



The following *draft* Minutes of the meeting of the Toronto Police Services Board held on November 17, 2016 are subject to adoption at its next regularly scheduled meeting.

The Minutes of the meeting held on October 20, 2016, previously circulated in draft form, were approved by the Toronto Police Services Board at its meeting held on November 17, 2016.

MINUTES OF THE PUBLIC MEETING of the Toronto Police Services Board held on **NOVEMBER 17, 2016** at 12:30 PM in the Auditorium, 40 College Street, Toronto, Ontario.

PRESENT: **Mr. Andrew Pringle**, Chair
 Ms. Marie Moliner, Member
 Dr. Dhun Noria, Member
 Ms. Shelley Carroll, Councillor & Member

ABSENT: **Mr. Chin Lee**, Councillor & Vice-Chair
 Mr. John Tory, Mayor & Member
 Mr. Ken Jeffers, Member

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

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

**#P250. REVISED BOARD POLICY: REGULATED INTERACTION WITH THE
COMMUNITY AND THE COLLECTION OF IDENTIFYING
INFORMATION**

The Board was in receipt of the following report November 07, 2016 from Andy Pringle, Chair:

Subject: Revised Board Policy: Regulated Interaction with the Community and the Collection of Identifying Information

Recommendation(s):

It is recommended that:

- (1) the Board approve the attached revised Board policy entitled “Regulated Interaction with the Community and the Collection of Identifying Information”; and
- (2) the Board correspond with the Minister of Community Safety and Correctional Services to propose the collaborative development of a “Know your Rights” public awareness campaign to be developed with the assistance of community partners.

Financial Implications:

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

Background / Purpose:

The issue of street checks, often known as “carding”, is one that has been a priority for our Board over the past several years. The Board has recognized that there have been significant and long-standing concerns with the nature of contacts between police officers and members of the community, in particular, people from racialized backgrounds, and with the retention of information derived from these contacts in the police database. The Board has been concerned that this practice has had implications for public trust of and confidence in the police.

Policy Development

As part of its policy development process, the Board has engaged in considerable research and consultation. Throughout the process, the Board has emphasized the importance of striking the right balance between the critical objectives of treating all members of the community fairly and keeping our neighbourhoods safe. A Board policy

entitled “Community Contacts” was originally approved in April 2014 (Min. No. P102/14 refers). At its meeting of April 16, 2015, the Board approved a revised policy entitled “Community Engagements.” (Min. No. P108/15 refers). At its meeting of June 18, 2015, the Board rescinded the 2015 policy and approved the 2014 Community Contacts policy for implementation. (Min. No. P173/15 refers).

New Provincial Regulation

On June 16, 2015, the Province of Ontario announced that it would develop a new regulation to govern police interactions with members of the public, including the requirements to carry out these interactions, such as rules about training and data collection, to ensure a fair and consistent approach throughout the province. As noted above, at its meeting of June 18, 2015, the Board renewed its support for a strong and proactive rights-based proactive policy on community contacts. At that time, the Board committed to reporting back on any necessary changes to the policy required as a consequence of regulatory changes implemented by the Government of Ontario. (Min. No. P173/16.)

On March 22, 2016, the Ministry released Ontario Reg. 58/16: Collection of Identifying Information in Certain Circumstances – Prohibition and Duties. This Regulation is mandatory for all police services in the province.

Discussion:

Since the final Regulation was released in March 2015, there has been a great deal of work done to revise the Board’s policy. A working group was established that included members of Board staff, representatives from City of Toronto – Legal Services Division, as well as Mr. Frank Addario and Ms. Megan Savard, of Addario Law Group LLP.

There has been extensive consultation with members of the Toronto Police Service with respect to the revised policy. In addition, the PACER Advisory Committee (PAC) has been consulted and its input has been incorporated into the revised policy.

Mr. Frank Addario has drafted a memo summarizing the main features of the revised policy; this is attached for your information.

Conclusion:

I believe that the revised draft policy represents the commitment of our Board to promoting proactive policing while ensuring that the delivery of police services is fair, impartial, and free from bias. This policy is the culmination of an extremely comprehensive process that included detailed legal analysis, extensive community consultation and a thorough consideration of the operational realities of policing. I believe that this policy strikes the appropriate balance, taking account the complexity of factors involved in this enormously important and sensitive issue.

The Board remains committed to promoting positive police-community interactions that enhance public safety while ensuring that these interactions are not random or arbitrary and do not have a discriminatory impact on members of the public.

Therefore, it is recommended that the Board approve the attached revised Board policy entitled “Regulated Interaction with the Community and the Collection of Identifying Information” and correspond with the Minister of Community Safety and Correctional Services to propose the collaborative development of a “Know your Rights” public awareness campaign to be developed with the assistance of community partners.

Chair Pringle provided opening remarks about the extent of the community consultation that took place during the development of the revised policy.

Mr. Addario delivered an overview of the revised policy.

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

Kris Langenfeld *
Noa Mendelsohn Aviv
Desmond Cole
Jennifer Chambers *
Karl Gardner
Derek Moran
Walied Khogali *
Roy Williams
DIONNE Renée *
Liz Rice
Knia Singh

***written submission also provided; copy 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 foregoing report with the following amendment: that page 12, section 36 (f) of the policy be revised to add: “iii. or individuals who self-identify otherwise.”**
- 3. THAT the City Solicitor be requested to review and report annually on the public agenda on the status of any civil litigation proceedings where Historical Contact Data is relevant or at issue, beginning at the last Board meeting in 2017; and**

4. **THAT the Board authorize Mr. Addario to retain Professor Tony Doob, on a single-source basis, to research the effectiveness of “carding” or “street check” practices generally and the viability of carrying out research on their effectiveness in Toronto, at an amount not to exceed \$12,000, inclusive of tax.**

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

A copy of the revised policy, as amended, that was approved by the Board is attached to this Minute for information.



TORONTO POLICE SERVICES BOARD

REGULATED INTERACTION WITH THE COMMUNITY AND THE COLLECTION OF IDENTIFYING INFORMATION

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| APPROVED | April 24, 2014 | Minute No: P102/14 |
| REVIEWED (R) AND/OR AMENDED (A) | November 17, 2016 April 16, 2015 (R/A) June 18, 2015 (R/A) | Minute No: P250/16 Minute No: P108/15 Minute No: P173/15 |
| REPORTING REQUIREMENT | Refer to sections 17, 18, 25, 33, 35, 36, 37, 38, 39, 40 and 45 | |
| LEGISLATION | <i>Police Services Act, R.S.O. 1990, c.P.15, as amended, s. 31(1).</i> <i>Ontario Regulation 58/16, under Police Services Act, R.S.O. 1990, c. P.15</i> <i>Canadian Charter of Rights and Freedoms</i> <i>Ontario Human Rights Code</i> <i>Municipal Freedom of Information and Protection of Privacy Act</i> | |
| ASSOCIATED POLICIES | Race and Ethnocultural Equity Human Rights Collection, Use and Reporting of Demographic Statistics | |
| DERIVATION | | |

Preamble

The Board recognizes that the practice known as ‘carding’ or ‘street checks’ has had a negative impact on public trust. This policy seeks to address that legacy and replace it with a process that will enhance public trust concerning the collection of identifying information, promote police-community engagement and improve community relations. Enhanced public trust increases police legitimacy and, in turn, improves public safety.

This policy should be read with Ontario Regulation 58/16 and the Board’s Race and Ethnocultural Equity Policy.

The Board recognizes that conversations between police officers and members of the public are an integral part of community-based policing. The policy is intended to support proactive policing, to ensure that stops are not arbitrary or based on biased policing and to promote professional interactions between police officers and individuals. It permits informal greetings and interactions, observations and undercover activities. It permits interactions between police officers and individuals

who actively assist the police in the performance of their duties. It does not regulate interactions between police officers and individuals who actively enlist the help of the police, such as victims of offences, individuals reporting lost property or individuals engaged in educational efforts.

The policy intends that identifying information associated with 'carding', 'street checks' and Regulated Interactions should be retained, accessed, or disclosed in a manner consistent with section 9(10)(2) of the Regulation. Data collected contrary to the Regulation or this policy will be restricted and accessible only with the permission of the Chief or a senior officer appointed by the Chief. The choice of appointee should reflect the importance of the role and responsibility being delegated.

The goals and objectives of this policy are to:

- a. acknowledge that the collection of Historical Contact Data has disproportionately affected some communities and encourage the Chief to create procedures that acknowledge this history and the social costs and impact of this activity on police legitimacy;
- b. ensure that the Chief understands that the Board does not expect or require Service members to attempt or conduct Regulated Interactions;
- c. ensure the Chief's procedures acknowledge that the effective delivery of police services does not obligate officers to conduct Regulated interactions;
- d. ensure that Regulated interactions are evaluated in conjunction with, and sensitive to, the potential social cost associated with such interactions;
- e. ensure that the Chief's procedures consider the need to collect and record the information and the potential social cost of Regulated interactions;
- f. ensure that Regulated Interactions are only conducted when necessary and, if conducted, carried out in a manner consistent with the requirements in the Regulation and this policy;
- g. ensure that considerations of social costs associated with the collection of Historical Contact Data are not intended to prevent officers from engaging positively with the community;
- h. prevent arbitrary or discriminatory Regulated Interactions;
- i. ensure that police officers do not attempt to gather identifying information in a Regulated Interaction or prepare a Regulated Interaction Report solely for the purpose of:
 - i. Building a body of general intelligence information;
 - ii. Investigating an unsupported suspicion;
 - iii. Prolonging an interaction in the hope of acquiring the reasonable suspicion necessary to detain;
 - iv. Meeting a quota or performance target; or
 - v. Raising awareness of police presence in the community.

- j. respect the individual's decision about whether to freely participate in a Regulated Interaction;
- k. ensure that police officers can explain why they initiated a Regulated Interaction and, if relying on an exemption under the Regulation, why they could not tell an individual (i) that he or she is not required to provide identifying information and/or (ii) about the reasons for the Regulated Interaction;
- l. in the context of the Regulation, provide strategic direction to the Chief consistent with the Board's expectations of transparency and accountability as integral components of the effective delivery of police services;
- m. ensure the delivery of police services is fair, impartial, and free from both individual and systemic biases; and
- n. provide strategic direction to the Chief on the areas of the Regulation for which the Board has the ability, and is required by law, to address, including:
 - i. the content of the Receipt;
 - ii. retention, access, and disclosure of Historical Contact Data and Regulated Interaction Data; and
 - iii. reporting requirements that ensure transparency and accountability.

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

Definitions

1. The following definitions apply:
 - a. Abstracted Data is a simplified representation of a larger body of data that includes only relevant *non-identifiable* data.
 - b. Annual Report means the annual report provided by the Chief of Police to a Board under section 31 of Ontario Regulation 3/99 (Adequacy and Effectiveness of Police Services) made under the *Police Services Act*.
 - c. Historical Contact Data refers to all Person Investigated Card (Form 172), Field Information Report (Form 208), Community Inquiry Report (Form 306), and Community Safety Note (Street Check) records submitted into the Service's records management systems prior to January 1, 2017 and may include any such submitted record whether or not it would have been categorized as a Regulated Interaction Report had it been submitted on or after January 1, 2017.
 - d. Identifying Information is any information that, alone or in combination with other information, can be used to identify an individual. It may include information about an individual's race, age, sex, sexual orientation, gender identity, marital or family status, economic circumstances, and education, medical, psychiatric, psychological, criminal or employment history.

- e. Regulated Interaction is an attempt by a police officer to collect identifying information by asking an individual, in a face-to-face encounter, to identify himself or herself or to provide information for the purpose of identifying the individual, and includes such an attempt whether or not identifying information is collected,
 - i. if that attempt is done for the purpose of,
 - a) inquiring into offences that have been or might be committed;
 - b) inquiring into suspicious activities to detect offences; or
 - c) gathering information for intelligence purposes;
 - ii. but does not include an attempted collection made by a police officer for the purpose of investigating an offence the officer reasonably suspects has been or will be committed;
 - iii. and does not include an attempt by a police officer to collect identifying information from an individual if,
 - a) the individual is legally required to provide the information to a police officer;
 - b) the individual is under arrest or is being detained;
 - c) the officer is engaged in a covert operation;
 - d) the officer is executing a warrant, acting pursuant to a court order or performing related duties; or
 - e) the individual from whom the officer attempts to collect information is employed in the administration of justice or is carrying out duties or providing services that are otherwise relevant to the carrying out of the officer's duties.
- f. Regulated Interaction Report is the electronic record of a Regulated Interaction submitted into the Service's record management system, whether or not identifying information was collected during the Regulated Interaction.
- g. Restricted is a classification which applies to Historical Contact Data and may apply to Regulated Interaction Reports for which the Service will institute constraints that prevent access to the record unless:
 - i. approved by the Chief or, in his absence, a designate; and
 - ii. consistent with the Regulation, access to the record is required:
 - a) for the purpose of an ongoing police investigation;
 - b) in connection with legal proceedings or anticipated legal proceedings;
 - c) for the purpose of dealing with a complaint under Part V of the Act or for the purpose of an investigation or inquiry under clause 25(1)(a) of the Act;
 - d) in order to prepare the annual report described in subsection 14(1) of the Regulation or the report required under section 15 of the Regulation;
 - e) for the purpose of complying with a legal requirement; or
 - f) for the purpose of evaluating a police officer's performance.

General

2. The Chief shall establish procedures regarding Regulated Interactions that:
 - a. ensure compliance with Ontario Regulation 58/16, Board policy, the *Police Services Act*, the *Canadian Charter of Rights and Freedoms*, the *Ontario Human Rights Code*, and the *Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)*;
 - b. ensure Regulated Interactions are not conducted on the basis of biased policing, including racial profiling, or in an arbitrary manner;
 - c. acknowledge that collecting “identifying information” includes collecting any “information for the purpose of identifying the individual” as defined by this policy;
 - d. ensure police officers approach all attempts to collect personal information in the same way, regardless of whether the police officer intends to identify the individual; and
 - e. emphasize both the individual’s right to disengage from a Regulated Interaction and that an officer’s disengagement from a Regulated Interaction is an acceptable, valued and sometimes necessary policing practice.
3. The Chief shall ensure that Service members understand the importance of police-community engagement and proactive policing and that this shall be reflected in training.

Attempts to Collect Identifying Information

4. A police officer shall not attempt to collect identifying information about an individual from the individual if:
 - a. any part of the reason for the attempted collection is that the officer perceives the individual to be within a particular racialized group unless,
 - i. the officer is seeking a particular individual,
 - ii. being within the racialized group forms part of a description of the particular individual or is evident from a visual representation of the particular individual, and
 - iii. the officer has additional information, in addition to information about the particular individual being in a racialized group, that may help to identify the individual or narrow the description of the individual; or
 - b. the attempted collection is done in an arbitrary way.
5. Without limiting what might constitute the additional information required under subparagraph 4(a)(iii), such information may consist of information about:
 - a. the appearance of the individual, including information about the individual’s clothing, height, weight, eye colour, hair colour or hair style;
 - b. the location where the individual might be found;

- c. the type of vehicle the individual might be found in;
 - d. the associates the individual might be found with; or
 - e. the behaviour of the individual.
6. The additional information required under subparagraph 4(a)(iii) may not consist only of the sex of the individual, the approximate age of the individual or both.
7. For the purpose of subparagraph 4(b), an attempted collection by a police officer from an individual is done in an arbitrary way unless the officer has a reason that the officer can explain that complies with all of the following:
- a. the reason includes details about the individual that cause the officer to reasonably suspect that identifying the individual may contribute to or assist in an inquiry into offences that have been or might be committed or into suspicious activities to detect offences or the gathering of information for intelligence purposes;
 - b. the reason does not include either of the following:
 - i. that the individual has declined to answer a question from the officer which the individual is not legally required to answer, or
 - ii. that the individual has attempted or is attempting to discontinue interaction with the officer in circumstances in which the individual has the legal right to do so; and
 - c. the reason is not only that the individual is present in a high crime location.

Rights Notification

8. A police officer shall not attempt to collect identifying information about an individual from the individual without first informing the individual:
- a. that he or she is not required to provide identifying information to the officer; and
 - b. has informed the individual why the police officer is attempting to collect identifying information about the individual;
- unless the police officer is exempt from a requirement to notify the individual because of a specific exemption in section 6 of the Regulation or paragraphs 9 and 10 of this policy.
9. A police officer is not required to inform the individual under paragraph 8(a) or (b) if the officer has a reason to believe that informing the individual under that clause might compromise the safety of an individual.
10. A police officer is not required to inform the individual under paragraph 8(b) if the officer has a reason to believe that informing the individual under that clause,
- a. would likely compromise an ongoing police investigation;
 - b. might allow a confidential informant to be identified; or

- c. might disclose the identity of a person contrary to the law, including disclose the identity of a young person contrary to the *Youth Criminal Justice Act* (Canada).

Receipts

11. The Chief shall establish procedures that require police officers conducting Regulated Interactions to comply with the Receipt requirement in section 7 of the Regulation, including the exemptions described in the Regulation.
12. The Chief shall ensure that the Receipt contains:
 - a. the name and badge number of the police officer and any partner or supervisor who is present at or assists in conducting the Regulated Interaction;
 - b. the date, time and location of the Regulated Interaction;
 - c. information about how to contact the Office of the Independent Police Review Director;
 - d. an explanation that the individual can request access to information in the Service's custody or control under *MFIPPA* and information about how to make such a request; and
 - e. an explanation of the reason for the Regulated Interaction.

Retention, Access, Use and Disclosure of Historical Contact Data

13. The Chief shall develop procedures that ensure all Historical Contact Data is Restricted in a manner that prevents Service members from accessing it without authorization.
14. Historical Contact Data must be stored in a way that leaves an auditable technological trail. All Historical Contact Data stored in hard copy report forms generated before January 1, 2017, (i.e. Person Investigated Card (Form 172), Field Information Report (Form 208), or Community Inquiry Report (Form 306)) should be digitized, as soon as possible if not already digitized, with the hard copy report form retained only as required by law (e.g. evidence in a matter before the courts).
15. Access to Historical Contact Data under paragraph 13 of this policy shall be authorized by the Chief, in accordance with the constraints imposed on records classified as Restricted, and only when access is required for a substantial public interest or to comply with a legal requirement.
16. The Chief shall develop procedures that control access to Historical Contact Data in accordance with paragraphs 13 to 15 of this policy. The procedures shall ensure the Chief provides the Board, on a quarterly basis, with a public report on:
 - a. the number of requests, submitted to the Chief by Service members, for access to Historical Contact Data;

- b. the number of approvals, by the Chief, for access to Historical Contact Data;
 - c. the purpose(s) of the requests and approvals identified in subparagraphs 16a and 16b;
 - d. whether or not accessing the Historical Contact Data fulfilled the purpose(s) for which it was accessed; and
 - e. when hard copy report forms generated before January 1, 2017 are digitized, the number of records digitized and the records management system to which the records were added.
17. The Board will establish a Regulated Interactions Review Panel composed of three persons: a Board member, a retired judge and a community member, with the mandate to:
- a. review the quarterly report for compliance with paragraphs 13 to 16 of this policy;
 - b. identify and track any significant trends;
 - c. summarize its review of the Chief's quarterly report, in a report to the Board including, if necessary, suggestions or recommendations for consideration by the Board; and
 - d. make its summary review of the Chief's quarterly report available to the public by submitting it to the Board at the same time that the Chief's quarterly report is submitted to the Board.
18. At least two weeks in advance of submitting the quarterly report to the Board, the Chief will make the quarterly report available to the Board's Regulated Interactions Review Panel to enable it to conduct its review.
19. If, as part of its review, the Regulated Interactions Review Panel requires additional information, it will submit, through the Board, any request(s) for additional information required to assist with fulfilling its mandate.
20. The Service must not use Historical Contact Data as a basis for classifying an individual as "known to police".
21. The Chief shall ensure Historical Contact Data does not result in an entry on an individual's Clearance Letter, Police Reference Check, Vulnerable Sector Check, or any other police record check required by the *Police Record Check Reform Act*.

