	-100.0	-100.0	-100.0	System Maint Fee for \$100K plus an estimated \$200K savings in Stationary and Office Supplies
Total Projects Operating Impact	2,389.2	4,037.5	4,408.1	4,190.5	4,486.9	5,088.0	5,812.7	5,898.1	5,876.7	5,908.0	
Total Projects Operating Impact	1,657.5	1,648.3	370.6	-217.6	296.4	601.1	724.7	85.4	-21.3	31.3	
Total Reserve Operating Impact	6,000.0	7,000.0	8,000.0	9,000.0	10,000.0	10,000.0	10,000.0	10,000.0	10,000.0	10,000.0	Based on current assumptions; under review
Total Operating Impact from Capital	8,389.2	11,037.5	12,408.1	13,190.5	14,486.9	15,088.0	15,812.7	15,898.1	15,876.7		

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 12, 2013**

**#P225. TORONTO POLICE SERVICE: 2013 CAPITAL BUDGET VARIANCE
REPORT FOR THE PERIOD ENDING JUNE 30, 2013**

The Board was in receipt of the following report August 14, 2013 from William Blair, Chief of Police:

Subject: 2013 CAPITAL BUDGET VARIANCE REPORT FOR THE TORONTO
POLICE SERVICE – PERIOD ENDING JUNE 30, 2013

Recommendations:

It is recommended that the Board receive this report and forward a copy to the City's Budget Committee and the City's Deputy City Manager and Chief Financial Officer for information.

Financial Implications:

The Council-approved net budget for 2013 is \$16.4 million (M) and, including the 2012 carry forward, the net available funding in 2013 is \$23.4M.

As of June 30, 2013, the Toronto Police Service (Service) is projecting total net expenditures of \$18.9M, compared to \$23.4M in available funding (a spending rate of 81%). The projected under-expenditure for 2013 is \$4.5M and it is anticipated that the total amount will be carried forward to 2014.

Background/Purpose:

At its meeting of October 15, 2012, the Toronto Police Services Board (Board) approved the Service's 2013-2022 Capital Program (Min. No. P254/12 refers). Toronto City Council, at its meeting of January 16, 2013, approved the Service's 2013-2022 Board-approved Capital Budget. Attachment A provides a summary of the Board and Council approved budget.

This capital variance report provides the status of projects as of June 30, 2013.

Discussion:

Summary of Capital Projects:

Attachment B provides a status summary of the on-going projects from 2012 as well as one project that started in 2013. Any significant issues or concerns have been highlighted below in the "Key Highlights/Issues" section of this report.

Key Highlights/Issues:

As part of its project management process, the Service has adopted a colour code (i.e. green, yellow or red) to reflect the health status of capital projects. The overall health of each capital project is based on budget, schedule and scope considerations. The colour codes are defined as follows:

- Green – on target to meet project goals (scope/functionalities), and on budget and schedule;
- Yellow – at risk of not meeting certain goals, some scope, budget and/or schedule issues, and corrective action required; and
- Red – high risk of not meeting goals, significant scope, budget and/or schedule issues, and corrective action required.

The following provides summary information on key projects within the 2013-2022 Capital Program. Summary information includes status updates as of the time of writing of this report.

- Parking Enforcement East (\$9M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

This project provides funding to relocate the Parking Enforcement East (PKE) and Parking Headquarter Management (PHQ) facility to the Progress Avenue site.

In early 2010, the City acquired a site on Progress Avenue for the new P&EM facility. The site and building acquired exceeds the needs of PEMU, and includes 8 acres of vacant land. This creates an opportunity for the Service to co-locate other facilities at this site.

The current PKE and PHQ lease has a five-year term, expiring June 30, 2014. It was determined that the existing building at Progress Avenue could be renovated to accommodate PKE and PHQ, and that this renovation could be completed prior to the expiry of the lease agreement. Moving PKE and PHQ to the Progress Avenue site will realize net annual savings of approximately \$0.6M. It will also remove the risk of having the lease terminated and the challenge of finding a suitable site, and/or increased lease rates. In addition, it will take advantage of an existing City-owned property and get greater value from the investment in that property.

The project design phase is complete and the project is currently in the tendering phase to engage a construction contractor (from the Service's list of pre-qualified contractors approved by the Board) to perform the required renovations. As part of the construction management process, the contractor will complete a re-assessment of the project estimate based on the completed design. Future capital variance reports will identify if there are any changes to the project estimate.

This project is funded partially by recoverable debt of \$4.4M from the estimated annual projected savings, along with \$4.6M of debt funding.

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

Overall Project Health Status	
Current	Previous Variance Report
YELLOW	YELLOW

This project provides funding for a commercial off-the-shelf (COTS) integrated records and information system. This is the core operations system for the Service. eJust is an Electronic Disclosure System (EDS) that is part of the IRIS project. When implemented, the eJust system will reduce time spent on manual/paper preparation of court disclosure.

System testing for the Versadex software began in October 2012. The full implementation for Versadex and eJust is scheduled to start in November 2013, with a minimum three-month stabilization/production support period ending February 2014.

Train-the-trainer sessions were conducted from May to the end of June 2013. During July and August, the trainers will rehearse training material and, when possible and practical, the trainers will begin early training at their divisions. End-user training formally starts at the beginning of September and at this point, is on track.

The Service is finalizing all aspects of technology development, product testing, and stabilizing all business and technology solutions. A memorandum of understanding has been established with the Ministry of the Attorney General (MAG) to support electronic disclosure practices between our organizations. Facilities and technology work is underway to enable communications between the MAG court locations and the Service to manage court disclosure.

The centralized occurrence review function will be performed by Service uniform and civilian personnel in a function called General Occurrence Review (GO Review). The GO Review team will be responsible for the quality control of the general occurrence submissions from officers across the Service. The centralized GO Review process will provide support to the front line by conducting a thorough and skilled review of occurrences, ensuring that the occurrence meets a consistent corporate standard. The GO Review will ensure that all general occurrence and court case preparations meet established criteria.

Equally important is the seamless output of disclosure to our external partners. The purchase of Versadex and eJust, allows the Service to greatly improve its business practices with respect to disclosure of information for court purposes. With a Centralized Disclosure (CD) process, criminal courts will be staffed with clerical personnel trained in the creation of electronic briefs using the eJust software application. They will be responsible for extracting and compiling the information gathered in Versadex to create disclosure, and will be working directly with their MAG counter parts. This partnership will lead to the provision of efficient, streamlined disclosure.

The Master Name Index (MNI) function is a new business process that will be introduced into the Records Management Unit within the Service. It is similar to a Master Patient Index within the health care system. Every name, address, business, vehicle listed on every report, occurrences, arrests, Field Information Reports (FIRs), accidents, Provincial Offences Tickets (POTs) (e-ticketing), supplementaries, etc. must be master name indexed. The MNI links an individual's name to events with which the individual is associated. Every person identified with an event is given a master name record. Should that person become associated with future events, his or her master name record is linked to those events.

The IRIS project team is working with Human Resources (HR) to transition staff to the GO Review, CD, and MNI functions within the project's training and implementation timelines. This is a very challenging task that must be performed under very tight timelines, and that has been impacted by the loss of the Director, Human Resources and limited resources in HR, due to outstanding vacant positions.

