



The following *draft* Minutes of the meeting of the Toronto Police Services Board held on October 20, 2016 are subject to adoption at its next regularly scheduled meeting.

The Minutes of the meeting held on September 15, 2016 previously circulated in draft form, were approved by the Toronto Police Services Board at its meeting held on October 20, 2016.

MINUTES OF THE PUBLIC MEETING of the Toronto Police Services Board held on **OCTOBER 20, 2016** at 1:00 PM in the Auditorium, 40 College Street, Toronto, Ontario.

PRESENT:

Mr. Chin Lee, Councillor & Acting Chair
Dr. Dhun Noria, Member
Ms. Marie Moliner, Member
Ms. Shelley Carroll, Councillor & Member
Mr. John Tory, Mayor & Member
Mr. Ken Jeffers, Member

ABSENT

Mr. Andrew Pringle, Chair

ALSO PRESENT:

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 20, 2016**

#P236. BODY-WORN CAMERA PILOT PROJECT – REQUEST FOR FUNDS

The Board was in receipt of the following:

- copy of Minute No. P228/16 from the meeting held on September 15, 2016; and
- copy of the Toronto Police Service Body-Worn Camera Pilot Project Evaluation Report (dated June 2016).

A copy of Min. No. P228/16 is appended to this Minute for information and a copy of the Evaluation report is available: [-click here-](#)

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

- Kris Langenfeld *
- Derek Moran
- Miguel Avila

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

The Board was also in receipt of a written submission (dated October 13, 2016) from John Sewell, Toronto Police Accountability Coalition. A copy of the submission is on file in the Board Office.

The Board approved the following Motions:

- 1. THAT the Board receive the deputations and written submissions;**
- 2. THAT the Board approve the Chief's report dated September 13, 2016 contained within Min. No. P228/16; and**
- 3. THAT the Board receive the Body-Worn Camera Pilot Project Evaluation Report.**

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

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**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 15, 2016**

**#P228 EVALUATION OF THE BODY-WORN CAMERA PILOT PROJECT –
REQUEST FOR FUNDS**

The Board was in receipt of the following report September 13, 2016 from Mark Saunders, Chief of Police:

Subject: BODY WORN CAMERA PILOT PROJECT EVALUATION REPORT

Recommendation:

It is recommended that:

- (1) The Board approve the inclusion of a body worn camera system project in the Toronto Police Service's 2017-2026 capital program, in the amount of \$500,000, to cover the cost of a fairness commissioner and other external expertise required to effectively oversee, manage and analyse the body worn camera non-binding Request for Proposals process, including the evaluation of proposals.

Financial Implications:

Cost of Body Worn Camera Pilot Project:

The Toronto Police Service (Service) allocated \$495,000 to fund the requirements of the Body Worn Camera (BWC) pilot project. The actual cost of the pilot was \$432,000. This cost was funded from the Service's operating budget, and covered the cost of cameras and other required infrastructure (e.g. servers for storage of videos).

Estimated Cost of Body Worn Camera Rollout:

The estimated cost of operating the program, using on-premise storage, varies depending on the number of officers that will be deployed with the cameras. If the Service were to equip all frontline uniform officers, the cost which includes cameras, servers, workstations, licence fees, integration software, infrastructure upgrades, would be \$85 million over ten years. These costs were validated by an independent reviewer.

It should also be noted that the above estimate is based upon on-premise storage, since cloud based solutions were not available in Canada when the pilot started. They are now available in Canada and would be considered as part of the non-binding

Request for Proposals (RFP). Preliminary research suggests a potential for savings over on-premise storage.

Other hard and soft costs that must be considered:

While the most significant cost is the storage of videos, it is important to note that the cost of the cameras (one-time and replacement) and servers represent a significant expenditure. Furthermore, there are costs to support and maintain the system, and redact and retrieve videos that are required for investigative and court purposes.

Costs are also associated to a number of administrative and support positions necessary to manage, administer, and support BWC program, for example, front-line supervisors, professional standards investigators, criminal investigators, video technicians, and Freedom of Information analysts. These costs are not included in the \$85 million dedicated to the BWC system referenced above.

Officers equipped with the cameras spent as much as two hours per shift performing administrative functions. These functions were necessary to upload, classify, and redact the videos. Performing these functions meant that officers were not available on the road to perform their primary mandate. The opportunity cost of an officer performing these administrative duties amounts to as much as \$20,000 per officer annually. This issue becomes even more important as the Service reduces its uniform strength, as part of the implementation of the transformation task force recommendation to reduce the uniform officer establishment.

Cost of the Request for Proposals:

The implementation of BWCs will be a large and complex project, requiring a significant investment with many factors and issues that must be properly addressed. The Service, therefore, will issue a non-binding RFP for a BWC solution.

To ensure that the RFP process is open and fair to all qualified vendors, the Service will engage a fairness commissioner.

Other resources (e.g. financial analysis) may also be required to assist with the analysis and other components of the RFP. These resources will be hired if necessary as the process is rolled out. The estimated cost of the RFP phase is \$500,000. The Board will be advised if any additional funds are required as the project progresses.

Purpose:

The Board at its meeting of April, 2016 approved the motion:

- (1) *That the Chief provide the final evaluation report on the Body Worn Camera Pilot Project to the Board for its September 2016 meeting. (Min. No. P68/2016 refers).*

This report responds to the Board's request and provides the findings and conclusions from the BWC project.

Background:

In February 2014, the Service decided that in keeping with its commitment to maintain public trust, to provide professional and unbiased policing, and be a world leader in policing, it would conduct a pilot project to test, evaluate and report on equipping front line officers with BWCs.

The Service started the project by consulting with the Information and Privacy Commission, the Human Rights Commission, and the Ministry of the Attorney General, to address potential privacy, human rights and evidentiary issues associated to the use of police BWCs.

An external group of advisors was also established for the pilot project and included: the Ministry of the Attorney General, the Information and Privacy Commission, the Human Rights Commission, the Office of the Independent Police Review Director, the Special Investigations Unit, the Ontario Association of Chiefs of Police, mental health consumers, the Chief of Police Consultative Committees, the Community Police Liaison Committees, the Canadian Association of Chiefs of Police, Police and Community Engagement Advisory group, and the Toronto Police Services Board.

An internal working group included: the Toronto Police Association, Operational Support Command, Freedom of Information, Legal Services, Information Security, Information Technology, Specialized Operations Command, Video Evidence Section, Toronto Police College, Intelligence Unit, Court Services, TAVIS, D43 CRU, D55 PRU, Traffic Services Motor Squad, and Community Safety Command.

A requirements document was produced as a result of the internal and external consultations. From this list of requirements, a RFP was issued to solicit vendors who could provide an on-premise solution for body worn cameras which included cameras, storage, and infrastructure. Two vendors were selected.

In February of 2015, the Service started a 12-month pilot project to explore the benefits, challenges, and issues surrounding the use of BWC in Toronto.

The pilot project tested two vendor's cameras and storage. The BWCs are designed to capture and record on-duty officer interactions with the community. These cameras are small compact military grade devices. They were mounted to the officer's outerwear at chest level.

The BWC pilot was governed by a pilot policy and according to a set of objectives. Those objectives included:

- Enhance public trust and police legitimacy;
- Enhance public and police officer safety;
- Enhance the commitment to bias free service delivery by police officers to the public;
- Provide improved evidence for investigative, judicial and oversight purposes; and
- Provide information as to the effectiveness of Service procedures and training.

The Pilot Project consisted of three phases:

- Training,
- Field testing, and
- Evaluation.

The Service's evaluation was assisted by an external Evaluation Advisory Committee, comprised of evaluation and data specialists. This independent panel of experts who provided advice on and monitored the quality of the evaluation were:

- Mr. Harvey Low – City of Toronto
- Dr. Flora Matheson – St. Michael's Hospital
- Dr. Sara Thompson – Ryerson University

On May 18, 2015, field testing started with designated officers in the following units:

- 55 Division - "D" platoon,
- 43 Division - Community Response Unit,
- Traffic Services – Motor Squad,
- Toronto Anti Violence Initiative Rapid Response Team – Blue Team 2.

These units were selected so that the cameras and systems could be assessed in a variety of conditions, circumstances and situations.

On Thursday March 31, 2016, the pilot project concluded.

Discussion:

This section of the report provides the results of the pilot project and important considerations learned. It is important to note that the technology has progressed since the beginning of the pilot, and continues to evolve.

Did the BWC pilot project meet its objectives?

The majority of the community canvassed said that they felt that BWCs would help make the community safer. Most people felt that the cameras would make the police more accountable and improve public trust in the police. Many officers felt that the cameras helped deter assaults against police and make people less confrontational.

Those community members canvassed also felt that BWCs could provide an unbiased account of interactions between people and the police, and could help ensure that officers treated everyone fairly and impartially. Officers said they were more likely to clearly articulate reasons for an interaction.

There was no evidence that the BWC pilot had an effect on the rates of public complaints, officer conduct, or Special Investigations. However, six public complaints were made during the pilot but with the assistance of the camera none were substantiated. In addition, two Special Investigative Unit files were opened but again with the assistance of the camera, the officers were cleared. Finally, three potential complaints were resolved before they were submitted, in part because of the cameras.

To date there have been few cases where BWC evidence was used in court making it difficult to assess its usefulness. However, investigators in the pilot divisions agreed that videos from BWCs were a valuable tool for them.

Finally, officers were generally positive about both the Procedure and training. Officers were particularly positive about the scenario training that gave them hands-on experience with the cameras before they had to use them in the field.

With respect to the technical aspect of the pilot, neither vendor's solution met the needs of the Service. In the main, the limitations were associated to battery life, hardware and software stability, and data corruption.

Overall, though, there was strong community support for the BWCs, with people believing that the cameras will make the police more accountable, improve public trust in police, and help to ensure professional service. Officers too, became more supportive of the cameras over the pilot project.

Was cloud storage considered for the pilot?

Until recently, BWC cloud storage solutions did not exist in Canada. Now they do, and could potentially mitigate storage costs.

Conclusion/Next Steps:

The BWC final evaluation provides an assessment of our use of the technology, the sentiments of the community and officers, and the challenges moving forward. The evaluation demonstrated that BWCs could be a benefit to the Service.

The Service recognizes that the decision to implement BWCs will require a significant investment and must therefore be made carefully. The pilot concluded that BWCs were strongly supported by the community as well as our officers. However, there are issues of cost and how the administrative processes (uploading, classification and tagging of videos) impact an officer's public safety responsibilities and productivity.

Given the benefits identified in the evaluation and the fact that cloud storage solutions are now available in Canada, the Service will issue a non-binding RFP. Due to the fact that the RFP will be large and complex, the Service believes it would be prudent to engage a fairness commissioner to oversee and advise on the RFP.

At the request of the Board, a presentation will be made at the Board's meeting in September 2016. Chief Mark Saunders will be in attendance to answer any questions that the Board may have regarding this report.

The following were in attendance and delivered a presentation with regard to this report:

**Deputy Chief Mike Federico, Community Safety Command
Insp. Michael Barsky, Communications Services
Carrol Whynot, Strategic Planning**

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

Chair Pringle stressed the importance of the Board reviewing a detailed evaluation of the pilot project and expressed particular interest in receiving information about the experience that other jurisdictions have had with respect to body-worn cameras.

The Board approved the following Motions:

- 1. THAT the Board receive the presentation; and**
- 2. THAT the Board refer consideration of the foregoing report to the October 20, 2016 meeting for the purpose of receiving deputations on this matter.**

**Moved by: J. Tory
Seconded by: C. Lee**

Later in the meeting, the Board was advised that the TPS had publicly released a copy of the TPS Body-Worn Cameras evaluation report (dated June 2016) and, therefore, approved the following Motion:

THAT the Board re-open the foregoing matter.

**Moved by: J. Tory
Seconded by: C. Lee**

Copies of the evaluation report were provided to the Board.

The Board agreed to receive the evaluation report and refer it to the October 2016 meeting for consideration in conjunction with the report noted in Motion No. 2 above.

Moved by: J. Tory
Seconded by: C. Lee

The full evaluation report is available on the Board's website at www.tpsb.ca or can be viewed by [clicking here](#).

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 20, 2016**

**#P237. CHIEF'S ADMINISTRATIVE INVESTIGATION INTO THE CUSTODY
INJURIES TO OTMAR INGLESBERGER**

The Board was in receipt of the following report September 30, 2016 from Mark Saunders, Chief of Police:

**Subject: Chief's Administrative Investigation into Custody Injury to
Mr. Otmar Inglesberger.**

Recommendation(s):

It is recommended that the Board receive this report.

Financial Implications:

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

Background / Purpose:

Whenever the Special Investigations Unit (S.I.U.) is notified of an incident involving serious injury or death, provincial legislation directs that a chief of police shall conduct an administrative investigation.

Ontario Regulation 267/10, Section 11(1) states:

"The chief of police shall also cause an investigation to be conducted forthwith into any incident with respect to which the S.I.U. has been notified, subject to the S.I.U.'s lead role in investigating the incident."

Section 11(2) of the Regulation states:

"The purpose of the chief of police's investigation is to review the policies of or services provided by the police force and the conduct of its police officers."

Section 11(4) of the Regulation states:

"The chief of police of a municipal police force shall report his or her findings and any action taken or recommended to be taken to the board within 30 days after the S.I.U. director advises the chief of police that he or she has reported the results of the S.I.U.'s investigation to the Attorney General, and the board may make the chief of police's report available to the public."

Upon conclusion of their investigation, the S.I.U. provides the Toronto Police Service (Service) with a letter. The S.I.U. does not provide the Service with a copy of the report that was provided to the Attorney General.

Discussion:

On September 28, 2015, at 1030 hours, a case worker contacted the Toronto Police Service (Service) and advised that one of her clients had reported to her that he had been assaulted by uniformed officers from 41 Division on September 11, 2015.

The client, who was later identified as Mr. Otmar Inglesberger, stated that on September 11, 2015, at 0005 hours, he was outside his residence on Kingston Road when he was approached by uniformed officers. One of the officers pushed him against a fence and then physically took him to the ground. Once on the ground, the officer knelt on his back and handcuffed him to the rear. He remained seated on the ground in handcuffs for 10 to 15 minutes before he was brought to his feet and released by the officers.

The male returned to his residence at approximately 0400 hours and reportedly felt pain in his left side and asked for medical assistance. Mr. Inglesberger was transported by ambulance to the hospital where he was examined and diagnosed with fractures to the 6th, 7th, and 8th ribs on the left side, with partial displacement of the 8th rib. He was later released from hospital with medication for pain; however, no further medical treatment was required.

On September 28, 2015, at 1040 hours, a preliminary investigation was conducted into the information provided by the complainant. The investigation confirmed that Service records indicate that on September 11, 2015, at 0003 hours, uniformed officers from 41 Division attended the area of Kingston Road and Birchcliff Road, near the complainant's residence. The officers had observed a group of males on the sidewalk and one of the males assaulted another of the males in the group. The officers stopped to investigate the matter and requested the assistance of other officers as a crowd was gathering. The investigation also confirmed the reported injuries sustained by Mr. Inglesberger.

The S.I.U. was notified and invoked its mandate.

The S.I.U. had designated one officer as a subject officer in its investigation and eight additional officers as witnesses.

In a letter to the Service dated July 15, 2016, Acting Director Joseph Martino of the S.I.U. advised that the investigation was complete, the file had been closed, and no further action was contemplated.

Summary of the Service's Investigation:

The Professional Standards Support unit conducted an investigation pursuant to Ontario Regulation 267/10.

The Professional Standards Support unit examined the use of force and the injury sustained in relation to the applicable legislation, Service procedures, and the conduct of the involved officers.

The Professional Standards Support Unit investigation reviewed the following Service procedures:

- Procedure 01-01 (Arrest)
- Procedure 13-16 (Special Investigations Unit)
- Procedure 13-17 (Memorandum Books and Reports)
- Procedure 15-01 (Use of Force)
- Procedure 15-17 (In-Car Camera System)

The Professional Standards Support Unit investigation also reviewed the following legislation:

- *Police Services Act*, Section 113 (Special Investigations)
- *Ontario Regulation 267/10* (Conduct and Duties of Police Officers Respecting Investigations by the Special Investigations Unit)
- *Ontario Regulation 926*, Section 14.2 (Use of Force Qualifications)

The Professional Standards Support Unit investigation determined that Service policies and procedures associated with the applied use of force were found to be lawful, in keeping with current legislation and written in a manner that provided adequate and appropriate guidance to the members. None of the examined policies and procedures required modification.

Acting Deputy Chief Richard Stubbings, Operational Support Command, will be in attendance to answer any questions that the Board members may have regarding this report.

The Board received the foregoing report.

Moved by: S. Carroll
Seconded by: M. Moliner

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 20, 2016**

#P238. ABUSE AND MISUSE OF ACCESSIBLE PARKING PERMITS

The Board was in receipt of the following report September 08, 2016 from Chin Lee, Vice Chair, Toronto Police Services Board:

Subject: Abuse and Misuse of Accessible Parking Permits

Recommendation(s):

It is recommended that the Board request the Chief to provide information regarding the enforcement of the use of accessible parking permits, including information about the abuse and/or misuse of such permits, and detailing any challenges being faced by Service members in this regard, as well as possible suggestions for improvements.

Financial Implications:

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

Background / Purpose:

I have recently received a number of complaints and concerns from residents regarding the abuse and/or misuse of accessible parking permits. I have been told that they are sometimes used inappropriately by individuals who have not been personally granted use of the permit. It is particularly frustrating for a permit holder to find a reserved permit spot full, and subsequently to discover that the spot has been taken by an apparently able-bodied person in a car with a displayed permit.

Discussion:

As a result, on Thursday September 1, 2016, I met with Service representatives to discuss this issue, including the role of the Toronto Police Service in enforcement as it relates to the abuse and/or misuse of accessible parking permits. I was informed that these permits are issued by the Ministry of Transportation to individuals with certain health conditions and must be signed off on by a licensed practitioner. They are assigned to individuals and cannot be transferred; only the person named on the permit may use it. And the permit may not be used concurrently for all vehicles owned or used by that person.

I was also provided with an overview of the investigative process that Service members use if there is a complaint or allegation of misuse or abuse of accessible parking permits. I was told that if an officer determines that a permit is being used by someone other than the person to whom it has been issued, the officer may retain that permit under the *Highway Traffic Act*.

It is clear that this is a complex issue, involving not only the Toronto Police Service, but also the Ministry of Transportation, which issues the permits, and the City of Toronto, which has developed exemptions for permit holders in certain circumstances.

At this time, I believe that the Board requires additional and detailed information about this issue.

In particular, I am recommending that the Board request the Chief to provide information related to the following questions:

- How many accessible parking permits do Service members inspect on an annual basis and of these, how many are retained/seized?
- How many tickets are issued on an annual basis related to the abuse or misuse of accessible parking permits?
- How do the exemptions provided for by the City of Toronto impact the enforcement of abuse or misuse of accessible parking permits?
- What challenges does the Service face in enforcement in this area?
- Are there any recommendations or suggestions for improved enforcement?

At this time, I am requesting this information from the Chief, as well as any additional context or suggestions he can provide with respect to this important issue. Once the Board has received this information, it can then decide how to proceed in terms of making any recommendations to or requests of the Ministry of Transportation, the City of Toronto and any other relevant parties or agencies.

Conclusion:

Therefore, It is recommended that the Board request the Chief to provide information regarding the enforcement of the use of accessible parking permits, including information about the abuse and/or misuse of such permits, and detailing any challenges being faced by Service members in this regard, as well as possible suggestions for improvements

The Board approved the foregoing report.

Moved by: S. Carroll
Seconded by: D. Noria

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 20, 2016**

**#P239. RESPONSE TO THE JURY RECOMMENDATIONS FROM THE
CORONER'S INQUEST INTO THE DEATH OF IAN GLENDON PRYCE**

The Board was in receipt of the following report September 21, 2016 from Mark Saunders, Chief of Police:

**Subject: Response to the Jury Recommendations from the
Coroner's Inquest into the Death of Mr. Ian Glendon Pryce**

Recommendation(s):

It is recommended that:

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

Financial Implications:

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

Background / Purpose:

At its meeting on May 19, 2016, the Board received a report entitled "Inquest into the Death of Ian Glendon Pryce – Verdict and Recommendations of the Jury" (Min. No. P111/16 refers). This report summarized the outcome of the Coroner's inquest into the death of Mr. Ian Glendon Pryce.

The inquest was conducted in the city of Toronto during the period of April 4, 2016 to April 21, 2016. As a result of the inquest, the jury directed 9 of 12 recommendations to the Toronto Police Service (Service).

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

Summary of the Circumstances of the Death:

On November 13th, 2013 at approximately 12:30 pm two Toronto Police Service officers were on general patrol driving along Sherbourne Street when one of the officers recognized Mr. Pryce walking along the sidewalk. Recalling that Mr. Pryce was wanted by Police, the officers drove up to Mr. Pryce's location and called out to him. Mr. Pryce ignored the officers so both officers exited the vehicle to approach Mr. Pryce on foot. Mr. Pryce ran from the officers and as he did he was observed fidgeting with the front of his jacket. Mr. Pryce raised his left arm, turned slightly, and one of the officers saw a firearm pointed at him.

Mr. Pryce took cover in the alcove at the front doors of a building, pointed the firearm at one of the officers, and then fired several shots. Following the shots Mr. Pryce ran up the street into the rear of 437 Sherbourne Street. The officers followed Mr. Pryce to 437 Sherbourne Street and saw that Mr. Pryce had taken up a position on the porch near the rear of the building.

The two officers continued to engage Mr. Pryce in conversation in an attempt to reason with him but Mr. Pryce told the officers to get back into their cruiser and leave. Other officers from 51 Division arrived to assist with containing Mr. Pryce, and one of them negotiated with him from an apartment window at 435 Sherbourne Street.