Retention, Access, Use and Disclosure of Regulated Interaction Reports – Compliant

22. The Chief shall establish procedures dealing with the retention, access, and disclosure of Regulated Interaction Data collected on or after January 1, 2017, that provide:
- a. the Chief or his or her designate shall determine whether identifying information collected during Regulated Interactions complies with the

- Regulation and this policy by reviewing Regulated Interaction Reports upon their entry into the Service's records management system(s) or within thirty days of their entry, in accordance with sections 9(4) and (5) of the Regulation;
- b. any Regulated Interaction Report which has not been reviewed shall contain an indication that the report has not been reviewed for compliance with the Regulation and this policy; and
 - c. Regulated Interaction Reports shall not result in an entry on an individual's Clearance Letter, Police Reference Check, Vulnerable Sector Check, or any other police record check required by the *Police Record Check Reform Act*, S.O. 2015 C.30.
 - d. The Service must not use Regulated Interaction Reports as a basis for classifying an individual as "known to police".
23. Access to any Regulated Interaction Report collected in compliance with this policy and the Regulation shall be Restricted five years after the date it was submitted to the Service's record management system.

Retention, Access, Use and Disclosure of Regulated Interaction Reports – In Violation

24. Subject to paragraph 26 of this policy, access to any Regulated Interaction Report determined to have been collected in violation of this policy or the Regulation shall be Restricted immediately upon such determination, whether;
- a. upon initially being reviewed by the Chief or his or her designate;
 - b. during the course of an internal or external complaint investigation; or
 - c. as a result of a finding by the judiciary, a tribunal or other governing body.
25. As required by section 12(2) of the Regulation, this policy provides that identifying information collected on or after January 1, 2017, contrary to the Regulation shall not be retained longer than is reasonably necessary to ensure the information is available
- a. for the purpose of an ongoing police investigation;
 - b. in connection with legal proceedings or anticipated legal proceedings;
 - c. for the purpose of dealing with a complaint under Part V of the Act or for the purpose of an investigation or inquiry under clause 25(1)(a) of the Act;
 - d. in order to prepare the annual report described in subsection 14(1) of the Regulation or the report required under section 15 of the Regulation;
 - e. for the purpose of complying with a legal requirement; or
 - f. for the purpose of evaluating a police officer's performance.
26. Where identifying information has been identified as being required under paragraph 25 of this policy, it may be retained only as long as reasonably

necessary for the specific purpose(s) for which it was retained and, when no longer required for that purpose(s) or otherwise by law, shall be deleted.

27. The Service must not use Regulated Interaction Reports as a basis for classifying an individual as “known to police”.
28. The Chief shall ensure Regulated Interaction Reports do not result in an entry on an individual’s Clearance Letter, Police Reference Check, Vulnerable Sector Check, or any other police record check required by the *Police Record Check Reform Act*.

Training

29. The Chief shall ensure that all police officers, prior to conducting Regulated Interactions or acting as the Chief’s designate under section 9 of the Regulation, have successfully completed:
 - a. the training required under section 11 of the Regulation within the previous 36 months; and
 - b. additional training on the Service’s procedures, as developed in accordance with this policy, within the previous 12 months.
30. The Chief shall ensure that, the training referred to in paragraph 29 includes the mandatory training required by section 11 of the Regulation on the topics of:
 - a. the right of an individual not to provide information to a police officer, the limitations on this right and how to ensure that this right is respected;
 - b. the right of an individual to discontinue an interaction with a police officer, the limitations on this right and how to avoid an unlawful psychological detention of an individual;
 - c. bias awareness, discrimination and racism and how to avoid bias, discrimination and racism when providing police services;
 - d. the rights that individuals have to access information about themselves that is in the custody, or under the control, of a police force;
 - e. the initiation of interactions with members of the public;
 - f. the Regulation and its application; andadditionally includes, at a minimum, instruction on the topics of promoting public trust and public confidence by recognizing:
 - g. the social cost of historic police practices; and
 - h. how the use of respectful language, tone and demeanour, during Regulated Interactions benefits the community, individuals, officers, and the Service.
31. The Chief shall ensure that police officers who are reassigned or temporarily assigned to a new neighbourhood or Division communicate and cooperate with community-based liaison officers and receive any other support, training and resources necessary to familiarize themselves with the new assignment and community.

32. The Chief shall ensure that police officers responsible for supervising the initiation of Regulated Interactions and the creation of Regulated Interaction Reports receive the training necessary to ensure all police officers comply with this policy and the Regulation.
33. The Chief shall provide to the Board copies of all training modules on Regulated Interactions for review upon request from the Board.

Supervision

34. The Chief shall establish procedures regarding Regulated Interactions to ensure that:
 - a. supervisors understand that the Regulation and this policy do not impose an obligation on officers, implicitly or explicitly, to conduct Regulated Interactions;
 - b. supervisors understand that Regulated Interactions should occur only when necessary and, if conducted, are carried out in compliance with both the Regulation and this policy;
 - c. police officers receive effective supervision related to Regulated Interactions;
 - d. supervisors are trained to critically examine the circumstances leading to a Regulated Interaction and any resulting Regulated Interaction Reports to determine compliance with this policy and the Regulation and are held accountable for any failure to do so;
 - e. supervisors consider using a variety of Service technological resources, if available, to effectively review for compliance leading up to, during and after, Regulated Interactions; and
 - f. where discipline is justified, police officers are subject to the full range of disciplinary measures in s. 85 of the *Police Services Act* in relation to Regulated Interactions.

Reports to the Board

35. As part of the Annual Report required under Adequacy Regulation 3/99, the Chief shall include a section relating to Regulated Interactions.
36. The annual report relating to Regulated Interactions shall include, at a minimum:
 - a. the number of attempted collections and the number of attempted collections in which identifying information was collected;
 - b. The number of individuals from whom identifying information was collected;
 - c. The number of times a police officer chose not to tell an individual that he or she was “not required to provide identifying information to the officer” and/or the reason “why the police officer is attempting to collect identifying information” as otherwise required under subsections 6(2) and (3) of the Regulation, and the reason(s) for making the choice;

- d. The number of times a police officer chose not to give an individual a Receipt and the reason(s) for making the choice;
- e. The number of times each of the following clauses was relied upon to not offer or give a Receipt:
 - i. might compromise the safety of an individual (subsection 7(2)(a) of the Regulation); or
 - ii. might delay the officer from responding to another matter that should be responded to immediately (subsection 7(2)(b) of the Regulation);
- f. The number of attempted collections from individuals who are perceived, by a police officer, to be within the following groups based on the sex of the individual:
 - i. male individuals;
 - ii. female individuals; or
 - iii. individuals who self-identify otherwise
- g. For each age group established by the Chief, the number of attempted collections from individuals who are perceived, by a police officer, to be within that age group;
- h. For each racialized group established by the Chief for the purpose of this paragraph, the number of attempted collections from individuals who are perceived, by a police officer, to be within that racialized group;
- i. A statement, based on an analysis of the information, as to whether the collections were attempted disproportionately from individuals within a group based on:
 - i. the sex of the individual;
 - ii. a particular age;
 - iii. a racialized group; or
 - iv. a combination of groups and, if so, any additional information that the Chief of Police considers relevant to explain the disproportionate number of attempted collections;
- j. The neighbourhoods or areas where collections were attempted and the number of attempted collections in each neighbourhood or area;
- k. The number of determinations made by the Chief or his or her designate as to whether the information entered into the database:
 - i. complied with limitations on collection set out in section 5 and 9(4)(a) of the Regulation; and
 - ii. the results of the review(s), done at least once a year, of an appropriately sized random sample of entries of identifying information included in the database to estimate within a margin of error of plus or minus five percent, at a 95 percent confidence level, whether it appears

that section 5 (limitations on collection of information), section 6 (duties to inform of rights and reasons before collecting, with exceptions) or section 8 (document for individual – document, with exceptions) of the Regulation were complied with;

- i. for the purpose of an ongoing police investigation;
 - ii. in connection with legal proceedings or anticipated legal proceedings;
 - iii. for the purpose of dealing with a complaint under Part V of the Act or for the purpose of an investigation or inquiry under clause 25(1)(a) of the Act;
 - iv. in order to prepare the annual report or a report required due to disproportionate collection (under section 15 of the Regulation);
 - v. for the purpose of complying with a legal requirement; or
 - vi. for the purpose of evaluating a police officer's performance;
 - m. The number of complaints resulting from or related to Regulated Interactions, along with their status or outcome; and
 - n. The results of any audit conducted under procedures enacted pursuant to this policy.
37. If an analysis of the Regulated Interaction data forming the basis for the annual report reveals that Regulated Interactions were conducted disproportionately in relation to individuals based on perceived sex, age, race, or a combination thereof, the Chief shall review the Service's practices and prepare a supplementary report to the Board setting out the results of the review and his or her proposals, if any, to address the disproportionality.
38. The Chief shall make the abstracted data underlying the annual report available to the Board as requested.
39. The need for and contents of any supplementary report may be determined by either the Chief or the Board after review of the data in the annual report.
40. The Board, upon receipt of the annual report and any supplementary report, shall:
 - a. publish all reports and the underlying abstracted data on the Board's website so they are available to the public free of charge; and
 - b. consider the report and the proposals, if any, set out in any supplementary report and consider whether to give directions under clause 31(1)(e) of the *Act* to direct the Chief and monitor his or her performance.

Retention, Access, Use and Disclosure of Abstracted Data

41. The Chief, in consultation with the Board, shall compile and retain abstracted data with respect to Regulated Interactions and Historical Contact Data for the purpose of evaluating the quality and effectiveness of police services in Toronto.
42. The Chief shall ensure that any data compiled and retained for the purpose of evaluating the quality and effectiveness of police services is de-identified, stored in a restricted database and not used for any purpose other than that of evaluating the quality and effectiveness of police services in Toronto.
43. The Chief shall give the Board, and any person designated by the Board, any de-identified data or de-identified internal or external report related to Regulated Interactions compiled and retained under paragraphs 41 and 42 of this policy upon the Board's request.
44. The Board and the Service shall only use the data compiled and retained under paragraphs 41 and 42 of the policy to evaluate the quality and effectiveness of police services in Toronto in accordance with provincial law, including the Adequacy and Effectiveness Standards in Ontario Regulation 3/99, enacted under the *Police Services Act*.
45. The Service and the Board shall disclose data compiled and retained under paragraphs 41 and 42 of the policy to the Ministry of Community Safety and Correctional Services as necessary for the preparation of the Ministry's report on the Regulation as described in section 17 of the Regulation.

Policy Consistent with Regulation

46. This policy is intended to be consistent with Regulation 58/16. However, if any provision is or appears to be in conflict with the Regulation, it shall be deemed to be modified to make it consistent.

ADDARIO LAW GROUP
MEMORANDUM

To: Toronto Police Services Board
From: Frank Addario and Megan Savard
Date: November 9, 2016
Re: TPSB Regulated Interaction with the Community and the Collection of Identifying Information Policy ("Carding")

Under the Board's instructions, we worked with Board staff and the Service to draft a "Regulated Interaction with the Community and the Collection of Identifying Information Policy."

The new policy is intended to replace the 2014 Community Contacts Policy while preserving the spirit of the original and complying with the newly enacted Ontario Regulation 58/16. The challenges associated with 'carding' and 'community engagements' originated in Toronto. For this reason, the Board accepted the responsibility to show leadership in resolving the issue.

The attached draft policy is the product of multiple meetings with Board staff, Service representatives and representatives of the community. There are no perfect solutions, but the proposed policy attempts to meet the primary concerns of the Board, Service and community and to balance the aspirations of public safety and police legitimacy.

Here are six things to know about the new policy:

1. The policy complies with Ontario Regulation 58/16, which sets out rules and guidelines for police officers who attempt to gather 'identifying information' in face-to-face encounters. It is drafted in a manner that is consistent with the Regulation.
2. The policy captures the spirit of the 2014 Community Contacts policy by continuing to focus on the Board's goal of eliminating arbitrary stops and rebuilding public trust. It communicates the message that **all** 'street checks' should be conducted with respect for individual rights.
3. Where appropriate, the policy regulates *more* police conduct than Regulation 58/16 and does so in a more comprehensive way. For example, the policy:
 - a. establishes that the Board does not expect or require Service members to "attempt to collect identifying information" [Preamble];
 - b. governs all Historical Contact Data, not just data arising from interactions to which the Regulation would have applied [Definitions, paragraph 1(c)];

- c. defines the term 'identifying information' broadly, thereby ensuring that the Service applies the Regulation to the widest possible set of interactions [Definitions, paragraph 1(d)];
 - d. expands the Regulation's 'receipt requirement' by requiring Service members to include the name and badge number of any partner or supervisor who was present at or assisted in conducting the Regulated Interaction and a written explanation for the reason for their attempt to elicit information on the receipts they give to community members [paragraph 12(a) and (e)];
 - e. enhances the Board's supervisory function by requiring the Service to implement audit and reporting procedures [see point 5(a) below];
 - f. protects the public from unauthorized use of Regulated Interaction Data by prohibiting the Chief from using this data to generate entries on individuals' police record checks [see point 5(b) below];
 - g. improves transparency by requiring publication of abstracted data relied on by the Service in reports to the Board [paragraph 38]; and
 - h. requires enhanced training for Service members and supervisors (including education on the social cost of historic police practices and the use of respectful language and demeanour) at a rate three times higher than is required by the Regulation [paragraphs 29-34].
4. The policy operates as a stand-alone document. It incorporates language directly from Regulation 58/16 instead of just referring to the Regulation. This makes the policy longer but ultimately more understandable.
5. The policy eliminates old and/or bad 'carding' information, while respecting the Service's interests and legal obligations. The policy balances these goals by restricting access to data collected prior to or in violation of Regulation 58/16 as follows:
- a. 'Old' data and data collected in violation of the Regulation or this policy will be "Restricted" and stored in a manner that prohibits access to Service members and leaves an auditable technological trail. No one can access this data without the Chief's permission. For 'old' data, a three-member review panel comprised of a Board member, a retired judge and a community member will review the Chief's decisions. These measures will allow the Board to monitor and control how and when old and 'bad' carding data is used [paragraphs 13-21, 24-28].
 - b. No data collected during 'carding' style interactions can form the basis for an entry on an individual's Clearance Letter, Police Reference Check, Vulnerable Sector Check, or any other police record check [paragraphs 20-21, 22(c) and (d), 27 and 28].
 - c. Any data retained for research or evaluation purposes is anonymized and subject to proper restrictions [paragraphs 41-45].

6. The policy is one of several tools the Board is using to increase its audit function and improve the quality of the data relating to police-community interactions. The Board has retained noted criminologist Professor Tony Doob to research the effectiveness of 'carding' or 'street check' practices generally and the viability of carrying out research on their effectiveness in Toronto.

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

#P251. REPORTS DEFERRED TO THE DECEMBER MEETING

The Board was in receipt of the following reports:

- October 20, 2016 from Mark Saunders, Chief of Police
Re: Toronto Police Service Open Data
- November 01, 2016 from Mark Saunders, Chief of Police
Re: Vendor of Record for Medical Advisory Services – Additional Information
- October 26, 2016 from Mark Saunders, Chief of Police
Re: Triennial Report: Skills Development and Learning Plan
- November 02, 2016 from Mark Saunders, Chief of Police:
Re: Computer Aided Dispatch System Maintenance Agreement – Sole Source Award to Intergraph Canada Ltd.

The Board agreed to defer consideration of the foregoing reports to its December 2016 meeting. Copies of the reports are on file in the Board office.

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

**#P252. QUARTERLY REPORT: OCCUPATIONAL HEALTH AND SAFETY
UPDATE: JULY TO SEPTEMBER 2016**

The Board was in receipt of the following report November 02, 2016 from Mark Saunders, Chief of Police:

**Subject: Quarterly Report: Occupational Health and Safety Update
for July 1, 2016 to September 30, 2016**

Recommendation(s):

It is recommended that the Board receive this report.

Financial Implications:

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

Background / Purpose:

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

The purpose of this report is to update the Board on matters relating to occupational health and safety issues for the third quarter of 2016.

Discussion:

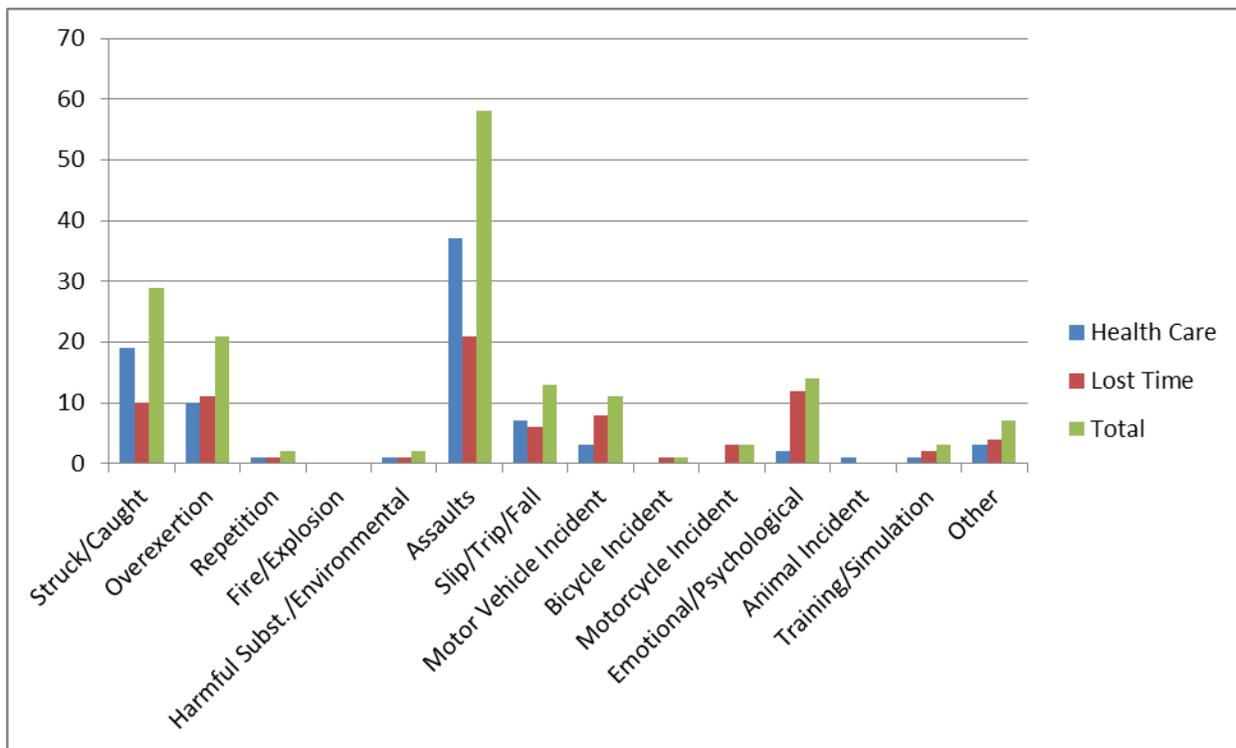
Accident and Injury Statistics

From July 1, 2016, to September 30, 2016, there were 165 reported workplace accidents/incidents involving Service members, resulting in lost time from work and/or health care which was provided by a medical professional. These incidents were reported as claims to the Workplace Safety and Insurance Board (W.S.I.B.). During this same period, 33 recurrences of previously approved W.S.I.B. claims were reported.