Board approval will be requested, as required, to take the necessary action to enable the transition and establishment of the new business functions. All steps are being taken to avoid any delay in the implementation of the new system.

The project health status remains yellow due to two aspects of the project: pending Board approval to fill vacancies for the new GO review, CD management and MNI maintenance business functions, and ensuring technology plans to setup production servers align with the go-live date of November 5, 2013, based on the very tight timelines within which all required IT work must be completed. Despite the complexity and size of this project, the Service is taking all steps to achieve the go-live date.

The original cost of the project was estimated at \$24.4M. However, \$1.1M was returned to the City at the end of 2012 and the budget was revised to \$23.4M. It is estimated at this point that the project will have further under spending of \$1.1M in 2013, and that the total project cost will be under spent by \$1.5M once the project is completed and the transition, stabilization and production support period ends in 2014. Future capital variance reports will identify if there are any changes to these estimates.

- eTicketing (\$1.7M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

This project provides for the replacement of manual ticket writing with an electronic system that will capture the required data at road side, print a ticket from a mobile printer, and transmit the ticket data wirelessly to corporate servers. With the introduction of an electronic ticketing system, the Service and the City of Toronto (Court Services Division) will be in a position to benefit from several efficiencies. These include: improved ticket legibility; enhanced analytical capabilities relating to enforcement effectiveness and impact; reporting real-time collection of enforcement results for effectively responding to public enquiries and

neighbourhood traffic complaints, and streamlined court data filing and disclosure processes for the attending officer.

This project is fully funded by recoverable debt and is progressing as expected with all stakeholder partners. It is anticipated that this project will be below budget by \$0.1M. The project is currently on schedule.

- Vehicle and Equipment Lifecycle Replacements

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

Every effort was made to reduce expenditures in this Reserve in 2013, in order to address the \$5M reduction to reserve contributions made by the Board at its December 10, 2012 meeting, when it approved the Service's 2013 operating budget. Expenditure deferrals have been identified for the workstations/laptops/printers, server replacement and information technology/business resumption equipment projects. As a result, \$4.2M of 2013 expenditures has been moved to future years. In addition, \$1.6M has been deferred from 2013 to 2014 for Voice Logging Lifecycle Replacement, Telephone Handset Lifecycle Replacement, In-car Camera Lifecycle Replacement and Divisional Parking Lot Networks (DPLN). It must be noted that the \$5M reduction to reserve contributions in 2013 has created significant operating budget pressures for the Service in 2014 and onwards. The Service has completed a line-by-line review of lifecycle items in the Reserve, and is also working with City Financial Planning staff to identify other options to meet the lifecycle funding requirements.

Conclusion:

As of June 30, 2013, the Service is projecting total net expenditures of \$18.9M, compared to \$23.4M in available funding (a spending rate of 81%). The projected under-expenditure for 2013 is \$4.5M and it is anticipated that the total amount will be carried forward to 2014.

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

The Board approved the foregoing report.

Moved by: F. Nunziata

2013-2022 CAPITAL PROGRAM REQUEST (\$000s)

Attachment A

Project Name	Plan						Total						Total	Total	Total
	to end of 2012	2013	2014	2015	2016	2017	2013-2017 Request	2018	2019	2020	2021	2022	2018-2022 Forecast	2013-2022 Program	Project Cost
On-Going Projects															
State-of-Good-Repair - Police	0	4,613	4,594	4,469	4,601	4,600	22,877	4,200	4,200	4,200	4,200	4,200	21,000	43,877	43,877
Property & Evidence Management Facility	34,455	5,831	0	0	0	0	5,831	0	0	0	0	0	0	5,831	40,286
IRIS - Integrated Records and Information System	10,047	9,507	4,866	0	0	0	14,373	0	0	0	0	0	0	14,373	24,420
Total, On-Going Capital Projects	44,502	19,951	9,460	4,469	4,601	4,600	43,080	4,200	4,200	4,200	4,200	4,200	21,000	64,080	108,582
New Projects															
54 Division (includes land)	500	0	9,060	21,515	5,721	0	36,296	0	0	0	0	0	0	36,296	36,796
HRMS Upgrade	0	0	400	690	0	0	1,090	0	0	0	0	0	0	1,090	1,090
TRMS Upgrade	0	0	2,806	1,560	0	0	4,366	0	0	0	0	0	0	4,366	4,366
Disaster Recovery Site	0	0	1,000	2,875	8,850	5,475	18,200	550	0	0	0	0	550	18,750	18,750
41 Division (includes land)	0	0	0	0	372	9,282	9,655	19,050	10,224	0	0	0	29,274	38,929	38,929
Expansion of Fibre Optics Network	0	0	0	881	4,785	6,385	12,051	0	0	0	0	0	0	12,051	12,051
Radio Replacement	0	0	0	0	13,913	2,713	16,626	3,542	2,478	4,093	5,304	4,480	19,897	36,523	36,523
32 Division - Renovation	0	0	0	0	0	0	0	4,990	1,997	0	0	0	6,987	6,987	6,987
13 Division (includes land)	0	0	0	0	0	0	0	372	8,645	19,753	10,159	0	38,928	38,928	38,928
AFIS (next replacement)	0	0	0	0	0	0	0	3,053	0	0	0	0	3,053	3,053	3,053
52 Division - Renovation	0	0	0	0	0	0	0	0	0	0	0	2,948	2,948	2,948	8,300
55 Division - Renovation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8,000
22 Division - Renovation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8,000
Relocation of PSU	0	0	0	0	0	0	0	0	0	0	500	7,400	7,900	7,900	13,048
TPS Archiving	0	0	0	0	0	2,688	2,688	0	0	0	0	0	0	2,688	2,688
Relocation of FIS	0	0	0	0	0	0	0	0	0	0	578	578	578	578	60,476
Total, New Capital Projects:	500	0	13,266	27,521	33,641	26,543	100,972	31,557	23,343	23,846	15,962	15,406	110,114	211,086	297,984
Total debt funded Capital Projects:	45,002	19,951	22,726	31,990	38,242	31,143	144,052	35,757	27,543	28,046	20,162	19,606	131,114	275,166	406,566
Recoverable Debt															
Parking East	0	4,358	4,642	0	0	0	9,000	0	0	0	0	0	0	9,000	9,000
Total, Recoverable Debt Project:	0	4,358	4,642	0	0	0	9,000	0	0	0	0	0	0	9,000	9,000
Total Reserve Projects:	138,296	23,104	18,706	16,962	19,279	24,007	102,058	24,842	20,577	18,910	21,815	17,098	103,242	205,300	343,596
Total Gross Projects	183,298	47,413	46,074	48,952	57,521	55,150	255,110	60,599	48,120	46,956	41,977	36,704	234,356	489,466	759,162
Funding Sources:															
Vehicle and Equipment Reserve	(138,296)	(23,104)	(18,706)	(16,962)	(19,279)	(24,007)	(102,058)	(24,842)	(20,577)	(18,910)	(21,815)	(17,098)	(103,242)	(205,300)	(343,596)
Recoverable Debt	0	(2,800)	(1,598)	0	0	0	(4,398)	0	0	0	0	0	0	(4,398)	(4,398)
Funding from Development Charges	(8,664)	(5,087)	(1,848)	(1,885)	(1,921)	0	(10,741)	(2,270)	(852)	(4,963)	(2,127)	0	(10,212)	(20,953)	(29,617)
Total Funding Sources:	(146,960)	(30,991)	(22,152)	(18,847)	(21,200)	(24,007)	(117,197)	(27,112)	(21,429)	(23,873)	(23,942)	(17,098)	(113,454)	(230,651)	(377,611)
Total Net Debt-Funding Request:	36,338	16,422	23,922	30,105	36,321	31,143	137,913	33,487	26,691	23,083	18,035	19,606	120,902	258,815	381,551
5-year Average:							27,583						24,180	25,881	
City Target:		16,422	23,922	30,442	36,321	33,487	140,594	31,757	26,691	18,784	21,321	20,000	118,553	259,147	
City Target - 5-year Average:							28,119						23,711	25,915	
Variance to Target:		0	0	337	0	2,344	2,681	(1,730)	0	(4,299)	3,286	394	(2,349)	332	
Cumulative Variance to Target			0	337	337	2,681		951	951	(3,348)	(62)	332			
Variance to Target - 5-year Average:							536						(470)	33	