The Emergency Task Force (E.T.F.) arrived and took over containment. One E.T.F. officer engaged Mr. Pryce in conversation attempting to have him surrender. During the negotiations, which went on for approximately 29 minutes, one of the E.T.F. officers announced over the simplex radio that Mr. Pryce was pointing his firearm toward the team of E.T.F. officers on Sherbourne Street. Two E.T.F. officers who were separately positioned in the apartment building at 435 Sherbourne Street fired their rifles almost simultaneously and Mr. Pryce was fatally wounded.

A coroner was summoned and a post-mortem examination was conducted at the Forensic Services and Coroner's Complex in Toronto. The post-mortem examination revealed a gunshot wound to Mr. Pryce's back and a second gunshot wound to his temple. The cause of death was the gunshot wound to Mr. Pryce's back.

The firearm possessed by Mr. Pryce was later found to be a realistic BB or pellet gun which qualifies as a firearm because it discharges a pellet at a velocity sufficient to cause serious bodily injury.

The jury heard from 22 witnesses over 9 days, considered 21 exhibits and deliberated approximately 6 hours before reaching a verdict.

Discussion:

Professional Standards Support – Governance was tasked with preparing responses for the jury recommendations directed to the Service from the Coroner’s inquest into the death of Mr. Ian Glendon Pryce.

Service subject matter experts from the Toronto Police College (T.P.C.), Emergency Task Force (E.T.F.) and Communications Services contributed to the responses contained in this report.

Response to the Jury Recommendations:

Recommendation #1:

We recommend an amendment to the TPS 10-05 Incidents Requiring the Emergency Task Force, under Supervisory Officer #9 fourth bullet and Emergency Task Force #12 seventh bullet to read as follows: Assess and consider the safety of civilians and officers throughout the incident; including identifying the location of civilians on or near the scene of a high risk incident, and securing their safety as soon as possible.

The Service concurs and has implemented this recommendation.

Procedure 10-05, “Incidents Requiring the Emergency Task Force”, has been amended to reflect that supervisory officers and supervisory E.T.F. officers shall assess and consider the safety of civilians and officers throughout the incident. The amended procedure was published and communicated to all Service members via a Routine Order in April 2016.

Recommendation #2:

The training of police officers should include the following: In situations in which a person contained by police officers is refusing to surrender but provides the name of a third party, the officers should immediately initiate an investigation, to determine if the third party can provide information and/or assistance that might help to resolve the situation.

The Service concurs with this recommendation and is in compliance.

Specialized negotiation training is given to members of the E.T.F., Mobile Crisis Intervention Team (M.C.I.T.) and hostage negotiators. Investigation and consideration of whether a third party may be able to provide assistance is a topic covered during this training. This communication would be included in what the Provincial Use of Force Model describes as the process of continuous assessment of a situation, and would have to be weighed along with the subject’s behaviour, officer’s perception and tactical considerations.

The Service's annual In-Service Training Program (I.S.T.P.) incorporates training in crisis communication and negotiation, de-escalation and containment measures. Training stresses that officers consider various communication strategies aimed at de-escalating those situations and officers are instructed to continually re-assess the situation. The objective of this training is to reinforce sound judgement based on the Provincial Use of Force Model and the National Use of Force Framework.

Recommendation #3:

The training of police officers with respect to negotiations should include the following: In situations in which police officers recognize that there is a realistic possibility that they might employ lethal force against a person undergoing a mental health crisis who is contained by the officers, the officers should immediately seek assistance of a mental health professional.

The Service concurs with this recommendation and is in compliance.

The E.T.F. unit is notified to attend the scene when a person is undergoing a mental health crisis, including suicide interventions. Members of the E.T.F. have access to an on-call psychiatrist 24 hours a day. The E.T.F. teams regularly contact this psychiatrist to assist with negotiations where a person is undergoing a mental health crisis and there is a possibility that lethal force might be employed.

In response to recommendations from The Honourable Frank Iacobucci's 2015 report entitled Police Encounters with People in Crisis (Iacobucci report), as well as jury recommendations from the Coroner's inquest into the deaths of Reyal Jardine-Douglas, Sylvia Klibingaitis and Michael Eligon (J.K.E. inquest), the Service made a number of policy changes related to calls for service for a person undergoing a mental health crisis (Min No.P232/15 refers), including updates to training curriculums and Service procedures.

Service Procedure 06-04, "Emotionally Disturbed Persons" was amended to instruct that officers shall notify and request the attendance of an M.C.I.T. when there is information that a person is suspected of undergoing a mental health crisis. M.C.I.T.s are comprised of a specially trained police officer and a mental health nurse. The Service currently has 6 M.C.I.T.s that cover all 17 Service divisions. These teams operate 7 days a week, and are available between 06:00 and 23:00 hours. The amended procedure was published and communicated to all Service members via a Routine Order in September 2015.

Public and officer safety remain paramount to the Service's response to crises in the community. The Service provides training to help all its police officers develop appropriate responses to interactions with emotionally disturbed persons. The content of the training reflects the latest knowledge and practices in the field of mental health, crisis resolution and police use of force.

Recommendation #4:

Provide formal training in basic negotiations for all new and current police officers.

The Service concurs with this recommendation and is in compliance.

The I.S.T.P. delivered by the T.P.C. is a mandatory annual use of force requalification course for all front-line officers and officers in identified high-risk plainclothes units. The Recruit Training Program (R.T.P.) is delivered to all new police officers. Both the I.S.T.P. and R.T.P. contain a negotiation component.

In 2015, the Negotiator Workshop was introduced as part of the I.S.T.P. This workshop reinforces the best practices of crisis negotiation training as defined by the Canadian Police College, which is the national certifying agency for negotiation training. In 2016, the Negotiator Workshop was expanded upon and enhanced.

The skills learned in the Negotiator Workshop are further reinforced by way of Dynamic Scenario Training, where officers participate in resolving real-life scenarios which utilize training officers as actors. To successfully complete this component, officers are evaluated for their performance and the utilization of skills learned within the Negotiator Workshop.

A failure to demonstrate aptitude as assessed by supervising instructors during the I.S.T.P. in either the Negotiator Workshop or Dynamic Scenario Training results in officers having to relinquish their use of force options until they are able to show competence.

Both the Negotiator Workshop and the Dynamic Scenario Training are included in the 2016 R.T.P. All new recruits must attend and pass the evaluation process prior to being sworn in as Toronto Police Officers.

Recommendation #5:

Upon joining the E.T.F. individuals that demonstrate further interest and/or aptitude in negotiations should be provided with continuous advance negotiator training such that each E.T.F. team could have access to such a trained negotiator.

The Service concurs and is in compliance with this recommendation.

As of June 2016, 41 members of the E.T.F. have successfully completed the Crisis Negotiators training course or re-qualification course, which is more than half of the active complement of E.T.F. officers (76 total).

The only 2 government-accredited training courses for crisis negotiation in Canada are run by the Canadian Police College (C.P.C.) and Canadian Critical Incident Incorporated (C.C.I.I.). The Service endeavours to send as many members of the E.T.F. on courses run by C.P.C. or C.C.I.I. as possible, however spots are limited and this training is highly sought after by police services across Canada and internationally.

The Service will continue to send any E.T.F. officers that display an aptitude for negotiations on negotiator training courses where possible.

Recommendation #6:

Amend the Communications High Risk Incident Procedure to require a dispatcher to verbally notify officers on scene of important information and verify acknowledgement.

The Service concurs and has implemented this recommendation.

Communications Services unit-specific policy C10-05, "High Risk Incidents", has been amended to reflect that dispatchers must ensure that all pertinent information is relayed to and received by officers on scene. The amended policy was published and distributed to all members of Communications Services in May 2016.

Recommendation #7:

Call taker training should be enhanced to ensure that no suggestion be made to a caller that risks personal safety and to review the flow of information from call taker to dispatcher.

The Service concurs with the spirit of this recommendation and has captured and addressed it within the current Communications Services training program.

Training for all call takers and dispatchers is provided in-house at Communications Services. The duration of formal call taker training for new communications operators is 16 weeks in length, and includes 6 weeks of classroom time, followed by "on-desk training", consisting of one-on-one training with an experienced on-desk trainer. Written and practical exams are regularly administered in the classroom, and trainees must successfully pass all testing and a final exam before proceeding to the on-desk portion of their training.

After successfully completing call taker training, trainees are then scheduled into a dispatcher training class. Dispatcher training follows a similar training model and includes 5 weeks of formal classroom instruction followed by 10 weeks of on-desk training and monitoring by a supervisor. Trainees must successfully pass all classroom exams and tests before progressing to the on-desk portion of their training. One of the competencies that trainees are evaluated on by their on-desk trainers, in both the call taking and dispatching training programs, is demonstrating concern for the safety of others and taking action to ensure safety in emergency situations. Following

the successful completion of the call taker and dispatcher training programs, all communications operators also participate in a yearly In-Service Training Program (I.S.T.P.).

The fundamental steps of effectively communicating safety information – both to other Service members and to members of the public – are routinely covered throughout all Communications Services training courses and are reinforced with unit-specific policies.

Communications Services continually examines and assesses its training curriculum, including information flow from call taker to dispatcher, to ensure members are provided with sound knowledge of the best practices and techniques required in the performance of their duties.

Recommendation #8:

A study should be undertaken to determine if improvements can reasonably be made in the technology available to enable negotiations to be heard by all officers involved in the incident and be recorded for use in future negotiation training. The study should include consideration of portable devices to allow remote communications at greater distances.

The Service concurs with the intent of this recommendation and recognizes the benefit of continuing to study emerging technologies in this field.

The E.T.F. currently employs a number of different portable devices for the purpose of assisting with and recording negotiations. All E.T.F. Supervisory Officers are equipped with digital recorders, which are employed when E.T.F. officers are involved in a negotiation. As well, E.T.F. teams also have access to a sophisticated negotiator kit, which includes a “throw phone”, to assist with communicating during negotiations if necessary.

The Service will continue to research and assess technological improvements in the field of communication devices.

Recommendation #9:

To study emerging less-lethal technology and consider making these tools available to the Emergency Task Force.

The Service concurs and is in compliance with this recommendation.

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

In April 2016, the Service introduced a new less-lethal shotgun use of force option. These easily distinguishable shotguns discharge a Combined Tactical Systems (C.T.S.) sock round, a less-lethal impact projectile capable of providing a pain compliance response to an individual. Officers must be qualified by the Armament Section of the T.P.C. prior to being assigned to use a less-lethal shotgun. T.P.C. instructors have trained a number of Service personnel, and all Divisions now have the less-lethal shotgun available for deployment as a use of force option.

The E.T.F. also employs other less-lethal use of force options, including the Anti-Riot Weapon Enfield (A.R.W.E.N.) less-lethal launcher, which fires a 37mm baton round. The E.T.F. have also purchased and will soon be deploying the Security Devices Inc. (S.D.I.) blunt impact projectile, a less-lethal impact round that allows for both long and short range use.

All front line supervisors and E.T.F. members are equipped with a conductive energy weapon (C.E.W.) in addition to all of the use of force options required by legislation. These options include a firearm, oleoresin capsicum (O.C.) aerosol spray and a baton, which are issued to all officers.

Conclusion:

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

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

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

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

The Board approved the foregoing report.

Moved by: S. Carroll
Seconded by: D. Noria

Appendix A



Office of the
Chief Coroner
Bureau du
coroner en chef

Verdict of Coroner's Jury Verdict du jury du coroner

The Coroners Act - Province of Ontario
Loi sur les coroners - Province de l'Ontario

We the undersigned / Nous soussignés:

_____ of / de _____
 _____ of / de _____

the jury serving on the inquest into the death(s) of / membres d'un jury assésés sur le décès de

Surname / Nom de famille: Pryce Given Names / Prénoms: Ian Glendon

aged / à l'âge de 31 held at / tenu à Toronto, Ontario

from the / du April 4th to the / au April 21st 20 16

by / Par Dr. John Carlisle Coroner for Ontario / coroner pour l'Ontario

having been duly sworn/affirmed, have inquired into and determined the following:
 avons fait enquête dans l'affaire et avons conclu ce qui suit:

Name of Deceased / Nom du défunt: Ian Glendon Pryce

Date and Time of Death / Date et heure du décès: November 13, 2013 at 1:57 p.m.

Place of Death / Lieu du décès: 437 Sherbourne Street, Toronto

Cause of Death / Cause du décès: Gunshot Wound to the Back

By what means / Circonstances du décès: Homicide

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

Original signed by jurors / Original signé par les jurés

The verdict was received on the 21st day of April 20 16
 Ce verdict a été reçu le _____ (Day/Month) _____ (Year/Year)

Coroner's Name (Please print) / Nom du coroner (en lettres majuscules): Dr. John Carlisle Date Signed (yyyy/mm/dd) / Date de la signature (aaaa/mm/aa): 2016/04/21

Coroner's Signature / Signature du coroner

We, the jury, wish to make the following recommendations: (see page 2)
 Nous, membres du jury, formulons les recommandations suivantes: (voir page 2)



Office of the
Chief Coroner
Bureau du
coroner en chef

Verdict of Coroner's Jury
Verdict du jury du coroner

The Coroners Act - Province of Ontario
Loi sur les coroners - Province de l'Ontario

inquest into the death of:
Enquête sur le décès de :

In: Glendon PRYCE

JURY RECOMMENDATIONS
RECOMMANDATIONS DU JURY

To the Toronto Police Service:

1. We recommend an amendment to the TPS 13-05 Incidents Requiring the Emergency Task Force, under Supervisory Officer #9 fourth bullet and Emergency Task Force #12 seventh bullet to read as follows: **Assess and consider the safety of civilians and officers throughout the incident, including identifying the location of civilians on or near the scene of a high risk incident, and securing their safety as soon as possible.**
2. The training of police officers should include the following: In situations in which a person contained by police officers is refusing to surrender but provides the name of a third party, the officers should immediately initiate an investigation, to determine if the third party can provide information and/or assistance that might help to resolve the situation.
3. The training of police officers with respect to negotiations should include the following: In situations in which police officers recognize that there is a realistic possibility that they might employ lethal force against a person undergoing a mental health crisis who is contained by the officers, the officers should immediately seek assistance of a mental health professional.
4. Provide formal training in basic negotiations for all new and current police officers.
5. Upon joining the ETT individuals that demonstrate further interest and/or aptitude in negotiations should be provided with continuous advanced negotiator training such that each ETT team could have access to such a trained negotiator.
6. Amend the Communications High Risk Incident Procedure to require a dispatcher to verbally notify officers on scene of important information and verify acknowledgement.
7. Call taker training should be enhanced to ensure that no suggestion be made to a caller that risks personal safety and to review the flow of information from call taker to dispatcher.

To Toronto Police Service and Ministry of Community Safety and Correctional Services:

8. A study should be undertaken to determine if improvements can reasonably be made in the technology available to enable negotiations to be heard by all officers involved in the incident and be recorded for use in future negotiation training. The study should include consideration of portable devices to allow remote communications at greater distances.
9. To study emerging less-lethal technology and consider making these tools available to the Emergency Task Force.

To the Minister of Justice Canada:

10. It is not currently an offence to possess a replica firearm, even though possession of one in certain circumstances may lead members of the public or law enforcement officials to react as if the replica firearm were capable of firing a projectile that is capable of causing serious bodily injury or death. Consideration should be given to regulating the acquisition/possession of replica firearms to reduce the risk of harm to the person possessing the replica firearm, members of the public and law enforcement officials.

To the Minister of Justice (Canada) and the Minister of Community Safety and Correctional Services (Ontario):

11. There are firearms which are currently unregulated because they fire a projectile at a velocity of less than 500 feet per second. Possession or use of such firearms in certain circumstances may lead members of the public and law enforcement officials to react as if the firearm is one that is regulated. Consideration should be given to regulating the import/manufacturing/sale/possession and/or use of firearms that discharge a projectile at a velocity of less than 500 feet per second, to reduce the risk of harm to the person who has the firearm, members of the public and law enforcement officials.

To the appropriate Ministers with the Governments of Canada and Ontario:

12. Require manufacturers to include a warning label on packaging of replica firearms and firearms which are currently unregulated to inform consumers that these products will be treated as real firearms by law enforcement.

Information contained on this form is collected under the authority of the Access to Information Act, R.S.O. 1990, c. C.37, as amended. Questions about this collection should be directed to the Chief Clerk, 25 Queen Street West, Toronto, ON M5H 4B1, Tel.: 416-324-9200 or 1-877-969-2862.
Les renseignements personnels contenus dans cette formule sont recueillis en vertu de la Loi sur l'accès à l'information, L.R.O. 1990, chap. C.37, telle que modifiée. Si vous avez des questions sur la collecte de ces renseignements, veuillez les adresser au directeur principal, 25, avenue Queen Street, Toronto ON M5H 4B1. Tél.: 416-324-9200 ou 1-877-969-2862.

Verdict Explanation

Inquest into the Death of Ian Glendon Pryce

Coroners Courts
25 Morton Shulman Ave
Toronto, Ontario
April 4, 2016 to April 21, 2016

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

Participants:

Coroner's Counsel

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Chief Counsel
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Coroner's Constable

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Coroner's Investigator

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Court Reporter

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Represented By:

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416-924-2257

Family

Ruchelle Heckburn
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416-897-8594

Summary of the Circumstances of the Death:

On November 13th, 2013 at approximately 12:30 pm two Toronto Police Service officers were on general patrol driving along Sherbourne Street when one of the officers recognized Mr. Pryce walking along the sidewalk. Recalling that Mr. Pryce was wanted by Police, the officers drove up to Mr. Pryce's location and called out to him. Mr. Pryce ignored the officers so both officers exited the vehicle to approach Mr. Pryce on foot. Mr. Pryce ran from the officers and as he did he was observed fidgeting with the front of his jacket. Mr. Pryce raised his left arm, turned slightly, and one of the officers saw a firearm pointed at him.

Mr. Pryce took cover in the alcove at the front doors of a building, pointed the firearm at one of the officers, and then fired several shots. Following the shots Mr. Pryce ran up the street into the rear of 437 Sherbourne Street. The officers followed Mr. Pryce to 437 Sherbourne Street and saw that Mr. Pryce had taken up a position on the porch near the rear of the building.

The two officers continued to engage Mr. Pryce in conversation in an attempt to reason with him but Mr. Pryce told the officers to get back into their cruiser and leave. Other officers from 51 Division arrived to assist with containing Mr. Pryce, and one of them negotiated with him from an apartment window at 435 Sherbourne Street.

The Emergency Task Force (ETF) arrived and took over containment. One ETF officer engaged Mr. PRYCE in conversation attempting to have him surrender. During the negotiations, which went on for approximately 29 minutes, one of the ETF officers announced over the simplex radio that Mr. Pryce was pointing his firearm toward the team of ETF officers on Sherbourne Street. Two ETF officers who were separately positioned in the apartment building at 435 Sherbourne Street fired their rifles almost simultaneously and Mr. Pryce was fatally wounded.

A coroner was summoned and a post-mortem examination was conducted at the Forensic Services and Coroner's Complex in Toronto. The post-mortem examination revealed a gunshot wound to Mr. Pryce's back and a second gunshot wound to his temple. The cause of death was the gunshot wound to Mr. Pryce's back.

The firearm possessed by Mr. Pryce was later found to be a realistic BB or pellet gun which qualifies as a firearm because it discharges a pellet at a velocity sufficient to cause serious bodily injury.

The jury heard from 22 witnesses over 9 days, considered 21 exhibits and deliberated approximately 6 hours before reaching a verdict.

Verdict:

Name of the Deceased: Ian Glendon Pryce

Date and Time of Death: November 13, 2013 at 1:57 PM

Place of Death: 437 Sherbourne Street, Toronto

Cause of Death: Gunshot Wounds to the Back

By What Means : Homicide

Recommendations:

To the Toronto Police Service:

1. We recommend an amendment to the TPS 10-05 Incidents Requiring the Emergency Task Force, under Supervisory Officer #9 fourth bullet and Emergency Task Force #12 seventh bullet to read as follows: Assess and consider the safety of civilians and officers throughout the incident; including identifying the location of civilians on or near the scene of a high risk incident, and securing their safety as soon as possible.

Coroner's Comments:

The jury heard evidence that during the incident there were, at all times, citizens inside the premises at 437 Sherbourne Street. The jury heard that despite several calls to 911, the residents could not get assistance in evacuating the house. The jury heard that at all relevant times these citizens were potentially in serious danger.

The jury wished to make certain that there was a clear responsibility for senior officers on the scene of such an incident to make proper enquiries and take proper steps to protect the lives of innocent bystanders to a high risk firearm emergency.

2. The training of police officers should include the following; in situations in which a person contained by police officers is refusing to surrender but provides the name of a third party, the officers should immediately initiate an investigation, to determine if the third party can provide information and/or assistance that might help to resolve the situation.

Coroner's Comments:

The jury heard evidence that, during the negotiations, Mr. Pryce gave police officers the name and telephone number of a female person stating that she could "explain everything". Police indicated that there are concerns about involving a third party in negotiations, but if time permitted, at some point, they would have investigated this information and possibly attempted to contact that person. The jury, while understanding evidence about the hazards of putting a person in mental health crisis in touch with someone who's effect on the negotiation would be unknown, felt that police should at least initiate investigation of the possibility that such a person might exist and might contribute positively toward a resolution as soon as reasonably possible.

3. The training of police officers with respect to negotiations should include the following: In situations in which police officers recognize that there is a realistic possibility that they might employ lethal force against a person undergoing a mental health crisis who is contained by the officers, the officers should immediately seek assistance of a mental health professional.