Recurrences can include, but are not limited to, ongoing treatment, re-injury, and medical follow-ups ranging from specialist appointments to surgery.

As a Schedule 2 employer, the Service paid \$68,465 in health care costs for civilian members and \$276,886 in health care costs for uniform members for the third quarter of 2016.

Injured on Duty reports are classified according to the incident type. The following chart and graph summarize the Injured on Duty reports received by the Occupational Health and Safety Unit during the third quarter of 2016:



| Incident Type | Health Care | Lost Time | Total |
|-----------------------------------|-------------|-----------|-------|
| Struck/Caught | 19 | 10 | 29 |
| Overexertion | 10 | 11 | 21 |
| Repetition | 1 | 1 | 2 |
| Fire/Explosion | 0 | 0 | 0 |
| Harmful Substances /Environmental | 1 | 1 | 2 |
| Assaults | 37 | 21 | 58 |
| Slip/Trip/Fall | 7 | 6 | 13 |
| Motor Vehicle Incident | 3 | 8 | 11 |
| Bicycle Incident | 0 | 1 | 1 |
| Motorcycle Incident | 0 | 3 | 3 |
| Emotional/Psychological | 2 | 12 | 14 |

| Incident Type | Health Care | Lost Time | Total |
|----------------------|--------------------|------------------|--------------|
| Animal Incident | 1 | 0 | 1 |
| Training/Simulation | 1 | 2 | 3 |
| Other | 3 | 4 | 7 |
| Totals | 85 | 80 | 165 |

Critical Injuries

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

For the third quarterly report for 2016, there was one critical injury incident reported to the M.O.L. This incident was confirmed by the M.O.L. to be a critical injury incident which resulted from a cause in the workplace. For each critical injury incident, an investigation is conducted by the Service independent of the M.O.L. investigation, involving both the injured member's local Joint Health and Safety Committee and the Service's Occupational Health and Safety Unit. In each case, root causes are sought and recommendations are made where applicable to reduce the risk of similar incidents in the future.

Communicable Diseases

As part of the communicable disease exposure surveillance program, members of the Occupational Health and Safety Unit reviewed reported exposures during the months indicated. The majority of these exposures did not result in claim submissions to the W.S.I.B. However, there is an obligation to ensure that a communication is dispatched to members of the Service from a qualified designated officer from the Medical Advisory Services team. In the event that a member requires information or support regarding a communicable disease exposure, they will be contacted by a medical professional from Medical Advisory Services in order to discuss potential risk, treatment options as required, and to ensure that the member is supported properly with respect to stress and psychological wellbeing.

Member Exposure to Communicable Diseases

| Reported Exposures | July | August | September | Q3 - 2016 | Q3 - 2015 |
|---------------------------|-------------|---------------|------------------|------------------|------------------|
| Bodily Fluids, Misc. | 24 | 6 | 30 | 60 | 63 |
| Hepatitis A, B, & C | 2 | 0 | 0 | 2 | 14 |
| HIV | 4 | 1 | 4 | 9 | 9 |
| Influenza | 0 | 0 | 0 | 0 | 0 |
| Measles, Mumps, Rubella | 0 | 0 | 0 | 0 | 0 |
| Meningitis | 0 | 9 | 0 | 9 | 0 |
| Staphylococcus Aureus | 4 | 2 | 8 | 14 | 6 |

| Reported Exposures | July | August | September | Q3 - 2016 | Q3 - 2015 |
|---------------------------|-------------|---------------|------------------|------------------|------------------|
| Tuberculosis | 2 | 0 | 2 | 4 | 17 |
| Varicella (Chickenpox) | 0 | 0 | 0 | 0 | 0 |
| Other, Miscellaneous | 8 | 6 | 7 | 21 | 6 |
| Total | 44 | 24 | 51 | 119 | 115 |

An analysis of reported exposures under category Other, Miscellaneous, revealed there were four incidents which occurred in the third quarter of 2016 where eleven members were involved resulting in multiple exposures. This does not reflect a significant increase in the number of incidents of exposure.

An analysis of the reported exposure to Meningitis revealed there was one specific incident which occurred in August where several members were involved, resulting in multiple exposures. As a result of a determination made by the Central Joint Health and Safety Committee at its meeting on March 29, 2010, the Occupational Health and Safety Unit monitors incidents where members report exposure to bed bugs. There were 18 reported exposures to bed bugs in the third quarter of 2016.

Medical Advisory Services

The disability statistics provided below are summarizing all non-occupational cases. By definition, “short-term” refers to members who are off work for greater than fourteen days, but less than six months. “Long-term” refers to members who have been off work for six months or greater.

Disability distribution of Service members is summarized in the following chart.

Member Disabilities: Non-Occupational

| Disability Category | July | August | September |
|---------------------------------------|-------------|---------------|------------------|
| Short-Term | 45 | 45 | 58 |
| Long-Term – LTD | 4 | 4 | 4 |
| Long-Term – CSLB | 67 | 72 | 71 |
| Total Disability per Month – Q3, 2016 | 116 | 121 | 133 |
| Total Disability per Month – Q3, 2015 | 123 | 117 | 124 |
| Percent Change from Previous Year | -6% | +3% | +7% |

Workplace Violence and Harassment

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

In the third quarter of 2016, there was one new documented complaint which was categorized by Professional Standards as having the potential to meet the criteria of workplace harassment as defined in the *Occupational Health and Safety Act*. This complaint is currently under investigation.

Other Occupational Health and Safety Matters

There are no additional occupational health and safety matters to be reported for the third quarter of 2016.

Conclusion:

This report provides an update to the Board on matters relating to occupational health and safety issues for the third quarter in 2016. These matters are also reported quarterly at the Central Joint Health and Safety Committee, which is co-chaired by the Chair of the Board.

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

The Board received the foregoing report.

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

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

**#P253. RE: SEMI-ANNUAL REPORT: PUBLICATION OF EXPENSES:
JANUARY TO JUNE 2016**

The Board was in receipt of the following report October 20, 2016 from Mark Saunders, Chief of Police:

**Subject: Semi-Annual Report: Publication of Expenses – January To
June 2016**

Recommendations:

It is recommended that the Board receive this report.

Financial Implications:

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

Background / Purpose:

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

The purpose of this report is to advise the Board of the expenses incurred by Board and Service members during the period January 1, 2016 to June 30, 2016.

Discussion:

Attached to this report as Appendix A are the expenses, for the first half of 2016, for the applicable Service and Board Members. The publication of this information will be available on the Board's and Service's internet sites.

Conclusion:

This report contains details for the three categories of expenses incurred by Board and Service members, for the period January 1, 2016 to June 30, 2016.

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

The Board received the foregoing report.

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

Appendix A

Toronto Police Service and Toronto Police Services Board

Expense Publication Summary

Period: January 1, 2016 to June 30, 2016

| <u>Member</u> | <u>Expenses Reported</u> |
|-----------------------------|---------------------------|
| Califaretti, Sandra | \$564.65 |
| Campbell, Joanne | \$0.00 |
| Carroll, Shelley | \$0.00 |
| Di Tommaso, Mario | \$181.41 |
| Farahbakhsh (May), Jeanette | \$2,233.45 |
| Federico, Michael | \$5,559.70 |
| Giannotta, Celestino | \$1,583.65 |
| Jeffers, Ken | \$468.22 |
| Kijewski, Kristine | \$0.00 |
| Lee, Chin | \$0.00 |
| Martin, Kathryn | \$2,136.43 |
| Moliner, Marie | \$0.00 |
| Noria, Dhun | \$0.00 |
| Pringle, Andrew | \$0.00 |
| Pugash, Mark | \$0.00 |
| Ramer, James | \$8,676.89 |
| Russell, Thomas | \$1,974.23 |
| Saunders, Mark | \$12,916.62 |
| Sloly, Peter | \$31.52 |
| Stubbings, Richard | \$21,900.50 |
| Tory, John | \$0.00 |
| Veneziano, Tony | \$200.68 |
| Total Expenditures Reported | <u><u>\$58,427.95</u></u> |



**Toronto Police Service
Senior Staff Expenses
For the period of January 1 to June 30, 2016**

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

Business Travel

| Dates | Purpose, Description & Location | Total Expenses (Net of HST Rebate) |
|---------------------|---|--|
| February 6 - May 26 | Meetings at various locations in Toronto, Ontario | \$159.85 |
| | | \$159.85 |

Conferences & Training

| Dates | Purpose, Description & Location | Total Expenses (Net of HST Rebate) |
|-------------|---|--|
| April 14 | Canadian Professional Accountants of Ontario (C.P.A.) Building | \$45.79 |
| May 22 - 25 | Organizational Agility into Change Seminar in Toronto, Ontario Government Finance Officers Association (G.F.O.A.) Annual Conference in Toronto, Ontario | \$359.01 |
| | | \$404.80 |

Hospitality & Protocol

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

| | |
|---------------------|-----------------|
| Member Total | \$564.65 |
|---------------------|-----------------|



**Toronto Police Service
Senior Staff Expenses
For the period of January 1 to June 30, 2016**

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

Business Travel

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

Conferences & Training

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

Hospitality & Protocol

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

| | |
|---------------------|---------------|
| Member Total | \$0.00 |
|---------------------|---------------|



Toronto Police Service
Senior Staff Expenses
For the period of January 1 to June 30, 2016

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

Business Travel

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

Conferences & Training

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

Hospitality & Protocol

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

| | |
|---------------------|---------------|
| Member Total | \$0.00 |
|---------------------|---------------|



Toronto Police Service
Senior Staff Expenses
For the period of January 1 to June 30, 2016

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

Business Travel

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

Conferences & Training

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

Hospitality & Protocol

| Dates | Purpose, Description & Location | Total Expenses (Net of HST Rebate) |
|---------|---|--|
| May 31 | Police Officer of the Year Awards in Toronto, Ontario | \$81.41 |
| June 16 | Beyond the Call Awards Dinner in Woodbridge, Ontario | \$100.00 |
| | | \$181.41 |

| | |
|---------------------|-----------------|
| Member Total | \$181.41 |
|---------------------|-----------------|



Toronto Police Service
Senior Staff Expenses
 For the period of January 1 to June 30, 2016

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

Business Travel

| Dates | Purpose, Description & Location | Total Expenses (Net of HST Rebate) |
|----------------------|---|--|
| January 27 - March 9 | Meetings at various locations in Toronto, Ontario | \$64.83 |
| March 22 | Change Management Working Group Meeting in Toronto, Ontario | \$9.90 |
| April 19 - May 13 | Meetings at various locations in Toronto, Ontario | \$57.54 |
| May 10 - 12 | Canadian Association of Chiefs of Police (C.A.C.P.) Human Resources and Learning Committee Meeting in Saskatoon, Saskatchewan | \$1,134.42 |
| May 10 | Employee Assistance Program Association of Toronto (E.A.P.A.T.) Seminar in Toronto, Ontario | \$6.76 |
| May 17 | Change Management Meeting in Toronto, Ontario | \$13.51 |
| May 17 - June 23 | Meetings at various locations in Toronto, Ontario | \$35.26 |
| June 21 | Change Management Working Group Meeting in Toronto, Ontario | \$12.38 |
| | | \$1,334.60 |

Conferences & Training

| Dates | Purpose, Description & Location | Total Expenses (Net of HST Rebate) |
|-----------------------|---|--|
| February 29 - March 1 | Police Association of Ontario (P.A.O.) Conference in Toronto, Ontario | \$660.42 |
| | | \$660.42 |

Hospitality & Protocol

| Dates | Purpose, Description & Location | Total Expenses (Net of HST Rebate) |
|-------------|--|--|
| February 21 | Chaplains Annual Appreciation Dinner in Toronto, Ontario | \$6.08 |
| June 9 | Shared Services Change Management Training Day in Toronto, Ontario | \$232.35 |
| | | \$238.43 |

| | |
|---------------------|-------------------|
| Member Total | \$2,233.45 |
|---------------------|-------------------|



Toronto Police Service
Senior Staff Expenses
For the period of January 1 to June 30, 2016

Unit: Community Safety Command
Member: Federico, Michael
Job Title/Rank: Deputy Chief of Police

Business Travel

| Dates | Purpose, Description & Location | Total Expenses (Net of HST Rebate) |
|-----------------|---|--|
| January 28 - 29 | Police Executive Research Forum (P.E.R.F.) Re-Engineering Use of Force Meeting In Washington, D.C. | \$986.64 |
| January 5 | Business Meeting in Toronto, Ontario | \$9.91 |
| January 7 | Business Meeting in Toronto, Ontario | \$6.30 |
| January 13 | Toronto Drug Treatment Program Meeting in Toronto, Ontario | \$9.90 |
| January 28 | Future of Policing Advisory Committee (F.P.A.C.) Meeting in Toronto, Ontario | \$13.50 |
| February 2 | Access to City Services for Undocumented Torontonians Meeting in Toronto, Ontario | \$9.90 |
| February 10 | Islamophobic Attacks Meeting in Toronto, Ontario | \$12.39 |
| March 29 | Two Police Patrol Car Committee Meeting in Toronto, Ontario | \$6.75 |
| April 7 | Steering Committee Meeting in Toronto, Ontario | \$9.89 |
| April 11 - 13 | Ontario Association of Chiefs of Police (O.A.C.P.) Board of Directors Meeting in Thunder Bay, Ontario. Accommodation paid by O.A.C.P. | \$709.68 |
| April 15 | Local Health Integration Network (L.H.I.N.) Meeting in Toronto, Ontario | \$4.96 |
| May 16 | Police Week 2017 Kick Off Meeting in Toronto, Ontario | \$7.43 |
| May 25 | National Joint Committee (N.J.C.) Meeting in Moncton, New Brunswick | \$379.79 |
| May 31 | Police Officer of the Year Awards in Toronto, Ontario | \$27.02 |
| June 1 | Mobile Crisis Intervention Teams Committee Meeting in Toronto, Ontario | \$13.50 |
| June 15 | Guest Speaker at Policing Conference in Toronto, Ontario | \$12.38 |
| June 20 - 23 | Law Enforcement Roundtable on Legalization and Regulation of Marijuana Meeting in Ottawa, Ontario | \$764.42 |
| | | \$2,984.36 |

Conferences & Training

| Dates | Purpose, Description & Location | Total Expenses (Net of HST Rebate) |
|--------------|---|--|
| June 26 - 29 | Ontario Association of Chiefs of Police (O.A.C.P.) Conference in Niagara Falls, Ontario | \$1,712.27 |



**Toronto Police Service
Senior Staff Expenses
For the period of January 1 to June 30, 2016**

Unit: Community Safety Command
Member: Federico, Michael
Job Title/Rank: Deputy Chief of Police

Hospitality & Protocol

| Dates | Purpose, Description & Location | Total Expenses (Net of HST Rebate) |
|---------------------|--|--|
| January 27 | Service Board Mental Health Sub-Committee Meeting at Toronto Police College (T.P.C.) in Toronto, Ontario | \$692.12 |
| February 25 | Community Consultation Luncheon Meeting in Toronto, Ontario | \$23.57 |
| May 31 | Royal Canadian Mounted Police (R.C.M.P.) Community Police Liaison Luncheon Meeting in Toronto, Ontario | \$65.97 |
| May 31 | Police Officer of the Year Awards in Toronto, Ontario | \$81.41 |
| | | \$863.07 |
| Member Total | | \$5,559.70 |



Toronto Police Service
Senior Staff Expenses
For the period of January 1 to June 30, 2016

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

Business Travel

| Dates | Purpose, Description & Location | Total Expenses (Net of HST Rebate) |
|------------------|---|--|
| February 18 - 22 | Canadian Association of Chiefs of Police (C.A.C.P.) Information & Communications Technology (I.C.T.) Committee Meeting in Vancouver, British Columbia | \$1,481.54 |
| | | \$1,481.54 |

Conferences & Training

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

Hospitality & Protocol

| Dates | Purpose, Description & Location | Total Expenses (Net of HST Rebate) |
|--------|--|--|
| May 18 | Management Meeting in Toronto, Ontario | \$102.11 |
| | | \$102.11 |

| | |
|---------------------|-------------------|
| Member Total | \$1,583.65 |
|---------------------|-------------------|



**Toronto Police Service
Senior Staff Expenses
For the period of January 1 to June 30, 2016**

Unit: Toronto Police Services Board
Member: Jeffers, Ken
Job Title/Rank: Toronto Police Services Board Member

Business Travel

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

Conferences & Training

| Dates | Purpose, Description & Location | Total Expenses (Net of HST Rebate) |
|--------|--|--|
| May 16 | Ontario Association of Police Services Board (O.A.P.S.B.) Spring Conference in Niagara Falls, Ontario | \$468.22 |
| | | \$468.22 |

Hospitality & Protocol

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

| | |
|---------------------|-----------------|
| Member Total | \$468.22 |
|---------------------|-----------------|



Toronto Police Service
Senior Staff Expenses
For the period of January 1 to June 30, 2016

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

Business Travel

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

Conferences & Training

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

Hospitality & Protocol

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

| | |
|---------------------|---------------|
| Member Total | \$0.00 |
|---------------------|---------------|



**Toronto Police Service
Senior Staff Expenses
For the period of January 1 to June 30, 2016**

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

Business Travel

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

Conferences & Training

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

Hospitality & Protocol

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

| | |
|---------------------|---------------|
| Member Total | \$0.00 |
|---------------------|---------------|



Toronto Police Service
Senior Staff Expenses
For the period of January 1 to June 30, 2016

Unit: Detective Operations
Member: Martin, Kathryn
Job Title/Rank: Staff Superintendent

Business Travel

| Dates | Purpose, Description & Location | Total Expenses (Net of HST Rebate) |
|-------------|--|--|
| May 25 - 27 | Canadian Association of Chiefs of Police (C.A.C.P.) Law Amendments Committee Meeting in St Johns, Newfoundland | \$1,449.92 |
| | | \$1,449.92 |

Conferences & Training

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

Hospitality & Protocol

| Dates | Purpose, Description & Location | Total Expenses (Net of HST Rebate) |
|------------|--|--|
| February 1 | Black Community Police Consultative Committee (B.C.P.C.C.) Meeting in Toronto, Ontario | \$24.40 |
| May 2 | B.C.P.C.C. Meeting in Toronto, Ontario | \$24.40 |
| March 30 | Countering Violent Extremism (C.V.E.) Working Group Meeting in Toronto, Ontario | \$289.80 |
| March 31 | Counter Terrorism and National Security Committee (C.T.N.S.) & C.V.E. Working Group Meeting at Toronto Police Headquarters in Toronto, Ontario | \$66.77 |
| April 1 | C.V.E. Working Group Meeting in Toronto, Ontario | \$88.53 |
| May 6 | Ontario Women in Law Awards in Mississauga, Ontario | \$81.05 |
| May 31 | Police Officer of the Year Awards in Toronto, Ontario | \$81.41 |
| June 21 | Fallen Fire Fighters Memorial in Toronto, Ontario | \$22.50 |
| June 21 | Torch Run Committee Event in Toronto, Ontario | \$7.65 |
| | | \$686.51 |

| | |
|---------------------|-------------------|
| Member Total | \$2,136.43 |
|---------------------|-------------------|



Toronto Police Service
Senior Staff Expenses
For the period of January 1 to June 30, 2016