2013 Capital Budget Variance Report as at June 30, 2013 (\$000s)

Project Name	Carry Forward from 2012	2013 Budget	Available to Spend in 2013	2013 Projection	Year-End Variance - (Over)/ Under	Total Project Budget	Total Project Cost (Projects)	Project Variance - (Over) / Under	Comments	Overall Project Health
Debt-Funded Projects										
<u>Facility Projects:</u>										
Property and Evidence Management Facility	5,487.8	5,831.0	11,318.8	9,112.7	2,206.2	40,286.8	40,286.8	-	Project is on budget and on schedule.	Green
14 Division	300.0	0.0	300.0	300.0	-	35,515.0	34,283.0	1,232.0	Outstanding issues are being addressed. Project is below budget and on schedule.	Green
Parking East	0.0	4,358.0	4,358.0	3,800.0	558.0	9,000.0	9,000.0	-	Please refer to the body of the report.	Green
<u>Information Technology Projects:</u>										
Integrated Records and Information System (IRIS)	0.0	9,507.0	9,507.0	8,368.3	1,138.7	23,359.0	21,859.0	1,500.0	Please refer to the body of the report.	Yellow
Radio Replacement	50.0	0.0	50.0	50.0	-	34,389.0	33,537.9	851.1	Minor outstanding issues are being addressed. Project is below budget and on schedule.	Green
Upgrade to Microsoft 7	160.0	0.0	160.0	160.0	-	1,652.0	868.7	783.3	Project is below budget and on schedule.	Green
eTicketing Solution	1,707.4	0.0	1,707.4	1,610.1	97.3	1,719.0	1,621.7	97.3	Please refer to the body of the report.	Green
<u>Replacements / Maintenance / Equipment Projects:</u>										
State-of-Good-Repair - Police	1,122.1	4,613.0	5,735.1	5,235.1	500.0	n/a	n/a	n/a	Project is on budget and on schedule.	Green
Total Debt-Funded Projects	8,827.3	24,309.0	33,136.3	28,636.1	4,500.1					
Lifecycle Projects (Vehicle & Equipment Reserve)										
Vehicle Replacement	994.4	2,627.0	3,621.4	3,621.4	-	n/a	n/a	n/a	Please refer to the body of the report.	Green
IT-Related Replacements	9,475.5	18,937.0	28,412.5	22,457.9	5,954.7	n/a	n/a	n/a	Please refer to the body of the report.	Green
Other Equipment	1,835.3	1,540.0	3,375.3	3,172.7	202.6	n/a	n/a	n/a	Please refer to the body of the report.	Green
Total Lifecycle Projects	12,305.2	23,104.0	35,409.2	29,252.0	6,157.3					
Total Gross Expenditures:	21,132.5	47,413.0	68,545.5	57,888.1	10,657.4	Percent spent:		84.5%		
Less other-than-debt funding:										
Funding from Developmental Charges	-120.0	-5,087.0	-5,207.0	-5,207.0	-	n/a	n/a	n/a		
Recoverable Debt - Parking East	0.0	-2,800.0	-2,800.0	-2,800.0	-					
Recoverable Debt - eTicketing Solution	-1,707.4	0.0	-1,707.4	-1,707.4	-					
Vehicle & Equipment Reserve	-12,305.2	-23,104.0	-35,409.2	-29,252.0	-6,157.3	n/a	n/a	n/a		
Total Other-than-debt Funding:	-14,132.6	-30,991.0	-45,123.6	-38,966.3	-6,157.3					
Total Net Expenditures:	6,999.9	16,422.0	23,421.9	18,921.8	4,500.1	Percent spent:		80.8%		

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 12, 2013**

**#P226. TORONTO POLICE SERVICES BOARD: 2013 OPERATING BUDGET
VARIANCE REPORT FOR THE PERIOD ENDING JULY 31, 2013**

The Board was in receipt of the following report August 29, 2013 from Alok Mukherjee, Chair:

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE
SERVICES BOARD – PERIOD ENDING JULY 31, 2013

Recommendation:

It is recommended that:

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

Financial Implications:

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

Background/Purpose:

The Toronto Police Services Board (Board), at its December 10, 2012 meeting, approved the Board's 2013 operating budget at a net amount of \$2,251,600 (Min. No. P298/12 refers). Subsequently, Toronto City Council, at its January 15 and January 16, 2013 meeting, approved the Board's 2013 operating budget at the same amount.

On June 13, 2013, the Board received an Interest Arbitration Award pertaining to the renewal of the collective agreements for the uniform and civilian Senior Officers' Organization (SOO) bargaining units. As per historical practice, the Board subsequently extended the award to the Excluded staff of the Service. The impact of this agreement on the 2013 operating budget was \$24,300. The Board, at its August 13, 2013 meeting, requested the City of Toronto Budget Committee to approve a budget transfer of \$24,300 to the Board's 2013 net operating budget from the City's Non-Program operating budget. City Finance staff have confirmed that the funding to cover this award has been provided for in the City's non-program expenditure budget, and this transfer would be at no incremental cost to the City. This adjustment results in a revised 2013 net operating budget of \$2,275,900.

The purpose of this report is to provide information on the Board's 2013 projected year-end variance.

Discussion:

The following chart summarizes the variance by category of expenditure. The budget and projection have been adjusted to reflect the impact of the salary award, with no net impact on the Board variance.

Expenditure Category	2013 Budget (\$000s)	Actual to July 31/13 (\$000s)	Projected Year- End Actual (\$000s)	Fav / (Unfav) (\$000s)
Salaries & Benefits (incl. prem.pay)	\$999.8	\$566.7	\$999.8	\$0.0
Non-Salary Expenditures	\$1,276.1	\$432.5	\$1,276.1	\$0.0
Total	\$2,275.9	\$999.2	\$2,275.9	\$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 July 31, 2013, no variance is anticipated. Details are discussed below.