Coroner's Comments:

The jury heard evidence that emergency task force officers have available to them the resources of a psychiatrist on call at all times. They may contact this physician for advice regarding negotiations with persons who are apparently in mental health crisis. The jury also heard that some police divisions have access to mental health crisis teams consisting of specially trained officers and psychiatric nurses. Such teams are not permitted to attend the scenes of dangerous and violent situations but may be able to provide advice. The jury felt that where it was recognized that lethal force might be used such assistance should be sought immediately.

4. Provide formal training in basic negotiations for all new and current police officers.

Coroner's Comments:

Self-explanatory

5. Upon joining the ETF individuals that demonstrate further interest and/or aptitude in negotiations should be provided with continuous advanced negotiator training such that each ETF team could have access to such a trained negotiator.

Coroner's Comments:

The jury heard that specialized negotiation training is available at the Canadian Police College in Ottawa. The evidence was that many of the officers of the Emergency Task Force have taken this training. The jury felt that all suitable officers should be afforded an opportunity to take this training.

6. Amend the Communications High Risk Incident Procedure to require a dispatcher to verbally notify officers on scene of important information and verify acknowledgement.

Coroner's Comments:

The jury heard evidence that call takers in the police call center were receiving important information during the negotiation. They heard that call takers were entering this information by typing it into the computerized police information system which information could then be read on screens located in the police cruisers. Officers involved with Mr. Pryce however, were not in their cruisers but were at the scene of the negotiation. They could not read this information at that scene.

The jury heard that call takers receiving such important information could communicate it either electronically or verbally to a police radio dispatcher who could broadcast this information over the police radio so that officers on the scene would receive it on their portable radios. The jury felt that in critical incidents such information should always be broadcast over the police radio. The jury also heard that because of their focus on the emergency situation and the negotiations some of the officers sometimes turned the volume on their radios down so as not to be distracted. The jury felt that the dispatcher broadcasting critical information should always require that the receipt of such information be acknowledged in order to be sure that officers had received it.

7. Call taker training should be enhanced to ensure that no suggestion be made to a caller that risks personal safety and to review the flow of information from call taker to dispatcher.

Coroner's Comments:

The jury heard that during the negotiations a police call taker receiving information that civilians were still inside 437 Sherbourne Street suggested to the caller inside that house that he should go outside and speak to the police officers in order to get instructions regarding evacuation. It was clear that had

he done so, he may well have walked into a dangerous situation where he might have found himself in the line of fire.

The jury felt that call takers should be carefully trained never to make a suggestion to a caller which might place the caller in danger. The jury felt that call takers in all critical situations and in the case of any doubt about safety, should communicate the situation to a police radio dispatcher who would be in a position to determine safe action by communicating with officers actually on the scene.

To Toronto Police Service and Ministry of Community Safety and Correctional Services:

8. A study should be undertaken to determine if improvements can reasonably be made in the technology available to enable negotiations to be heard by all officers involved in the incident and be recorded for use in future negotiation training. The study should include consideration of portable devices to allow remote communications at greater distances.

Coroner's Comments:

The jury heard that Mr. Pryce had barricaded himself at the east end of a narrow alleyway between two buildings. Police officers negotiating with him were at the west end of this narrow space. The evidence was that it was windy and that thus, a sort of wind tunnel effect made it hard for officers to hear Mr. Pryce at times. In addition there was a media helicopter hovering above the noise from which also made it difficult to hear.

Officers were also stationed in various windows of the building at 435 Sherbourne Street and they could not always hear both sides of the negotiation conversation. Just before Mr. Pryce was shot the negotiators had asked him to speak louder and perhaps move forward so that he could be heard. Officers in 435 Sherbourne Street could not hear this conversation.

The jury felt that the situation might be improved if all officers could hear the negotiations clearly. The jury thought that, if it were technologically possible, some system might be found which would allow all officers to hear the conversation. The evidence was that no such system was known but the jury felt that the matter should be studied.

The jury also felt that a system might be developed that somehow would allow a communication device to be provided to a person like Mr. Pryce so that he could communicate with police at a greater distance and thus perhaps be perceived to present a lower level of risk. The evidence was that there is a device referred to as a "throw phone" which might be useful in some circumstances but could not practically have been used in the case of Mr. Pryce. The jury felt that the matter should be studied to see if there exists a device which might be used in circumstances similar to those of Mr. Pryce.

9. To study emerging less-lethal technology and consider making these tools available to the Emergency Task Force.

Coroner's Comments:

The jury heard evidence that there are a number of less lethal use of force devices available for use by police. The evidence explained that none of these were practical or appropriate in a case such as that of Mr. Pryce where the subject possesses, points and is said to have discharged a firearm. The jury heard that there are additional less lethal use of force options becoming available and/or in the process of evaluation by Toronto Police and the jury felt that these studies should be pursued.

To Minister of Justice Canada:

10. It is not currently an offence to possess a replica firearm, even though possession of one in certain circumstances may lead members of the public or law enforcement officials to react as if the replica firearm were capable of firing a projectile that is capable of causing serious bodily injury or death. Consideration should be given to regulating the acquisition/possession of replica firearms to reduce the risk of harm to the person possessing the replica firearm, members of the public and law enforcement officials.
11. There are firearms which are currently unregulated because they fire a projectile at a velocity of less than 500 feet per second. Possession or use of such firearms in certain circumstances may lead members of the public and law enforcement officials to react as if the firearm is one that is regulated. Consideration should be given to regulating the import/manufacturing/sale/possession and/or use of firearms that discharge a projectile at a velocity of less than 500 feet per second, to reduce the risk of harm to the person who has the firearm, members of the public and law enforcement officials.

Coroner's Comments:

The jury heard evidence that, but for his possession and brandishing of what appeared to all observers both civilian and police to be a real (or "Regulated") handgun, Mr. Pryce would likely not have been shot.

The jury heard that there are three categories of weapon which might be identical in appearance, but which are regulated under Canadian law in very different manners. Please see the attached explanatory diagram.

Firstly there are replica guns. These are imitation guns which closely resemble real firearms, but fire projectiles with a muzzle velocity of less than 246 feet per second. They are prohibited devices in

Canada and may not be manufactured imported or sold but those possessed by a person as of Dec. 31, 1998 may be possessed and used without any permit or background check.

Secondly there are **regulated firearms**. These are "real" guns such as those used by police that fire projectiles at greater than 500 feet per second muzzle velocity and are heavily regulated in Canada. They may not be purchased, transported, possessed, carried or sold without permits requiring background checks.

There is also a category of imitation handguns called **unregulated firearms**. These weapons discharge pellets between 246 feet per second and 500 feet per second. They can cause serious bodily harm or death. They are firearms, under Canadian Federal law, but are essentially unregulated. They may be sold, possessed or carried without any form of permit or background check. The weapon possessed by Mr. Pryce fell into this category.

The evidence was that no person, no matter what their level of training, could distinguish between these various categories of weapon without actually having it in their hands and inspecting it closely.

The jury felt that both **replica handguns and unregulated firearms** in the third category such as the one possessed by Mr. Pryce, should be more closely regulated and that possession and sale of such weapons should be regulated in Canada so that they would be less likely to come into the possession of persons with mental health challenges.

The jury observed from the evidence that the high risks created by easy acquisition and possession of these weapons threaten not only the mentally ill persons who may be carrying them but also first responders and members of the general public who may find themselves exposed to gunfire because of the perceived danger from these imitation handguns. The jury thought that the Federal government of Canada should consider implementing appropriate legislation and regulations.



To the appropriate Ministers with the Governments of Canada and Ontario:

- Require manufacturers to include a warning label on packaging of replica firearms and firearms which are currently unregulated to inform consumers that these products will be treated as real firearms by law enforcement.

Coroner's Comments:

The jury recognized that the facts drawing them to make recommendations number 10 and 11 might not be known to most citizens and felt that, so long as it is possible to purchase these imitation guns in Canada without any permit process, consumers should be made aware that if such a weapon is seen by police they may have no alternative but to react to the weapon as if it were a real gun.

The jury probably considered that there have been a number of cases in which deaths have occurred as a result of this situation and even cases in other jurisdictions where children have been shot by police after brandishing such imitation guns.

The jury felt that those who purchase such imitation guns should be clearly warned that they will be treated by police as if they are real guns and felt that this might best be accomplished by appropriate authorities imposing a requirement for package labeling giving that warning.

Closing Comments

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



John R. Carlisle M.D., LL.M., F.C.M.

Coroner



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 20, 2016**

**#P240. SUPPLEMENTARY LEGAL SERVICES FOR EMPLOYMENT AND
LABOUR LAW: 2017-2019**

The Board was in receipt of the following report September 14, 2016 from Drew Johnston, Manager, Labour Relations:

**Subject: Supplementary Legal Services for Employment and Labour
Law: 2017 - 2019**

Recommendation(s):

It is recommended that:

- (1) the Board approve the selection of the law firm Hicks Morley Hamilton Stewart Storie L.L.P. (Hicks Morley) to provide supplementary legal services in the area of employment and labour law to the Toronto Police Services Board (Board), from January 1, 2017 to December 31, 2019; and
- (2) the Board authorize the Chair to execute an agreement, subject to approval by the City Solicitor as to form, between the Board and Hicks Morley for the period of January 1, 2017 to December 31, 2019, including an option for the Board to extend this period for up to two (2) additional one (1) year terms at its sole discretion.

Financial Implications:

Any financial implications related to this recommendation will be included as part of the Board's 2017 operating budget. The annual budget is based on anticipated needs and historical spending for supplementary legal services. Funding for budgeted expenditures for supplementary legal services is drawn from the Legal Reserve.

Background/Purpose:

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

At its meeting on October 19, 2015, the Board approved an extension of the agreement between the Board and Hicks Morley for the period from October 1, 2015 to September 30, 2016, in addition to a single source extension of the agreement for three (3)

additional months until December 31, 2016, in order to align the agreement with the Board's annual operating budget from January to December of each year (Min. No. P261/15 refers).

The purpose of this report is to advise the Board of the Request for Proposal (R.F.P.) procurement process for supplementary legal services for employment and labour law for the period from January 1, 2017 to December 31, 2019, and to recommend that the Board approve the successful proponent.

Discussion:

An R.F.P. for supplementary legal services for employment and labour law was issued on June 14, 2016 by Purchasing Services. The R.F.P. was advertised on MERX, an electronic tendering service designed to advertise opportunities for the procurement of goods and services worldwide. Sixteen (16) vendors downloaded the R.F.P. document. The closing date for the R.F.P. was July 18, 2016 and responses were received from the following three (3) proponents: Hicks Morley, Filion Wakely Thorup Angeletti L.L.P. (Filion Wakely), and Mathews Dinsdale & Clark L.L.P. (Mathews Dinsdale).

The submissions were reviewed by the members of the evaluation committee in consultation with Purchasing Services. A two (2) stage, two (2) envelope process was used. At the first stage, the members of the evaluation committee considered the following criteria: understanding of the assignment, demonstrated experience and qualifications, range and quality of services offered, and relevant references. The first stage was worth 80% of the overall score and proponents had to obtain a score of 80% in the first stage in order to proceed to the second stage.

The second stage was worth 20% of the overall score and evaluated pricing on the basis of the lowest combined hourly fee proposal. The pricing envelope was not opened until the evaluation committee reviewed and scored all submissions based on the criteria in the first stage. Two proponents, Hicks Morley and Filion Wakely, were successful in proceeding to the second stage.

Based on the criteria in the first and second stages, Hicks Morley achieved the highest overall score and was unanimously selected by the evaluation committee as the successful proponent in the R.F.P. process.

Conclusion:

Hicks Morley has consistently provided high quality legal services in all aspects of employment and labour law to the Board. In particular, Hicks Morley continues to provide specialized legal expertise in areas of employment and labour law which are unique to the Board, including the significant and complex labour relations and collective bargaining implications of the Transformational Task Force Interim Report and the Board's vision for a modern Toronto Police Service. We would therefore respectfully request that the Board approve the recommendation to continue to retain Hicks Morley as discussed above.

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

The Board approved the foregoing report.

Moved by: M. Moliner
Seconded by: S. Carroll

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 20, 2016**

**#P241. REQUEST FOR FUNDS: THE GATEHOUSE HEALING THE VOICE
WITHIN ART EXHIBIT**

The Board was in receipt of the following report October 04, 2016 from Andy Pringle, Chair:

**Subject: Request for Special Fund – The Gatehouse Healing the
Voice within Art Exhibit**

Recommendation(s):

It is recommended that:

1. as an exception to the Special Fund Policy, the Board approve \$5,000 from the Special Fund to support The Gatehouse, Healing the Voice Within inaugural annual art exhibit; and
2. the Board approve the use of the Board crest by The Gatehouse, specifically for recognition purposes as outlined in this report.

Financial Implications:

If the Board approves the recommendation contained in this report, the Special Fund will be reduced by \$5,000. The Special Fund current balance is \$919,287.

Background/Purpose:

The Gatehouse, located at 3101 Lakeshore Blvd. West, Toronto, is a unique community based centre in Canada. It provides support, resources and advocacy on behalf of those impacted by childhood sexual abuse. It is the only community-based setting that provides services for adults, children and youth in one location. The Gatehouse offers services and programs to children/youth, families, investigating officers and child welfare personnel to support the investigation of child sexual abuse cases. Also, The Gatehouse provides both a safe place for children to disclose abuse to police and child welfare personnel, as well as support services and programs for adults whose lives have been affected by childhood sexual abuse. It has been designated by police services as a best practice site for conducting investigations related to childhood sexual abuse.

Since opening its door in June 1998, The Gatehouse has provided services to over 15,000 people, at no cost to the users. The Gatehouse does not duplicate services but fills the gaps between services that are not readily available to the victim. From 2011-2014 collectively, 351 child abuse investigation interviews have been conducted at The Gatehouse, with approximately 95% of usage from Toronto Police Divisions. As well, other agencies and police services including Peel, Halton, and the OPP have used The Gatehouse. Additionally, The Gatehouse deliver presentations at the Toronto Police College in the Child Abuse Investigators course to raise awareness of The Gatehouse and the services offered. Most recently, Toronto Police Officers participated in a two day Gatehouse Training component aligned with the police service training initiatives related to Mental and Community Health. In addition to investigations, The Gatehouse offers a number of innovative programs and initiatives aimed at supporting and sustaining new ways of living and new paths for recovery; and work with a myriad of community and social services organizations. The feedback on that training has set the stage for more ongoing training opportunities for members of the Toronto Police Service with The Gatehouse.

Ongoing sustainable funding is the greatest challenge faced by The Gatehouse. Despite extensive time spent fundraising, The Gatehouse does not receive core or ongoing funding from any one source. As a community based organization The Gatehouse relies on fundraising and in-kind support to operate. Financial support from the Toronto Police Service Board in 2011 allowed The Gatehouse to update equipment through the purchase of state of the art audio/video recording equipment used to conduct investigative interviews. Additional financial contribution from the Board totalling \$150,000 over three years, subsidized The Gatehouse core funding from 2015-2017.

Discussion:

I am in receipt of correspondence from Mr. Alok Mukherjee requesting support for The Gatehouse's inaugural Annual Healing the Voice within Art Exhibit. The event is a one of a kind art exhibit being held to give voice to sexual abuse survivors, promote awareness about the important work of The Gatehouse and raise much needed funds for its programs and services. The exhibit will be held on October 26, 2016, at The Spoke Club, 600 King Street West, Toronto, from 7 to 10 pm.

Provision in the Special Fund policy prohibits the Board from committing to recurring donations or to the on-going funding of particular initiatives/projects. However, the Board can, on a case-by-case basis, consider exceptions to this policy. Taking into consideration the important work of The Gatehouse and its relationship with the Toronto Police Service, the Board in 2015, made an exception to its policy and approved a one-time three year funding. The Board supports the work of The Gatehouse and agree that the services and programs provided by The Gatehouse are vital to the community. Therefore, I am recommending that the Board consider a financial contribution of \$5,000 in support of the Healing Art Exhibit. At this sponsorship level the Board will receive 10 tickets to the event. The Board will also receive recognition for its

contribution by use of the Board's image on promotional materials, media events, social media and The Gatehouse website in promotion of the art exhibit.

Conclusion:

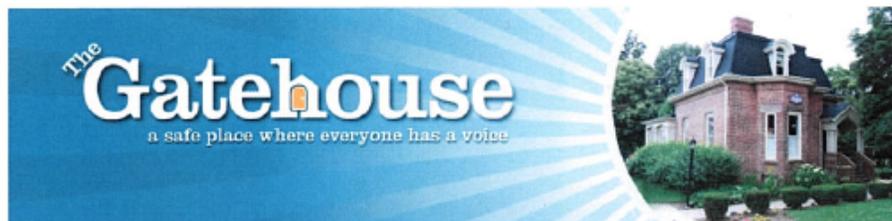
Therefore, it is recommended that:

1. as an exception to the Special Fund Policy, the Board approve \$5,000 from the Special Fund to support The Gatehouse, Healing the Voice Within inaugural annual art exhibit; and
2. the Board approve the use of the Board crest by The Gatehouse, specifically for recognition purposes as outlined in this report.

If the Board approve the request, tickets will be available to Board Members that are interested in attending exhibit.

The Board approved the foregoing report.

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



September 16, 2016

Dear Friend:

I am writing to invite you and to request your support for a fundraiser that is very close to my heart, *Healing the Voice Within*, an annual art exhibit event hosted by The Gatehouse.

In recognition of October as the "Child Abuse Prevention Month," the event will be held on October 26, 2016, at The Spoke Club in Toronto.

The Gatehouse:

The Gatehouse is a unique, community based organization helping those traumatized by childhood sexual abuse. Located in Toronto's Lakeshore area, it works with individuals; trains and provides placement to students of social work and police foundations programs of Humber College, Lakeshore Campus; and hosts an annual international conference to build a global network of organizations providing healing and empowerment to those traumatized by childhood sexual abuse within a transformational framework.

In addition, it offers a safe space for police officers from Toronto and Peel Region to interview children who have been targets of sexual violence.

I have been a supporter for many years of this organization's unique, community-based work, and this year, was pleased to join The Gatehouse Board of Directors.

The Event:

We are putting on this one-of-a-kind art exhibit to give voice to sexual abuse survivors; promote awareness about the important work of The Gatehouse; and raise much-needed funds for its programs and services.

Healing the Voice Within will feature dozens of powerful art images that come from a 12-week visual arts support group at The Gatehouse facilitated by Lacey Ford and Pearl Lee, of Full Circle Art Therapy Centre. This is just one of the many valuable Gatehouse programs that teach positive coping techniques to address the anxiety, nightmares and depression resulting from childhood sexual abuse.

Your Support:

The Gatehouse is a community-based charitable organization that can only achieve its goals with the assistance of generous donations from people like you. The organization does not receive any core funding from any government agency and relies on the kind support of individual donors, foundations, corporations and volunteers.

Our goal is to raise \$25,000 from this event. Our organization relies on the generosity of engaged community members like you. I would greatly appreciate if you would consider buying tickets for the event, becoming a monetary sponsor or donating to our silent auction table, like a gift certificate or merchandise. Every dollar we raise helps bring healing to victims and creates healthier, stronger communities.

I very much hope that besides supporting this year's inaugural art exhibit, you will consider including The Gatehouse, and especially its annual *Healing the Voice Within* art exhibit, in your annual personal or corporate giving.

Please feel free to contact me for any additional information on donating to this worthy evening, organization and amazing initiatives that are helping children, youth and adults find a voice and a life after such a horrific crime. I can be contacted by email at amukherjee@ryerson.ca or by phone at 416-979-5000, ext. 3614 (office) or 647-522-8946 (cell).

You can make a donation by cheque or money order payable to The Gatehouse and mail to 3101 Lake Shore Blvd. W., Toronto, ON, M8V 3W8. All donations over \$25 CAD will receive a charitable tax receipt in the mail. The Gatehouse will acknowledge your donation on its website, program brochure and all other events.

I very much appreciate your support.

Sincerely



Alok Mukherjee

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 20, 2016**

#P242. TORONTO POLICE SERVICE – 2017 OPERATING BUDGET REQUEST

The Board was in receipt of the following report October 17, 2016 from Mark Saunders, Chief of Police:

Subject: Toronto Police Service – 2017 Operating Budget Request

Recommendations:

It is recommended that:

- (1) the Board approve the Toronto Police Service’s 2017 net operating budget request of \$1,002.7 Million (M), which is a \$2.0M or 0.20% decrease over the 2016 approved budget;
- (2) the Board forward a copy of this report to the City’s Deputy City Manager and Chief Financial Officer (C.F.O.) for information; and
- (3) the Board forward a copy of this report to the City Budget Committee for approval.

Financial Implications:

The Toronto Police Service’s (Service) 2017 operating budget net request of \$1,002.7M (\$1,123.8M gross) is \$2.0M or 0.20% below the 2016 approved budget.

A summary of the Service’s 2017 changes in the net operating budget request is provided in Table 1.

Table 1- 2017 Summary of Changes

	\$M’s	\$ change over 2017 Request	% change over 2016 Request
2016 Net Budget	1,004.7		
2017 Request	1,002.7		
Impact of 2017 Salary Settlement		\$17.3	1.72%
Net impact of salary and benefit costs		(\$28.1)	(2.80%)
Reserve Contributions		\$4.3	0.43%

Other Expenditures		(\$1.6)	(0.16%)
2017 Gross Budget Decrease		(\$8.1)	(0.81%)
Revenues		<u>\$6.1</u>	0.61%
2017 Net Budget Decrease		(\$2.0)	(0.20%)

Background / Purpose:

The purpose of this report is to provide the Toronto Police Service's Board (Board) with the Service's recommended 2017 operating budget request. The report includes information on the level of funding required in 2017 to provide public safety services to the City of Toronto (City), based on the current service delivery model. The recommended request has been developed with a focus on achieving as many reductions as possible, while still maintaining adequate and effective policing.