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

Business Travel

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

Conferences & Training

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

Hospitality & Protocol

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

| | |
|---------------------|---------------|
| Member Total | \$0.00 |
|---------------------|---------------|



**Toronto Police Service
Senior Staff Expenses
For the period of January 1 to June 30, 2016**

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

Business Travel

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

Conferences & Training

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

Hospitality & Protocol

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

| | |
|---------------------|---------------|
| Member Total | \$0.00 |
|---------------------|---------------|



**Toronto Police Service
Senior Staff Expenses
For the period of January 1 to June 30, 2016**

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

Business Travel

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

Conferences & Training

| Dates | Purpose, Description & Location | Total Expenses (Net of HST Rebate) |
|-------------|--|--|
| May 11 - 14 | Ontario Association of Police Services Board (O.A.P.S.B.) Spring Conference in Niagara Falls, Ontario. Tuition reimbursed by member. | \$0.00 |
| | | \$0.00 |

Hospitality & Protocol

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

| | |
|---------------------|---------------|
| Member Total | \$0.00 |
|---------------------|---------------|



**Toronto Police Service
Senior Staff Expenses
For the period of January 1 to June 30, 2016**

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

Business Travel

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

Conferences & Training

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

Hospitality & Protocol

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

| | |
|---------------------|---------------|
| Member Total | \$0.00 |
|---------------------|---------------|



Toronto Police Service
Senior Staff Expenses
For the period of January 1 to June 30, 2016

Unit: Specialized Operations Command
Member: Ramer, James
Job Title/Rank: Deputy Chief of Police

Business Travel

| Dates | Purpose, Description & Location | Total Expenses (Net of HST Rebate) |
|------------------|--|--|
| February 22 - 24 | Ontario Association of Chiefs of Police (O.A.C.P.) Board of Directors Meeting in Lindsay, Ontario. Accommodations paid by O.A.C.P. | \$67.54 |
| June 27 - 30 | Canadian Integrated Response to Organized Crime (C.I.R.O.C.) and Canadian Association Meeting in Fredericton, New Brunswick | \$1,209.87 |
| January 6 | Canadian Association of Chiefs of Police (C.A.C.P.) Counter Terrorism National Security Forum Video Conference in Toronto, Ontario | \$27.02 |
| March 15 | Canadian Security Intelligence Service (C.S.I.S.) Business Meeting in Toronto, Ontario | \$8.10 |
| April 5 | Fugitive Conference in Toronto, Ontario | \$7.88 |
| April 13 | World Police Fire Games (W.P.F.G.) Meeting in Toronto, | \$13.50 |
| April 16 | Canadian Security Intelligence Services Meeting (C.S.I.S.) in Toronto, Ontario | \$20.27 |
| May 31 | Police Officer of the Year Awards in Toronto, Ontario | \$27.02 |
| | | \$1,381.20 |

Conferences & Training

| Dates | Purpose, Description & Location | Total Expenses (Net of HST Rebate) |
|---------------|--|--|
| March 1 - 3 | Leadership in Counter Terrorism (L.i.n.C.T.) Program in Ottawa, Ontario | \$901.68 |
| April 26 - 29 | Leadership in Counter Terrorism (L.i.n.C.T.) Conference in New York City, New York | \$2,768.76 |
| May 6 - 19 | Leadership in Counter Terrorism (L.i.n.C.T.) Program in Fife, Scotland | \$3,116.48 |
| | | \$6,786.92 |



**Toronto Police Service
Senior Staff Expenses
For the period of January 1 to June 30, 2016**

Unit: Specialized Operations Command
Member: Ramer, James
Job Title/Rank: Deputy Chief of Police

Hospitality & Protocol

| Dates | Purpose, Description & Location | Total Expenses (Net of HST Rebate) |
|---------------------|---|--|
| January 12 | Black Community Police Consultative Committee (B.C.P.C.C.) Meeting in Toronto, Ontario | \$41.40 |
| January 20 | Police Services Board Meeting in Toronto, Ontario | \$233.64 |
| February 4 | Retirement Dinner in Toronto, Ontario | \$65.00 |
| February 26 | Breakfast Meeting in Toronto, Ontario | \$48.57 |
| March 11 | Grand Marshals Ball in Toronto, Ontario | \$9.00 |
| May 31 | Police Office of the Year Awards in Toronto, Ontario | \$81.41 |
| June 3 | Ontario Provincial Police (O.P.P.) Meeting in Toronto, Ontario | \$29.75 |
| | | \$508.77 |
| Member Total | | \$8,676.89 |



**Toronto Police Service
Senior Staff Expenses
For the period of January 1 to June 30, 2016**

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

Business Travel

| Dates | Purpose, Description & Location | Total Expenses (Net of HST Rebate) |
|----------|--|--|
| March 29 | Board Command & Toronto Police Association Meeting in Toronto, Ontario | \$6.75 |
| | | \$6.75 |

Conferences & Training

| Dates | Purpose, Description & Location | Total Expenses (Net of HST Rebate) |
|-----------------|--|--|
| January 20 - 21 | Body Worn Cameras Symposium in Washington, DC. Speaking on behalf of the Chief. | \$965.03 |
| June 1- 3 | Canadian Association of Chiefs of Police (C.A.C.P.) Violation of Community Control (V.O.C.C.) and Federal Symposium in Ottawa, Ontario | \$682.62 |
| | | \$1,647.65 |

Hospitality & Protocol

| Dates | Purpose, Description & Location | Total Expenses (Net of HST Rebate) |
|------------|---|--|
| January 27 | Montreal Police Services Meeting in Toronto, Ontario | \$178.13 |
| May 31 | Police Officer of the Year Awards in Toronto, Ontario | \$22.52 |
| June 16 | Beyond the Call Awards Dinner in Woodbridge, Ontario | \$100.00 |
| June 21 | Scotiabank Security Meeting in Toronto, Ontario | \$19.18 |
| | | \$319.83 |

| | |
|---------------------|-------------------|
| Member Total | \$1,974.23 |
|---------------------|-------------------|



**Toronto Police Service
Senior Staff Expenses
For the period of January 1 to June 30, 2016**

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

Business Travel

| Dates | Purpose, Description & Location | Total Expenses (Net of HST Rebate) |
|----------------|---|--|
| February 3 - 6 | Major Cities Chiefs Association (M.C.C.A.) Winter Meeting in San Antonio, Texas | \$2,853.53 |
| February 16 | Guest Speaker Children Foundation Hockey Hall of Fame Event in Toronto, Ontario | \$18.01 |
| May 24 - 26 | M.C.C.A. and Federal Bureau of Investigation National Executive Institute Associates (N.E.I.A.) and the Police Executive Research Forum (P.E.R.F.) Joint Meeting in New York City, New York | \$2,428.55 |
| | | \$5,300.09 |

Conferences & Training

| Dates | Purpose, Description & Location | Total Expenses (Net of HST Rebate) |
|-----------------|---|--|
| January 21 - 23 | Re-Inventing Criminal Justice, The Eight National Symposium in Montreal, Quebec | \$1,486.18 |
| April 27 - 29 | Leadership in Counter Terrorism (L.i.n.C.T.) Conference in New York City, New York | \$2,411.66 |
| June 8 - 15 | Pearls in Policing Conference in Sydney, Australia | \$220.48 |
| June 25 - 30 | Ontario Association of Chiefs of Police (O.A.C.P.) Conference in Niagara Falls, Ontario | \$2,198.21 |
| | | \$6,316.53 |

Hospitality & Protocol

| Dates | Purpose, Description & Location | Total Expenses (Net of HST Rebate) |
|----------|---|--|
| April 12 | Scholarship Awards Ball in Toronto, Ontario | \$1,300.00 |
| | | \$1,300.00 |

| | |
|---------------------|--------------------|
| Member Total | \$12,916.62 |
|---------------------|--------------------|



**Toronto Police Service
Senior Staff Expenses
For the period of January 1 to June 30, 2016**

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

Business Travel

| Dates | Purpose, Description & Location | Total Expenses (Net of HST Rebate) |
|------------|--|--|
| January 29 | Civic Action Board of Directors Meeting in Toronto, Ontario. | \$9.01 |
| February 9 | Canadian Red Cross Meeting in Toronto, Ontario | \$22.51 |
| | | \$31.52 |

Conferences & Training

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

Hospitality & Protoc

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

| | |
|---------------------|----------------|
| Member Total | \$31.52 |
|---------------------|----------------|



**Toronto Police Service
Senior Staff Expenses
For the period of January 1 to June 30, 2016**

Unit: Operational Support Command
Member: Stubbings, Richard
Job Title/Rank: Acting/Deputy Chief of Police

Business Travel

| Dates | Purpose, Description & Location | Total Expenses (Net of HST Rebate) |
|----------|---|--|
| April 7 | Rotman Business Meeting in Toronto, Ontario | \$13.50 |
| April 16 | Business Meeting at City Hall in Toronto, Ontario | \$9.01 |
| | | \$22.51 |

Conferences & Training

| Dates | Purpose, Description & Location | Total Expenses (Net of HST Rebate) |
|------------------|--|--|
| March 3 - 12 | Pearls in Policing International Association of Local Government (I.A.L.G.) Seminar, Second Session in Hong Kong | \$4,634.48 |
| May 31 - June 13 | Pearls in Policing I.A.L.G. Seminar, Third Session in Manly, Australia | \$17,225.50 |
| | | \$21,859.98 |

Hospitality & Protocol

| Dates | Purpose, Description & Location | Total Expenses (Net of HST Rebate) |
|---------|---|--|
| June 28 | Visiting TPS Member in Hospital in Toronto, Ontario | \$18.01 |
| | | \$18.01 |

| | |
|---------------------|--------------------|
| Member Total | \$21,900.50 |
|---------------------|--------------------|



**Toronto Police Service
Senior Staff Expenses
For the period of January 1 to June 30, 2016**

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

Business Travel

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

Conferences & Training

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

Hospitality & Protocol

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

| | |
|---------------------|---------------|
| Member Total | \$0.00 |
|---------------------|---------------|



**Toronto Police Service
Senior Staff Expenses
For the period of January 1 to June 30, 2016**

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

Business Travel

| Dates | Purpose, Description & Location | Total Expenses (Net of HST Rebate) |
|--------|--|--|
| May 15 | Guest Speaker at Chief Audit Executive Seminar in Toronto, Ontario | \$27.01 |
| | | \$27.01 |

Conferences & Training

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

Hospitality & Protocol

| Dates | Purpose, Description & Location | Total Expenses (Net of HST Rebate) |
|--------|---|--|
| May 9 | Corporate Services Command & Human Resources Alignment Workshop in Toronto, Ontario | \$92.26 |
| May 31 | Police Officer of the Year Awards in Toronto, Ontario | \$81.41 |
| | | \$173.67 |

| | |
|---------------------|-----------------|
| Member Total | \$200.68 |
|---------------------|-----------------|

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

#P254. 2016 ANNUAL REPORT: HEALTHY WORKPLACE INITIATIVES

The Board was in receipt of the following report October 26, 2016 from Mark Saunders, Chief of Police:

Subject: 2016 Annual Report: Healthy Workplace Initiatives

Recommendation(s):

It is recommended that the Board receive the following report.

Financial Implications:

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

Background / Purpose:

At its meeting held on November 28, 2006, the Board approved a motion requesting that the Chief of Police implement a targeted approach to creating a healthy workplace and to report annually to the Board on the results of the initiatives. The motion was in response to the results of the Connex Health Risk and Productivity Assessment (H.R.A.) report completed in 2006, which was prepared for the Toronto Police Service (T.P.S.) by Connex Health Consulting (Min. No. P354/06 refers).

This report is submitted in response to that motion and will identify health and wellness initiatives, which have been undertaken by the T.P.S. during the period of October 1, 2015 to September 30, 2016.

Discussion:

Wellness 2016 (Uniform and Civilian)

The wellness presentation for the 2016 In-Service Training Program (I.S.T.P.) is entitled 'Police Wellness: Strategies for Good Health & Resiliency', and discusses the effects of the hypervigilance rollercoaster (high cortisol, inflammation) and emphasizes the importance of getting help while providing quality resources available to members.

Police officers are frequently exposed to high-stress situations and traumatic events. The Iacobucci Report (Chapter 9; page 23) under Recommendation 33 states:

“The T.P.S. creates a formal statement on psychological wellness for T.P.S. members.”

Recommendation 33 (Chapter 9; page 23; (f)) includes that this statement should “set out the psychological wellness resources available to members of the service”.

The wellness presentation features two T.P.S. officers discussing their job-related and personal experiences while emphasizing the importance of proactively getting help and seeking support. This presentation also emphasizes that times have changed and getting help is normal. By featuring T.P.S. officers discussing how professional help has led them to have better resiliency, the hope is that this will encourage more people to ask for help in dealing with mental health issues.

The 2016 I.S.T.P. wellness presentation **covers resiliency from a nutrition and overall lifestyle perspective. This presentation aims to help our members recognize the effects of the hypervigilance rollercoaster and includes self-care strategies** (stress management, eating well, regular exercise and fatigue management) and why a healthy lifestyle is important. To date, the 2016 I.S.T.P. wellness presentation has reached more than 2,500 members and its delivery is ongoing.

Work is progressing on the development of the 2017 I.S.T.P. wellness presentation. The wellness presentation for next year will be designed to decrease stigma and increase discussions about suicide as well as improve awareness and alertness towards signs of risk for mental health issues and suicide. Based on the considerable amount of positive feedback from past years, this presentation will feature T.P.S. officers discussing resiliency, suicide and mental health issues.

The 2017 I.S.T.P. wellness presentation will also cover practical tips, suggestions and quality information on a range of topics in an effort to educate members on how to boost resiliency.

Nutritional Presentations, Weight Loss Clinics and Counselling

Over the past year, nutritionist Erin Moore, a member of the Wellness Team, has conducted more than 65 presentations with respect to healthy eating choices and has reached more than 900 members (uniform and civilian) across the T.P.S. Topics include, but are not limited to, nutrition basics, healthy eating on the run, and nutrition for stress management.

Nutrition and healthy eating presentations for divisional platoon training is a consistent part of the Wellness Program. The T.P.S. locations covered this year are as follows: D14, D31, D32, D33, D43, D51, D54 and D55.

Nutrition and wellness presentations are offered regularly to other units on request. T.P.S. locations covered this year include, but are not limited to, Communications, Court Services, Traffic Services and various units located at Headquarters.

Over the past year, more than 120 individual consultations were conducted on nutrition, lifestyle and weight loss with T.P.S. members. Sessions are approximately one and a half to two hours in length. During these consults, important concepts such as digestion and healthy blood-sugar management, are discussed and healthy meal plans are designed for each individual.

Mental Health and Wellness Initiatives

In 2013, the Wellness Team studied the effects of yoga as a contributing factor to a healthy lifestyle and as such began incorporating yoga elements into the overall T.P.S. wellness program. Since that time, Ms. Moore has become a Certified Yoga Instructor as a first step towards providing yoga in-house throughout the T.P.S.

The T.P.S. Yoga Program focuses on trauma-sensitive yoga techniques with an emphasis on poses to support the shoulders, lower back and hips. Through evidence-based yoga and mindfulness practices, the T.P.S. yoga program can help increase members' resilience by focusing the mind and strengthening the body, while helping participants relax and focus when faced with stressful situations. Yoga can help First Responders by alleviating many symptoms of stress that can originate from critical incidents or which might stem from Post-Traumatic Stress Disorder (P.T.S.D.).

The T.P.S. Yoga Program has developed over the last three years and continues to show great promise of becoming a sustainable program. The yoga program is currently running bi-weekly at the Toronto Police College (T.P.C.), with great success and a regular attendance of about 10 people per session. The program continues to run regularly at select divisions, including D14, D32 and D43. Yoga classes have also been taught at D51, Drug Squad, and Police Vehicle Operations (P.V.O.) as well as select courses at the T.P.C. Yoga is also an integral part of recruit training at the T.P.C.

The T.P.S. Yoga Program continues to develop as there is a need for mindfulness training and stress management support for members.

Emotional Survival for Law Enforcement

Mental health training continues to be an important component of training at the T.P.C. The 'Emotional Survival for Law Enforcement' presentation, based on Dr. Kevin Gilmartin's work, is delivered regularly in two T.P.C. courses.

The 'Emotional Survival for Law Enforcement' presentation, a lecture on 'Building Resiliency in Policing' and trauma sensitive yoga classes are now integral components of recruit training. These classes cover important information about resiliency, including the hypervigilance rollercoaster and strategies for staying physically and mentally fit. Moreover, recruit training continues to include 30 minutes of daily wellness training to help promote team cohesiveness, emphasize the importance of resiliency, and reinforce the core values of T.P.S. including

Respect, Teamwork and Positive Attitude.

Road to Mental Readiness (R.2.M.R.)

The Road to Mental Readiness (R.2.M.R.) program was developed by the Department of National Defense and adapted by the Mental Health Commission of Canada. R.2.M.R. offers two custom training programs, an eight hour course for leadership and a four hour primary course for police constables, each one designed to help decrease the stigma surrounding mental health across the organization.

R.2.M.R. was created to spark transformational culture change and enhance mental health for service members, in an effort to improve customer service and promote better engagement with our communities.

Police leaders and officers who are trained in R.2.M.R. have a better understanding of mental health issues, and as a result, are better equipped to find positive resolutions when dealing with persons in crisis.

This program teaches leaders and officers about the mental health continuum model, enabling all members to be able to use a common language to address issues of mental health. The program provides information about barriers to care, resources available through T.P.S., practical skills for helping fellow members, and resiliency strategies for promoting mental health.

The leadership training (eight hours) is for all senior management, supervisors and managers, while primary training (four hours) is designed for all police constables. The primary training will be combined with the suicide prevention program, Safe Talk, to create a full day of training at the Toronto Police College.

To implement R.2.M.R., a 'train the trainer' program will run the week of November 14, 2016, to certify 24 select Service members to teach R.2.M.R. Over the next two years, all Service members will receive R.2.M.R. training at the Toronto Police College.