Salaries & Benefits (including Premium Pay)

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

Non-salary Budget

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

The 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 2013 budget includes a \$610,600 contribution to a Reserve for costs of independent legal advice. Fluctuations in legal spending will be dealt with by increasing or decreasing the budgeted reserve contribution in future years' operating budgets.

No variance is anticipated in the remaining accounts at this time.

Conclusion:

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

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 SEPTEMBER 12, 2013**

**#P227. TORONTO POLICE SERVICE: 2013 OPERATING BUDGET
VARIANCE REPORT FOR THE PERIOD ENDING JULY 31, 2013**

The Board was in receipt of the following report August 29, 2013 from William Blair, Chief of Police:

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE
SERVICE – PERIOD ENDING JULY 31, 2013

Recommendations:

It is recommended that:

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

Financial Implications:

The Toronto Police Services Board (Board), at its December 10, 2012 meeting, approved the Toronto Police Service (Service) 2013 operating budget at a net amount of \$927.8M, which was \$19.1M less than the budget recommended by the Service (Min. No. P299/12 refers). Subsequently, Toronto City Council, at its January 15 and January 16, 2013 meeting, approved the Service's 2013 operating budget at the same amount.

On June 13, 2013, the Board received an Interest Arbitration Award pertaining to the renewal of the collective agreements for the uniform and civilian Senior Officers' Organization (SOO) bargaining units. The impact of this Award on the 2013 operating budget is \$778,500. The Board, at its August 13, 2013 meeting, requested the City of Toronto Budget Committee to approve a budget transfer of \$778,500 to the Service's 2013 net operating budget from the City's Non-Program operating budget. City Finance staff have confirmed that the funding to cover this award has been provided for in the City's non-program expenditure budget, and this transfer would be at no incremental cost to the City. This adjustment results in a revised 2013 net operating budget of \$928.6M.

Table 1 summarizes the reductions implemented by the Board as well as the impact of the SOO Arbitration Award:

Table 1. Summary of Board-Recommended Reductions

(\$000s)		Net Expenditures
2013 Budget Recommended to Board		\$946.9
<u>Board motions:</u>		
Freeze all hiring in 2013 (civilian hiring with Board approval)	-\$6.0	
Additional premium pay reduction	-\$1.4	
Reduction in Reserve contributions	-\$5.0	
Unallocated reduction	-\$6.7	
		-\$19.1
2013 Board-Recommended Budget		\$927.8
Senior Officer Arbitration Award		\$0.8
2013 Revised Budget		\$928.6

Background/Purpose:

The purpose of this report is to provide information on the Service's 2013 projected year-end variance.

Discussion:

As at July 31, 2013, an unfavourable variance of \$1.0M is anticipated.

The following chart summarizes the variance by expenditure and revenue category. The budget and projection have been adjusted to reflect the impact of the SOO Arbitration Award, with no net impact on the Service variance. Details of each major expenditure category and revenue are discussed in the sections that follow.

Category	2013 Budget (\$Ms)	Actual to July 31/13 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Salaries	\$684.7	\$392.4	\$682.6	\$2.1
Premium Pay	\$41.7	\$20.9	\$41.7	\$0.0
Benefits	\$192.3	\$112.4	\$190.5	\$1.8
Materials and Equipment	\$23.1	\$9.9	\$22.3	\$0.8
Services	\$87.4	\$31.6	\$87.1	\$0.3
Total Gross	\$1,029.2	\$567.2	\$1,024.2	\$5.0
Revenue	(\$93.9)	(\$33.4)	(\$94.6)	\$0.7
Total Net	\$935.3	\$533.8	\$929.6	\$5.7
Unspecified Reduction	(\$6.7)	\$0.0	\$0.0	(\$6.7)
Remaining Net	\$928.6	\$533.8	\$929.6	(\$1.0)

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. 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:

The salary budgets include the \$6.0M reduction approved by the Board. A favourable variance of \$2.1M is projected in the salary category, unchanged from what had been reported in the last variance report.

Expenditure Category	2013 Budget (\$Ms)	Actual to July 31/13 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Uniform Salaries	\$520.4	\$300.1	\$519.8	\$0.6
Civilian Salaries	\$164.3	\$92.3	\$162.8	\$1.5
Total Salaries	\$684.7	\$392.4	\$682.6	\$2.1

At this time, the Service is projecting 165 separations for the year, compared to the 180 separations included in the 2013 budget. Year-to-date experience indicates that attrition will be lower than budgeted. Year-to-date and projected attrition results in a \$0.2M unfavourable variance. Actual separations are monitored monthly and will continue to be reported on in future variance reports.

The Service is experiencing an increased number of members on unpaid leaves (e.g. maternity and parental) compared to what had been estimated in the 2013 budget, leading to a favourable variance of \$0.8M. As a result, uniform salaries are projected to be \$0.6M favourable by year-end.

As part of the budget approval, the Board directed that, with the exception of communication operators, there be no civilian hiring except where warranted and approved by resolution of the Board, following a detailed business case submitted by the Chief. The Board's direction has resulted in a very significant reduction in hires in 2013. The time required to fill positions has been extended due to the need to obtain Board approval to start the hiring process for any vacancies, and for the appointment or promotion of the successful candidate(s). In addition, the number of civilian separations to date is higher than what had been assumed for the 2013 budget. As a result, the Service is projecting a \$1.5M surplus in the civilian salaries area. Similar to the uniform category, civilian attrition is monitored monthly and vacancies will continue to be reviewed and reported on.

The increasing number of uniform and civilian vacancies throughout the Service is placing an ever-increasing strain on remaining staff. Staff are required to take on responsibilities left unfulfilled by vacant positions. Overburdened staff results in an increased risk of errors and omissions, which could in turn lead to unnecessary or avoidable costs, and impact negatively on the Service's ability to maintain public confidence and accountability. Continued vacancies, and the Service's inability to fill these vacancies, are also negatively impacting on the well-being of some employees, and the general morale of staff is declining.

Premium Pay:

The premium pay budgets include the \$1.4M reduction approved by the Board. The Service is doing its best to achieve a net zero variance in premium pay spending, taking into account the Board's \$1.4M reduction in this area. However, it is important to note that premium pay is subject to the exigencies of policing and uncontrollable events can have an impact on premium pay costs. A net zero variance is projected in the premium pay category at this time, unchanged from what had been reported in the last variance report.

Expenditure Category	2013 Budget (\$Ms)	Actual to July 31/13 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Court	\$12.9	\$7.3	\$12.9	\$0.0
Overtime	\$5.2	\$3.1	\$5.2	\$0.0
Callback	\$5.6	\$3.2	\$5.6	\$0.0
Lieutime Cash Payment	<u>\$18.0</u>	<u>\$7.3</u>	<u>\$18.0</u>	<u>\$0.0</u>
Total Premium Pay	<u>\$41.7</u>	<u>\$20.9</u>	<u>\$41.7</u>	<u>\$0.0</u>

The Service continues to carefully monitor and control premium pay. 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).

Benefits:

A favourable variance of \$1.8M is projected in the benefits category. This is \$0.4M more favourable than previously reported.