Discussion:

This report contains the following sections:

- Managing the Toronto Police budget – budget drivers and sustainable savings
- Police Governance – Adequate and Effective Policing
- Transformational Task Force – Implications for the Operating Budget
- Crime Evolution and the Changing Face of Policing
- Major Crime Indicators
- 2017 City Budget Direction
- 2017 Operating Budget Development Process
- 2017 Pressures Facing the Service and Actions to Reduce:
- 2017 Operating Budget Request – Details

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

The 2017 operating budget request cannot be looked at strictly on its own. It must also be reviewed and considered in the context of previous years, and the action taken to sustainably reduce the Service's request, as well as the on-going pressures the Service has and continues to face.

The Service's net operating budget has increased by \$250.3M since 2006, growing from \$752.4M to \$1,002.7M in 2017.

Table 2 summarizes budget increases between 2006 and 2017. Attachment A provides more detailed information with respect to the breakdown of the overall increases.

Table 2 – Summary of Year-Over-Year Change - Net Operating Budget (\$Ms)

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Net Budget	752.4	786.2	822.0	854.8	888.2	930.4	935.7	936.4	965.5	980.3	1004.7	1002.7
\$ Increase		33.8	35.8	32.8	33.4	42.2	5.3	0.7	29.1	14.8	24.4	-2.0
Total % increase		4.5%	4.6%	4.0%	3.9%	4.8%	0.6%	0.1%	3.1%	1.5%	2.5%	-0.2%
Collective Agreement (% impact)		2.8%	3.1%	2.0%	3.2%	3.4%	2.5%	2.7%	2.9%	2.0%	2.4%	1.8%
Other (% impact)		1.7%	1.5%	2.0%	0.7%	1.4%	-1.9%	-2.6%	0.2%	-0.5%	0.1%	-2.0%

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

- Approximately \$254.2M or 102% of the total budget increase of \$250.3M from 2006 to 2017 is attributable to salary and benefit increases that have arisen from negotiated and arbitrated collective agreement settlements between the Board and the Toronto Police Association (T.P.A.) and the Senior Officers' Organization (S.O.O.). These significant increases are beyond the Service's control.

- \$3.9M in reductions or -2% relates to costs not attributable to the collective agreements. These net decreases are in non-salary accounts, such as caretaking/utilities, information system maintenance contracts, gasoline, telephones, uniforms and vehicle/communication equipment parts. Through management review and action, overall decreases were achieved despite inflationary increases to these accounts. The non-salary changes from 2006 to 2017 averages -\$0.3M annually over that period. Over the last several years, the Service has exercised a number of measures to manage the budget and effectively mitigate significant increases. This was done while continuing to provide public safety services as efficiently, effectively and economically as possible, in the face of changing demographics (e.g. aging population) and crime evolution (e.g. cyber). To this end, the budget impact within the Service's actual control was below zero for many years. 2012 included -1.9% (-\$17.9M), 2013 included -2.7% (-\$24.8M) and 2015 included -0.3% (-\$3.6M) in reductions, achieved through heightened resource and contract management, lower actual uniform and civilian staffing levels and premium pay reductions.

Police Governance – Adequate and Effective Policing:

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

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

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

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

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

The 2017 operating and capital budgets, presented to the Board for approval, include amounts that will be required to maintain the level of police personnel, along with the requisite equipment and facilities that are required in the provision of adequate and effective policing. The 2017 budget submission is a responsible accumulation of expenditures that will maintain an average deployment of 5,072 uniform members, along with the essential infrastructure and direct and administrative support, that ensures public safety, as mandated in the P.S.A., is maintained. Although the Board and Service have collaborated on developing a new service delivery model through the Transformational Task Force, the 2017 budget request represents the funds required to transition the Service while maintaining its mandate.

Transformational Task Force – Implications for the Operating Budget:

With the release of the interim Transformational Task Force (Task Force) report in June 2016 – *The Way Forward: Modernizing Community Safety in the Toronto*, the Service will be moving forward with unprecedented changes. These changes will impact not only how our services are organized and delivered, but also how we budget to ensure that we get the most out of every dollar, and ensure that every dollar spent contributes to the goals of the Service.

The Task Force has shared preliminary recommendations and a vision for a new path forward. Their vision is reflected in a newly planned community-centric service delivery model with three goals:

- Be where the public needs the Service the most;
- Embrace partnerships to create safe communities; and
- Focus on the complex needs of a large city.

To achieve these goals, the Service will adopt a roadmap that will include changes in five major areas:

- How we relate to the public: focussing on safe communities and neighbourhoods;
- How we deliver our services: from Primary to Priority response;
- Access to Services;
- Affordability and Sustainability; and
- Culture Change.

Over and above the core policing services that provide the framework for adequate and effective policing of the City, the above goals and strategies will determine where resources and efforts will be focused. Guided by these goals, the Service will continuously look for ways to improve the delivery of public safety within an affordable and sustainable financial envelope.

Although the Task Force's interim report identifies 24 interim recommendations, most of the ideas shared are at a conceptual phase and require further planning and business process changes to enact them. Accordingly, until the details regarding the changes are identified, the impacts on the 2017 and future budgets, beyond the hiring moratorium, are unknown and cannot be factored into the budget.

Despite the interim status of the Task Force's work, the largest single impact of the recommendations is already factored into the 2017 budget request – the hiring moratorium. By factoring in savings from not hiring, the Service is laying the groundwork for the changes to programs that will occur with implementation of current and future task force recommendations.

In addition to the impact of the hiring moratorium, the 2017 budget request has been adjusted to reflect the divestment of the Lifeguard and School Crossing Guard Programs, as recommended by the Task Force.

Lifeguard Program

The Service's Marine Unit has been administering the Lifeguard Program since 1982. Approximately 84 Lifeguards and 13 Head Lifeguards, who are temporary, part-time non-Toronto Police Association employees, are responsible for 11 beaches. One civilian member of the Marine Unit oversees the program. Lifeguards are trained, equipped and supervised by the Service. Wage rates are set by the Toronto Police Services Board.

The Task Force has recommended that the Lifeguard program and its \$1.1M budget become the responsibility of the appropriate department in the City of Toronto. Currently, the Service provides lifeguard services for the beaches while the City provides lifeguard services for indoor and outdoor pools. This change would allow the Service to move the responsibility of the program to an organization with a mandate more aligned to this service and focus on the new service delivery model that puts police where they are needed the most.

Crossing Guard Program

Approximately 700 crossing guards are currently managed by Service members, mostly police officers working at divisions and Traffic Services. In this current arrangement, police officers are sometimes required to cover crossing guard locations in emergent situations.

The Task Force has recommended that the School Crossing Guard program be provided by the appropriate department at the City or through an alternative service delivery option. Accordingly, the operating budget has been reduced by \$2.7M for

2017, based on a July 2017 transfer date. The annualized reduction in 2018 will be \$6.8M. This change enables the Service to focus on the new service delivery model, and shift from primary to priority response, referring non-policing situations to other City departments or organizations that are better suited to provide the service.

Crime Evolution and the Changing Face of Policing:

The Toronto Police Service is challenged by a rapidly changing and increasingly complex society that requires our members to continuously adapt and change. One of the main challenges for police is the constantly evolving nature of crime. New crimes and threats continue to emerge, adding to the multitude of existing crimes that police are expected to respond to. Police need to deal with broader ranges of crime coupled with crime's changing nature. Although the Transformational Task Force has made recommendations that will improve the effectiveness of police interactions, new types of crimes, such as cybercrime, terrorism and environmental threats, and a diversity of calls for service, reshape the landscape in which Toronto Police Service officers operate. These crimes are often complex, multi-jurisdictional and can be potentially more harmful than the interpersonal crimes currently reported and responded to.

Cybercrime

With the expanded use of technology, globalization and the rapid growth in interconnectivity, cybercrime can increase victimization to individuals, companies or governments from anywhere in the world. Cybercrime is a crime that is committed via the internet or computer network. Types of crime include financial crime, child exploitation or luring and attacks against computer hardware and software. The growth in incidences of cybercrime and exploitation is a well-established trend, fuelled by rapidly changing technology and income disparity.

The Service has recognized the rising impact of these far reaching crimes, creating a Cyber Crime Unit (C3) whose mandate is to provide online investigative support and guidance for Service members regarding current best practices. C3 members also support investigations involving social media platforms, website analytics and photo deconstruction. It will be important for the Service to maintain, and likely expand, the resources allocated to both proactive and investigative activities arising from cybercrime.

Terrorism threats

Terrorism continues to be a threat for individual Canadians and their interests. As global conflicts evolve, the need to remain vigilant and take extraordinary security measures remains a top priority within both the Service and policing services across Canada. The need for police services across borders to collaborate has never been greater, requiring that the Service put transnational structures in place to support that collaboration. For this reason, policing networks continue to come together to coordinate a counterterrorism response intended to mitigate human safety risks.

For these reasons, the Service is actively involved in measures intended to mitigate the impact of such threats.

Environmental threats

Environmental threats are on the rise, as seen through increased climate change or natural disasters. Police officers are first responders, along with their Fire and Emergency Services partners, expected to put operational plans and processes in place that ensure the safe movement of the public during evacuations, participate in search and rescue efforts and maintain law and order. The City's plan to grow population density impacts public safety and security risks should an emergency event occur. For this reason, the Service has developed operational plans to address such emergency events to ensure preparedness when Service members are called upon to assist in maintaining order during chaotic situations.

Changing nature of calls for service

As first responders, police officers must deal with a number of diverse calls for service. Whether called to an incident involving a senior or people with mental health issues, police must be equipped to handle these differing situations. The Service must also remain proactive in the recognition of these special instances of calls.

For example, the elderly are hesitant to report their victimization for a variety of reasons. The Service is working with community agencies to encourage the reporting of abuse, and ensuring that all complaints of abuse are fully investigated in a timely manner. In addition, increased calls for service related to individuals with possible mental health issues require an altered approach to the use of force. As a result, increased training, support and resources must be made available to police to effectively carry out this mandate.

The changing challenges for the policing community underscore the need for the Service to continue adapting the way members interact with different segments of the public. The service delivery model will address community needs in a more proactive way, and the modernization of our human talent will ensure that our members have the right competencies to perform this role. However, the changing face of crime will also require investments in technology that, although expensive up front, will bring efficiencies into the Service and assist in the ability to respond to these challenges.

Major Crime Indicators:

Seven major crime indicators are used as a key barometer of crime within the City. All of these indicators can, and are used, to measure how safe a city is, which in turn, is one of the dynamics that impacts quality of life, entertainment, economic development, investment and tourism in a city. A safe city is therefore an important factor in terms of where people live, play, invest, do business and visit. Toronto is one of the safest cities in North America, and the Service has, and will continue to work hard with its community partners and other stakeholders to keep it that way.

Major crime rates decreased significantly from 2006 to 2015 (25% overall). However, in 2016 crime trends have changed. Table 3 below highlights that, overall, crime has increased by 3% in 2016 compared to 2015 (as of August 31, 2015).

Table 3 - Major Crime Indicators - as at August 31st					
Offence	2014		2015		2016
	Total	% Chg	Total	% Chg	Total
Murder	29	21%	35	37%	48
Sex Assault	1,512	5%	1,589	-4%	1,528
Assault	10,886	8%	11,769	6%	12,420
Robbery	2,466	-7%	2,303	10%	2,537
Break and Enter	4,688	-5%	4,431	-4%	4,241
Auto Theft	2,282	-11%	2,029	3%	2,095
Theft Over	640	7%	682	1%	692
Total	22,503	1%	22,838	3%	23,561

The table above shows that crime is down in only two of the seven categories. The remaining categories show increases, with the increase in murders of most concern.

In addition to this, shooting events have also increased this year with 330 shootings up to October 16, 2016 compared to 216 at the same time last year for a 52.8% increase.

Victims of shootings have also increased over this period from 337 in 2015 to 464 in 2016 – an increase of 114 or 37.7%.

The 2017 operating budget request has been prepared with the objective of keeping the City safe, balancing this goal with the need to fund current public safety activities while transitioning to a modernized service delivery model that puts communities at its core while tackling changing crime.

2017 City Budget Direction:

In a memo from the Deputy City Manager and Chief Financial Officer to Division Heads and Heads of Agencies in June 2016, the Deputy City Manager outlined directions and guidelines for the 2017 budget with the aim to tackle the identified pressures creating the City's \$483M estimated operating budget shortfall.

The City's estimated 2017 shortfall assumes that the Service's budget request would be a \$0 increase as the Service would address all financial pressures through management actions. Based on preliminary estimates for the Service's 2017 operating budget requirements, this would mean various reduction strategies would be required to find \$47.4M in savings.

Subsequent to the Deputy City Manager's memo, City Council, at its July 12, 2016 meeting, approved 2017 across-the-board operating budget targets of 2.6% below the 2016 approved budgets for all city programs, agencies and boards. For the Service, this would translate to a savings target of \$73.5M to both absorb pressures and come in at -2.6% over 2016.

2017 Operating Budget Development Process:

In developing the 2017 operating budget, the Service took City guidelines and Council direction into consideration. The Service also incorporated the known actions required to facilitate the new roadmap for a modern Toronto Police Service, which will not only impact how services are organized and delivered, but the associated budget and demonstrated value for the dollars spent.

In prior years, the Service budget was developed based on submissions from units, which underwent various levels of review and approval prior to being consolidated at a corporate level. With the challenging financial environment and the roadmap for change as the guide, the approach was altered significantly, applying a more strategic and corporate view of the budget. Using the approved 2016 budget as the starting point, a number of strategies were executed in order to find the reductions needed for 2017:

- Review of historical spending trends and reduction of funds not historically spent
- Elimination or reduction of discretionary spending and expenditures on non-core business requirements
- Across the board reductions to specific accounts by a flat-line percentage
- Reduction of internal services received and paid for
- Consolidation of equipment and contracted services funds with central management based on Service priorities and goals
- Fund cost increases to existing contracts or commitments from within existing budgets

The approach to developing the 2017 operating budget also included a number of recommended policy changes that would drive reduced use of budgeted funds.

In addition to a changed approach, governance previously applied to the process was also changed. Several reviews of the full Service budget were performed with the Chief, Command Officers and senior managers (Staff Superintendents and Directors) to ensure that priorities were aligned with the future direction of the Service, but to also increase awareness of the corporate-wide financial challenges that the Service would face during this transitional year and going forward.

Governance over the budget process included meetings with the Board Budget Subcommittee (BSC). As a result of meetings with the BSC, held on September 21 and 27, 2016, the Service's budget estimate reflects a 0.2% or \$2M decrease over 2016. Details of the Service's budget were also posted on the Board's website, through a number of documents, in preparation for a public meeting of the BSC, where deputations on the Service's budget request were received from members of the public.

The following documents were made available to the public in preparation for that meeting:

- Preliminary budget breakdown by unit for major expense categories
- Service and unit organizational charts
- Unit summaries that outline the mandate and activities performed
- Detailed line by line request, and
- Presentations to the BSC on September 21 and 27, 2016

Throughout this review period, Service staff continued to fine-tune the budget request with more up-to-date information and analysis. In order to meet the City's requirements, meetings with City Finance staff continued throughout the process. In addition, meetings with the City's Chief Financial Officer and City Manager, as well as a Budget Committee Informal Review, are scheduled to occur on October 21, 2016.

2017 Pressures Facing the Service and Actions to Reduce:

Early in the budget process, preliminary net pressures on the 2017 budget were forecasted at \$47.4M, for a preliminary estimated 2017 net operating request of \$1,052.1M (4.7% increase over the 2016 net approved budget). Table 4 shows these pressures, including those that are outside of the Service's control, along with the actions taken to find savings and the final 2017 net operating budget request.

The 2017 preliminary budget estimate included pressures facing the Service:

- Toronto Police Association and Senior Officer Organization collective agreement settlements;
- Bargained provisions that impact costs such as legal indemnifications, medical and dental benefits and retention pay;
- Anticipated increases/decreases in vendor contracts and revenue sources (e.g. fees);
- Pressures in mandatory accounts/statutory obligations;
- The application of economic factors and increases based on historical market trends;
- Increases in contributions to reserves to address projections for reserve deficits;
- Additional funds to establish a reserve to modernize the Service and implement Transformational Task Force recommendations; and
- Anticipated realities related to provincial grant funding with no commitments.

It is important to note that the pressures did not include any new initiatives or investments other than the contribution to a modernization reserve of \$3.5M. This reserve is intended to bridge one-time costs for the implementation of the Transformational Task Force initiatives such as a project manager, technological, financial and procurement expertise at various stages of implementation, feasibility and due diligence studies, initial investments and wind-down or amalgamation costs for changes in programs.

Table 4 - Summary of 2017 Budget Pressures and Reductions

	\$ Increase / (Decrease) over 2016	2017 Request \$Ms	% Increase / (Decrease) over 2016 Budget
2016 Net Budget - \$1,004.7M		\$1,004.7	
Pressures:			
Benefits & Non-COLA inflationary pressures	3.5		
Reserves	7.2		
Investments to Modernize	3.5		
Grant Funding Loss	14.9		
Impact of 2017 Salary Settlement	18.3	\$47.4	
2017 Preliminary Net Budget including Pressures		\$1,052.1	4.7%
Reductions:			
Hiring Moratorium	-\$23.1		
Premium Pay Reductions	-\$2.0		
Management Actions to Reduce	-\$7.7		
Staffing Strategies	-\$6.2		
Alternate Funding Sources/Bridging Strategies	-\$6.6		
TTF-identified Non-core Reductions	-\$3.8	-\$49.4	-4.9%
2017 Request		\$1,002.7	-0.2%

Based on the preliminary budget estimate, it was evident that this budget process would be a very challenging one. To achieve a zero increase, \$47.4M in reductions would be required. To achieve the Council-approved target referenced in a previous section of this report, reductions of \$73.5M would be required to both absorb pressures and come in at -2.6% over 2016.

Table 4 above highlights the \$49.4M in budget reductions taken to bring the Service's request down to \$1,002.7M, which represents a 0.2% or \$2M decrease over the 2016 net approved budget.

As mentioned previously, 2017 is a transitional year for the Service. The Task Force has published an interim report that lays out a vision and the initial steps to begin to align Services with that vision and the new guiding principles and goals. The final report, to be presented to the Board in January 2017, will expand on the ideas presented in the interim report and will provide more details about savings and budget reductions along with the investments that will be required to support the new service delivery model.

In the meantime, in this budget process, the Service has begun to align with the principles of sustainability and affordability, and has taken action to reduce costs and change the way that members think about spending. The objective has been to reduce the budget as much as possible, and every unit and Command area has participated in this budget reduction exercise.

How We Closed the Gap on \$47.4M of Pressures, Plus a further \$2M Reduction:

Reductions, as highlighted in Table 4 included:

- **Hiring moratorium:** \$23.1M in net salary savings are reflected in the budget request, representing the savings from not backfilling past vacancies, as well as most vacancies that will occur in 2017. The budget includes only \$1.3M to fill strategic civilian hires where investments in people are required to modernize, to achieve other strategic priorities, to comply with legislative requirements or to provide adequate supervision. Further information on the impacts of these reductions are included in the sections of this report on the HR Strategy for Uniform and Civilian members.
- **Premium pay reductions:** \$2M in premium pay reductions were made. Significant reductions have been made in premium pay since 2010 and, when added to previous reductions, the total since 2010 is more than \$9M. Further information on the premium pay costs included in this budget can be found in the premium pay section of this report below.
- **Management actions to reduce:** \$7.7M has been reduced from the budget through various management actions. To achieve these reductions, we reviewed every unit, account and service delivery requirement.

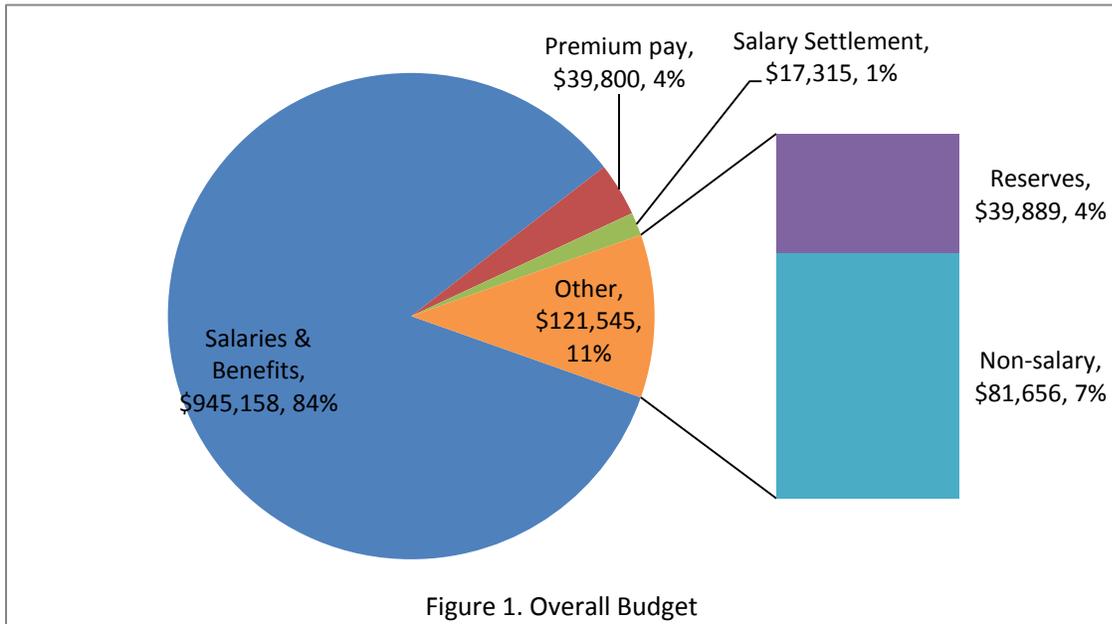
A review and rationalization of our fleet has resulted in a reduction of 104 vehicles. These vehicle reductions yield operating cost savings, revenue from sale of the vehicles as well as savings through reduced reserve contributions required to replace the vehicles. City 2017 budget guidelines set a direction to reduce fleet by 2% based on the City's new Carshare program and other rationalization measures. This reduction of 104 vehicles represents a reduction of over 6% of the Service's fleet.