Ontario Police Fitness Award Program

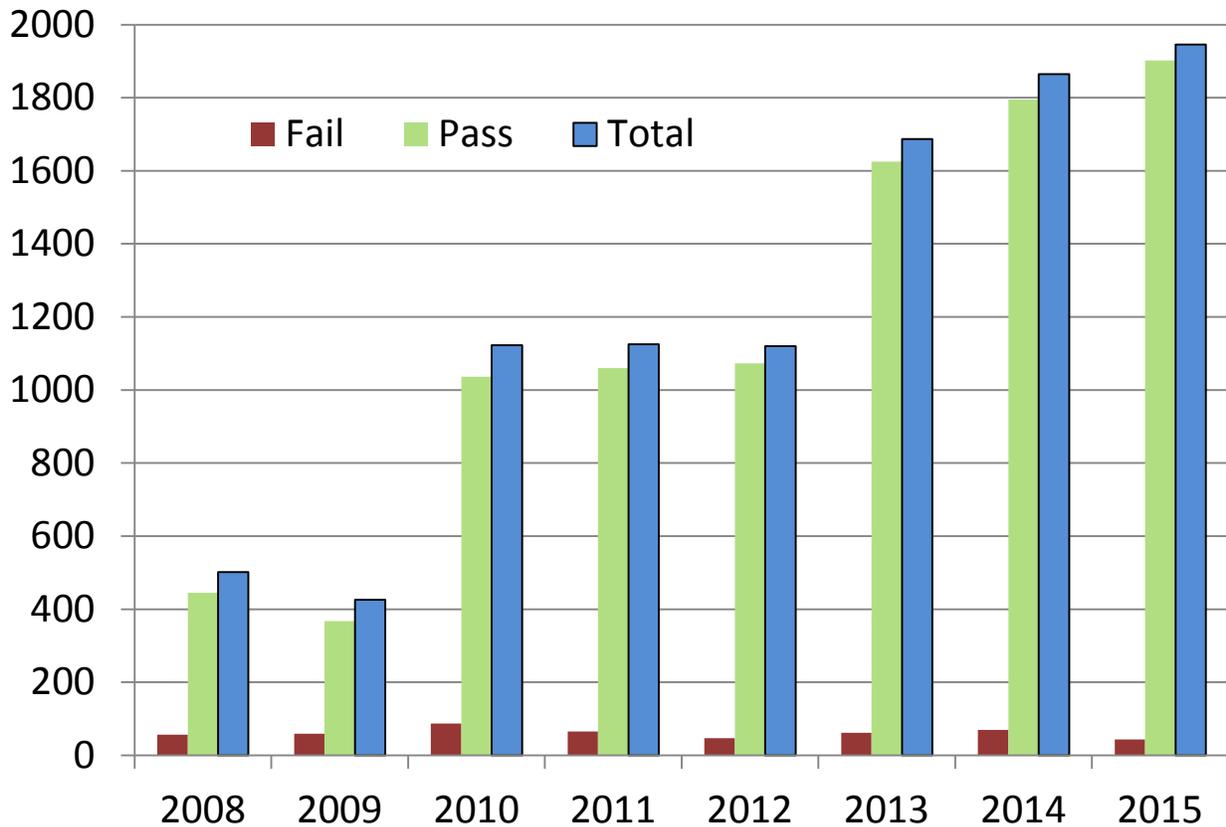
The Ontario Police Fitness Award (O.P.F.A.) is a provincial incentive program developed to motivate Ontario police officers and police service employees to remain physically fit throughout their entire career. The testing related to the O.P.F.A. program is commonly referred to as the T.P.S. "Fitness Pin" program.

At the end of November 2015, nine T.P.S. members were trained and certified as O.P.F.A. Fitness Pin Appraisers. There are approximately 89 certified T.P.S. Fitness Pin Appraisers and they are situated at a variety of units and locations across the Service. All T.P.S. appraisers attend the T.P.C. for a day of updated training and recertification on a yearly basis. Also, these appraisers act as a contact at their units and divisions for fitness and wellness information passed from the T.P.S. Physical

Fitness Coordinator.

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

2008 – 2015 Fitness Pin Testing Statistics



In November 2016, another class of certified T.P.S. Fitness Pin Appraisers will be trained at the T.P.C. As the statistics show, participation in the T.P.S. Fitness Pin Program continues to grow. The T.P.S. Fitness Pin program has been a successful tool for improving the health, wellness, and fitness of T.P.S. members.

Measurement Database and Wellness Website

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

The Wellness website continues to grow with newly generated content in regards to articles, recipes and videos. The Wellness Team plans to continue to generate new content for the website. To date, the website has an average of 300 visitors monthly.

An exciting new initiative that launched in April 2016 is the T.P.S. Healthy Eating on the Run Guide. This guide is designed to provide maximum benefit to our uniform members. The guide is broken down by each division to offer healthy eating advice, including late night restaurant options. This guide will make it easier for our members to make better food choices by providing nutritional information including fat, calories and sodium for popular foods as well as practical nutrition tips. Erin Moore completed four days of night shift at various divisions within Community Safety Command (C.S.C.) so she could gain valuable insights into the needs of officers working overnight shifts in an effort to research what tips would better serve our members.

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

The guide was launched on the T.P.S. Wellness website so that it can be accessed on any workstation, home computer or Android phone. Since the launch in April, the on-line guide has received more than 1,100 visits by T.P.S. members. The guide has been posted on wellness boards at various police divisions and plans to disseminate the guide include, but are not limited to, providing copies of the full guide and creating divisional wallet-size cards to be distributed Service wide.

Communications - Internal and External

The Wellness Team continues to support divisional wellness initiatives as needed. Although the communication strategy has changed over the years, the Wellness Team continues to visit individual locations and provide the necessary support and training as needed. They have established deep relationships at a number of divisions with individuals who are passionate about health and wellness and have the resources and time to initiate wellness events.

Psychological Services, including the Employee and Family Assistance Program (E.F.A.P.) and the Critical Incident Response Team (C.I.R.T.)

The mandate of Psychological Services is the maintenance and enhancement of members' psychological health and resilience. The Psychological Services section continues to provide a Psychological Wellness program that confronts stigma and offers access to psychological support for members working in areas of the Service identified as increased risk for adverse impact due to the demands of the job.

The Psychological Wellness Program, created in 2008, provides annual wellness visits with a T.P.S. psychologist for members working in the Child Exploitation Section and the Child and Youth Advocacy Centre (Sex Crimes unit); forensic investigators and

photo technicians (Forensic Identification Services); undercover operators (both Drug Squad and members of the Toronto and Provincial undercover pools at Intelligence); Emergency Task Force officers; civilian 911 call-takers and dispatch operators (Communication Services); and members of the Collision Reconstruction Squad (Traffic Services).

In 2015, the Psychological Wellness Program was expanded to include annual visits with members of the Homicide Squad, including the civilian members who provide support to the Major Case Management section. In conjunction with the Psychological Wellness Program, Psychological Services also continues to support officers returning from military leave or International Policing Operations with the R.C.M.P. or the United Nations as well as their families. A total of 416 T.P.S. members were seen at Psychological Services for wellness visits during 2015.

Consistent with the recommendations of the Iacobucci Review and an ongoing desire to tackle stigma, further expansion of the Psychological Wellness Program was initiated as an Early Career Project at No. 14 and 22 Divisions. Offered at the end of the first year on the job, wellness visits provide the opportunity for new officers to reflect on the realities of the job in a safe and confidential setting, including the impact of the demands of the job on home, family, and personal wellness. The Psychologists met with 44 officers from No. 14 and 22 Divisions. The feasibility of expanding the Psychological Wellness Program to include additional front-line officers, coach officers and supervisors is currently under review, with further expansion contingent upon the hire of a third psychologist.

Psychological Services, the E.F.A.P., and the C.I.R.T./Peer Support team continue to work with T.P.S. divisions and the Toronto Police College to ensure that members involved in critical incidents receive the appropriate supports in the aftermath of an event, including access to critical incident debriefings and additional follow-up intervention as required. A total of 119 critical incident debriefings were conducted during 2015. This is twice as many as conducted in 2014 which reflects an increasing awareness of the potential impact that critical incidents can have on T.P.S. members.

In addition to trauma-related services, E.F.A.P. offers 24-hour access to counselling services for members and their families. In 2015, a total of 1043 cases were seen by E.F.A.P.

In 2015, the Peer Support team launched a promotional campaign to increase awareness regarding the supports available through the Peer Support team and to ensure that T.P.S. members know how to connect with peer support volunteers who can assist during times of crisis. This campaign included the launch of a video entitled "You are Not Alone", that documents the challenges faced by uniform and civilian members and emphasizes the message that no one must cope with these challenges alone. Currently, there are 88 active uniform and civilian members who volunteer their service to the C.I.R.T. / Peer Support team.

As noted in previous Board reports, the T.P.S. Psychological Wellness Program has drawn favourable attention from the police psychology community. In August 2015, the Psychological Services section served as local hosts to the annual conference of the American Psychological Association's Division 18, the Police and Public Safety Section, with police psychologists attending from across North America. At this conference, considerable interest was shown in the recommendations of the Iacobucci Review "Police Encounters with People in Crisis", particularly those recommendations that identify the need to reduce the stigma around attention to mental healthcare needs and the need to enhance the provision of psychological wellness supports to police service members. Following the conference, Psychological Services was invited to meet with the psychologists who provide psychological support to the Chicago Police Department (C.P.D.), with the goal of identifying opportunities for the provision of psychological wellness supports to the members of that department.

T.P.S. Psychological Services was also asked to contribute to the National Alliance on Mental Illness (N.A.M.I.) initiative providing guidelines to police chiefs to safeguard officer mental health. The resulting document is entitled "Preparing for the Unimaginable: How chiefs can safeguard officer mental health before and after mass casualty events".

In addition to the Psychological Wellness Program, the Service psychologists provide individual consultation services to members in need of mental health support. Although these appointments typically are scheduled on a self-referral basis, on occasion members are referred by concerned supervisors or colleagues who recognize that the member would benefit from the opportunity to talk about challenges faced, either at home or on the job. These visits are always voluntary and conducted with the informed consent of the member. During 2015, a total of 110 individual consultation visits were scheduled at Psychological Services.

Finally, Psychological Services, the E.F.A.P. Coordinator, and C.I.R.T. / Peer Support Volunteers continue to challenge stigma and make ongoing contributions to the psychological health of members through participation in T.P.S. Wellness events, including, for example, the provision of a presentation entitled "Coping and Resilience for Police Families" that is given to new recruits and their families at the Toronto Police College 'Family Day'; a talk on managing mental health in the workplace presented to newly promoted Staff Sergeants; a talk on workplace coping strategies requested by several units within the Service; assisting with the development of In Service Training Program wellness presentation; and training on mental health and responding to emotionally disturbed callers for new 911 Communicators.

Chaplaincy Services

The Toronto Police Chaplaincy Services program has been integrated into the Occupational Health and Safety Unit of the Human Resources pillar.

As the result of an internal review earlier this year, it was decided that the position of Co-ordinator of Chaplaincy Services would be deleted.

Volunteer Chaplains continue the provision of spiritual, moral, and supportive emotional counselling, maintain partnerships with community groups and work closely with the Occupational Health and Safety Team to contribute to programs that compliment rehabilitation services, return to work and member resiliency.

The T.P.S. has 19 Volunteer Chaplains who are involved in the T.P.S. Chaplaincy Program. The Chaplains are available on site, at the divisions, and make special visitations where required providing spiritual support, emotional care and faith based guidance to members of the Toronto Police Service both personally and professionally.

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

Conclusion:

The next annual report update will be presented to the Board at its November 2017 meeting, and will cover the period between October 1, 2016, and September 30, 2017.

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

The Board received the foregoing report.

Moved by: D. Noria
Seconded by: M. Moliner

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

**#P255. TORONTO POLICE SERVICES BOARD – 2016 OPERATING BUDGET
VARIANCE REPORT FOR THE PERIOD ENDING SEPTEMBER 2016**

The Board was in receipt of the following report November 07, 2016 from Andy Pringle, Chair:

**Subject: Operating Budget Variance Report for the Toronto Police
Services Board, Period Ending September 30, 2016**

Recommendations:

It is recommended that:

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

Financial Implications:

At this point in time, the Board operating budget is projected to be \$25,000 underspent by year end.

Background / Purpose:

The Board, at its October 19, 2015 meeting, approved the Toronto Police Services Board's 2015 operating budget at a net amount of \$2,299,400 (Min. No. P2722/15 refers). Subsequently, Toronto City Council, at its February 17, 2016 meeting, approved the Board's 2016 operating budget at the same amount. When Council approved the 2016 Operating Budget, an unallocated reduction of \$1.263 million was approved to be distributed among all agencies (other than Police Service and TTC, which were given specific amounts). It was also understood that all programs would receive a reduction, and that Council directed that it would be focused on discretionary expenditures. To ensure the allocation to all programs, whether or not the program met the directives concerning the reduction targets of the 2016 budget process was also taken into consideration in the development of allocations. However, there was no specific direction as to how these reductions should be applied by agencies, other than it is to be considered an ongoing base budget reduction.

A report was submitted to Budget Committee on this matter for its May 13th agenda, accompanying the 1st Quarter variance reports. For the Police Services Board, a reduction of \$36,500 has been assigned. This reduction brings the approved Board budget down to \$2,262,900.

The Board, at its May 19, 2016 meeting, requested the approval of a transfer of \$39,000 to the Toronto Police Services Board 2016 net operating budget from the City's Non-Program operating budget, with no incremental cost to the City, to reflect the salary and benefit impact on Excluded staff of the now-ratified contract with the Senior Officers Organization (Min. No. P121/16 refers).

As a result of the foregoing adjustment, the Board's net operating budget increased to \$2,301,900.

The purpose of this report is to provide information on the Board's 2016 projected year-end variance.

Discussion:

The following chart summarizes the variance by category of expenditure.

| Expenditure Category | 2016 Budget (\$000s) | Actual to Sep 30/16 (\$000s) | Projected Year-End Actual (\$000s) | Fav/(Unfav) (\$000s) |
|-----------------------------|-----------------------------|-------------------------------------|---|-----------------------------|
| Salaries & Benefits | \$1,002.2 | \$696.3 | \$977.2 | \$25.0 |
| Non-Salary Expenditures | \$1,299.7 | \$567.7 | \$1,299.7 | \$0.0 |
| Total | \$2,301.9 | \$1,264.0 | \$2,276.9 | \$25.0 |

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

As at September 30, 2016, a favourable variance of \$25,000 is anticipated. Details are discussed below.

Salaries & Benefits

A small favourable variance is expected due to the resignation of one staff member effective in the latter part of the year, resulting in a projected savings of \$25,000.

Non-salary Budget

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

The Toronto Police Services Board cannot predict or control the number of grievances filed or referred to arbitration as filings are at the discretion of bargaining units. In order to deal with this uncertainty, the 2016 budget includes a \$610,600 contribution to a Reserve for costs of independent legal advice. Fluctuations in legal spending will be dealt with by increasing or decreasing the budgeted reserve contribution in future years' operating budgets so that the Board has funds available in the Reserve for these variable expenditures.

Initiatives focussed on efficiency and effectiveness:

Enhanced financial review and monitoring

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

Automating the Board agenda and minutes process

The 2016 operating budget includes funds to initiate a competitive process to acquire software and hardware necessary to implement a fully electronic, "paperless" agenda and minute preparation and distribution process. This advancement will reduce paper, toner and courier costs but, more significantly, will create efficiencies for administrative staff, Board Members and senior members of the Toronto Police Service. It is also expected to improve the transparency of the Board's deliberations through more timely production of agendas and minutes. A Request for Proposals was issued on February 9, 2016 and a 5-year contract has been awarded to Diligent Corporation.

Data Collection and Analysis – Community Contacts

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

Communications

Funds were also allocated in the 2016 budget to procure communications advice for the Board on an as needed basis.

No variance is currently projected for expenditures related to the above initiatives.

Conclusion:

As at September 30, 2016, the Board operating budget is projected to be \$25,000 underspent by year end.

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 NOVEMBER 17, 2016**

**#P256. TORONTO POLICE SERVICE – 2016 OPERATING BUDGET
VARIANCE REPORT FOR THE PERIOD ENDING SEPTEMBER 2016**

The Board was in receipt of the following report October 28, 2016 from Mark Saunders, Chief of Police:

**Subject: 2016 Operating Budget Variance for the Toronto Police
Service, Period Ending September 30, 2016**

Recommendations:

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

Financial Implications:

At its February 24, 2016 meeting, the Toronto Police Services Board (Board) approved the Toronto Police Service's (Service) revised budget request of \$1,003.7 Million (M) (Min. No. P29/16 refers). Toronto City Council, at its February 17, 2016 meeting, approved a \$0.2M reduction to the Service's 2016 operating budget, bringing the total to \$1,003.5M. At the time the Service's budget was approved, the impact from the collective agreement negotiations between the Senior Officers Organization (S.O.O.) and the Board was not known, and was therefore not included in the budget request.

***Impact of Ratified Collective Agreement between the Board and the Senior
Officers' Organization (S.O.O.):***

The Board, at its May 19, 2016 meeting, requested the approval of a transfer of \$1.3M to the Toronto Police Service's 2016 net operating budget from the City's Non-Program operating budget, with no incremental cost to the City, to reflect the salary and benefit impact of the now-ratified contract with the S.O.O. (Min. No. P122/16 refers).

As a result of the foregoing adjustment, the Service's net operating budget increased to \$1,004.7M.

Background / Purpose:

The purpose of this report is to provide the Board with the Service's projected year end variance as at September 30, 2016.

Discussion:

As at September 30, 2016, an \$8.9M favourable variance is anticipated. This amount is \$3.0M more favourable than reported to the Board in June, 2016. It is important to note that \$4.8M of this surplus is a result of one-time revenues from the reversals of liabilities and other adjustments. Details regarding these adjustments are discussed in the revenue section of this report. The projected surplus without these one-time adjustments would be \$4.1M.

In order to ensure funds are spent responsibly, many components in the Service's budget require several months of lead time and planning before expenditures are made. The Service continuously re-evaluates its plans to ensure that spending is made in the most effective and economical way possible. In addition, some expenditures are made in the latter part of the year, as inventories are depleted and operations prepare for the next fiscal year.

The following chart summarizes the variance by expenditure and revenue category. Details of each major expenditure category and revenue are discussed in the sections that follow.

| Category | 2016 Budget (\$Ms) | Actual to Sep 30/16 (\$Ms) | Projected Year-End Actual (\$Ms) | Fav / (Unfav) (\$Ms) |
|-------------------------|--------------------|----------------------------|----------------------------------|----------------------|
| Salaries | \$764.0 | \$543.9 | \$758.2 | \$5.8 |
| Premium Pay | \$44.2 | \$30.2 | \$47.0 | (\$2.8) |
| Benefits | \$206.8 | \$141.7 | \$205.5 | \$1.3 |
| Materials and Equipment | \$22.2 | \$17.5 | \$22.0 | \$0.2 |
| Services | \$102.6 | \$41.7 | \$102.2 | \$0.4 |
| Total Gross | \$1,139.8 | \$775.0 | \$1,134.9 | \$4.9 |
| Revenue | (\$135.1) | (\$81.3) | (\$139.1) | \$4.0 |
| Total Net | \$1,004.7 | \$693.7 | \$995.8 | \$8.9 |

It is important to note that expenditures do not all follow a linear pattern, and therefore year-to-date expenditures cannot be simply extrapolated to year-end. Rather, the projection of expenditures to year-end is done through an analysis of all accounts, taking into consideration factors such as expenditures to date, future commitments expected and spending patterns. In addition, the Service receives significant amounts of in year grant funding, and the revenue and expense budgets are adjusted when receipt of funds is confirmed.

Salaries:

A favourable variance of \$5.8M is projected in the salary category, which is \$0.8M more favourable than previously reported.

| Expenditure Category | 2016 Budget (\$Ms) | Actual to Sep 30/16 (\$Ms) | Projected Year-End Actual (\$Ms) | Fav / (Unfav) (\$Ms) |
|-----------------------------|---------------------------|-----------------------------------|---|-----------------------------|
| Uniform Salaries | \$576.9 | \$414.5 | \$575.4 | \$1.5 |
| Civilian Salaries | \$187.1 | \$129.4 | \$182.8 | \$4.3 |
| Total Salaries | \$764.0 | \$543.9 | \$758.2 | \$5.8 |

The 2016 approved budget included funding for 146 uniform hires. The Service hired 15 cadets in April 2016, as a commitment had already been made to the successful individuals. However, as the Service is now undergoing a transformational review, planned and budgeted uniform hiring for the rest of 2016 has been cancelled. Projected savings from the reduced hiring are \$2.3M.

Separations for the first half of 2016 were lower than originally anticipated. However, due to an increased number of separations in the last several quarters of the year, the Service is now projecting 165 separations, versus the 150 estimate that was included in the 2016 budget. Although the number of separations is projected to increase, the earlier slowdown in separations, combined with fewer staff on unpaid leaves than originally budgeted, has created a cost pressure of \$0.8M, partially offsetting the savings from the reduced hiring.