Expenditure Category	2013 Budget (\$Ms)	Actual to July 31/13 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Medical / Dental	\$40.7	\$17.7	\$39.7	\$1.0
OMERS / CPP / EI / EHT	\$120.7	\$78.7	\$120.5	\$0.2
Sick Pay / CSB / LTD	\$16.8	\$9.5	\$16.8	\$0.0
Other (e.g., WSIB, life ins.)	\$14.1	\$6.5	\$13.5	\$0.6
Total Benefits	\$192.3	\$112.4	\$190.5	\$1.8

Medical/dental costs have been lower than expected for the first seven months of this year. As a result, the Service is currently projecting a \$1.0M favourable variance in this category. Savings of \$0.2M in payroll deductions (OMERS, CPP, EI and EHT) expenditures are related to salary savings. Various “other” benefits are projecting a \$0.6M surplus.

Materials and Equipment:

A favourable variance of \$0.8M is projected in this category. This is \$0.3M more favourable than previously reported.

Expenditure Category	2013 Budget (\$Ms)	Actual to July 31/13 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Vehicles (gas, parts)	\$13.3	\$6.4	\$12.5	\$0.8
Uniforms	\$3.0	\$0.8	\$3.0	\$0.0
Other Materials	\$4.6	\$1.7	\$4.6	\$0.0
Other Equipment	\$2.2	\$1.0	\$2.2	\$0.0
Total Materials & Equipment*	\$23.1	\$9.9	\$22.3	\$0.8

* Approx. \$0.2M is attributed to grant-funded expenditures (revenue budget has been increased by same amount)

The favourable variance is mainly due to savings projected for gasoline. The Service is closely monitoring the cost of fuel and its impact on the budget. The Service obtains gasoline through a consolidated procurement with the City. The Service budgets based on the cost per litre as provided by City Finance. Although gas prices have increased recently, prices to date this year have been less than budgeted.

Services:

The budget for the Service's contribution to the Vehicle and Equipment Reserve has been reduced by \$5M, as approved by the Board. A \$0.3M favourable variance is projected in this category. This is \$0.1M more than previously reported.

Expenditure Category	2013 Budget (\$Ms)	Actual to July 31/13 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Legal Indemnification	\$0.6	\$0.4	\$0.6	\$0.0
Uniform Cleaning Contract	\$1.4	\$0.6	\$1.4	\$0.0
Courses / Conferences	\$1.3	\$0.5	\$1.3	\$0.0
Clothing Reimbursement	\$1.6	\$0.5	\$1.6	\$0.0
Computer / Systems Maintenance	\$11.4	\$9.7	\$11.4	\$0.0
Phones / cell phones / 911	\$5.8	\$3.0	\$5.8	\$0.0
Reserve contribution	\$29.8	\$6.9	\$29.8	\$0.0
Caretaking / maintenance utilities	\$20.8	\$3.4	\$20.8	\$0.0
Other Services	\$14.7	\$6.6	\$14.4	\$0.3
Total Services	\$87.4	\$31.6	\$87.1	\$0.3

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

It is important to note that the Service is currently working with City Finance and reviewing the Vehicle and Equipment Reserve with respect to planned spending, to determine whether the Board's reduction can be accommodated and what the resultant impacts will be. Reserve expenditures are reflected in the Service's capital budget, and any impacts will be reported on in future capital variance reports.

Revenue:

A favourable variance of \$0.7M is projected in this category. This is \$0.3M more than previously reported.

Revenue Category	2013 Budget (\$Ms)	Actual to July 31/13 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Recoveries from City	(\$20.9)	(\$7.2)	(\$20.9)	\$0.0
CPP and Safer Comm'y grants	(\$14.3)	\$0.0	(\$14.3)	\$0.0
Other Gov't grants	(\$18.4)	(\$7.6)	(\$18.4)	\$0.0
Fees (e.g., paid duty, alarms, ref.)	(\$11.3)	(\$6.4)	(\$11.7)	\$0.4
Secondments	(\$3.8)	(\$2.7)	(\$4.1)	\$0.3
Draws from Reserves	(\$17.5)	(\$4.3)	(\$17.5)	\$0.0
Other Revenues (e.g., pris return)	(\$7.7)	(\$5.2)	(\$7.7)	\$0.0
Total Revenues	(\$93.9)	(\$33.4)	(\$94.6)	\$0.7

The favourable variance in the “Fees” category is based on the actual experience to date and projecting this to year-end using historical patterns. In addition, the Service is anticipating receiving greater-than-budgeted recoveries for overseas secondments.

Unspecified Budget Reduction

The Board’s approval of the Service’s 2013 operating budget included an unspecified reduction of \$6.7M. The Board indicated that this \$6.7M was to be achieved through any efficiencies, including the implementation of the recommendations arising from the Chief’s Internal Organization Review (CIOR), the City’s efficiency initiatives, including the KPMG and Ernst & Young reviews, and the recommendations from the Chair that were previously approved by the Board.

It is anticipated that the CIOR will yield some efficiencies for future budgets, but no specific savings for 2013 are anticipated. The City Manager has advised that he does not anticipate any savings to the Service will arise from shared services studies in 2013.

Conclusion:

As at July 31, 2013, the Service is projecting an unfavourable variance of \$1.0M. The \$6.7M Board-approved reduction continues to be classified as unspecified. Some one-time savings that have been achieved to date have helped to cover some of the \$6.7 million reduction. However, much of these savings are not sustainable and will result in budget pressures in 2014. Every effort will continue to be made to identify one-time and or sustainable savings to achieve the Board-approved budget.

It is important to note that the requirement to obtain approval by resolution of the Board to fill any civilian positions has significantly delayed the number of backfills and promotions in the Service. In addition, the number of civilian separations is higher than anticipated. Although this has provided the Service with some one-time budget savings, it is having a detrimental impact on operations and staff. The Service is doing its best to provide required services and support with the ever-increasing number of vacancies. However, the risk of activities not being fulfilled, services delayed and errors and omissions occurring, continues to grow. Furthermore not filling key vacancies is not sustainable in the longer term.

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

The Board approved the foregoing report.

Moved by: M. Moliner

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 12, 2013**

**#P228. TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT:
2013 OPERATING BUDGET VARIANCE REPORT FOR THE PERIOD
ENDING JULY 31, 2013**

The Board was in receipt of the following report August 29, 2013 from William Blair, Chief of Police:

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE
SERVICE PARKING ENFORCEMENT UNIT – PERIOD ENDING JULY 31,
2013

Recommendations:

It is recommended that:

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

Financial Implications:

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

Background/Purpose:

The Toronto Police Service Parking Enforcement (PEU) operating budget is not part of the Toronto Police Service's (Service) operating budget. While the PEU is managed by the Service, the PEU's budget is maintained separately in the City's non-program budgets. In addition, revenues from the collection of parking tags issued accrue to the City, not the Service.

The Board, at its December 10, 2012 meeting, approved the PEU 2013 operating budget at a net amount of \$42.1 Million (M) (Min. No. P300/12 refers). Toronto City Council, at its January 15 and January 16, 2013 meeting, approved the PEU 2013 net operating budget at \$43.4M. The City-approved amount reflected an additional \$1.3M to avoid the loss of an estimated \$6.3M in gross parking tag revenues to the City. Subsequently, the Board, at its February 19, 2013 meeting, approved the PEU 2013 operating budget at the City-approved amount (Min. No. P32/13 refers).