A comprehensive line-by-line review was done for every cost centre in the Service to determine what reductions could be made based on past experience, changes in service delivery, or other business decisions that could be made to save costs. Budgets for contracted services and equipment were centralized and reduced with a plan to manage those budgets centrally based on Service priorities and needs and to ensure that they align with the Task Force vision, goals and strategies. Across-the-board cuts were made to courses and seminars and public relations accounts. Contracts were negotiated, where possible to bring costs down and accounts were analyzed with any new information available to see where budgets can be leaner.

- **Staffing strategies:** \$6.6M in savings were achieved through staffing strategies. When staffing separations occur in higher ranked positions, lower ranking staff that temporarily fill these positions receive acting pay. Significant reductions were made to acting pay based on staffing strategies that would redeploy existing members to areas that need them the most and examining policies on acting. Reductions have also been made based on new information for current year staffing separations that impact on the 2017 budget.
- **Alternate funding sources/bridging strategies:** \$6.6M of reductions have been made considering a plan to fund some facility related costs through the capital budget and by utilizing current year Service surplus funds to contribute to reserves. By doing so, this would allow for a temporary reduction to the 2017 budget for reserve contributions. This is a bridging strategy only, as pressures on reserves will occur again following the 2017 budget year. Further information on reserves and these reductions can be found later in this report.
- **Transformational Task Force non-core reductions:** \$3.8M of reductions have been made to reflect the Task Force recommendations to move the Lifeguard and School Crossing Guard programs out of the police budget and into the appropriate City budget or for alternative service delivery. This reduction was explained above in the section “Transformational Task Force – Implications for the Operating Budget.”

The above reductions bring immediate savings to the Service budget, most of them sustainable. After considering all reductions, the Service has achieved \$49.4M in savings, a \$2M reduction below the 2016 approved net budget and the first budget below a zero increase in memory. Details regarding the 2017 operating budget and reference to these cuts can be found in the following section of the report.

2017 Operating Budget Request - Details:



The 2017 net operating budget request of \$1,002.7M (\$1,123.8 Gross) will result in the Service operating with an average deployed strength of 5,072 officers in 2017 (which is 376 below the approved complement of 5,448, and 152 below the projected actual average deployment in 2016), as well as services, supplies, equipment and internal services required to effectively support public safety operations.

Figure 1 indicates that, on a gross basis, 89% of the Service's budget is for salaries, benefits, and premium pay (court attendance, call-backs and required overtime). 4% is required to maintain reserve contributions and the remaining 7% supports of our human resources in terms of the replacement/maintenance of and fuel for their vehicles, equipment, technology and information they use, facilities they work in, mandatory training they require, along with the materials and associated costs incurred by any regular business entity.

Table 5 summarizes the current 2017 request by category of increase/decrease, followed by a discussion on each category.

Table 5 - Summary of 2017 Budget Request Changes by Category

	2017 Request \$Ms	\$ Increase / (Decrease) over 2016 Budget	% Increase / (Decrease) over 2016 Budget
2016 Net Budget - \$1,004.7M			
(a) Estimated Impact of 2017 Salary Settlement	17.3	\$17.3	n/a
(b) Salary Requirements	736.9	-\$27.5	-2.74%
(c) Premium Pay	39.8	-\$2.1	-0.20%
(d) Statutory Deductions and Benefits	208.2	\$1.5	0.15%
(e) Reserve Contributions	39.9	\$4.3	0.42%
(f) Other Expenditures	81.7	-\$1.6	-0.16%
(g) Revenues	- 121.1	\$6.1	0.60%
Net Request/Amount above target	\$1,002.7	-\$2.0	-0.20%

a) Estimated Impact of 2017 Salary Settlement

The 2017 operating budget request includes estimated impacts for the T.P.A. and S.O.O. contracts. These contracts were negotiated for a term of 2015 to 2018.

b) Salary Requirements

The total salary requirements for 2017 (exclusive of the impact of the salary settlements), is \$736.9M. This budget represents a decrease of \$27.5M (-2.7%) over the 2016 operating budget.

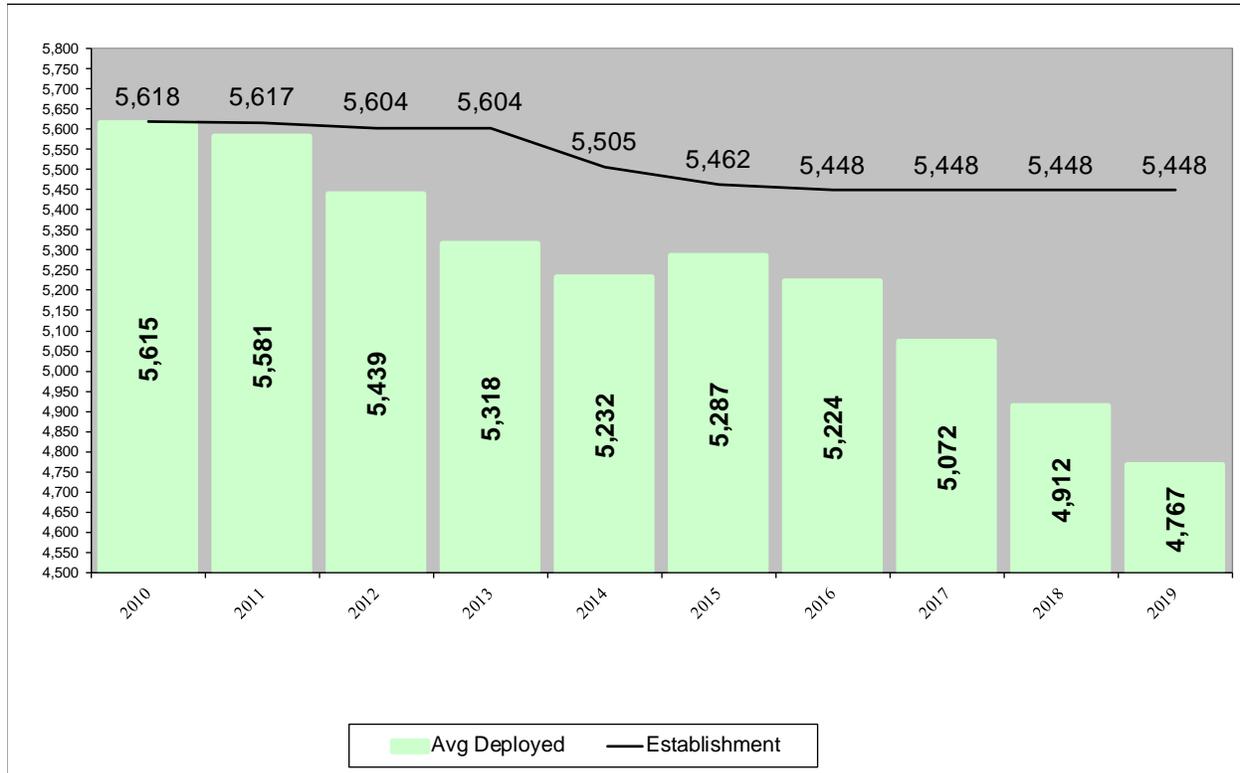
- **Human Resource (HR) Strategy for Uniform Members:** The Service normally plans class sizes for the three intake classes held annually by the Ontario Police College (in April, August, and December), with the goal of maintaining an average deployed strength equal to our approved establishment.

In light of budget pressures, and to find savings, since 2011 the Service has been replacing fewer and fewer officers that leave. This has resulted in average officer deployments each year that are significantly below the approved establishment. As a result, the average uniform deployment in 2017 is 5,072 officers, which is 376 officers below the approved establishment of 5,448 officers.

In 2016, the Transformation Task Force recommended a three-year hiring moratorium that will result in the continued decline of uniform staffing levels. Figure 2 shows the uniform establishment and deployment history from 2010 to 2015 and the projected deployment levels from 2016 to 2019. By 2017, the average number of deployed officers will have decreased from 5,615 down to 5,072, for a total decrease of 543 officers. The decrease in uniform members will grow to approximately 848 officers by 2019.

As the Service transitions to a new service delivery model, reduced facilities and divests itself of certain programs, such as the Transit Unit and TAVIS, the HR strategy will focus on redeployment of officers to activities that place us where the public needs us most.

Figure 2. Uniform Establishment and Deployment History



- HR Strategy for Civilian Members:** The current Board and City-approved establishment for Civilians is 2,230. Similar to the uniform strategy, fewer and fewer vacant Civilian positions have been filled in recent years.

The Service gapping and hiring strategy generally assumes civilian hiring at a rate that would keep pace with separations, assuming an average six-month salary gap for each anticipated vacancy, with the exception of positions that must be fully staffed, such as Communication Operators and Court Officers. As part of the 2013 budget approval, the Board directed that, with the exception of communication operators, there be no civilian hiring, except where warranted and approved by resolution of the Board. The Board's direction resulted in a significant reduction in 2013 hires. Following the lift of the hiring freeze in 2014, efforts were made to fill the significant backlog of positions resulting from the freeze and new vacancies resulting from civilian separations in 2014 and 2015. As a result, the civilian gapping budget increased from an average historical rate of 4.9% for the years 2008 to 2012 up to 8.1% in 2015.

Since that time, the gapping rate has continued to grow. Projected gapping in 2016 is 8.7%, which is well above gapping rates experienced by most City departments.

Further, due to the hiring moratorium recommended by the Transformational Task Force, this gapping rate is anticipated to reach 11% in 2017.

As evidenced by the 2013 hiring freeze and further exacerbated in the current moratorium, civilian vacancies throughout the Service are placing a strain on remaining staff. Staff are required to take on critical responsibilities left unfulfilled by vacant positions and are focusing only on mandated responsibilities and functions. As a result, staff's ability to review processes for efficiencies is seriously hindered by their need to focus on day to day work. Overburdening staff has resulted in an increased risk of errors and omissions, which could, in turn, lead to unnecessary or avoidable costs and impact negatively on the Service's ability to maintain public confidence and accountability. The Service continues to strive to provide required services and support, even with the vacancies. However, the risk of activities not being fulfilled, services delayed and errors and omissions occurring continues to be a possible reality until vacancies are filled. Maintaining gapping at reasonable levels is the prudent strategy in the longer term.

Despite the moratorium on hiring, the Task Force considered, in the interim report, that there would be situations where filling vacant civilian positions may be necessary. This may occur where investments in people are required to modernize, to achieve other strategic priorities, to comply with legislative requirements or to provide adequate supervision. The budget request for salaries includes \$1.3M for these strategic hires. It is estimated that the net decrease, after the strategic hires, will be approximately 60 civilian members.

c) Premium Pay

Premium pay is incurred when staff are required to work beyond their normal assigned hours for extended tours of duty (e.g., when officers are involved in an arrest at the time their shift ends), court attendance scheduled for when the officer is off duty, or call-backs (e.g., when an officer is required to work additional shifts to ensure appropriate staffing levels are maintained or for specific initiatives). Figure 3 provides a breakdown by category of premium pay.

Premium pay budgets have been reduced by a total of \$7.1M (after adjusting for salary settlements, and excluding the impact of off-duty court attendance) from 2010 to 2016 to address budget pressures.

The Service's ability to deal with and absorb the impact of major unplanned events (e.g. demonstrations, emergency events, high profile homicide/missing persons) relies on the utilization of off-duty officers which results in premium

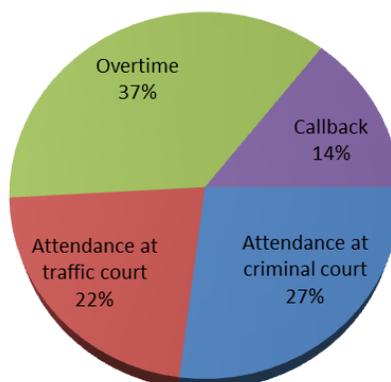


Figure 3. Premium Pay by Reason for Expenditure

pay costs. In light of continued budget pressures at the City, the Service is recommending a \$2.0M reduction in the 2017 request, bringing the total premium pay reduction since 2010 to \$9.1M. This recommended reduction is contingent on the Service's ability to ensure systems and capabilities are in place to sustain the reduction. Given the significant reductions already taken, further reductions are not recommended in premium pay.

d) Statutory Payroll Deductions and Employee Benefits

Total 2017 request for this category is \$208.2M. This category of expenditure represents an increase of \$1.5M (0.15% increase over the Service's total 2016 budget), and is a major component of the budget being requested in 2017. As shown in Figure 4, benefits for the Service are comprised of statutory payroll deductions and requirements as per the collective agreements. A breakdown of the increase follows.

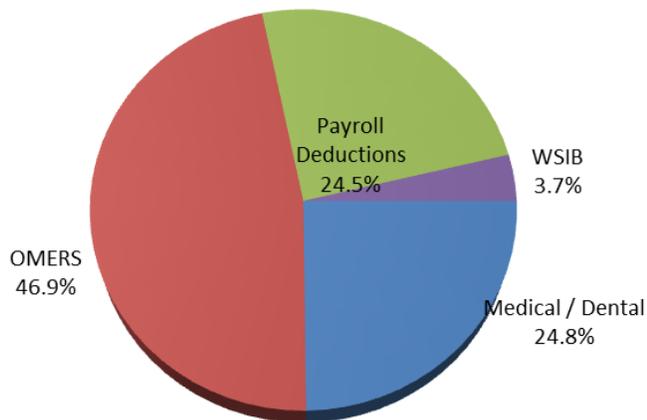


Figure 4. Breakdown of Statutory Deductions and Fringe Benefits

It is important to note that the Service has little control over increases that are required in these accounts. Many of the rates are set by external service providers or government agencies. However, the Service has and will continue to work with our medical and dental benefits services provider to analyse and better understand the reasons for increases in benefit costs so as to determine any action possible to mitigate them.

- **Payroll Deductions:** Statutory payroll (EI, CPP and EHT) and pension (OMERS) benefits are based on specific formulae that are affected by gross salaries. Employment Insurance and Canada Pension Plan rates have been updated to reflect estimated levels for 2017. Total costs are projected to decrease by \$1.0M over 2016 budget.
- **Medical/Dental Coverage:** The budget for the Board's benefit plan is based on the cost of drugs and services, dental fee schedule, utilization rates and administration fees. Costs for drugs and dental services are based on the average increase experienced over the last four years. In 2016, the Service observed a significant increase for medical coverage. This has been considered in the 2017 request, resulting in an increased request of \$2.9M.

- **Net other changes to benefits:** The various changes in costs in other accounts such as retiree medical/dental, group life insurance and Workplace Safety and Insurance Board (WSIB) resulted in a net decrease of \$0.4M.

e) Reserve Contributions

The Service contributes to reserves through provisions in the operating budget. All reserves are established by the City. The City manages the Sick Pay Gratuity and Insurance reserves, while the Service manages the remaining reserves (i.e., Vehicle & Equipment, Legal, Central Sick Bank and Health Care Spending). The total 2017 budget for contribution to reserves is \$39.9M. This budget represents an increase of \$4.3M over the 2016 contribution amount (a 0.42% increase over the Service's total 2016 operating budget). The 2017 reserve contribution increase is due to the following:

- **Sick Pay Gratuity Reserve (increase of \$2.0M):** The Sick Pay Gratuity reserve is managed by the City, which provides the Service with the annual contribution amount that matches contributions with required payments/draws. A detailed review of this reserve indicated that the Service's annual contribution to the Sick Pay Gratuity reserve should be increased by \$6.5M annually to meet current annual draws/payments. As part of the 2014 budget approval process, it was agreed to phase in this increase from 2014 to 2016.

However, to mitigate budget pressures in 2015, and again in 2016, the City Manager and City C.F.O. agreed to extend the phase-in period by one year, to 2017. Further increases of \$2.0M in 2018 and 2019 will be included so that the budget base includes the funding necessary to meet annual obligations in this regard.

- **Legal Reserve (increase of \$0.6M):** This reserve has been established to fund on-going indemnification of Service members, as required by the *Police Services Act*, and other legal costs incurred by the Service. During 2015, there was a considerable focus and resources devoted to reducing the longstanding backlog of unpaid legal files dating back to 2010. As a result, the reserve balance was significantly depleted. In order to replenish this reserve, an increased contribution of \$0.6M will be required. In addition, to help mitigate the cost for these services, the Board has now capped the hourly rates legal firms can charge for these services.
- **Contribution to Vehicle and Equipment Reserve (increase of \$0.6M):** This reserve is used to fund the lifecycle replacement of the Service fleet of vehicles, information technology equipment, and various other equipment items. Each category of assets funded from this reserve is analyzed to determine how often it should be replaced as well as specific replacement requirements, which in turn determines the level of contribution required annually to enable the replacement. Life cycles for vehicles and computer equipment have been extended as much as possible without negatively impacting operations and officer safety, or causing significant repair and maintenance costs.

The Service continues to perform a line-by-line review of lifecycle items in the Reserve to determine if any sustainable reductions can be achieved. As part of the budget reduction exercise, the Service is reducing vehicles fleet by 104 (24 marked and 80 unmarked) for a reduced contribution of \$0.6M per year, reducing and/or extending the life of regular furniture replacements, funding furniture and locker replacements for new and renovated facilities from projects and not reserves, funding some projects from state of good repair and reducing cash flow requirements for IT related projects. Based on these initiatives and current financial constraints, the 2017 request is limited to \$0.6M, with planned annual increases of \$3.0M in 2018 and 2019. However, the limited increase in 2017 is contingent on the ability to contribute up to \$2.5M of the projected 2016 operating budget surplus to the vehicle and equipment reserve. It should be noted that at the current level of contribution, this reserve will be in a significant deficit starting in 2019.

- **Contribution to Health Care Spending Account (increase of \$0.1M):** This reserve funds the post-retirement health care benefit negotiated in the collective agreements. The 2017 contribution for this reserve is increasing by \$0.1M. It is anticipated that this contribution will continue to increase at a modest level for several years in future.
- **Contribution to Central Sick Bank Reserve (increase of \$1.1M):** This reserve funds the T.P.A. long term disability benefit provided by the collective agreement. The 2017 contribution for this reserve is increasing by \$1.1M. This funding pressure was identified as part of the 2016 process, but the increased was not approved

f) Other Expenditures

The 2017 budget request for non-salary costs totals \$81.7M and makes up only 7% of the Service's total 2017 operating budget request. The expenditure categories in this total include the materials, equipment and services required for day-to-day operations, which are similar to those incurred by any regular business entity.

Utilizing various budget reduction strategies employed throughout the 2017 budget process, non-salary costs have been reduced by over \$1.5M over the 2016 approved budget amount. In reducing these costs, consideration was given to the fact that some of these costs are collective agreement requirements. The reductions are significant in light of the following:

- \$36.9M, or 45% of the category total represents costs for facilities maintenance and utilities (\$19.7M) and computer maintenance and support (\$17.2M). By the end of 2016, the Service will have reduced its facility footprint by two smaller facilities, which will be returned to the City, contributing to the reduction achieved in this category;

- \$23.4M, or 28.5%, represents transportation costs (\$13.1M), officer outfitting and firearms (\$5.8M) and the operating costs associated with communications systems (\$4.5M).
- \$6.2M, or 7.5%, represents the valued of required contracted services (\$3.6M) and legal costs for indemnified officers that are offset by draws from reserves included in Service revenues (\$2.6M)

The remaining \$15.2M, or 19%, incorporate budget requests from every unit in the Service required to perform their normal operations. These costs include office supplies, external training needs for specialized units, consulting, firearm disposal, animal care and other miscellaneous police business materials. A number of budget reductions have been made to each of these individual line items, either through a review of historical accounts or Service-wide actions such as the implementation of a new digital voice-over internet protocol (V.O.I.P.) telephone system.

The following summarizes the most significant changes:

- Legal Costs (increase of \$0.2M): As a result of considerable effort to reduce the backlog of legal cases from legal indemnifications, the budget for legal costs can now be requested at a more sustainable level, which can be matched to draws from the reserve funding these costs. The increase brings the budget amount to that level. The Service has been working collaboratively with the T.P.A. to develop a more efficient claims process for the future.
- Computer Maintenance (increase of \$0.7M): The cost of computer maintenance is impacted by current contract values, determined through a procurement process, as well as market rates when existing contracts expire. Technological advances and the addition of new systems have enhanced communication, information and efficiencies, but come with increased costs for maintenance and support. The 2017 increase is due to various contract increases for the Service's maintenance of hardware and software.
- Prisoner Meals (increase of \$0.2M): As part of the contract renewal process for prisoner meals, the Board asked Court Services to review the nutritional value of meals provided and present options for consideration. A number of options were reviewed, after a survey was conducted of how prisoner meals are managed at other police services. The Service concluded that prisoners should be provided with two sandwiches rather than one, and that dietary options should continue to be provided. As a result, the contract value is increased for the additional food provided.