In anticipation of the transformational review, the Service has significantly reduced civilian hiring as well. Savings from not filling vacancies that existed prior to the moratorium and new vacancies that arise are currently projected at \$4.3M. However, due to workload pressures and the critical nature of work performed in units with significant vacancies, the Service continues to utilize premium pay to complete work and other activities that must be performed.

Impacts of Civilian Hiring Moratorium:

A temporary hold on civilian vacancies is appropriate and necessary in order to achieve the planned transformational changes, and the right sizing of the organization that will result. However, it is important to note that not filling some civilian position vacancies is not realistic, practical, nor responsible, and has and will expose the Service to significant risk, in terms of errors, and non-compliance with procedures and legislation. It also puts significant pressure and stress on the remaining staff who must continue to perform all required work that is not part of the transformation exercise, but an operational requirement for the Service. Some key position vacancies must therefore be filled. Investment in some skilled civilian positions must also occur, as transformed functions, re-engineered business processes, and strategies are rolled out. In addition, filling key vacancies that support and enable Service/Board priorities, including some of the recommendations in the interim Transformational Task Force (T.T.F.) report, are an important investment and critical to successfully achieving the overall goal of a modern, professional and sustainable police service.

Premium Pay:

An unfavourable variance of \$2.8M is projected in the premium pay category, which is unchanged from the previous report.

| Expenditure Category | 2016 Budget (\$Ms) | Actual to Sep 30/16 (\$Ms) | Projected Year-End Actual (\$Ms) | Fav / (Unfav) (\$Ms) |
|-----------------------------|---------------------------|-----------------------------------|---|-----------------------------|
| Court | \$10.4 | \$7.4 | \$10.4 | \$0.0 |
| Overtime | \$6.4 | \$4.7 | \$7.2 | (\$0.8) |
| Callback | \$9.7 | \$6.0 | \$10.6 | (\$0.9) |
| Lieu time Cash Payment | \$17.7 | \$12.1 | \$18.8 | (\$1.1) |
| Total Premium Pay | \$44.2 | \$30.2 | \$47.0 | (\$2.8) |

Additional premium pay is incurred as units address critical workload issues resulting from a significant number of civilian staff vacancies across the Service. Civilian overtime and call-backs are authorized where required to ensure deadlines are met and key service levels maintained, so that risks are mitigated and unnecessary hard dollar costs are avoided. At this time, the projected unfavourable premium pay variance for civilian premium pay of \$2M has been more than offset by a corresponding savings in civilian salaries. However, as previously noted, the ability for existing staff to continue working significant overtime to meet workload and other requirements, is putting stress on some individuals and is therefore not sustainable from an additional work and wellness perspective.

The Service continues to strictly monitor and control premium pay. Uniform overtime is authorized by supervisory personnel based on activities for protection of life (i.e., where persons are at risk), protection of property, processing of arrested persons, priority calls for service (i.e., where it would be inappropriate to wait for the relieving shift), and case preparation (where overtime is required to ensure court documentation is completed within required time limits). At this time, uniform premium pay requirements related to these activities are anticipated to be on budget.

However, the Service incurred \$0.8M in overtime and call back costs as a result of enhanced policing required for the NBA All-Star game. This cost pressure is reflected in the above projection. Although the Service is endeavouring to reduce premium pay spending to make up for this unplanned expenditure, the use of premium pay is subject to the exigencies of policing and uncontrollable events can have an impact on overall spending.

Benefits:

A \$1.3M favourable variance is projected in this category, which is \$1.3M more favourable than previously reported.

| Expenditure Category | 2016 Budget (\$Ms) | Actual to Sep 30/16 (\$Ms) | Projected Year-End Actual (\$Ms) | Fav / (Unfav) (\$Ms) |
|--|---------------------------|-----------------------------------|---|-----------------------------|
| Medical / Dental | \$42.6 | \$23.4 | \$41.7 | \$0.9 |
| O.M.E.R.S. / C.P.P. / E.I. / E.H.T. | \$132.0 | \$100.6 | \$130.8 | \$1.2 |
| Sick Pay / C.S.B./ L.T.D. | \$18.6 | \$8.3 | \$19.6 | (\$1.0) |
| Other (e.g., W.S.I.B., life insurance) | \$13.6 | \$9.4 | \$13.4 | \$0.2 |
| Total Benefits | \$206.8 | \$141.7 | \$205.5 | \$1.3 |

Year to date medical/dental costs are trending lower than expected at this time. As a result, the Service is now projecting a \$0.9M favourable variance in this category. In addition, favourable variances totaling \$1.2M in the OMERS/ CPP/EI/EHT category are a result of reduced staffing levels.

The Service funds Central Sick Bank expenditures through a reserve maintained at the City. During the budget process, the Service has been attempting to bring the budgeted reserve contribution to sustainable levels. However, due to budget pressures, the contribution to this reserve is still insufficient and as a result, a \$1.0M shortfall is projected by year end as the reserve cannot adequately fund the anticipated expenses.

Materials and Equipment:

A \$0.2M favourable variance is projected in this category, which is unchanged from previously reported.

| Expenditure Category | 2016 Budget (\$Ms) | Actual to Sep 30/16 (\$Ms) | Projected Year-End Actual (\$Ms) | Fav / (Unfav) (\$Ms) |
|--|---------------------------|-----------------------------------|---|-----------------------------|
| Vehicles (gas, parts) | \$10.6 | \$8.2 | \$10.6 | \$0.0 |
| Uniforms | \$3.5 | \$3.3 | \$3.3 | \$0.2 |
| Other Materials | \$4.5 | \$3.4 | \$4.5 | \$0.0 |
| Other Equipment | \$3.6 | \$2.6 | \$3.6 | \$0.0 |
| Total Materials & Equipment | \$22.2 | \$17.5 | \$22.0 | \$0.2 |

All categories are expected to come in on budget. The favourable variance arises in the uniforms category as a result of outfitting costs saved due to reduced uniform hiring.

Services:

A favourable variance of \$0.4M is projected in this category, which is \$0.4M more favourable than previously reported.

| Expenditure Category | 2016 Budget (\$Ms) | Actual to Sep 30/16 (\$Ms) | Projected Year-End Actual (\$Ms) | Fav / (Unfav) (\$Ms) |
|------------------------------------|---------------------------|-----------------------------------|---|-----------------------------|
| Legal Indemnification | \$2.6 | \$1.4 | \$2.6 | \$0.0 |
| Uniform Cleaning Contract | \$1.2 | \$1.2 | \$1.2 | \$0.0 |
| Courses / Conferences | \$2.1 | \$1.2 | \$2.0 | \$0.1 |
| Clothing Reimbursement | \$1.5 | \$0.5 | \$1.5 | \$0.0 |
| Computer / Systems Maintenance | \$16.5 | \$15.5 | \$16.4 | \$0.1 |
| Phones / cell phones / 911 | \$4.9 | \$3.1 | \$4.9 | \$0.0 |
| Reserve contribution | \$35.6 | \$0.0 | \$35.6 | \$0.0 |
| Caretaking / maintenance utilities | \$19.5 | \$7.2 | \$19.3 | \$0.2 |
| Other Services | \$18.7 | \$11.6 | \$18.7 | \$0.0 |
| Total Services | \$102.6 | \$41.7 | \$102.2 | \$0.4 |

The Service is projecting several small favourable variances in courses, computer maintenance, and caretaking. The Service was anticipating a \$0.5M favourable variance in other services as a result of savings in hiring costs (e.g. psychological screening, medical assessments) due to reduced uniform hiring. However, projected costs related to T.T.F. investments and activities of \$0.5M, have offset this positive variance.

Revenue:

A favourable variance of \$4.0M is projected in this category, which is \$0.5M more than previously reported.

| Revenue Category | 2016 Budget (\$Ms) | Actual to Sep 30/16 (\$Ms) | Projected Year-End Actual (\$Ms) | Fav / (Unfav) (\$Ms) |
|-----------------------------------|---------------------------|-----------------------------------|---|-----------------------------|
| Recoveries from City | (\$11.0) | (\$5.4) | (\$11.0) | \$0.0 |
| C.P.P. and Safer Community grants | (\$14.9) | (\$0.2) | (\$13.6) | (\$1.3) |
| Other Government grants | (\$38.0) | (\$36.9) | (\$38.0) | \$0.0 |

| | | | | |
|---|------------------|-----------------|------------------|--------------|
| Fees (e.g., paid duty, alarms, reference checks.) | (\$12.5) | (\$9.2) | (\$12.8) | \$0.3 |
| Secondments | (\$2.6) | (\$1.1) | (\$2.6) | \$0.0 |
| Draws from Reserves | (\$24.3) | \$0.0 | (\$24.3) | \$0.0 |
| Other Revenues (e.g., prisoner return) | (\$7.1) | (\$9.9) | (\$12.1) | \$5.0 |
| Paid Duty - Officer Portion | (\$24.7) | (\$18.6) | (\$24.7) | \$0.0 |
| Total Revenues | (\$135.1) | (\$81.3) | (\$139.1) | \$4.0 |

The Community Policing Partnership (C.P.P.) and 1,000 Officers - Safer Communities grants are tied to staffing levels. The original grant revenue budget assumed class sizes that would maintain staffing levels close to the grant threshold outlined in the agreement between the Board and Province. However, in order to start the process towards further cost containment, in the first quarter of 2016, the Service made a decision to not hire beyond 15 recruits for the April class. As a result, the Service is projecting an unfavourable variance of \$3.9M from the 1,000 Officers - Safer Communities Grant, which has been offset by \$2.6M in TAVIS grant revenue, for a net unfavourable variance of \$1.3M. Although the Service has attempted to discuss benchmark and threshold changes with the Province, no amendments to the current agreement have been made.

At this point in time, recoveries for fees are trending favourable. The Service is now in a position to reflect a favourable variance of \$0.3M.

The \$5.0M favourable variance in Other Revenues is primarily comprised of the following one-time revenues:

- \$2.9M favourable amount as a result of the Service taking into income the remaining liability for Pay Equity issues. In 2002, a file was opened with the Ontario Pay Equity office as a result of a complaint related to legislative changes requiring employers to self-manage pay equity plans. At the time, a liability was established to cover potential grievance and other costs while compliance requirements were evaluated and implemented. Recently, the Pay Equity office confirmed that the Service file had been closed as the Service is in full compliance with the legislation. As a result, the Service is satisfied that no outstanding issues exist therefore the remaining liability was brought into income.
- \$1.9M as a result of the Service taking into income the allowance for doubtful accounts established at the 2015 year end related to the outstanding receivable for the PanAm Games costs. The outstanding amounts owing have now been settled and the remaining allowance can be brought into income.

Transformational Task Force Requirements:

In February 2016, the T.T.F. began work on a vision to modernize the Service. The Interim Report, presented to the Board at its June 2016 meeting (Min. No. P138/16 refers), includes 24 recommendations that will change how police services are organized and delivered. The Interim Report describes a modern vision and initial steps that align strategy, actions, and financial imperatives, and that will strengthen partnerships and trust with the communities we serve. Following public consultations and input on the vision, principles and recommendations in the interim report, the T.T.F.'s final report will be completed by the end of December 2016 and presented to the Board in January 2017.

Investments have been made for required T.T.F. activities. These have been funded from the Board's special fund, as well as the Service's 2016 operating budget. \$0.5M has been factored into the Service's third quarter variance for these costs, which include project management services required to manage the implementation of the T.T.F. recommendations as well as strategic communications.

Conclusion:

As at September 30, 2016, the Service is projecting a favourable variance of \$8.9M, which includes taking \$4.8M of one-time unbudgeted revenues into income. The current projection is based on an analysis of expenditures to date and reduced hiring for the rest of 2016. Expenditures and revenues will continue to be closely monitored for the remainder of the year.

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

The Board approved the foregoing report.

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

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

**#P257. TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT:
2016 OPERATING BUDGET VARIANCE REPORT FOR THE PERIOD
ENDING SEPTEMBER 2016**

The Board was in receipt of the following report November 03, 2016 from Mark Saunders, Chief of Police:

**Subject: Operating Budget Variance Report for the Toronto Police
Service Parking Enforcement Unit, Period Ending September 30, 2016**

Recommendation:

It is recommended that the Board forward a copy of this report to the City of Toronto's (City) Deputy City Manager and Chief Financial Officer for information and inclusion in the variance reporting to the City's Budget Committee.

Financial Implications:

At its October 19, 2015 meeting, the Toronto Police Services Board (Board) approved the Parking Enforcement Unit's 2016 operating budget at a net amount of \$45.9 Million (M) (Min. No. P274/15 refers). Subsequently, Toronto City Council, at its February 17, 2016 meeting, approved the Parking Enforcement Unit's (P.E.U.) 2016 operating budget at the same amount.

Background / Purpose:

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

The purpose of this report is to provide information on the P.E.U.'s 2016 projected year-end variance as at September 30, 2016.

Discussion:

As at September 30, 2016, a favourable variance of \$1.1M is projected to year end.

The following chart summarizes the variance by category of expenditure, followed by information on the variance for both salary and non-salary related expenses.

| Category | 2016 Budget (\$Ms) | Actual to Sep 30/16 (\$Ms) | Projected Year-End Actual (\$Ms) | Fav/(Unfav) (\$Ms) |
|--------------------------------------|--------------------|----------------------------|----------------------------------|--------------------|
| Salaries | \$30.12 | \$21.03 | \$29.14 | \$0.98 |
| Premium Pay | \$2.83 | \$1.91 | \$2.83 | \$0.00 |
| Benefits | \$7.53 | \$3.72 | \$7.41 | \$0.12 |
| Total Salaries & Benefits | \$40.48 | \$26.66 | \$39.38 | \$1.10 |
| Materials | \$1.48 | \$0.62 | \$1.48 | \$0.00 |
| Equipment | \$0.03 | \$0.02 | \$0.03 | \$0.00 |
| Services | \$5.46 | \$1.88 | \$5.46 | \$0.00 |
| Revenue (e.g. towing recoveries) | (\$1.52) | (\$0.32) | (\$1.52) | \$0.00 |
| Total Non-Salary | \$5.45 | \$2.20 | \$5.45 | \$0.00 |
| Total Net | \$45.93 | \$28.86 | \$44.83 | \$1.10 |

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

Salaries & Benefits (including Premium Pay):

A favourable projection of \$1.1M is projected in salaries and benefits. P.E.U. generally schedules one recruit class per year and hires the appropriate number of officers to ensure that, on average, it is at its full complement of officers during the year. The size of the recruit class is based on projected separations in 2016. However, due to the current hiring freeze and the fact the Service has issued a Request for Information for alternative service delivery options for parking enforcement services, the P.E.U. is no longer projecting a recruit class for this year. In addition, current trends indicate that 2016 attrition will be higher than the budgeted amount and, as a result, a favourable variance in parking enforcement officer salaries is projected at this time. The favourable variance in benefits is a result of reduced staffing levels.

Nearly all premium pay at the P.E.U. is related to enforcement activities, attendance at court and the backfilling of members attending court. With respect to enforcement activities, premium pay is utilized to staff special events or directed enforcement activities. The opportunity to redeploy on-duty staff for special events is minimal, as this will result in decreased enforcement in the areas from which they are being deployed. Directed enforcement activities are instituted to address specific problems. All premium pay expenditures are approved by supervisory staff and carefully controlled. No premium pay variance is projected at this time.

Non-salary Expenditures:

No variance is anticipated in the non-salary accounts at this time.

Conclusion:

As at September 30, 2016, the P.E.U. operating budget is projected to be \$1.1M under spent at year end.

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

The Board approved the foregoing report.

Moved by: 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 NOVEMBER 17, 2016**

**#P258. TORONTO POLICE SERVICE – 2016 CAPITAL BUDGET VARIANCE
REPORT FOR THE PERIOD ENDING SEPTEMBER 2016**

The Board was in receipt of the following report November 03, 2016 from Mark Saunders, Chief of Police:

**Subject: 2016 Capital Budget Variance Report for the Toronto Police
Service, Period Ending September 30, 2016**

Recommendation(s):

It is recommended that:

- 1) the Board approve a transfer of \$483,000 from City of Toronto (City) Facilities Management towards the 52 Division renovation (\$400,000) and 4th Floor headquarters upgrade projects (\$83,000); and
- 2) the Board forward a copy of this report to the City's Deputy City Manager and Chief Financial Officer for information and for inclusion in the City's overall variance report to the City's Budget Committee.

Financial Implications:

Toronto City Council, at its meeting of February 17, 2016, approved the Service's 2016-2025 Capital program at a net amount of \$21.6 Million (M) for 2016, and a net total of \$243M for 2016-2025. The net available funding in 2016 was \$36.7M, which included the 2015 carry forward of \$15.1M.

During 2016, City of Toronto Facilities Management transferred \$483 Thousand (K) towards two projects - 52 Division renovation (\$400K) and 4th Floor headquarters upgrade (\$83K). As a result, the revised net capital budget for 2016 is \$22.1M, and the net available funding in 2016 is \$37.2M.

As at September 30, 2016, the Toronto Police Service (Service) is projecting total net expenditures of \$13.8M compared to \$37.2M in available funding (a spending rate of 37%). The spend rate on a gross basis is 49.2%. The projected under-expenditure for 2016 is \$23.5M, \$16.7M of which will be carried forward to 2017. The estimated remaining \$6.8M is attributable to the Facilities Realignment (\$6.5M), Time and Resource Management System (T.R.M.S.) (\$200K), and Electronic Document Management (\$50K) projects, and will be returned back to the City at the end of the year, due to the City's one year carry forward rule.

The Workstations, Laptop and Printer lifecycle projects, funded from the Service's Vehicle and Equipment Reserve, will be underspent by \$1M due to lower negotiated pricing. This amount will be returned back to the reserve.

Background / Purpose:

At its meeting of October 19, 2015, the Toronto Police Services Board (Board) approved the Service's 2016-2025 net Capital program at \$242.5M (Min. No. P275/15 refers). Subsequent to that, Toronto City Council, at its meeting of February 17, 2016, approved the Service's 2016-2025 Capital program at a net amount of \$21.6M for 2016 and a net total of \$243M for 2016-2025, which was \$526K above the Board-approved amount. The additional funds were transferred to the 52 Division project to cover the cost of City-identified state of good repair (S.O.G.R.) items that the Service will perform as part of the project. The revised program (Attachment A), reflecting the Council-approved figures was provided to the Board at its April 20, 2016 meeting (Min. No. P82/16 refers).

This capital variance report provides the status of projects as at September 30, 2016.

Discussion:

Summary of Capital Projects:

Attachment B provides a status summary of the on-going projects from 2015 as well as projects that started in 2016. Any significant issues or concerns have been highlighted below in the "Key Highlights/Issues" section of this report.

Key Highlights/Issues:

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

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

The following provides summary information on key projects within the 2016-2025 Capital program. Summary information includes status updates as at the time of writing this report.

Facilities Realignment (formerly 54 Division Facility) (\$38.6M)

Current Status - **Red**

Previous Variance Report Status - **Red**

This project originally provided funding for the construction of a new 54 Division facility, which was intended to replace a retrofitted light industrial structure, that has been occupied by the Service since 1973.

The project cash flow assumed land acquisition in 2015 and the start of construction in 2016. However, the Board put the start date of this project on hold, and the existing capital project was maintained in the program until a final decision was made.

In 2016 and 2017, requirements for all Service facilities will be considered through the work of the Transformational Task Force (T.T.F.), whose mandate is to recommend a modernized policing model for the City of Toronto. Consistent with the previous strategy of the Service, a reduced number of police facilities is envisioned.