The purpose of this report is to provide information on the PEU 2013 projected year-end variance as at July 31, 2013.

Discussion:

The following chart summarizes the variance by category of expenditure.

Category	2013 Budget (\$Ms)	Actual to July 31/13 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav/(Unfav) (\$Ms)
Salaries	\$27.68	\$15.98	\$27.95	(\$0.27)
Premium Pay	\$2.65	\$0.96	\$2.25	\$0.40
Benefits	\$7.31	\$2.68	\$7.34	(\$0.03)
Total Salaries & Benefits	\$37.64	\$19.62	\$37.54	\$0.10
Materials	\$1.58	\$0.50	\$1.52	\$0.06
Equipment	\$0.06	\$0.00	\$0.06	\$0.00
Services	\$5.74	\$2.24	\$5.74	\$0.00
Revenue	(\$1.62)	(\$0.47)	(\$1.62)	\$0.00
Total Non-Salary	\$5.76	\$2.27	\$5.70	\$0.06
Total Net	\$43.40	\$21.89	\$43.24	\$0.16

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

As at July 31, 2013, a favourable variance of \$0.16M is projected to year end. Details are discussed below.

Salaries & Benefits (including Premium Pay):

An unfavourable projection of \$0.30M is projected in salaries and benefits. PEU schedules one recruit class per year and hires the appropriate number of officers to ensure that, on average, it is at its full complement of officers during the year. The size of the recruit class is based on projected separations in 2013. Current trends indicate that the 2013 attrition will be less than the budgeted amount. As a result, PEU is projected to be slightly over spent in salaries and benefits.

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

Due to the projected lower-than-budgeted staff attrition, more permanent staff are available for enforcement activities, and the PEU have reduced premium pay to offset the shortfall in the salaries and benefits.

In addition to the premium pay reduction described above, there has been a significant reduction in off duty court attendance. This reduction is projected to result in additional premium pay savings of \$0.1M. Therefore, a surplus of \$0.40M is projected in premium pay.

Non-salary Expenditures:

Non-salary expenditures are projected to be \$0.06M under spent.

The favourable variance is due to savings projected for gasoline. The Service is closely monitoring the cost of fuel and its impact on the budget. The Service obtains gasoline through a consolidated procurement with the City. The Service budgets based on the cost per litre as provided by City Finance. Although gas prices have increased recently, prices to date this year have been less than budgeted.

Conclusion:

As at July 31, 2013, a \$0.16M favourable year-end variance is projected for PEU.

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

The Board approved the foregoing report.

Moved by: D. Noria

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 12, 2013**

#P229. IN CAR CAMERA VENDOR OF RECORD

The Board was in receipt of the following report August 29, 2013 from William Blair, Chief of Police:

Subject: IN CAR CAMERA VENDOR OF RECORD

Recommendation(s):

It is recommended that:

1. The Board approve Panasonic Canada Inc. as the vendor of record for In Car Camera (ICC) systems, parts, hardware, software and professional services for the period commencing October 1, 2013 to December 31, 2017.
2. The Board authorize the Chair to execute all required agreements and related documents with Panasonic Canada Inc. on behalf of the Board, subject to approval by the City Solicitor as to form.

Financial Implications:

All new or additional In Car Camera (ICC) system equipment requirements and associated design and installation services are budgeted and approved on a project-by-project basis.

The ICC lifecycle replacement is funded from the Toronto Police Service's (TPS) Vehicle and Equipment Reserve. Approximately, \$4.2 million (M) has been included in the 2014-2022 Capital Program submission for the replacement of all ICC systems in 2016 and 2017.

The cost for Panasonic's on-going maintenance and support of the existing ICC systems is approximately \$950,000, including taxes, for the period October 1, 2013 to December 31, 2017. Funds for this purpose (approximately \$200,000) have been included in TPS's 2014 operating budget request, and the necessary amounts will be included in future TPS's operating budget requests.

Background/Purpose:

At its meeting on March 25, 2004 (Min. No. P82/04 refers), the Toronto Police Services Board (Board) requested that the Chief provide a report on the feasibility of establishing a pilot project involving cameras in police patrol cars in the most cost-effective manner possible.

At its meeting of June 21, 2004, the Board received a report from the Chief outlining the feasibility of establishing an ICC pilot project involving the installation of cameras in police patrol cars (Min. No. P197/04 refers). The main objective of the pilot was to ascertain the benefit and effectiveness of installing video camera equipment in front-line TPS vehicles. The Board received this report and requested that the implementation of the pilot project be considered as part of the 2005 capital budget request process. This item was included in the 2006-2010 capital program submission and was approved on October 14, 2005 (Min. No. P347/05 refers).

At its December 15, 2005 meeting, the Board received a report from the Chief on the implementation status of the ICC project (Min. No. P393/05 refers), and the decision was made to proceed with the Service-wide implementation of ICC in all front-line vehicles.

The Board subsequently approved, at its meeting on January 22, 2008, Panasonic Canada Inc. as the supplier of up to 460 ICC systems for the Service until December 2012 (Min. No. P8/08 refers).

At its January 23, 2013 meeting, the Board received a report from the Chief on the ICC project close out (Min. No. P8/13 refers), which summarized the project's successful installation of 428 ICC systems into TPS front line vehicles at a cost of \$9.62M, with an annual operating budget impact of \$387,500.

To protect the investment and assets, as well as ensure a consistent, cost effective and responsive source for parts, replacement systems, software, hardware and supporting professional services necessary to operate the 428 ICC systems, the establishment of a vendor of record is needed.

Consequently, the purpose of this report is to establish a vendor of record for the supply of replacement ICC systems and for the parts, support and maintenance of the systems to ensure their reliable operation until December 31, 2017.

Discussion:

Panasonic Canada Inc. was the original supplier of the ICC systems and the sole source vendor for the provision of the hardware, software, and supporting professional services for this highly customized and proprietary equipment.

Lifecycle Replacement of ICC Systems:

The current ICC system was determined to best meet the needs of TPS after a lengthy RFP and evaluation period. The system has been refined and customized to meet all TPS needs during the ICC implementation. To change to another vendor at this time will require significant investment in staff resources, time and money to adapt the ICC infrastructure to another vendor's configuration. The initial development of the ICC program was a \$9.62M investment and included all the necessary infrastructure to support the on-going operation of the systems. The lifecycle replacement costs for the systems are estimated at \$4.22M, starting in 2016.

The ICC systems were scheduled to be replaced in a lifecycle program throughout 2013 and 2014. However, due to the Service's Vehicle and Equipment Reserve funding pressures, this replacement project has been deferred to 2016 and 2017. The Service's 2014-2023 Capital Program request includes this requirement starting in 2016, as a reserve funded project.

On-going maintenance of ICC Systems:

To ensure the continued reliable operation of the ICC systems purchased under the ICC project, Panasonic Canada Inc. is recommended as the vendor of record for ICC maintenance, replacement hardware, software, and professional services.

To accommodate the three year delay in the replacement, approximately \$180,000 (on average) will be required annually for an extended warranty package, spare parts and materials to repair the existing equipment.