- Caretaking, Maintenance and Utility Costs for TPS facilities (decrease of \$0.25M): The City provides caretaking and maintenance services for the Service, and administers the Service's utility costs. The City and Service review the costs for all facilities in detail to determine where efficiencies or changes to internal services levels can be applied to reduce the budget. Pressures in this category are significant, given the increase in utility costs, specifically water and hydro, by 6% to 8% annually, the potential costs associated with a new cleaning contract and staff cost increases for City-cleaned facilities. However, as a result of a service level change for cleaning and the return of two facilities to the City in 2017, all cost increases have been absorbed and in fact, the overall budget was reduced.
- Telephone/Data lines (decrease of \$0.8M): Over the past few years, the Service has been transitioning from an analog telephone system to a new digital V.O.I.P. system, realizing considerable savings. The transition will be completed by the end of 2016, affording the Service another \$0.8M in telephone and data line cost reductions.
- Recruit hiring costs (decrease of \$0.5M): The impact of the hiring moratorium extends to beyond salary related costs. As new classes of recruits are hired, the Service must outfit and ready these officers for their role. Hiring costs are directly associated with the number of individuals brought into the Service annually. As the 2016 budget contained funds to outfit new hires, the amount was reduced to zero for 2017.
- Net other changes (decrease of \$1.0M): In addition to the specific accounts listed above, the non-salary accounts are comprised of many different type of expenditures, including materials and supplies (such as office supplies, health and safety supplies, and fingerprinting supplies) and services (such as repairs to equipment, telephone lines, courses and conferences, etc.). In all cases, the Service applied strategies that would lead to budget reductions or the absorption of required increased into existing budgets. The net reduction resulting from this approach and detailed reviewed produced an overall reduction of \$1.0M.

g) Revenues

Total revenue has been decreased by \$6.1M, resulting in a 0.6% increase over the Service's total 2016 net budget.

Grants Tied to Staffing (decrease of \$14.9M): The Service receives two grants from the Ministry of Community Safety and Correctional Services that require the Service to maintain uniform staffing at specified levels to maximize grant funding: the Community Policing Partnership (CPP) Grant and the 1,000 Officers – Safer Communities Grant (Safer Communities). The contracts for the current grants expire on March 31, 2017 with funding to be earned only to the end of 2016. Without a funding commitment from the province, the Service has removed the current budget of \$14.9M. Should the contracts be extended under the same terms and conditions into 2017, the estimated recovery would still only be \$7.3M due to declining uniform staffing levels.

Provincial funding for Court Security Costs (increase of \$4.3M): In 2011, the Ontario government announced that it will be removing up to \$125M in court security and prisoner transportation costs from municipal budgets by 2018, phasing in the upload of these costs starting in 2012. The Service's share to be phased-in over the seven year period is about \$45M, increasing at a rate of approximately \$6.2M per year. However, due to the reduced staffing levels in Court Services, the increase is expected to be only \$4.3M in 2017.

Unallocated Revenue (increase of \$6.4M): The Service's 2017 operating budget request includes an unallocated reduction of \$6.4M. This unallocated reduction is currently budgeted as miscellaneous revenue. The Service is committed to achieving a zero overall budget increase from 2016; however, the strategy to achieve the further reductions has yet to be mapped out.

Net other changes (decrease of \$2.1M): Draws from reserves have decreased by \$2.5M; this decrease is offset by a corresponding decrease in budgeted expenses. This lost revenue has been partially offset by increases of \$0.4M in various other accounts (e.g. recoveries and fees).

2018 and 2019 Outlooks:

The chart below provides the 2018 and 2019 outlook budgets for the Service. The current collective agreement expires at the end of 2018, therefore the 2019 salary settlement outlook is an estimate based on inflation.

The outlooks in Table 6, below, demonstrate that the Service anticipates a 0.45% pressure in 2018 and a 1.14% pressure in 2019, based on economic indicators and contractual and legislative obligations known at this time. Although Service staffing levels are expected to decrease significantly during 2018 and 2019 as a result of the continuing moratorium, the Service is still facing significant budget pressures during the next several years. However, given that the implementation of the Task Force's recommendations has not yet been fully planned, no quantifiable savings have been incorporated into the 2018 and 2019 outlooks.

Table 6 – 2018 & 2019 Outlooks (\$Ms)

	2018	2019
Starting Request	\$1,002.7M	\$1,007.2
Salary savings from non-hiring	(\$23.0)	(\$18.0)
Benefit cost increases	\$2.9	\$3.1M
Reserve contributions	\$10.3	\$5.1
Non Salary – inflationary and contract increases	\$3.5	\$4.3
Revenues	(\$6.3)	\$0.0
Total change before salary settlement	(\$12.6)	(\$5.5)
Salary settlement	\$17.1	\$17.0
Net Change	\$4.5	\$11.5
Outlook	\$1,007.2	\$1,018.7M

Conclusion:

The Service's 2017 budget request outlines the cost of policing services for the next fiscal year in the City of Toronto. The request considers the costs of maintaining current operations while transitioning to a new service delivery model to be implemented as a result of recommendations made by the Transformational Task Force. The modern Service will continuously evaluate its services and business processes in order to better serve the public, will make investments that enable officer to connect with the communities they serve and will implement strategies that make policing affordable and sustainable for the citizens of Toronto.

Given the roadmap towards a new and modernized police service, the 2017 net operating budget request is \$1,002.7M, which is \$2.0M or -0.2%, lower than the 2016 approved budget. This request includes a number of reductions made as a result of:

- Staffing strategies that include a hiring moratorium for uniform and civilian positions
- Alternate funding source or bridging strategies
- Management actions to reduce costs, and
- The divestment of services that are not core to policing

However, the Service is in a transition year, therefore, funding for existing operations must continue as investigations, traffic enforcement and responding to calls activities require an allocation of resources and the necessary equipment. Given that the majority of these front-line activities represent core services that define adequate and effective policing, funding to allow the Service to continue these operations, along with the necessary internal support, will ensure the safety and security of the city.

Although the Service is moving forward, the efforts made in prior years to reduce its operating budget requirements, in light of increased equipment and technology needs, inflationary pressures and other cost increases, cannot be ignored. As the business of policing evolves, new equipment and staff training are required to meet the Service's public safety mandate, all of which comes at a cost. Since 2006, the budget has increased by \$250.3M. Included in that increase is \$254.2M from the impact of COLA, offset by a decrease of \$3.9M in non-COLA. The non-COLA impact is significantly lower than the average CPI for the City of Toronto.

The Transformational Task Force has committed to identifying \$100M in reductions and savings in the Service's operating budget over the next three years, money that will not need to be included in future budget requests. The 2017 operating budget request has incorporated one quantifiable recommendation, the hiring moratorium that will contribute to the committed savings. However, the request goes beyond just this one recommendation – it is, for the first time in recent memory, below zero, despite salary settlement and other pressures. This fact cannot be ignored.

Despite the significant efforts made to achieve the budget request before the Board, the Service is unable to achieve the City's target of a negative 2.6% decrease from the 2016 approved budget. As 89% of the Service budget relates to human resource requirements, all staffing strategies have been incorporated and non-salary costs represent only 7% of the total request, further reduction options simply do not exist. Furthermore, until current service delivery transitions completely to the new model, further reductions would significantly risk the Chief's ability to provide adequate and effective policing.

The Service has therefore strived to produce a responsible budget that balances, to the extent possible, the need to provide required core public safety services with the need to meet the fiscal pressures of the City in an environment that will change and evolve over the next three years. This budget represents a prudent funding request that will meet the needs of a safe community and city.

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

Mr. Tony Veneziano, Chief Administrative Officer, delivered a presentation to the Board with regard to the 2017 operating budget request. A copy of the presentation slides is on file in the Board Office.

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

- Kris Langenfeld *
- Miguel Avila

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

The Board was also in receipt of written submissions (dated October 13, 2016 and October 19, 2016) from John Sewell, Toronto Police Accountability Coalition. Copies of the submissions are on file in the Board Office.

The Board approved the following Motions:

1. THAT the Board receive the deputations and the written submissions;
2. THAT the Chief of Police continue to operate the Lifeguard and School Crossing Guard programs under the current operational model for a transition period of up to one year, no later than July 2018, to allow for the transfer of the programs to the appropriate responsible body for the September 2018 to June 2019 school year. That the Board request the City to fund the programs during the transition period from non-program revenue until the transition date, at which time, the cost and revenue should be transferred to the budget of the responsible body to be determined by the City and resulting from consultation between the City Manager and the Chief of Police;
3. THAT the Board request the Mayor to follow-up with the Government of Ontario and in particular the Minister of Community Safety and Correctional Services concerning funding to be provided to the Toronto Police Service for the Safer Communities - 1000 Officers Partnerships Program and Community Policing Partnership Program grants for the Province's 2017-18 fiscal year, with the goal of achieving full funding for these grant programs. Should the Province provide funding commitments, that the Service apply this funding to the current unallocated reductions and the difference to be applied as a further reduction to the 2017 budget; and
4. THAT the Board approve the Chief's report dated October 17, 2016.

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

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

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017 Req.	2006- 2017	Avg.
Net Budget	752.4	786.2	822.0	854.8	888.2	930.4	935.7	936.4	965.5	980.3	1004.7	1002.7		
\$ Increase		33.8	35.8	32.8	33.4	42.2	5.3	0.7	29.1	14.8	24.4	-2.0	250.3	
Total % increase		4.5%	4.6%	4.0%	3.9%	4.8%	0.6%	0.1%	3.1%	1.5%	2.5%	-0.2%	33.3%	
Collective Agreement (\$ impact)		21.2	24.7	16.7	27.2	30.2	23.2	25.6	27.3	18.4	22.4	17.3	254.2	23.1
Hiring (\$ Impact)		12.6	4.6	1.8	3.5	0.2	-9.4	-10.0	-2.2	-2.2	4.4	-25.3	-22.0	-2.0
Other (\$ impact)		0.0	6.5	14.2	2.7	11.8	-8.5	-14.8	4.0	-1.4	-2.4	6.0	18.2	1.7
Collective Agreement (% impact)		2.8%	3.1%	2.0%	3.2%	3.4%	2.5%	2.7%	2.9%	1.9%	2.3%	1.7%	33.8%	2.6%
Hiring (% Impact)		1.7%	0.6%	0.2%	0.4%	0.0%	-1.0%	-1.1%	-0.2%	-0.2%	0.4%	-2.5%	-2.9%	-0.2%
Other (% impact)		0.0%	0.8%	1.7%	0.3%	1.3%	-0.9%	-1.6%	0.4%	-0.1%	-0.2%	0.6%	2.4%	0.2%
Collective Agreement (% of total increase)		62.7%	69.0%	50.9%	81.4%	71.6%	437.7%	3657.1%	93.8%	124.3%	91.8%	-865.0%	101.6%	
Hiring (% of total increase)		37.2%	12.9%	5.6%	10.5%	0.4%	-177.4%	-1428.6%	-7.6%	-14.9%	18.0%	1265.0%	-8.8%	
Other (% of total increase)		0.1%	18.2%	43.3%	8.2%	28.0%	-160.4%	-2114.3%	13.7%	-9.5%	-9.8%	-300.0%	7.3%	

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 20, 2016**

**#P243. TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT:
2017 OPERATING BUDGET REQUEST**

The Board was in receipt of the following report October 17, 2016 from Mark Saunders, Chief of Police:

**Subject: TORONTO POLICE SERVICE PARKING ENFORCEMENT
UNIT – 2017 OPERATING BUDGET**

Recommendation(s):

It is recommended that:

- (1) the Board approve a 2017 net Operating Budget request of \$46.7 Million (M), an increase of \$0.8M (1.72%) from the 2016 net budget;
- (2) the Board forward a copy of this report to the City's Deputy City Manager and Chief Financial Officer for information; and
- (3) the Board forward a copy of this report to the City Budget Committee for approval.

Financial Implications:

The Toronto Police Service's Parking Enforcement Unit's (P.E.U.) 2017 net operating budget request is \$46.7M (\$48.2M gross). This request includes the 2017 impact of the labour contract settlements for Toronto Police Association (T.P.A.) members, and represents an increase of \$0.8M (1.72%) over the 2016 net operating budget of \$45.9M.

Background / Purpose:

The purpose of this report is to provide the Board with P.E.U.'s recommended 2017 operating budget request. The report includes information on the level of funding required in 2017 to provide parking enforcement services to the City of Toronto (City), based on the current service delivery model. The recommended request has been developed with a focus on achieving as many reductions as possible, while ensuring adequate coverage is provided for by-law enforcement.

Discussion:

The P.E.U. assists with the safe and orderly flow of traffic by responding to parking concerns and enforcing applicable municipal by-laws. The unit also provides operational support to the Toronto Police Service (Service). The P.E.U. operating

budget is separate from the Service's operating budget, and is included in the City's consolidated Parking Tag Enforcement Operations budget, which includes the City of Toronto Revenue Services Division's responsibility for parking ticket processing, quality control, adjudication, oversight of the first appearance facilities (F.A.F.), pre-court filing of all court documents and collection and reconciliation of fine revenues.

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

The P. E.U. is just one of the units involved in the City's overall parking enforcement operations program, which is comprised of the following:

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

Parking Enforcement Unit Responsibilities:

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

Parking Tag Revenues:

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

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

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

2017 Operating Budget – Guidelines and Budget Development Process

In 2017, Divisions and Agencies are required to manage and offset their own pressures as well as make a contribution toward mitigating corporate pressures. As a result, the 2017 operating target is equivalent to a 2.6% decrease from the 2016 approved budget. City Finance guidelines included a number of factors that were to be considered in developing the 2017 budget, including strategies to control expenditures, reviewing service levels for efficiencies and justification of any new staffing requests.

In preparing the 2017 operating budget for P.E.U., the following assumptions were made:

- No additional positions added to P.E.U.'s staffing complement;
- Replacement of Parking Enforcement Officers (P.E.O.s) continues, based on attrition estimates;
- Required budget increases were absorbed into existing funding amounts; and
- Historical funds requested but not spent were reduced from the budget request.

It should be noted that the Transformational Task Force has made a recommendation regarding possible alternate service delivery or shared services for Parking Enforcement. At this time, there are no quantifiable recommendations available. As a result, despite the above assumptions, the 2017 request is based on the current service delivery model.

2017 Operating Budget Request:

The 2017 operating budget request of \$46.7M (\$48.2M gross) includes the funding required to maintain an average deployed strength of 357 P.E.O.'s (the approved deployment target), as well as services and equipment required to effectively support operations. In order to ensure optimal staffing levels to meet operational demands, the Unit works to maintain the approved staffing target, on average, throughout the year.

2017 Gross Parking Enforcement Budget

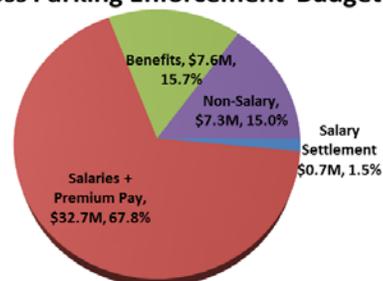


Figure 1. Overall Budget Request

Figure 1 indicates that, on a gross basis, 85.0% of P.E.U.'s budget is for salaries, premium pay and benefits. The remaining 15.0% is required to support P.E.O.'s in terms of the vehicles, equipment and technology they use, facilities they work in, and training they require.

Table 1 below summarizes the current 2017 request by category of change, followed by a discussion on each category.

Table 1 - Summary of 2017 Budget Request By Category of Change			
	Request \$000s	\$ Increase / (Decrease) over 2016	% Increase / (Decrease) over 2016
2016 Net Budget - \$45,931,500			
(a) Impact of 2017 Salary Settlement	746.3	\$746.3	1.62%
(b) Salary Requirements	29,969.5	-\$146.1	-0.32%
(c) Premium Pay	2,693.0	-\$141.7	-0.31%
(d) Statutory Deductions and Employee Benefits	7,586.7	\$59.1	0.13%
(e) Reserve Contributions	2,611.8	\$450.1	0.98%
(f) Other Expenditures	<u>4,626.7</u>	<u>-\$184.7</u>	<u>-0.40%</u>
2017 Gross Budget Request	\$48,234.0	\$783.0	1.70%
(g) Revenues	<u>-\$1,511.4</u>	<u>\$8.1</u>	<u>0.02%</u>
2017 Net Budget Request	\$46,722.6	\$791.1	1.72%

(a) Impact of 2017 Collective Agreement (\$0.7M)

The 2017 impact of the 2015 to 2018 salary settlement with the Toronto Police Association (TPA) is \$0.7M, or 1.62%.

(b) Salary Requirements (\$30.0M)

The 2017 P.E.U. budget reflects an overall establishment of 394, which includes a staff complement of 357 Parking Enforcement Officers (P.E.O.s). The 2017 salary budget assumes that the replacement of P.E.O.s will continue based on attrition estimates. This budget represents a \$146,100 decrease (a 0.32% decrease over P.E.U.'s total 2016 budget) due to vacancies being budgeted at a lower rate.

(c) Premium Pay (\$2.7M)

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

The total premium pay budget request for 2017 is \$2.7M. This budget represents a \$141,700 decrease (a 0.31% decrease over P.E.U.'s total 2016 budget) as a result of budget reduction strategies.

(d) Statutory Payroll Deductions and Employee Benefits (\$7.6M)

This category of expenditure represents an increase of \$59,100 (a 0.13% increase over P.E.U.'s total 2016 budget). Employee benefits are comprised of statutory payroll deductions and requirements as per the collective agreements.

The increase is required for estimated increases in medical and dental costs attributable to the Board's benefit plan.

(e) Reserve Contributions (\$2.6M)

P.E.U. contributes to reserves and reserve funds through provisions from its operating budget. All reserves and reserve funds are established by the City. The City manages the Sick Pay Gratuity and Insurance reserves, while the Service manages the remaining reserves (the Vehicle and Equipment and Central Sick Bank reserves). The total 2017 budget for contribution to reserves is \$2.6M. This budget represents a \$450,100 increase (a 0.98% increase over P.E.U.'s total 2016 budget) mainly due to increased equipment requirements that will support the implementation of the Administrative Penalty System (A.P.S.) for Parking Violations.

At its July 12, 2016 meeting, Council adopted the report on the A.P.S. for Parking Violations. The new administrative process is intended to:

- Provide a fair and equitable dispute resolution process for parking disputes ensuring that individuals who contest an administrative penalty (i.e. parking fines) for a parking violation receive an impartial review in a timely manner, ideally within 60 days.
- Provide customers with greater access to dispute resolution services through the implementation of processes and technologies, including on-line options for disputing or paying a penalty, that are more accessible and efficient than those currently allowed under the Provincial Offences Act.
- Allow the City sufficient flexibility to respond to fluctuating parking dispute levels, while building capacity within the court system for the processing of more serious offences.
- Help the City regulate the flow of traffic by promoting compliance with its by-laws respecting the parking, standing, or stopping of motor vehicles.

For P.E.U., the A.P.S. implementation entails an estimated one-time capital funding request of \$2.55M to add the use of digital photography device to the current handheld parking devices. An increase of \$440,000 to the equipment reserve contribution budget is required to be able to lifecycle the devices in future years.

(f) Other Expenditures (\$4.6M)

Other expenditure categories include the materials, equipment and services required for day-to-day operations. Wherever possible, accounts within this category have been flat-lined or reduced from the 2016 level. Changes have only been included where considered mandatory and one-time reductions have been taken into account where applicable. The total decrease for these expenditures is \$184,700 (a 0.40% decrease over P.E.U.'s total 2016 budget).

(g) Revenues (\$1.5M)

Revenue is comprised of draws from reserves and towing/pound administrative recoveries. This budget represents an \$8,100 decrease (-0.02%) over P.E.U.'s total 2016 budget.

2018 and 2019 Outlooks:

City Finance has requested that budget outlooks for 2017 and 2018 be provided for each budget. Based on known pressures and inflationary increases, the current estimate for 2018 is \$47.7M (\$1.0M or 2.1% over 2017) and for 2019 is \$47.9M (\$0.2M or 0.5% over 2018). The 2019 excludes any collective agreement impacts, as the current contract expires at the end of 2018.

Conclusion:

The P.E.U.'s 2017 net operating budget request of \$46.7M is \$0.8M or 1.72% higher than the 2016 net operating budget of \$45.9M. The 2017 budget request includes the funding required to maintain the approved establishment of parking enforcement officers, as well as the necessary supporting infrastructure. This budget request will allow the P.E.U. to provide optimal service delivery levels from an enforcement perspective, but does not incorporate any quantifiable recommendation regarding alternate service delivery or shared services arising from the Transformational Task Force's interim report. The request, however, has not met the City's target of negative 2.6%.

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

Ms. Sandra Califaretti, Director, Finance & Business Management, delivered a presentation to the Board with regard to the Parking Enforcement Unit 2017 operating budget request. A copy of the presentation slides is on file in the Board Office.

The Board received the presentation and approved the foregoing report.

Moved by: C. Lee
Seconded by: S. Carroll

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 20, 2016**

**#P244. TORONTO POLICE SERVICE 2017-2026 CAPITAL PROGRAM
REQUEST**

The Board was in receipt of the following report October 17, 2016 from Mark Saunders, Chief of Police:

Subject: Toronto Police Service 2017-2026 Capital Program Request

Recommendation(s):

It is recommended that:

- (1) the Board approve the Toronto Police Service's 2017-2026 Capital Program with a 2017 net request of \$19 Million (excluding cash flow carry forwards from 2016), and a net total of \$232.5 Million for 2017-2026, as detailed in Attachment A; and
- (2) the Board forward a copy of this report to the City Budget Committee for approval and to the City's Deputy City Manager and Chief Financial Officer for information.

Financial Implications:

Capital projects are funded either from the issuance of debt by the City of Toronto (City) or through draws from Reserves established for specific purposes (e.g. the Service's Vehicle and Equipment Reserve).

The Service is continuing its strategy to properly fund the replacement of vehicles, technology and other equipment through contributions to the Vehicle and Equipment Reserve. The Reserves are funded from contributions from the Service's operating budget. The use of Reserves, along with the allocation of City development charges for qualifying Service projects, reduces the Service's reliance on debt funding.