From the available \$7M funding, it is anticipated that \$0.5M will be spent on a service demand analysis that will help populate the facility realignment plan. The remaining amount of \$6.5M will be returned back to the City due to the City's one year carry forward rule. The funding source for the \$6.5M is \$5M Developmental Charges (D.C.) and \$1.5M debt funding.

Once the impact of the T.T.F. recommendations and service demand analysis are known, funds will be built into the capital program request, as required.

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

Current Status - **Yellow**

Previous Variance Report Status - **Yellow**

This project provides funding for a new peer to peer data centre facility. The Service's current peer to peer data centre is co-located with the City's main data centre in a City-owned and managed facility. The current location has significant space and power requirement issues which impact both the City and the Service. As a result, this mission-critical operation is at risk because the Service is subject to limitations in the existing facility which impair current operations and future growth requirements. In addition, the current line-of-sight distance from the primary site is seven kilometers, which is significantly less than the industry minimum standard of 25 kilometers for disaster recovery sites. The Board's approval of this project was based on an in-depth analysis of the various options by an independent third party engaged by the Service.

The contract for architectural design and consulting services specializing in data centre development was awarded to M.M.M. Group, based on Board approval at its July 15, 2015 meeting (Min. No. P191/15 refers).

Following the approval of funding for this project by the Board and City Council, the City commissioned a real estate firm to search for properties in the catchment area defined by a set criteria developed by the consultant. Twenty seven available properties were reviewed and short listed. A recommended site was brought forward to the project

Steering Committee and communicated to the Board on March 17, 2016 (Min. No. C59/16 refers). The recommended site contained 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. The Service's vendor of record fiber services provider, Cogeco Data Services Incorporated, was awarded the contract for the installation of network fiber. City Real Estate is in negotiations with the land owner to acquire the property. The real estate transaction is anticipated to close in November 2016, following completion of the City's due diligence process.

The contract for the construction manager was awarded to Eastern Construction Company Limited at the Board's July meeting (Min. No. 182/16 refers). The schematic design was approved by the Project Steering Committee in September. The project team is currently in the design development stage.

At this time, assuming acquisition of land proceeds in November 2016, it is estimated that \$720,000 will be carried forward to 2017.

Human Resources Management System Upgrade (\$1.9M)

Current Status - **Red**

Previous Variance Report Status - **Yellow**

Funding for the Human Resource Management System (H.R.M.S.) project was initially approved for a technical upgrade of the Oracle PeopleSoft human resource and payroll system, with limited enhanced functionality. Work began on this project in September, 2015. Business process reviews were conducted, which involved documenting the "as is" state for business processes related to human resources management and system administration, identifying pain points and opportunities for increased efficiencies, policy and program development, and performing a fit-gap analysis between the existing Version 9.1 of the system and the new Version 9.2. This work allowed the Service to create a four year blueprint and plan development that moved from tweaks to processes, functionality and people skills, to a full transformation of how Corporate Services Command performs and supports human resource management across the organization.

The technical upgrade necessary to ensure that the associated software is up-to-date and continues to receive vendor support for both federal and provincial government legislated changes and technical fixes intended to address vendor-software related issues, will be completed by December 31, 2016. In addition, although initial functionality improvements will be implemented in the longer term plan, enhanced or changed functionality associated with recruiting, labour relations tracking, training administration and improved reporting will be implemented with the technical upgrade.

The longer term vision provides significant opportunities for efficiencies, process and administration ownership changes, as well as functional improvements which will be implemented over the next three years. The goal is to be leaner administratively, to

contribute greater value, to become more customer focused and to commit to continuous improvement, along with the provision of tools to employees and managers for self-service and improved human resource management. In order to accomplish the plan and turn the vision into a reality, investment in the right technology and in the right people must be made. The core H.R.M.S. will be optimized, administration will be centralized and customizations will be eliminated to reduce maintenance and upgrade efforts and costs. In addition, Human Resources will be developing and defining programs and strategies for the Service that will be supported with the PeopleSoft/Oracle tool. This project significantly changes and improves how Corporate Support Command provides and manages human resource services in the Service.

Despite the work that is proceeding, the project has been placed in red status for a number of reasons. The project scope relating to the implementation of a Diversity Index has changed; work to finalize the details of the scope change has been incorporated into the project deliverables and is expected to be resolved by the end of the fourth quarter of 2016. In addition, there has been a schedule change relating to the centralization of administrative processes currently spread throughout various units in Finance and Human Resources. As a result of the human resource strategy, the formation of the new Administrative Service Centre has been delayed. Work is progressing to determine a new timing and strategy with respect to managing this project deliverable.

At this time, it is anticipated that from the available funding of \$1.7M, \$150K will be carried forward to 2017. It should be noted that in order to execute the blueprint, an additional investment of funds will be required and will be requested in the 2017- 2026 capital program.

Time and Resource Management System (\$4.1M)

Current Status - **Yellow**

Previous Variance Report Status - **Yellow**

Project funding was initially approved to upgrade the current commercial off-the-shelf time keeping system, known as the Time and Resource Management System (T.R.M.S.). This system was implemented and went live in August 2003. The system is used Service-wide to collect and process time and attendance-specific data, administer accrual banks, and assist in the deployment of members. Since its implementation, the Service has upgraded T.R.M.S. to enhance the existing functionality and de-customized the application to reduce maintenance and upgrade costs.

The original scope of this project provided funding in 2014 to upgrade the existing version, which was expected to only be supported until the end of 2017. The cost estimate for the original project is based on the costs incurred during the last upgrade. However, in 2014, the Service performed an in-house technical upgrade to alleviate a database problem and now has support beyond 2017, although not operating on the latest version.

Despite the fact that the funds allocated to this project are based on the continuing need to upgrade the system in order to maintain vendor support, the Service's needs with respect to time-keeping, deployment, scheduling, exception reporting and approval are becoming more sophisticated and complex. Therefore, the Service needs to ensure that any funds invested to upgrade the current system or implement a new time and attendance system, are well spent and value-added.

As a result, the Service has reviewed the original business case, system functionality and operational requirements, with the goal of exploring all options available. The Service completed a due diligence evaluation of four options:

- upgrading the existing system to a higher version;
- replacing the current system with a newly acquired system after a market review;
- participation in the enterprise time and attendance system solution the City is currently implementing; and
- implementing timekeeping functionality available through Oracle (PeopleSoft), which is the Service's human resource management system.

The options review has been completed, with the change in direction related to Service timekeeping being rolled into a 2017 to 2020 project that will utilize PeopleSoft as the Service's full human resource management system, including scheduling, deployment and timekeeping. Approval for this project, which includes expanded functionality related to human resource information, along with people and process changes, will be requested as part of the 2017- 2026 capital program and budget approval process. Moving forward with this option gives the Service a "cradle to grave" people system, creating efficiencies and reducing support costs. It also enables the Service to move to a comprehensive human resources system that is used by other police services in the Greater Toronto Area (G.T.A.), and which features enhancements to the system, based on police specific needs.

At this time, it is anticipated that, of the \$600K available funding, \$400K will be utilized and \$200K will be returned back to the City due to the one year carry forward rule.

Enterprise Business Intelligence (\$10.2M)

Current Status - **Red**

Previous Variance Report Status - **Red**

Enterprise Business Intelligence (E.B.I.) system solution represents a set of methodologies, processes, architectures, and technologies that transform raw data into consistent, reliable and useful information used to enable effective strategic, tactical, and operational insights and analysis, as well as decision-support information. Police services such as Edmonton, Vancouver, New York and Chicago have E.B.I. solutions.

This project directly supports the Transformational Task Force goals and recommendations related to evidence-based decisions, analytics and data governance. As the Service continues its modernization initiatives, there is an increasing requirement for improved capabilities related to data, information and analysis. The E.B.I project will enhance the Service's ability to leverage data-driven, analytical insights, that will be used to centralize decision supporting information across all organizational systems.

The Service currently utilizes dozens of application systems, with each database individually structured and requiring manual data manipulation to support business processes and analysis. This information environment is inadequate to effectively support the Service's objectives for efficient delivery of modernized public safety services within Toronto. The Service requires an integrated analytical and business intelligence platform to support efficient police officer deployment, performance management, policy evaluation, crime analysis and prevention, and justification of expenditures.

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

In 2015, the project team developed the E.B.I. framework and reference architecture, developed data modeling and build requirements for both business and technological needs. Due to the rigorous process associated with hiring consultants with the right knowledge, experience and skill sets, project start times were delayed. Subsequently, the Service has been engaged in the process of selecting the right technology and product. This activity has been comprehensive and, as a result, funds allocated for hardware and software have not been spent. However, the related technology has been identified in detail through the Request for Proposal (R.F.P.) process.

The R.F.P. for the E.B.I. solution was issued and a recommendation for contract award was approved at the April 20, 2016 Board meeting (Min. No. P85/16 refers). I.B.M, the successful vendor, completed a technology assessment which confirmed the fit of leveraging the I.B.M. Crime Information Warehouse (C.I.W.) proprietary asset, as outlined in their R.F.P. response. Funds for the integration of data sources into the C.I.W. are provided for in the approved E.B.I. capital project budget. However, as the Service was not certain as to who (other external contractors, Service staff or I.B.M., or a combination of the foregoing) would actually do the work, it was not included in the I.B.M.'s response to the R.F.P. The Service has now determined that having I.B.M. perform this work would allow the Service to leverage I.B.M.'s data integration service team, based on their expertise with the C.I.W. product, in order to bring identified business data into the C.I.W. The project team is currently in negotiation with I.B.M. on the pricing and details of contract terms and conditions for vendor delivery of these services.

The status of this project has been categorized as Red due to uncertainties around the cost, timing and deliverables. The Project Steering Committee has directed the project team to take the necessary action to move the project out of Red. While the Service is close to finalizing all the required statements of work with I.B.M., the project will remain Red until all of the required agreements have been signed off and approved by the Board. The Board will continue to be kept apprised of the status of this project, through the variance reporting process.

From the available funding of \$6.2M, \$3.7M will be carried forward to 2017.

Radio Replacement Project (\$14.1M available funds in 2016 – ongoing)

Current Status - **Yellow**

Previous Variance Report Status - **Yellow**

The Service's current communication radios were replaced over the period of 2006 to 2012. Although the lifecycle for these radios is ideally seven years, the Service has decided to replace these radios every ten years to reduce capital costs. While the extension of this lifecycle to ten years has resulted in some incremental operating costs, there is still an overall cost benefit to the Service. At this point, this project does not include any anticipated changes from the T.T.F., as they are not known at this time. The number of radios required within the Service will be adjusted during the term of the project in response to current operational requirements, the decline in uniform members and the T.T.F. recommendations, as appropriate.

In an attempt to reduce the number of radios and produce cost savings, an engineering study to determine the technical viability, potential efficiencies and examining the blocking effect of the vehicle when using handheld radios rather than mobile radios within police vehicles, has been completed. As a result of this study, it has been concluded that there is significant communications risk in the use of portable radios within a vehicle. Therefore, the Service has decided to continue the use of mobile radios in all primary response vehicles. The Service is working on an appropriate procurement process for the purchase of radios over the next several years. There are several considerations that must be factored into the R.F.P. This combined with staffing shortages in both the Service's procurement and telecommunication units, has delayed the release of the procurement document for the radio replacement. As a result, a contract award is not anticipated until 2017.

Given the size of this project, the services of an external subject matter expert have been acquired through a Request for Services procurement process. The selected individual is expected to begin in early November 2016.

It is therefore anticipated that \$14M of the \$14.1M will be carried forward to 2017.

State of Good Repair (\$3.7M available funds in 2016 – ongoing)

Current Status – **Yellow**

Previous Variance Report Status - **Green**

By definition, S.O.G.R. funding is used to maintain the safety, condition and customer requirements of existing bricks and mortar buildings. However, the Service has developed a work-plan for use of these funds to optimize service delivery and enhance efficiencies for both buildings and technology improvements. Various project requests will be approved through Facilities Management or the Information Technology Steering Committee (I.T.S.C.).

In early 2016, the Service's backlog list of building projects was prioritized, a work-plan established and resources allocated to address priority projects and available funding. However, some projects were delayed, in anticipation of the T.T.F. recommendations on facility realignment.

It is therefore anticipated that, of the \$3.7M available funding, \$1.7M will be carried forward to 2017.

52 Division Renovation (\$9.3M)

Current Status - **Yellow**

Previous Variance Report Status - **Yellow**

This project provides funding for the 52 Division facility renovations to correct building deficiencies and create better usable space.

The project start was delayed due to the lack of resources in the Service's Facilities Management unit. The assigned Project Coordinator has accelerated the plan and managed to maintain the project on budget. However, the project remains in yellow status as a few risks continue to exist that may prevent substantial completion in December, 2016.

It should be noted that through collaboration with the City of Toronto, City Facilities Management has contributed \$568K (\$42K in 2015 and \$526K in 2016) towards the project to cover the cost of City-identified S.O.G.R. items, such as elevator modernization and building envelope repairs.

City Council, at its September 19, 2016 meeting, has also approved a transfer of \$400K to the 52 Division project in 2016 to enable the replacement of the chiller, boilers and upgrade to the existing cooling tower. The transfer of funds and co-ordination of work creates cost efficiencies and minimizes disruption to divisional staff and the community.

The project is in its final phase with substantial completion expected by December 2016.

From the available funding of \$5.7M in 2016, it is anticipated that \$915K will be carried forward to 2017 for deficiencies and final holdbacks.

Vehicle and Equipment Lifecycle Replacements

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

The projected under-expenditure for 2016 is \$8M, \$7M of which will be carried forward to 2017. From the Workstation, Laptop and Printer lifecycle project, \$1M was not required due to a lower negotiated cost for printers. This amount will be returned back to the Vehicle and Equipment Reserve.

Conclusion:

As at September 30, 2016, the Toronto Police Service (Service) is projecting total net expenditures of \$13.8M compared to \$37.2M in available funding. The projected under-expenditure for 2016 is \$23.5M, \$16.7M of which will be carried forward to 2017. The estimated remaining \$6.8M is attributable to the Facilities Realignment (\$6.5M), Time and Resource Management System (T.R.M.S.) (\$200K), and Electronic Document Management (\$50K) projects and will be returned back to the City at the end of the year, due to the city's one year carry forward rule.

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

The Board approved the foregoing report.

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

Attachment A

Council Approved 2016-2025 Capital Program Request (\$000s)

| Project Name | Plan to end of 2015 | 2015 CF | 2016 | 2017 | 2018 | 2019 | 2020 | Total 2016-2020 Request | 2021 | 2022 | 2023 | 2024 | 2025 | Total 2021-2025 Forecast | Total 2016-2025 Program | Total Project Cost |
|---|---------------------|----------|-----------------|-----------------|-----------------|-----------------|-----------------|-------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|--------------------------|-------------------------|--------------------|
| Projects In Progress | | | | | | | | | | | | | | | | |
| State-of-Good-Repair - Police | | | 2,326 | 4,000 | 4,000 | 4,000 | 4,000 | 18,326 | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 | 20,000 | 38,326 | 38,326 |
| H.R.M.S. Upgrade | 1,485 | | 550 | 0 | 0 | 0 | 380 | 930 | 1,105 | 0 | 0 | 0 | 0 | 1,105 | 2,035 | 3,520 |
| Peer to Peer Site (Disaster Recovery Site) * | 3,879 | | 1,000 | 4,000 | 7,759 | 3,500 | 0 | 16,259 | 0 | 0 | 0 | 0 | 0 | 0 | 16,259 | 20,138 |
| Facilities Realignment | 7,000 | | 0 | 0 | 1,600 | 21,421 | 8,387 | 31,408 | 217 | 0 | 0 | 0 | 0 | 217 | 31,625 | 38,625 |
| T.R.M.S. Upgrade | 600 | | 0 | 1,500 | 2,022 | 0 | 0 | 3,522 | 0 | 630 | 1,500 | 2,022 | 0 | 4,152 | 7,674 | 8,274 |
| Business Intelligence | 2,336 | | 4,069 | 3,811 | 0 | 0 | 0 | 7,880 | 0 | 0 | 0 | 0 | 0 | 0 | 7,880 | 10,216 |
| Electronic Document Management (Proof of Concept) | 50 | | 450 | 0 | 0 | 0 | 0 | 450 | 0 | 0 | 0 | 0 | 0 | 0 | 450 | 500 |
| Total, Projects In Progress | 15,350 | 0 | 8,395 | 13,311 | 15,381 | 28,921 | 12,767 | 78,775 | 5,322 | 4,630 | 5,500 | 6,022 | 4,000 | 25,474 | 104,249 | 119,599 |
| Upcoming Projects | | | | | | | | | | | | | | | | |
| Radio Replacement | 0 | | 14,141 | 3,050 | 3,460 | 2,452 | 4,949 | 28,052 | 6,074 | 4,544 | 42 | 1,026 | 226 | 11,912 | 39,964 | 39,964 |
| 41 Division (includes land) | 0 | | 0 | 0 | 395 | 9,561 | 19,122 | 29,078 | 9,850 | 0 | 0 | 0 | 0 | 9,850 | 38,928 | 38,928 |
| TPS Archiving | 0 | | 50 | 650 | 0 | 0 | 0 | 750 | 0 | 0 | 0 | 0 | 0 | 0 | 750 | 750 |
| 32 Division - Renovation | 0 | | 0 | 1,200 | 4,790 | 5,990 | 0 | 11,980 | 0 | 0 | 0 | 0 | 0 | 0 | 11,980 | 11,980 |
| Parking West | | | | 5,600 | 1,800 | 2,200 | | 9,600 | | | | | | | 9,600 | 9,600 |
| 13 Division (includes land) | 0 | | 0 | 0 | 0 | 0 | 372 | 372 | 8,645 | 18,500 | 11,411 | 0 | 0 | 38,556 | 38,928 | 38,928 |
| A.F.I.S. (next replacement) | 0 | | 0 | 0 | 0 | 3,053 | 0 | 3,053 | 0 | 0 | 0 | 0 | 0 | 0 | 3,053 | 3,053 |
| Property & Evidence Warehouse Racking | | | | | | | | | | 0 | 1,040 | | | 1,040 | 1,040 | 1,040 |
| Expansion of Fibre Optics Network | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 881 | 0 | 4,785 | 6,385 | 0 | 12,051 | 12,051 | 12,051 |
| 22 Division - Renovation | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,000 | 5,300 | 0 | 8,300 | 8,300 | 8,300 |
| Relocation of P.S.U. | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 500 | 5,400 | 5,148 | 2,000 | 0 | 13,048 | 13,048 | 13,048 |
| Relocation of F.I.S. | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4,649 | 12,653 | 17,302 | 17,302 | 60,525 |
| Total, Upcoming Capital Projects: | 0 | 0 | 14,191 | 9,900 | 11,095 | 23,256 | 24,443 | 82,885 | 25,950 | 28,444 | 25,426 | 19,360 | 12,879 | 112,059 | 194,944 | 238,167 |
| Total Debt Funded Capital Projects: | 15,350 | 0 | 22,586 | 23,211 | 26,476 | 52,177 | 37,210 | 161,660 | 31,272 | 33,074 | 30,926 | 25,382 | 16,879 | 137,533 | 299,193 | 357,766 |
| Total Reserve Projects: | 199,590 | 0 | 16,734 | 26,349 | 30,925 | 28,237 | 24,235 | 126,480 | 22,963 | 25,418 | 31,585 | 28,317 | 24,505 | 132,788 | 259,268 | 458,857 |
| Total Gross Projects | 214,940 | 0 | 39,320 | 49,560 | 57,401 | 80,414 | 61,445 | 288,140 | 54,235 | 58,492 | 62,511 | 53,699 | 41,384 | 270,321 | 558,461 | 816,624 |
| Funding Sources: | | | | | | | | | | | | | | | | |
| Vehicle and Equipment Reserve | (199,590) | | (16,734) | (26,349) | (30,925) | (28,237) | (24,235) | (126,480) | (22,963) | (25,418) | (31,585) | (28,317) | (24,505) | (132,788) | (259,268) | (458,857) |
| Funding from Development Charges | (21,476) | | (1,000) | (2,931) | 0 | (12,775) | (5,410) | (22,116) | (6,380) | (9,688) | (11,971) | (5,415) | (578) | (34,032) | (56,148) | (77,624) |
| Total Funding Sources: | (221,066) | | (17,734) | (29,280) | (30,925) | (41,012) | (29,645) | (148,596) | (29,343) | (35,106) | (43,556) | (33,732) | (25,083) | (166,820) | (315,415) | (536,481) |
| Total Net Debt-Funding Request: | (6,126) | | 21,586 | 20,280 | 26,476 | 39,402 | 31,800 | 139,544 | 24,892 | 23,386 | 18,955 | 19,967 | 16,301 | 103,502 | 243,046 | 280,143 |
| 5-year Average: | | | | | | | | 27,909 | | | | | | 20,700 | 24,305 | |
| City Target: | | | 31,892 | 35,231 | 31,991 | 27,978 | 31,800 | 158,892 | 17,322 | 9,310 | 18,581 | 22,581 | 16,360 | 84,154 | 243,046 | |
| City Target - 5-year Average: | | | | | | | | 31,778 | | | | | | 16,831 | 24,305 | |
| Variance to Target: | | | 10,306 | 14,951 | 5,515 | (11,424) | 0 | 19,348 | (7,570) | (14,076) | (374) | 2,614 | 59 | (19,348) | 0 | |
| Cumulative Variance to Target | | | | 25,257 | 30,772 | 19,348 | 19,348 | | 11,778 | (2,298) | (2,672) | (59) | 0 | | | |
| Variance to Target - 5-year Average: | | | | | | | | 3,870 | | | | | | (3,870) | 0 | |

*Note: Project lost funding at the end of 2015 which is not reflected in total project cost.