Procurement of the ICC Systems:

The Police Co-operative Purchasing Group (PCPG) has recently made available the Panasonic ICC system which includes some, but not all, of the products utilized by TPS through the group contract. TPS is currently receiving equal or better pricing for the products listed within the PCPG group contract and will reserve the right to have all prices validated as the best possible price between the PCPG and Panasonic Canada Inc.

Conclusion:

Effective and reliable ICC systems are critical to meeting the public safety, risk management, and accountability objectives of the ICC program, and to ensure the original investment in this technology is maintained and kept in a state of good repair.

The existing five year warranty on the ICC hardware and software from Panasonic Canada Inc. has started to expire in 2013. Panasonic Canada Inc. is the sole vendor which can provide the required proprietary hardware and software to enable the continued operation of TPS's ICC system. Opting to move to an alternate vendor for TPS's future ICC systems lifecycle replacement requirements, would incur significant integration and system development time and cost. Furthermore, in order to support our current ICC systems until the lifecycle replacement begins in 2016 and throughout 2017, it is recommended that Panasonic Canada Inc. be awarded the vendor of record for ICC maintenance, spare parts, software, and professional services for the period of the recommended agreement.

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

The Board approved the foregoing report.

Moved by: M. Del Grande

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 12, 2013**

**#P230. PHOTOCOPIER CONTRACT – REQUEST FOR ONE YEAR
EXTENSION**

The Board was in receipt of the following report August 29, 2013 from William Blair, Chief of Police:

Subject: PHOTOCOPIER CONTRACT - REQUEST FOR ONE YEAR EXTENSION

Recommendation:

It is recommended that the Board approve the option to extend the current contract with Toshiba of Canada Ltd., for the rental of digital plain bond paper photocopiers, for one year commencing January 1, 2014 and ending December 31, 2014 at a cost of \$0.0112 cents per copy (plus taxes), and which includes rental costs, toner costs, and service calls.

Financial Implications:

The proposed cost per copy for the first one-year extension remains the same as the current cost of \$0.0112 (plus taxes). The Service has been experiencing a reduction in the number of photocopies since 2011, and the resultant savings have been reflected in the operating budget for the respective years. The 2013 budget for photocopying (not including the cost of paper) is \$402,900. Based on the cost per copy and the anticipated number of photocopies in 2014, there is no anticipated increase to the 2014 operating budget. This has been reflected in the Service's 2014 operating budget request.

Background/Purpose:

A request for quotation (RFQ #1116870-10) was issued on September 7, 2010, by Purchasing Support Services, for the rental of digital plain bond paper photocopiers. At its meeting of November 15, 2010, the Board approved the rental of digital plain bond paper photocopiers from Toshiba of Canada Ltd., (Toshiba) commencing on January 1, 2011 and expiring on December 31, 2013, along with an option for two one-year extensions at the discretion of the Board (Min. No. P302/10 refers).

This report provides information on the Service's recommendation to exercise the option and extend the rental period for one year.

Discussion:

Under this arrangement, Toshiba's current cost of \$0.0112 (plus taxes) per copy will continue for the first one-year extension. This cost includes the rental of the photocopier, toner costs and service calls (Monday to Friday from 8:00 a.m. to 4:00 p.m.).

Conclusion:

The current agreement with Toshiba, which expires on December 31, 2013, includes an option to extend for two additional one-year periods. The Service has been satisfied with the performance of Toshiba over the term of the current contract, and the price per copy is competitive. As a result, the Service is recommending that the Board approve the option to extend the current rental agreement for one year.

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

The Board approved the foregoing report.

Moved by: M. Moliner

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 12, 2013**

**#P231. COMMUNITY DONATION TO THE TORONTO POLICE SERVICE
MOUNTED AND POLICE DOG SERVICES UNIT**

The Board was in receipt of the following report August 18, 2013 from William Blair, Chief of Police:

Subject: COMMUNITY DONATION TO THE TORONTO POLICE SERVICE
MOUNTED AND POLICE DOG SERVICES UNIT

Recommendations:

It is recommended that:

- (1) the Board accept a cash donation in the amount of \$45,602.93 from the estate of Ms. Theresa D'Agostine on behalf of the Toronto Police Service's Mounted and Dog Services Unit.
- (2) the Board authorize the Chair to execute the Acknowledgement and Release of Estate Trustee form on behalf of the Board, subject to the approval as to form by the City Solicitor.

Financial Implications:

The funds will be used in the 2013 calendar year to provide enhanced care for the police horses and police dogs, in accordance with the donor's Last Will and Testament. The donation will be divided equally between the Mounted and Police Dog Services Unit. This donation will not result in a future operating commitment to the Service.

Background/Purpose:

In 2011, Ms. Theresa D'Agostine contacted Staff Inspector William Wardle, Unit Commander of the Mounted and Police Dog Service Unit, and indicated that it was her intention to leave all or part of her estate to the Service. She wished that the money be used to provide extra care for police horses and police dogs.

Ms. D'Agostine passed away on November 13, 2012. On January 7, 2013, Mr. Richard E. Rusek, solicitor for Ms. D'Agostine and acting as Estate Trustee for the estate of Ms. D'Agostine, contacted the Service in writing advising that Ms. D'Agostine had bequeathed a cash donation in the amount of \$49,000.00, less estate and legal fees, to the Service in her Last Will and Testament.

Discussion:

The wish of Ms. D'Agostine to donate \$49,000.00, less expenses, from her estate for the care of police horses and dogs is clearly stated in her will. The Estate Trustee is fully supportive of her final wishes and upon approval of the Board, will facilitate the transfer of funds to the Service. The Acknowledgement and Release of Estate Trustee form included in the legal documents received from Mr. Rusek, must be signed before any funds can be released. The Acknowledgement and Release of Estate Trustee form is attached as Appendix "A". This form releases the executors from any further liability to the Service once the funds have been released as directed by the Will.

All legal documents relating to this donation have been reviewed by Legal Services and the City Solicitor and will be approved as to form.

The acceptance of this donation is consistent with the criteria outlined in TPS Procedure 18-08 titled Donations.

Conclusion:

The members of the Toronto Police Service Mounted and Police Dog Services Unit are among the best trained and equipped officers in North America. The horse and canine members attached to these units provide a valuable service to the citizens of the City of Toronto, while at the same time reducing the risk of harm to their handlers, riders and other members of the Service.

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

The Board approved the foregoing report and noted that it would send a letter of appreciation to Ms. D'Agostine's family.

Moved by: M. Del Grande

APPENDIX A

ESTATE OF THERESA MARIE D'AGOSTINE

ACKNOWLEDGMENT AND RELEASE OF ESTATE TRUSTEE

1. Pursuant to the Will of the late Theresa Marie D'Agostine, Richard Edward Rusek was appointed Trustee of her Estate.
2. A Certificate of Appointment of Estate Trustee With a Will was issued to Richard Edward Rusek by the Ontario Superior Court of Justice at Toronto on the 14th day of March, 2013.
3. The sole Beneficiary of the Will is the Toronto Police Service.
4. The Toronto Police Service is not a legal entity but is governed by the Toronto Police Services Board, which has the legal capacity to contract in its own name.
5. The Estate Trustee has sent to the Beneficiary the following accounts for review:
 - a) Statement of Receipts and Disbursements,
 - b) Solicitor's Account, and,
 - c) Executor's Compensation.
6. The beneficiary acknowledges receipt of these documents and states that it has reviewed same, and they appear to be in order.
7. Therefore, Toronto Police Services Board by these presents, remises, releases, quit claims and forever discharges the said Richard Edward Rusek, his heirs and estate trustees of and from any and all actions, claims, accounts and demands whatsoever which Toronto Police Service or the Toronto Police Services Board now has or ever had against the said Richard Edward Rusek in respect of or in connection with the Estate of Theresa Marie D'Agostine.