The implementation of capital projects can have an impact on the Service's on-going operating budget requirements. Capital projects and investments usually require maintenance and operational support beyond the initial one-time project cost. Where additional infrastructure and equipment are required, operating budget increases are required to replace the assets in accordance with their life cycle. It is therefore important to determine the ongoing impact of capital investments on the operating budget. As a result, capital spending decisions are not made independently of the operating cost impact; the total cost of ownership must be considered.

Table 1 below provides a summary of the Toronto Police Service's (Service) 2017-2026 Capital Program request compared to the City of Toronto's ten-year debt target.

The Service's 2017-2026 Capital Program meets the City's ten-year debt-affordability target on average over the ten years. Additional details on debt-funded and reserve-funded projects can be found in Attachments A and B respectively.

Table 1. Summary of 2017-2026 Capital Program Request (\$Ms)

Description	2017	2018	2019	2020	2021	5-Year Total	2022-2026 Total	2017-2026 Total
Total On-Going and New projects	24.0	24.0	53.0	46.4	30.5	177.8	101.7	279.5
Reserve-funded projects	22.3	20.9	33.1	24.3	21.6	122.2	129.5	251.6
Total Gross projects:	46.3	44.9	86.0	70.7	52.1	300.0	231.2	531.2
Funding from Reserves	-22.3	-20.9	-33.1	-24.3	-21.6	-122.2	-129.5	-251.6
Funding from Developmental charges	-5.0	-3.2	-13.5	-5.1	-9.1	-36.0	-11.1	-47.1
NET DEBT FUNDING:	19.0	20.8	39.4	41.3	21.3	141.9	90.6	232.5
CITY DEBT TARGET:	21.4	24.3	39.4	31.8	24.9	141.8	90.6	232.5
Variance to target "(over)/under"	2.4	3.5	(0.1)	(9.5)	3.6	0	0	0

Background / Purpose:

The purpose of this report is to provide the Toronto Police Services Board (Board) with details of the Service's 2017-2026 Capital Program request. The request has been reviewed with the Board Budget Subcommittee, and was presented for public deputations at a public meeting of the Board Budget Sub-Committee on October 11, 2016.

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 2017–2026 program estimated operating impact from capital, excluding reserve-funded projects.

Discussion:

Capital projects, by their nature, require significant initial financial investments. However, they also provide longer-term organizational benefits and impacts. An organization's capital program should therefore be consistent with, and enable, the achievement of the organization's strategic objectives.

Strategic Direction – Making capital investments that modernize the Toronto Police Service

The Service's 2017 – 2026 capital program is transitional. Historically, projects have addressed and improved the Service's aging facility infrastructure, updated technology and maintained existing equipment. The need to maintain existing facilities and equipment continues to exist. However, the need to change and modernize how the Service delivers public safety and internal support services is apparent, and is the overall strategic objective of the Board and the Service. The interim recommendations from the Transformational Task Force (T.T.F.) confirmed the need for more and better information to Service members, realignment of facilities and tools for greater transparency and accountability. As a result, the 2017 – 2026 capital program contains projects that fund continuing needs, but move towards technology and information related initiatives and a realignment and optimization of the facilities infrastructure.

The projects in the capital program will:

- Optimize service delivery, both internally and externally;
- Optimize/reduce our overall facility footprint;
- Achieve additional efficiencies and value-added services in our operations;
- Maintain a working inventory of assets that meet operational requirements and ensure the continued health and safety of our members and the public; and
- Improve the quality, reliability of, as well as access to, information for operational and decision making purposes.

As the T.T.F. interim report indicates, the current Divisional framework is outdated and does not meet the needs of a new service delivery model and a complex, changing city. New divisional boundaries that take into account the needs of Toronto's 140 neighbourhoods are required. The deployment of our members based on where public needs are of highest priority, and city-wide priority response capacity, will permit officers to respond quickly. As a result, the modernized police service will be better engaged and provide public safety services through fewer and differently configured facilities. This will result in lower facility operating and replacement costs. It will also allow the Service to return redundant real estate assets to the City of Toronto that the City can use as it sees fit. For example, it could sell the assets for development purposes, increasing the tax assessment base, and therefore revenue to the City.

Understanding the effects of technological change is a critical issue in contemporary policing. In recent decades, there have been many important developments with respect to information technologies (I.T.), analytic systems, video surveillance systems, Body Worn Cameras, and other technologies that have far reaching implications for policing. Technology acquisition and deployment decisions are high-priority topics for police, as law enforcement agencies at all levels of government consider investments in technology, with the goals of creating greater operational efficiencies and effectiveness.

In addition, there is a technology evolution that changes how the public should be able, and often prefers to access and engage the Service. The T.T.F. recognizes that new options for the public to connect with and access police services and information on a timely basis, can reduce visits to a police station.

The placement of facilities and the choice of technologies to support modern public safety services require significant planning and effort. The Facilities Realignment project in the Service's capital program requests funding for new and modern structures, the placement and quantity as yet to be determined, that meet the needs of a large, evolving and complex city. The selection of sustainable, value-added technology is essential and must involve careful consideration of the specific ways in which new and existing technologies can be deployed and used at all levels of the organization to improve efficiency and effectiveness, as well as public and officer safety. However, the benefits of these initiatives and other opportunities will have to be balanced against the cost, both one-time and on-going. Three technology projects, Enterprise Business Intelligence, Transforming Corporate Support and the Body Worn Camera Initial Phase, will provide increased accountability, promote culture change and enhance member information needs.

In summary, the capital program is evolving into a more technology and information systems focused plan with an emphasis on producing and managing information as well as enabling effective analysis to support public safety operations and services. The program transitions the Service from a facilities-based organization to an information and technology-based service provider.

Development of Cost Estimates and Project Management:

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

The cost estimate for each project in the recommended Capital Program has been reviewed to ensure the estimate and annual cash flows are still valid, taking into consideration key project milestones, procurement requirements, any third-party actions/approvals required, as well as other applicable assumptions and information. It is important to note that the Service takes all known factors related to the project cost into account in order to develop accurate cost estimates. However, assumptions can change throughout the project as more information becomes available, and after going through a formal procurement process for the various requirements. Despite due diligence efforts taken in advance of the actual start of the project, issues could come to light as the work progresses, resulting in revised cost estimates.

The Board and City are kept apprised of any changes to cost estimates as soon as they become known. Any required transfers from other projects in the program are fully justified and reported to the Board and City Budget Committee for approval. The Service strives to deliver projects on or below budget, and has been very successful in achieving this objective in the last 10 years. However, even with the best planning and management, there are times when additional funds are required for certain projects, due to required scope changes, unanticipated events or higher than anticipated market prices. The Service is also mindful of operating budget impacts and so, some projects not yet started are being revisited to ensure they are still viable from an overall budget and service delivery perspective.

In 2016, the Service completed a number of initiatives that impact capital spending:

- 4th floor Headquarters modernization
- Renovation of 52 Division
- Fleet reduction of 104 vehicles
- Body Worn Camera pilot project
- Upgrade of the Service's human resource and payroll system and development of the Transforming Corporate Support blueprint

City Debt Affordability Targets:

Corporate targets for Agencies, Boards, Commissions and Departments (A.B.C.D.s) are allocated by the City's Deputy City Manager and Chief Financial Officer (City C.F.O). The Service's 2017- 2026 Capital Program meets the City's overall debt target, on average, over the ten-year program. However, the program does not achieve the City's annual debt target for each year. Given the strategic objectives of the Service's capital program, the Service is proceeding with a full facility reassessment which could result in timing as well as cost and cash flow estimate changes in the facility realignment project.

2017-2026 Capital Program Request:

The 2017-2026 Capital Program is segregated into five categories for presentation purposes:

- A. On-Going Projects
- B. Projects beginning in 2017-2021
- C. Projects beginning in 2022-2026
- D. Projects funded through Reserves
- E. Other projects – below the line

A. On-Going Projects

There are seven projects in progress in the 2017-2026 Capital Program:

State of Good Repair (S.O.G.R.) - ongoing, \$4.9M in 2017

This project includes on-going funding for the S.O.G.R. requirements that are the responsibility of the Service. By definition, S.O.G.R. funds are used to maintain the safety, condition and requirements of existing bricks and mortar buildings. However, beginning in 2016, these funds have been utilized to enhance existing technological assets in order to optimize service delivery and increase efficiencies. In light of the future plans for Service facilities, planned use of these funds will be aligned with the Facilities Realignment, with priority being given to backlogged projects that must continue and will not be impacted by the altered facility footprint.

Transforming Corporate Support - \$9M

The original scope of this project included funding for two separate systems; upgrade of the current Human Resource Management System (H.R.M.S.) and upgrade of the time and attendance system, known as the Time and Resource Management System (T.R.M.S.).

As a result of a business process review and analysis of options, it was evident that a co-ordinated human resource information system was required within the Service. The objective was to develop a new overall solution, with enhanced and value added processes that could be efficiently and effectively enabled by a single cradle-to-grave time and people management system. This in turn would result in lower administration costs and an environment that promotes continuous improvement and provides information to enhance accountability. As a result, scheduling, deployment, time-tracking, human resource information and payroll will be combined into one system that will provide both a tool and information to members and Managers across the Service.

The project strategies are a vision for the delivery of service from Human Resources and Finance and Business Management and the development of a four year blueprint.

The goals for this project are:

- Enhancement of business processes by modernizing and standardizing current processes, based on best practices, in order to foster increased accountability and improve data integrity;
- Optimization of the system through enhanced use of existing modules and the creation of dashboards that provide management information; and
- Development of key competencies to get the right people in the right positions.

This project will result in improved customer service and improved member understanding and satisfaction with administrative services. The overall cost of administration will be decreased as duplicate efforts, manual processing and errors are reduced. This is an investment in one system and one source of the truth for member information that aligns internal services provided by these two pillars with the needs of a modernized police service.

Peer to Peer Site (Disaster Recovery Site) - \$19.9M

The need to ensure that Service members have information available at all times is critical to ongoing operations. This project provides funding for a new peer to peer data centre facility. The Service's current peer to peer data centre is co-located with the City's main data centre in a City-owned and managed facility. The current location has significant space and power requirement issues which impact both the City and the Service. As a result, this mission-critical operation is at risk because the Service is subject to limitations in the existing facility which impair current operations and future growth requirements. In addition, the current line-of-sight distance from the primary site is seven kilometers, which is significantly less than the industry minimum standard of 25 kilometers for disaster recovery sites. This project commenced over a year ago, after an in-depth analysis of various options to meet this business continuity need.

Since approval of this project by the Board, the Service has been working with the City to find a suitable site. A site has now been selected that meets all requirements based on the set criteria, with the exception of required network fiber. The cost of implementing required network fiber will be absorbed within the project without impacting the current budget and/or schedule. City Real Estate is in the process of negotiations with the land owner to acquire the property. The real estate transaction is anticipated to close in October 2016, upon completion of the City's due diligence process.

Enterprise Business Intelligence - \$10.2M

Enterprise Business Intelligence (E.B.I.) 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. Police services such as Edmonton, Vancouver, New York and Chicago all have E.B.I. solutions. The Service has identified the need for this system solution for a number of years, but until 2014, the required capital investment was continually deferred due to other priorities and to stay within the City's debt target.

The Service currently runs dozens of application systems, with each database individually structured, and therefore requiring heavy data manipulation and manual data processes. This information environment is inadequate to cost-effectively support the Service's goals of public safety, community policing and fiscal responsibility. The Service requires an integrated analytical and business intelligence platform to support

efficient police officer deployment and performance management, program and policy evaluation, crime analysis and prevention, and justification of expenditures.

This project will transform the Service's raw data from all its key databases into useful, consistent and reliable information stored in a corporate data warehouse, and will build an integrated business intelligence and analytical platform. Consolidated information will be made widely available across the Service, allowing all members to make better information-based decisions. The use of E.B.I. is a critical strategic component to intelligence led public safety and support activities, which will enable more cost-effective and value added policing and public safety services.

This project will continue in future to include additional data sources for investigative work and business analytics reports. Additional funding may therefore be required in future years to enable the continuation of this project. A full justification for any additional investments in this solution will be included in future capital project requests.

TPS Archiving - \$0.7M

This project provides funding for the establishment of an archiving function at the Service's property and evidence site. Legislation requires the Service to store certain documentation for periods beyond the current year. For example, "cold case" files must be retained for a minimum of 25 years; financial records must be retained for seven years; memo books are also stored for a lengthy period of time. The relatively new requirement for video storage is also increasing. Service staff is endeavouring to reduce current holdings, but based on retention periods, the Service is faced with increasing storage requirements.

The Service currently stores its archival records and files at City Archives. However, the City is also experiencing space pressures within its storage facility. Assuming a ten percent growth annually, storage requirements within five years would be substantial. Therefore, using an existing Service facility for the archiving of records is a prudent solution, particularly if the City were to limit space or expand on a cost recovery basis.

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.

Radio Replacement Project - \$39.4M

The Service's current communication radios were replaced over the period of 2006 to 2012. The lifecycle for these radios is ideally seven years. However, in order to reduce capital costs, the Service has extended the replacement period for these radios to every ten years. . While the extension of this lifecycle to ten years has resulted in some incremental operating costs, there is still an overall cost benefit to the Service.

As a result of reduction of vehicles, the number of radios required within the Service was also reduced, resulting in a project cost reduction of \$0.6M. .

B. Projects beginning in 2017-2021

Expansion of Conducted Energy Weapons (C.E.W) - \$0.75M

Conducted Energy Weapons (C.E.W.) are handheld less-lethal weapons which have proven to be a less injurious force option that has helped to safely resolve violent and potentially violent incidents. The Service currently has 545 C.E.W.s issued to uniform front line supervisors, and selected members of specialized units.

The Service intends to deploy 250 additional C.E.W.s to selected uniform frontline police constables and constables from designated specialized units. This is in response to the continued need for less lethal force options to help safely resolve high risk encounters with community members.

A detailed assessment of the deployment model of C.E.W.s, training and on-going operating requirements are being completed to support the extended roll-out.

A detailed report on the proposed expansion of the CEW program is scheduled to be on the agenda for the October 20, 2016 board meeting.

Body Worn Cameras (B.W.C.) Initial Phase - \$0.5M

The Service recognizes that the decision to implement B.W.C.s will require a significant investment (both one-time and on-going). The decision must therefore be made carefully and take into account the benefits the cameras can provide to enhance accountability and public trust, as well as privacy, disclosure and other important considerations.

Accordingly, in February 2015, the Service started a 12-month pilot project (at a total cost of \$0.432M) to explore the benefits, challenges, and issues surrounding the use of B.W.C. s.

The pilot finished in March 2016, and a report was provided and a presentation made to the Board's September 2016 meeting, The report concluded that B.W.C.s were strongly supported by the community as well as our officers. However, there are significant issues of cost and how the administrative processes (uploading, classification and tagging of videos) impact an officer's public safety responsibilities and productivity. In addition, there were issues around the reliability of the two camera systems piloted. The Service therefore decided not to go forward with either vendor. It is also important to note that when the pilot project started there was no cloud presence in Canada. Consequently, only an on-premise storage solution could be evaluated. That has now changed and cloud based solutions could be proposed and evaluated.

Based on the foregoing, the Service is proposing moving forward very carefully with a potential body worn camera solution, through the issuance of a non-binding Request for Proposals (R.F.P.). This will be a large and complex procurement, as well as a significant long-term investment, and will therefore require a well-crafted R.F.P. that results in the best overall solution, at the best value and that ensures the Service's and the Board's interests are protected, both short and long-term.

The initial cost of \$0.5M is to cover the cost of a fairness commissioner and other external expertise required to effectively oversee, manage and analyse the B.W.C. non-binding Request for Proposals (R.F.P.) process, including the evaluation of proposals reviewed. As technology has evolved significantly since the Service's pilot project started and since cloud solutions are now available, it would be inappropriate and of no value to include a full cost estimate to implement and maintain a B.W.C. program. It will therefore be incorporated into a future capital program request once full information is known.

Facility Realignment – \$181.3M

The 2015 – 2026 capital program request identified funds to replace the 54 Division structure, a building in disrepair that no longer meets the needs of the Service and community and requires considerable operating dollars to repair and maintain. The Board deferred the new construction in anticipation of the KPMG-commissioned review of the Chief's Internal Organizational Review. As a result, \$7M of funding was carried forward to 2016.

In addition, the 2016 – 2025 capital program request contained funding for a number of facility replacement and renovation projects to existing divisions, such as Divisions 41, 32 and 13, Parking Enforcement West and the Public Safety Unit.

The 2016 – 2025 capital request changed the scope of the original 54 Division construction to a Facilities Realignment project, with the goal being the completion of a service-wide review of all facilities. Given the strategic direction of the capital program, the Facilities Review deliverables consisted of:

- A capital renovation and replacement plan for the 2017 to 2026 program, which maximizes service delivery and public value;
- A short and long implementation plan and associated costs; and
- A plan to maximize the use of existing Service facilities and reduce the Service's facility footprint

The T.T.F. recommendations confirm the need for a more strategic review of facilities and the need to reduce the number of facilities in the Service, change how both the Service and public access policing services and expand the use of technology rather than bricks and mortar in a modern service delivery model.

For this reason, the 2017 – 2026 capital program amalgamates previous funding requests into one program, Facilities Realignment. As indicated earlier, the requested funding allows the Service to transition to a new service delivery model and equip itself with facilities and technology required to optimize the delivery of policing services.

At the present time, the Service has engaged an external consultant to perform a demand and workload modelling analysis that will form the basis for a City-wide Divisional boundary restructuring and populate the facilities project. Approximately \$0.5M of the \$7M approved in 2016 was utilized for this purpose.

The current plan contemplates the consolidation of the 54 and 55 divisional facilities into one effectively configured facility that is strategically located. The consolidation of these two facilities will be confirmed once the results of the external consultant's work become known.

The details of the new configuration will require time to obtain input from the City, Service members and the public. Accordingly, the overall facilities optimization plan will be incorporated into the 2018 – 2027 capital program and T.T.F. recommendations implementation plan.

Automated Fingerprint Identification System (A.F.I.S.) – \$3M

The current AFIS system was purchased and implemented in late 2012. Replacement is scheduled to be implemented in early 2019. Replacement maintains vendor support, incorporates all updates and provides more efficient functionality.

C. Projects beginning in 2022-2026

There is one project beginning during the 2022-2026 period.

- Property and Evidence Warehouse Racking for 10 year expansion

D. Projects funded through Reserves

Vehicle and Equipment Lifecycle Replacements

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

Based on 2016 utilization and contribution strategies, the reserve balance projected a deficit from year 2018. In the 2017-2026 capital program, the following strategies were employed to extend the life of the reserve:

- reducing the number of vehicles by 104 for reduced contribution of \$600k per year
- reducing/ extending the life of regular furniture replacement
- funding furniture/ locker replacement for new and renovated facilities from projects, not reserve
- funding some projects such as security system replacement from S.O.G.R.
- reducing cash flow requirements for I.T. related projects such as I.T. business resumption and server replacement
- absorb fleet small equipment replacement costs within operating budget

Asset custodians continue to maximize the use of current assets and prolong lifecycle replacements to ensure viability of the Reserve on a long-term basis. However, the Vehicle and Equipment Reserve will be at risk of depletion if contributions are not increased to a level sufficient enough to cover the required equipment replacements. Table 2 below provides a summary of anticipated Reserve activity for 2017-2026.

Table 2 - 2017-2026 Reserve Activity (\$Ms)

	2017	2018	2019	2020	2021	2026
Opening Balance	\$8.6	\$4.0	\$3.8	-\$5.6	-\$3.3		\$2.1
Contribution	\$17.7	\$20.7	\$23.7	\$26.7	\$26.7		\$26.7
Draws	\$22.3	\$20.9	\$33.1	\$24.3	\$21.6		\$22.9
Year-end Balance	\$4.0	\$3.8	-\$5.6	-\$3.3	\$1.9		\$5.9
Incremental Operating Impact	\$0.6	\$3.0	\$3.0	\$3.0	\$0.0		0.0

E. Other Projects – Below the Line

The Connected Officer

The T.T.F. recommended an investment in potential transitioning from Mobile Workstations in vehicles to smart devices carried by all officers. This includes a full application suite and e-notebook, as well as updating existing applications to a mobile environment which allows officers to be connected at all times to the most current operational information.

Research and analysis of best practices, assessing network opportunities, confirming functionalities, developing and costing different options, will be completed. A final design decision, along with the roll-out plan and procurement decision is planned for 2019 with implementation commencing thereafter.

Beyond the current lifecycle funding for Mobile workstations, no new funding is being requested at this point, as the level of funding that would be required is not yet known.

Parking handheld and Administrative Penalty System (A.P.S.) – \$2.55M

Based on a Council decision at its July 2016 meeting, the City is changing the governance and administrative requirements to establish an Administrative Penalty System (A.P.S.) for parking violations (i.e. parking tickets) which will include an Administrative Penalty Tribunal, effective May 15, 2017. This will divert non-complex matters from the provincial courts, freeing up limited court time for more serious matters, which will save the City \$2.8M per year plus seven positions beginning in 2018. An increase in revenue to the City of \$6.3M per year is also expected, starting in 2018.

The total cost of the enhanced handhelds required to support this initiative is \$5.5M. Funding of \$2.97M is currently included in the handheld lifecycle replacement project for the replacement of the existing parking ticket enforcement and management application. However, moving to an A.P.S. program for parking violations will require one-time start-up costs of approximately \$2.2M for incorporating the use of digital photography, plus \$350K for new parking tag books. City Finance requested that this amount be included below the line in the Service's capital budget while the funding source is reviewed for the additional requirement. It should be noted that as a result of this enhancement, the impact on the contribution to reserve for Parking Enforcement will be an additional \$440K per year starting from 2017.

Conclusion:

A detailed review of all projects in the Service's 2017-2026 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 2017 - 2026 Capital Program has a 2017 net request of \$19M (excluding cash flow carry forwards from 2016), and a net total of \$232.5M for the ten-year period.

Given the strategic objectives of the Service's capital program, and the modernization initiatives to be included in the T.T.F's January 2017 final report, the Service is proceeding with a full facility reassessment, allowing the business plan and service delivery model to drive the need for facilities, what is in those facilities and the size of the facilities. It should be noted that once that work is complete, the cost estimate for the facility realignment project will very likely change.

The Service's 2017-2026 Capital Program request is for the most part in a transitional state, as the Service awaits information that will allow more informed decision making regarding our facilities and technological requirements. It is anticipated that the 2018-2027 request will be much more detailed with respect to the projects the Service needs to move forward on and implement, to help it modernize and enhance the way public safety services are provided to the City of Toronto.

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

Ms. Sandra Califaretti, Director, Finance & Business Management, delivered a presentation to the Board with regard to the 2017-2026 Capital Program Request. A copy of the presentation slides is on file in the Board Office.

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

The Board approved the following Motions:

- 1. THAT the Board receive the deputation;**
- 2. THAT the Board conduct community consultations, which will include the Board Mental Health Sub-Committee, and report back prior to the procurement of any additional Conducted Energy Weapons proposed to be deployed to selected front-line officers; and**
- 3. THAT the Board approve the foregoing report.**

Moved by: S. Carroll
Seconded by: C. Lee

2017-2026 Capital Program Request (\$000s)

Project Name	Plan to end of 2016	2017	2018	2019	2020	2021	Total 2017-2021 Request	2022	2023	2024	2025	2026	Total 2022-2026 Forecast	Total 2017-2026 Program	Total Project Cost
Projects In Progress															
State-of-Good-Repair - Police		4,875	4,875	4,875	5,005	4,400	24,030	4,875	4,875	4,875	4,875	4,875	24,375	48,405	48,405
Transforming Corporate Support (TRMS & HRMS) *	2,535	2,500	2,100	1,500	400		6,500				0	0	0	6,500	9,035
Peer to Peer Site (Disaster Recovery Site) *	4,665	4,000	7,759	3,500	0	0	15,259	0	0	0	0	0	0	15,259	19,924
Facility Realignment *	7,000	5,000	5,195	37,572	36,042	20,012	103,821	23,900	19,059	7,200	0	20,288	70,447	174,268	174,268
Enterprise Business Intelligence	6,405	3,811	0	0	0	0	3,811	0	0	0	0	0	0	3,811	10,216
TPS Archiving	50	650	0	0	0	0	650	0	0	0	0	0	0	650	700
Radio Replacement	14,141	2,531	3,460	2,452	4,949	6,074	19,466	4,544	42	1,026	226		5,838	25,304	39,445
Total, Projects In Progress	34,796	22,717	24,039	49,899	46,396	30,486	173,537	33,319	23,976	13,101	5,101	25,163	100,660	274,197	301,993
Upcoming Projects															
Conducted Energy Weapon (CEW)	0	750	0	0	0	0	750	0	0	0	0	0	0	750	750
Body Worn Camera - Initial phase	0	500	0	0	0	0	500	0	0	0	0	0	0	500	500
AFIS (next replacement)	0	0	0	3,053	0	0	3,053	0	0	0	0	0	0	3,053	3,053
Property & Evidence Warehouse Racking	0	0	0	0	0	0	0	0	1,040	0	0	0	1,040	1,040	1,040
Total, Upcoming Capital Projects:	0	1,250	0	3,053	0	0	4,303	0	1,040	0	0	0	1,040	5,343	5,343
Total Gross Debt Funded Capital Projects:	34,796	23,967	24,039	52,952	46,396	30,486	177,840	33,319	25,016	13,101	5,101	25,163	101,700	279,540	307,336
Total Reserve Projects:	212,902	22,300	20,884	33,062	24,335	21,575	122,156	24,145	20,598	37,234	24,646	22,870	129,493	251,648	464,551
Total Gross Projects	247,698	46,267	44,923	86,014	70,731	52,061	299,996	57,464	45,614	50,335	29,747	48,033	231,193	531,188	771,886
Funding Sources:															
Vehicle and Equipment Reserve	(212,902)	(22,300)	(20,884)	(33,062)	(24,335)	(21,575)	(122,156)	(24,145)	(20,598)	(37,234)	(24,646)	(22,870)	(129,493)	(251,648)	(464,551)
Funding from Development Charges	(21,476)	(5,000)	(3,194)	(13,512)	(5,140)	(9,145)	(35,991)	(5,204)	(5,308)	0	0	(578)	(11,090)	(47,081)	(68,557)
Total Funding Sources:	(234,378)	(27,300)	(24,078)	(46,574)	(29,475)	(30,720)	(158,147)	(29,349)	(25,906)	(37,234)	(24,646)	(23,448)	(140,583)	(298,729)	(533,108)
Total Net Debt-Funding Request:	13,320	18,967	20,845	39,440	41,256	21,341	141,849	28,115	19,708	13,101	5,101	24,585	90,610	232,459	238,779
5-year Average:							28,370						18,122	23,246	
City Target:		21,411	24,345	39,402	31,800	24,891	141,849	23,386	18,956	19,967	16,301	12,000	90,610	232,459	
City Target - 5-year Average:							28,370						18,122	23,246	
Variance to Target:		2,444	3,500	(38)	(9,456)	3,550	0	(4,729)	(752)	6,866	11,200	(12,585)	0	0	0
Cumulative Variance to Target			5,944	5,906	(3,550)	0		(4,729)	(5,481)	1,385	12,585	0			
Variance to Target - 5-year Average:							0						0	0	
Other Projects - Below the line															
Total Other projects - Below the line	0	2,550	0	0	0	0	2,550	0	0	0	0	0	0	2,550	2,550
City Target	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Variance from Target	0	(2,550)	0	0	0	0	(2,550)	0	0	0	0	0	0	(2,550)	(2,550)

* These projects have returned funding to the City due to one year carry forward rule. These amounts are not reflected in the total project cost.

2017-2026 Vehicle and Equipment Reserve (\$000s)

Project Name	Plan to end of 2016	2017	2018	2019	2020	2021	Total 2017-2021 Request	2022	2023	2024	2025	2026	Total 2022-2026 Forecast	Total 2017-2026 Program	Total Project Cost
Other than debt expenditure (Draw from Reserve)															
Vehicle and Equipment (LR)	69,425	5,693	5,354	6,254	5,370	5,370	28,041	5,370	5,372	5,372	5,372	5,373	26,859	54,900	124,325
Workstation, Laptop, Printer (LR)	38,815	3,216	3,782	4,084	4,462	3,414	18,958	3,619	2,372	5,662	5,082	3,826	20,561	39,519	78,334
Servers (LR)	31,716	2,200	3,903	4,241	4,441	3,634	18,419	2,325	4,113	6,512	4,678	3,825	21,453	39,872	71,587
IT Business Resumption (LR)	16,373	624	2,482	1,955	787	2,297	8,145	660	2,716	2,163	831	2,824	9,194	17,339	33,712
Mobile Workstations (LR)/connected officer	15,252		300	9,144	1,000	0	10,444	0	300	9,144	1,000	0	10,444	20,888	36,140
Network Equipment (LR)	10,956	2,900	2,800	2,400	2,900	1,750	12,750	2,250	3,750	3,750	2,900	1,750	14,400	27,150	38,106
Locker Replacement (LR)	3,417	48	48	48			144						0	144	3,561
Furniture Replacement (LR)	7,430	0	0	500	500	500	1,500	500	500	500	500	500	2,500	4,000	11,430
AVL (LR)	1,498	0	0	0	1,551	0	1,551	0	0	0	1,551	0	1,551	3,102	4,600
In - Car Camera (LR)	2,202	2,061	0	0	0	2,202	4,263	2,061	0	0	0	2,202	4,263	8,526	10,728
Voice Logging (LR)	1,127	0	0	350	0	0	350	0	0	350	0	0	350	700	1,827
Electronic Surveillance (LR)	805	900	200	0	0	0	1,100	500	0	0	0	0	500	1,600	2,405
Digital Photography (LR)	758	0	0	0	228	258	486	0	0	0	228	258	486	972	1,730
eTicketing	125	0			0	0	0			0	0	0	0	0	125
Voicemail / Call Centre (LR)	353	500	0	0	0	0	500	600	0	0	0	0	600	1,100	1,453
DVAMI, II (LR)	2,368	362	362	1,613	263	262	2,862	244	244	1,507	275	362	2,632	5,494	7,862
Asset and Inventory Mgmt. System (LR)	23	0	0	0	0	0	0	0	0	0	0	0	0	0	23
Property & Evidence Scanners (LR)	23	0	0	40	0	0	40	0	0	40	0	0	40	80	103
DPLN (LR)	499	0	0	1,500	0	0	1,500	0	0	1,600	0	0	1,600	3,100	3,599
Small Equipment (e.g. telephone handset) (LR)	1,220	0	0	0	750	750	1,500	0	0	0	0	750	750	2,250	3,470
Small Equipment - test analyzers (LR)	870	0	580	580	0	0	1,660	0	0	0	0	0	0	1,660	2,030
Small Equipment - ICC Microphones (LR)	135	0	261	261	261	0	783	0	261	261	261	0	783	1,566	1,701
Small Equipment - Video Recording Equipment (LR)	632	92	78	92	73	92	427	72	86	87	92	92	429	856	1,488
Radar Unit Replacement	614	246	182	0	12	21	461	15	344	256	226	96	937	1,398	2,012
Livescan Machines (LR)	257	0	540	0	0	0	540	0	540	0	0	0	540	1,080	1,337
Wireless Parking System (LR)	1,825	2,973	0	0	0	0	2,973	5,432	0	0	0	0	5,432	8,405	10,230
CCTV	752	0	0	0	275	275	550	0	0	0	300	250	550	1,100	1,852
AEDs	12	0	12	0	112	0	124	12	0	30	0	12	54	178	190
Fleet Equipment	500						0						0	0	500
Security System (LR)	1,600						0						0	0	1,600
Conducted Energy Weapon (CEW) Replacement	1,320	0	0	0	1,350	750	2,100	0	0	0	1,350	750	2,100	4,200	5,520
Marine Vessel Electronics Replacement	0	485	0	0	0	0	485	485	0	0	0	0	485	970	970
Total Reserve Projects:	212,902	22,300	20,884	33,062	24,335	21,575	122,156	24,145	20,598	37,234	24,646	22,870	129,493	251,648	464,551

**2017-2026 CAPITAL BUDGET REQUEST (\$000s)
INCREMENTAL OPERATING IMPACT FROM CAPITAL**

Attachment C

Project Name	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Comments
Facility Realignment	0.0	0.0	0.0	72.0	73.4	73.4	78.0	153.7	5.3	5.5	Building Operations, Service Contracts and Utilities; starting half a year 2020. Included estimated increase of 2% per year
Transforming Corporate Support	22.0	69.0	-227.0	75.0	0.0	0.0	0.0	0.0	0.0	0.0	Incremental maintenance cost of \$22K per year from 2017
Peer to Peer Site	0.0	175.0	175.0	4.0	4.0	4.0	4.0	4.0	3.7	3.7	Building Operations, Service Contracts and Utilities; starting mid-2018
Business Intelligence Technology	0.0	500.0	538.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	\$0.6M for salaries for 5 people; \$0.5M for maintenance
Total Projects- Incremental Operating Impact	22.0	744.0	486.0	151.0	77.4	77.4	82.0	157.7	8.9	9.2	
Total Reserve Operating Impact											Based on current assumptions
Total Operating Impact from Capital	22.0	744.0	486.0	151.0	77.4	77.4	82.0	157.7	8.9	9.2	

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 20, 2016**

**#P245. TORONTO POLICE SERVICES BOARD 2017 OPERATING BUDGET
REQUEST**

The Board was in receipt of the following report October 13, 2016 from Andy Pringle, Chair:

**Subject: Toronto Police Services Board 2017 Operating Budget
Request**

Recommendation(s):

1. THAT the Board approve a proposed 2017 net operating budget of \$2,297,100 which is a decrease of 0.21% over a 2016 adjusted budget of \$ 2,301,900
2. THAT the Board forward this report to the City's Budget Committee for consideration and to the City's Deputy City Manager and Chief Financial Officer for information.

Financial Implications:

The proposed 2017 net operating budget, recommended in this report, represents a decrease of 0.21% over a 2016 adjusted budget of \$ 2,301,900. The Toronto Police Services Board (TPSB) 2017 operating budget request is a net amount of \$2,297,100.

Background / Purpose:

The Toronto Police Services Board's 2017 operating budget target, does not achieve the City's target of a 2.6 % decrease over the 2016 Council adjusted net operating budget.

Discussion:

New initiatives:

The requested budget includes no new initiatives; however, it reflects a \$55,000 cost of implementing a settlement of an external human rights case. This unanticipated budgetary pressure prevents the Board from achieving the reduction target.

Consideration of Further Reductions: Non-salary Accounts

The Board has very limited options in terms of achieving further reductions. In terms of non-salary accounts, when the amounts allocated for the City Legal chargeback,

chargeback and for external labour relations legal counsel are factored out of the budget, the actual non-salary costs proposed in the 2017 budget amount to only \$59,800. The amount budgeted in 2016 for the City Audit Services interdepartmental chargeback was not expended and consequently has not been included in the budget. In late 2016, the Board implemented a paperless agenda solution which is anticipated to improve efficiency.

The proposed 2017 budget includes funding for limited professional development and learning opportunities for Board members by providing sufficient funds for their attendance at the Ontario Association of Police Services Boards' (OAPSB) conference and the Canadian Association of Police Governance's (CAPG) conference.

Funds will not be available in the event that the Board requires legal advice other than that which is available from the City of Toronto Legal department or from the Board's contracted labour relations law firm. Similarly, no funds will be available should the Board require any external consulting advice or professional services.

Expenditures within the proposed legal services accounts are difficult to predict as they are often incurred in response to an action or event. Recent settlement statistics related to labour disputes and grievances do indicate that fewer matters proceed to a hearing; the matters that do proceed to hearings are increasingly complex. With the implementation of projects and initiatives from the Transformational Taskforce's final report, it is anticipated that there will be an increased frequency of labour relations legal expenditures in 2017. Due to the complexity and in many cases novel features of these files, they will likely consume substantial legal resources, including time for preparation for hearings.

Consideration: Salary and Benefit Accounts

The budget request in the Board's salary and benefit accounts, totalling \$1,019,500, includes salary/benefits for its approved staff complement and for the Council-established Board Member remuneration.

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

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

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

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

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

Since receiving and approving Morden's report, the Board has reduced its staff complement and has significantly reduced its budget in response to the City's budget pressures.

Conclusion:

In an effort to further improve effectiveness and in light of the work of the Transformational Task Force and in anticipation of changes to the Police Services Act, which is the provincial legislation establishing the Board's mandate, the Board will continue to assess its governance role and the resources required to support its role

Ms. Joanne Campbell, Executive Director, delivered a presentation with regard to the Board's 2017 operating budget request. A copy of the presentation slides is on file in the Board Office.

The Board approved the following Motions:

- 1. THAT the Board amend recommendation no. 1 by increasing its requested operating budget for 2017 in the amount of \$12,000 to enable the Board to retain a criminologist to review and report to the Board on the street check practice research conducted in other jurisdictions. This will result in a total budget request of \$2,309,100; and**
- 2. THAT the Board approve recommendation no. 2.**

Moved by: S. Carroll
Seconded by: C. Lee

2017 Proposed Operating Budget

Toronto Police Services Board

	2015 Actual	2016 Budget	Change	2017 Request
Salaries	790,486	879,500	15,600	895,100
Benefits	113,422	122,700	1,700	124,400
Materials/Supplies	6,423	7,600	0	7,600
Equipment	1,427	900	25,100	26,000
Services/Rents	1,754,376	2,041,200	(297,200)	1,744,000
Total Revenue	(460,324)	(750,000)	250,000	(500,000)
Total	2,205,810	2,301,900	(4,800)	2,297,100

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 20, 2016**

#P246. ON-LINE AUCTIONEERING SERVICES CONTRACT

The Board was in receipt of the following report October 12, 2016 from Mark Saunders, Chief of Police:

Subject: On-line Auctioneering Services Contract

Recommendations:

It is recommended that:

1. the Board award the contract for on-line auctioneering services to Police Auctions Canada for a period of three years effective December 1, 2016, until November 30, 2019, with the option to extend for an additional two twelve-month periods at the Board's discretion; and
2. the Board authorize the Chair to execute a contract with Police Auctions Canada, including the appropriate terms and conditions, and subject to approval by the City Solicitor as to form.

Financial Implications:

In accordance with Section 132(2) of the *Police Services Act* of Ontario, the Chief of Police may cause unclaimed property to be sold at public auction. The auction revenue (less commission) is remitted to the Board's Special Fund, and the Board may use the proceeds for any purpose that it considers to be in the public interest. The recommendation contained in this report to award the contract to Police Auctions Canada will result in an increase from the previously applied commission rate of twenty-seven percent (27%) to fifty percent (50%). As such, a decrease may result to the funding remitted to the Board's Special Fund.

Background / Purpose:

The on-line auction process utilized by the Toronto Police Service (Service) occurs 24 hours a day – 7 days a week as opposed to public forum auctions which traditionally have been conducted once every five weeks. This expedited processing procedure reduces inventory levels and the stockpiling effect, which occurs when items are held internally until one week before a scheduled public auction. A continuous turnover of inventory results in the reduction of the Service's storage and management costs, and in the double handling of property.

At its meeting of May 19, 2016, the Board did not exercise its option to extend the on-line auctioneering contract to Platinum Liquidations Inc. as a result of disappointing sales levels and decreased revenue that were experienced throughout the duration of Platinum's contract with the Service. This decision allowed for a competitive procurement process to be conducted (Min. No. P120/16 refers).

Discussion:

On June 14, 2016, Purchasing Services issued a Request for Quotation (R.F.Q.) for on-line auctioneering services (R.F.Q. #1175040-16 refers). The R.F.Q. was issued through M.E.R.X. Public Tenders. A mandatory meeting for potential vendors interested in providing this service was held on June 21, 2016. Two vendors attended the mandatory meeting.

Only one bid was received on July 5, 2016, by Police Auctions Canada and is being recommended for approval.

The terms of the R.F.Q. provide a continuation of the following advantages:

- seamless and fluid effective inventory management
- reduction to potential storage constraints
- compliance with the *Police Services Act* of Ontario

Although awarding the quotation to Police Auctions Canada will result in an increased commission rate, maximized revenue is generally achieved through either a reduced commission rate, or higher overall sales. It should be noted that during the period of 2004 to 2013 that Police Auctions Canada provided auctioneering services on behalf of the Service; overall sales levels were high while maintaining a ninety-eight percent (98%) customer satisfaction rating.

In addition, the terms of the R.F.Q. include a provision that the recommended bidder must undergo a 180-day trial period. During the trial period, personnel from the Property and Video Evidence Management Unit will monitor the performance of the recommended bidder. If at the completion of the 180-day trial period, the Service deems that the recommended vendor is providing an unacceptable level of performance based on the specifications contained within the R.F.Q., a new procurement process will be initiated.

Conclusion:

Following an R.F.Q. process, Police Auctions Canada has submitted the sole bid while complying with all of the specifications contained within the R.F.Q. The Service is therefore recommending that the contract for on-line auctioneering services be awarded to Police Auctions Canada.

Acting Deputy Chief Richard Stubbings, Operational Support Command, and Mr. Tony Veneziano, Chief Administrative Officer, Corporate Services Command, will be in attendance to answer any questions that the Board may have regarding this report.

The Board approved the foregoing report.

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

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#P247. SERVICE VEHICLES – DESIGN AND COLOUR

During consideration of the TPS 2017-2026 capital program request (Min. No. P244/16 refers), the Board discussed the Chief's recent decision to change the colour of some of the marked police vehicles from white to dark grey.

The Board subsequently approved the following Motion:

THAT the Chief report to the Board on the current inventory of Service vehicles according to the designs that he intends to have in service over the next five years as per the Service capital plan.

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

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TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 20, 2016**

#P248. USE OF THE INTERNET

The Board was in receipt of the attached written submission dated October 11, 2016 from John Sewell, Toronto Police Accountability Coalition, with regard to the use of the Internet.

The Board approved the following Motion:

THAT the Board refer TPAC's submission on a draft Internet procedure for the Toronto Police to the Chief for review to determine whether Service Governance addresses the issues that they have raised and provide a response to the Board.

**Moved by: C. Lee
Seconded: S. Carroll**

Toronto Police Accountability Coalition
c/o Suite 206, 401 Richmond Street West, Toronto ON M5V 3A8.
416 977 5097. info@tpac.ca , www.tpac.ca

October 11, 2016

To: Toronto Police Services Board

Subject: A policy for Internet use

We wish this item to be scheduled on the Board agenda for October 20, 2016.

Given the significant use in the rise of the internet and social media, it is entirely reasonable for police officers to make full use of these tools.

But strong policies should be established for the use of internet and social media by police officers, just as there are policies for other activities in which police officers and the police force are involved. The policies should be comprehensive and broad, covering what information and material may be posted, the use of Police Department tools, websites and addresses as well as personal websites, tools and addresses, staff responsibilities, reporting practices, and so forth.

Other police departments already have such internet use policies (Hamilton, for instance), so there are good models from which the Toronto force can draw to create a reasonable policy.

Recommendation:

The Chief be requested to report to the Board in early 2017 on a draft Internet use policy for the Toronto Police.

Yours very truly,

A handwritten signature in black ink, appearing to read "John Sewell". The signature is fluid and cursive, with a large initial "J" and "S".

John Sewell for
Toronto Police Accountability Coalition

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TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 20, 2016**

#P249. ADJOURNMENT

Councillor Chin Lee
Vice - Chair