Signed by the Toronto Police Services Board at the City of Toronto, this _____ day of _____, 2013.

Toronto Police Services Board

Per: _____
I have authority to bind the
Corporation.

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**#P232. APPROVAL OF EXPENSES: ONTARIO ASSOCIATION OF POLICE
SERVICES BOARDS (OAPSB) 2013 LABOUR SEMINAR**

The Board was in receipt of the following report September 05, 2013 from Michael Thompson, Acting Chair:

Subject: APPROVAL OF EXPENSES: ONTARIO ASSOCIATION OF POLICE
SERVICES BOARDS (OAPSB) 2013 LABOUR SEMINAR

Recommendation:

It is recommended that the Board approve the attendance and the estimated expenditures described in the following report, for the Chair, interested Board Members and one Board staff member to attend the Ontario Association of Police Services Board's (OAPSB) 2013 OAPSB Labour Seminar.

Financial Implications:

This report recommends that the Board approve an expenditure from the 2013 operating budget to cover costs associated with attendance at the 2013 OAPSB Labour Seminar.

Background/Purpose:

The OAPSB will be hosting a Labour Seminar on November 4 & 5th, 2013 and is intended for, among others, Section 31 police services board members and staff.

The Labour Seminar is an excellent opportunity for professional development for Board Members and networking with fellow police board members.

Discussion:

The "Board Member Expense and Travel Reimbursement Policy" approved by the Board in 2006 establishes that the Board's approval must be sought for the attendance of Board Members at conferences.

A preliminary conference program and registration form received from the OAPSB are attached for your information.

The early bird registration deadline is September 30, 2013 and the cost for each person attending the full seminar is \$570.65.

Conclusion:

It is, therefore, recommended that the Board approve the attendance and the estimated expenditures described in this report, for the Chair, interested Board Members and one Board staff member to attend the Ontario Association of Police Services Board's (OAPSB) 2013 OAPSB Labour Seminar.

The Board approved the foregoing report.

Moved by: F. Nunziata



ONTARIO ASSOCIATION OF POLICE SERVICES BOARDS

Labour Seminar
November 4 & 5, 2013

Please set these dates aside!

PRELIMINARY PROGRAM

Target Audience:

- Section 31 police services board members and staff
- Police service leaders and HR & labour relations staff
- HR & labour relations service providers
- Police Associations' representatives

Location:

International Plaza Hotel (formerly the Doubletree by Hilton), Toronto Airport
655 Dixon Rd., Toronto, Ontario

Monday, November 4th

7:30 am	Registration Desk Open
7:30 - 8:30 am	Hot Buffet Breakfast
8:30 - 8:45 am	Opening Address President Ken East
8:45 - 9:30 am	Economics of Policing – Panel Discussion OAPSB, OACP, PAO invited
9:30 - 10:15 am	Future of Policing Stephen Waldie & Kate Richardson, Ministry of Community Safety & Correctional Services
10:15 - 10:30 am	Refreshment and Networking Break
10:30 - 12:00 pm	Lessons Learned – Case Studies of Recent Board Events around the Province Law Firms invited
12:00 - 1:00 pm	BUFFET LUNCH
1:00 - 2:00 pm	Alternatives to Benefits' Administration – Panel Discussion Benefits Consultants, PAO invited



2013 OAPSB LABOUR SEMINAR

2:00 - 3:00 pm	Suspension Without Pay – Panel Discussion OAPSB, OACP, PAO, OPPA invited
3:00 - 3:15 pm	Refreshment and Networking Break
3:15 - 4:45 pm	Coordinated Bargaining– Survey Results Restricted to PSB members and PSB Bargaining Staff
5:30 - 6:00 pm	Reception and Cash Bar – International Foyer
6:00 - 8:30 pm	DINNER – Open to all delegates

Tuesday, November 5th

7:30 am	Registration Desk Open – International Foyer
7:30 - 8:30 am	Hot Buffet Breakfast – International Foyer
8:30 - 11:30 am	Coordinated Bargaining Keynote Speaker: Stacey Allerton Firth, Ford Motors Restricted to PSB members and PSB Bargaining Staff

Fees – About The Cost Of 1-2 Hours Of Legal Advice!

	Early Bird (Until Sept. 30, 2013)	REGISTRATION FEE (Effective Oct. 1, 2013)
Full Seminar	\$505 + 65.65 (HST) = \$570.65	\$525 + \$68.25 (HST) = \$593.25
Open Sessions Only (7:30 am – 3:15 pm, includes Monday reception/dinner - 5:30-8:30 pm)		\$300 + \$39.00 (HST) = \$339.00
Restricted Sessions Only (for PSB members and PSB Bargaining Staff) 3:00 pm Monday to 11:30 am Tuesday (includes Monday reception/dinner 5:30– 8:30 pm)		\$300 + \$39.00 (HST) = \$339.00

Ontario Association of Police Services Boards

10 Peel Centre Drive, Suite A, 1st Floor, Brampton, Ontario, L6T 4B9 Website: www.oapsb.ca
Tel. 905-458-1488 1-800-831-7727 Fax 905-458-2260 E-Mail: admin@oapsb.ca

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**#P233. SIU INVESTIGATION - TERMS OF REFERENCE – CHIEF’S
ADMINISTRATIVE INVESTIGATION – DEATH OF SAMMY YATIM**

The Acting Chair invited Chief Blair to comment on the retention of Justice Iacobucci and the Terms of Reference for his review.

Chief Blair advised the Board that he had retained retired Supreme Court Justice Frank Iacobucci to conduct a portion of the administrative investigation that is required under section 11 of Ontario Regulation 267/10 as a result of the death of Sammy Yatim.

Justice Iacobucci has been requested to examine the policies, procedure, training and equipment provided to police officers as they may pertain to use of force while responding to emotionally disturbed persons. Chief Blair said that Justice Iacobucci has been assured of the TPS’s full support and will have unfettered independence while conducting his review. Chief Blair said that Justice Iacobucci will consider international best practices regarding use of force and that Justice Iacobucci’s report will be released publicly.

The Board received the foregoing update.

Moved by: F. Nunziata

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#P234. IN-CAMERA MEETING – SEPTEMBER 12, 2013

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. Michael Thompson, Councillor & Acting Chair
Ms. Frances Nunziata, Councillor & Acting Vice-Chair
Mr. Michael Del Grande, Councillor & Member
Ms. Marie Moliner, Member
Dr. Dhun Noria, Member
Mr. Andrew Pringle, Member

Absent: Dr. Alok Mukherjee, Chair

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#P235. ADJOURNMENT

Michael Thompson
Acting Chair