Attachment B

2016 Capital Budget Variance Report as at September 30, 2016 (\$000s)

| Project Name | Carry Forward from 2015 | 2016 Budget | Available to Spend in 2016 | 2016 Projection | Year-End Variance - (Over)/ Under | Carry Forward to 2017 | Funds Returned to the City | Total Project Budget | Total Project Cost (Projects) | Project Variance - (Over) / Under | Comments | Overall Project Health |
|---|-------------------------|-------------------|----------------------------|-------------------|-----------------------------------|-----------------------|----------------------------|----------------------|-------------------------------|-----------------------------------|---|------------------------|
| Debt-Funded Projects | | | | | | | | | | | | |
| Facility Projects: | | | | | | | | | | | | |
| Facilities Realignment (includes land) | 7,000.0 | 0.0 | 7,000.0 | 500.0 | 6,500.0 | 0.0 | 6,500.0 | 38,625.0 | 32,125.0 | 6,500.0 | Please refer to the body of the report. | Red |
| TPS Archiving | 0.0 | 50.0 | 50.0 | 0.0 | 50.0 | 50.0 | - | 750.0 | 750.0 | - | Project will be completed in 2017. | Yellow |
| Information Technology Projects: | | | | | | | | | | | | |
| Peer to Peer Site | 3,629.0 | 1,000.0 | 4,629.0 | 3,909.8 | 719.2 | 719.2 | - | 19,924.3 | 19,924.3 | - | Please refer to the body of the report. | Yellow |
| HRMS Upgrade | 1,125.0 | 550.0 | 1,675.0 | 1,525.0 | 150.0 | 150.0 | - | 1,934.6 | 1,934.6 | - | Please refer to the body of the report. | Red |
| TRMS Upgrade | 600.0 | 0.0 | 600.0 | 400.0 | 200.0 | 0.0 | 200.0 | 4,122.0 | 3,922.0 | 200.0 | Please refer to the body of the report. | Yellow |
| Enterprise Business Intelligence | 2,174.1 | 4,069.0 | 6,243.1 | 2,542.5 | 3,700.6 | 3,700.6 | - | 10,216.0 | 10,216.0 | - | Please refer to the body of the report. | Red |
| Electronic Document Management (Proof of Concept) | 50.0 | 450.0 | 500.0 | 0.0 | 500.0 | 450.0 | 50.0 | 500.0 | 450.0 | 50.0 | delayed due to determining an appropriate product strategy. | Yellow |
| Radio Replacement | 0.0 | 14,141.0 | 14,141.0 | 100.0 | 14,041.0 | 14,041.0 | - | 39,964.0 | 39,964.0 | - | Please refer to the body of the report. | Yellow |
| Replacements / Maintenance / Equipment Projects: | | | | | | | | | | | | |
| State-of-Good-Repair - Police | 1,800.0 | 1,883.0 | 3,683.0 | 2,000.0 | 1,683.0 | 1,683.0 | - | n/a | n/a | - | Please refer to the body of the report. | Yellow |
| 52 Division Renovations | 4,736.0 | 926.0 | 5,662.0 | 4,747.0 | 915.0 | 915.0 | - | 9,268.0 | 9,268.0 | - | Please refer to the body of the report. | Yellow |
| Total Debt-Funded Projects | 21,114.1 | 23,069.0 | 44,183.1 | 15,724.3 | 28,458.8 | 21,708.8 | 6,750.0 | | | | | |
| Lifecycle Projects (Vehicle & Equipment Reserve) | | | | | | | | | | | | |
| Vehicle Replacement | 1,470.1 | 6,021.0 | 7,491.1 | 7,491.1 | - | 0.0 | - | n/a | n/a | n/a | Please refer to the body of the report. | Green |
| IT-Related Replacements | 8,027.2 | 9,037.0 | 17,064.2 | 11,130.2 | 5,934.0 | 4,897.0 | 1,037.0 | n/a | n/a | n/a | Please refer to the body of the report. | Green |
| Other Equipment | 1,301.5 | 1,676.0 | 2,977.5 | 923.7 | 2,053.9 | 2,053.9 | 0.0 | n/a | n/a | n/a | Please refer to the body of the report. | Green |
| Total Lifecycle Projects | 10,798.9 | 16,734.0 | 27,532.9 | 19,545.0 | 7,987.9 | 6,950.9 | 1,037.0 | | | | | |
| Total Gross Expenditures: | 31,913.0 | 39,803.0 | 71,716.0 | 35,269.3 | 36,446.7 | 28,659.7 | 7,787.0 | Amount spent: | | 49.2% | | |
| Less other-than-debt funding: | | | | | | | | | | | | |
| Funding from Developmental Charges | (5,973.4) | (1,000.0) | (6,973.4) | (1,973.4) | (5,000.0) | (5,000.0) | 0.000 | n/a | n/a | n/a | | |
| Vehicle & Equipment Reserve | (10,798.9) | (16,734.0) | (27,532.9) | (19,545.0) | (7,987.9) | (6,950.9) | (1,037.0) | n/a | n/a | n/a | | |
| Total Other-than-debt Funding: | (16,772.3) | (17,734.0) | (34,506.3) | (21,518.4) | (12,987.9) | (11,950.9) | (1,037.0) | | | | | |
| Total Net Expenditures: | 15,140.7 | 22,069.0 | 37,209.7 | 13,750.8 | 23,458.8 | 16,708.8 | 6,750.0 | | | 37.0% | | |

Total Project Budget is adjusted for returned funds to the City in previous years

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

**#P259. 2016 ANNUAL REPORT: EVALUATION OF THE IMPLEMENTATION
OF THE HUMAN RIGHTS PROJECT CHARTER RECOMMENDATIONS**

The Board was in receipt of the following report November 01, 2016 from Mark Saunders, Chief of Police:

**Subject: 2016 Annual Report: Evaluation of the Implementation of
the Human Rights Project Charter Recommendations**

Recommendation(s):

It is recommended that:

- (1) the Board receive this annual report, and;
- (2) the Board agree that this is the final annual report regarding the Human Rights Project Charter and that no further annual reports will be required.

Financial Implications:

The Board is to re-allocate the funding previously provided to the Traffic Services Community Police Liaison Committee (C.P.L.C.) to a newly formed Disabilities Community Consultative Committee (C.C.C.) (Min. No. P151/16 refers).

Background / Purpose:

At its meeting on May 14, 2015, the Toronto Police Services Board (Board) approved the motion that future reports include the reasons for any decisions that are made not to implement a strategy (Min. No. P115/15 refers).

The Board expressed concern about the decision not to implement a Disabilities C.C.C. and noted that the City and the Toronto Transit Commission have established similar committees. The Board said that those committees are not onerous and provide examples of good models for a committee that could be established by the Toronto Police Service (Service), particularly given the City's philosophy to ensure access and services for people who require assistance. The Service was asked to re-consider its decision regarding a disabilities committee and recommended that it be considered in conjunction with strategic planning.

Discussion:

The Service has always been committed to the fair and accessible delivery of services to all internal members and members of the community. Currently, the Service is in compliance with the requirements of the *Accessibility for Ontarians with Disabilities Act (A.O.D.A.)*. In 2014, the Service released its Multi-Year Accessibility Plan 2014 – 2021 in consultation with the Accessibility Leadership Committee (A.L.C.). The A.L.C. is composed of member representatives from all pillars within the Service, who provide invaluable feedback and advice on various aspects of accessibility, including the development of accessibility plans. Additionally, Service members have taken all mandatory training requirements as outlined in the Plan through the Canadian Police Knowledge Network (C.P.K.N.). Future members will be required to complete the same training requirements through C.P.K.N. as well.

Internally, the Service has also established the No Boundaries – Internal Support Network (N.B. – I.S.N.). The N.B. – I.S.N. is a voluntary self-support network designed to help members who have either visible and/or invisible disabilities share information and experiences. They also provide mentoring and guidance so that members can develop personally and professionally.

Diversity & Inclusion (D. & I.) manages A.O.D.A. and the organization of the N.B. – I.S.N.

On November 26, 2015, Staff Superintendent Richard Stubbings of Public Safety Operations and Co-Chair of the Human Rights Project Charter requested Deputy Chief Michael Federico to request the Divisional Policing Support Unit (D.P.S.U.) to review the possibility of commencing a Disabilities C.C.C. as requested by the Board. D.P.S.U. is responsible for all C.C.C.s.

On February 21, 2016, The Chief approved the implementation of the Disabilities C.C.C.

As of March 21, 2016, an officer has been specifically assigned to D.P.S.U. and will be responsible for coordinating the Disabilities C.C.C. Also, a Staff Superintendent has been selected to co-chair this committee.

On April 5, 2016, D. & I. met with the officer and provided advice and guidance on how best to commence the establishment of the Disabilities C.C.C.

Conclusion:

This report provides the Board with an update on the last Human Rights Project Charter recommendation that fulfils the annual progress report contained in the *Evaluation of the Human Rights Project Charter*.

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 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 NOVEMBER 17, 2016**

#P260. SPECIAL CONSTABLES – APPOINTMENTS AND RE-APPOINTMENTS

The Board was in receipt of the following report November 01, 2016 from Mark Saunders, Chief of Police:

Subject: Special Constable Appointment and Re-Appointments

Recommendation(s):

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

Financial Implications:

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

Background / Purpose:

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

The Service has received a request from the Toronto Community Housing Corporation and the University of Toronto Scarborough Campus to re-appoint the following individuals as special constables:

Table 1 Name of Agency and Special Constable Applicant

| Agency | Name |
|---------------------------------------|----------------|
| Toronto Community Housing Corporation | Jeffrey CHEUNG |

| Agency | Name |
|---|------------------|
| University of Toronto, Scarborough Campus | Glenn MACKLEY |
| University of Toronto, Scarborough Campus | Mitchell LeBLANC |

Discussion:

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

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

The Toronto Community Housing Corporation and the University of Toronto, Scarborough Campus have advised the Service that the above individuals satisfy all of the appointment criteria as set out in their agreement with the Board. The agency's approved strength and current complement is indicated below:

Table 2 Name of Agency, Approved Strength and Current Number of Special Constables

| Agency | Approved Strength | Current Complement |
|---|--------------------------|---------------------------|
| Toronto Community Housing Corporation | 112 | 82 |
| University of Toronto, Scarborough Campus | 19 | 13 |

Conclusion:

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

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

The Board approved the foregoing report.

Moved by: D. Noria
Seconded by: M. Moliner

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

**#P261. POLICE REFERENCE CHECK PROGRAM – INTRODUCTION OF
CRIMINAL RECORD AND JUDICIAL MATTERS CHECK AND
PROPOSED FEE**

The Board was in receipt of a report dated October 24, 2016 from Mark Saunders, Chief of Police, with respect to the introduction of a Criminal Record and Judicial Matters Check. A copy of the report is on file in the Board office.

The Board withdrew the report at the request of Chief Saunders.

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

#P262. PRISONER MEALS – VENDOR SELECTION

The Board was in receipt of the following report October 31, 2016 from Mark Saunders, Chief of Police:

Subject: Prisoner Meals – Vendor Selection

Recommendation(s):

It is recommended that the Board approve Pegasus Lunchbreak as the vendor for the supply and delivery of prisoners' meals at a cost of \$5.37 (inclusive of taxes) per meal for the period January 1, 2017 to December 31, 2018, with the option to extend at the Board's discretion for three separate one-year terms at a cost of \$5.48 (inclusive of taxes) per meal for the period of January 1, 2019 to December 31, 2019 and \$5.65 (inclusive of taxes) per meal for the period of January 1, 2020 to December 31, 2021.

Financial Implications:

Based on the cost per meal and the estimated annual meals required, the 2017 and 2018 estimated annual cost for prisoner meals is \$498,500 (inclusive of taxes), for a total of \$999,000 (inclusive of taxes) for the two years. This amount will be included in the operating budget requests for those years.

The current cost per prisoner meal is \$3.48 (\$1.74 per sandwich, excluding taxes) and the recommended lowest cost submission for the years 2017 and 2018 is \$4.75 per prisoner meal (\$2.37 per sandwich, excluding taxes). This 36% increase in price, together with an increase in the allotment of sandwiches for the mid-day meal, results in a \$241,000 impact on the 2017 operating budget, and has been included in the Service's 2017 operating budget request.

Background / Purpose:

This contract is for the supply of meals to court locations solely and does not include any meals provided to prisoners detained at a division. The current contract for the supply and delivery of prisoners' meals with Pegasus Lunchbreak expires on December 31, 2016. This report provides information on the results of the Request For Quotation (RFQ) process conducted to select a vendor to provide this service with a contract start date of January 1, 2017.

Discussion:

On October 15, 2012, the Board approved Pegasus Lunchbreak as the vendor to provide prisoners' meals for the period of January 1, 2013 to December 31, 2014, with the option of extending the contract for two separate one year terms. (Min. No. P256/12 refers).

On August 20, 2015, the Board approved the request to extend the contract for the final year and requested that the Toronto Police Service (Service) conduct the Request for Quotation for the new contract at a time to ensure that the new contract was submitted to the Board for approval by the end of the third quarter of 2016. (Min. No. P220/15 refers).

During the Board meeting, the Board asked questions regarding the renewal of the contract and if there were any opportunities to improve what was offered; was it necessary to wait for the next contract to make changes; was it possible to start the discussion now to improve the offering. The Board was advised that the Service went through a competitive process and defined our requirements. The vendor responded to those requirements with a price and if the Service were to ask the vendor to double the amount of protein it would be at an additional cost that we would have to bear in 2015 and 2016.

Court Services took the concerns of the Board into consideration and consulted police services across the province regarding the meals they provided for their prisoners attending court. The following is a sampling of the responses:

- One sandwich, a raw vegetable, small carton of milk
- Hamburger; coffee; celery stick; carrots and an apple
- 2 sandwiches, one meat, the other with cheese
- A sandwich and juice box
- One sandwich and water
- Two sandwiches and a packet of cookies
- Pizza and pop
- Bologna sandwich, 1 granola bar and a juice box
- A six inch turkey sub and an orange juice
- One sandwich of either peanut butter and jelly, bologna or cheese
- McDonalds lunch of hamburger, fries and drink
- A granola bar and a juice box at lunchtime. A lunch from the Tim Horton's in the lobby of the courthouse can be purchased by family/friends
- One turkey sandwich and milk
- A small hamburger and fries

- A basic sandwich and milk
- A ham sandwich or a cheese sandwich

Based on the responses received, there is no standard prisoner meal allotment or designation across the province and police services are providing what they can in terms of the mid-day meal.

Court Services spoke with the current vendor and discussed the possibility of adding items to the meal selection, such as fruit, raw vegetables and/or a granola bar and how it would affect the current contract. The vendor was willing to add to the meal allotment and was prepared to enter into discussion to adjust the contract.

Court Services also consulted with Purchasing Services regarding the possibility of altering the meal provision by either doubling the sandwiches or adding fresh fruit such as apples or oranges and raw vegetables such as carrots or granola bars. We reviewed storage space limitations and determined that most court locations did not have the room or the ability to safely and properly store additional food items. The most reasonable way to improve the nutritional content of the prisoner meal was to increase the number of sandwiches provided. The vendor would be able to support the suggested increase in meal provisions and would not have to source additional food items. In addition, the Service would not have to alter the contract in its final year.

The Service's nutritionist was consulted and advised that increasing the lunch offering to two sandwiches represented a positive step towards delivering prisoners improved access to nutritional intake and variety. With the exception of the Vegetarian and Cheese options, each sandwich offers at least 25 grams of protein, providing access to roughly 50 grams of protein with two sandwiches. For one meal, this is sufficient for satiety, growth, blood sugar management and overall health, provided this mid-day meal is only one component of a prisoner's overall nutritional intake. Offering two sandwiches provides prisoners access to a greater amount of protein and nutrients, and the opportunity to space out meals, which can help contribute to satiety and improve blood sugar management. Furthermore, providing access to two sandwiches helps to contribute to the Recommended Daily Allowance (RDA) for Vitamin A, Vitamin C, Calcium and Iron.

Effective Monday, February 8, 2016, Court Services made operational changes to the prisoner meal provision and increased the allotment of sandwiches from one to two for the mid-day meal. The vendor was notified of the increase and was able to handle the request. The costs for prisoner meals for 2016 are expected to increase from \$200,000 to \$291,000, as a result of this change.

RFQ Process

As previously indicated, at the August 20, 2015 Board meeting, there were questions from the Board about what changes, if any, could be made to the meals provided to prisoners. Taking those questions into consideration and in light of previous queries related to the nutritional value of prisoner meal provisions, Court Services worked with Purchasing Services to ensure the RFQ process incorporated nutritional improvements for the new contract.

On July 27, 2016, the Service's Purchasing Services Unit issued RFQ #1184592-16, seeking quotations from qualified vendors for provision of prisoners' meals with a contract starting date January 1, 2017 to December 31, 2018, with the option of extending the contract for three separate one-year terms.

The 2016 request differs from the 2012 request as follows:

- The 2012 contract asked for Styrofoam cups for drinks. The 2016 contract requires paper cups.
- The 2012 contract identified a meal as consisting of one sandwich and a drink. The 2016 contract identifies a meal as consisting of two sandwiches and a drink.
- The 2012 contract was for an initial two-year period with two one-year options to extend. The 2016 contract outlines an initial two-year period with three one-year options to extend.

Results of RFQ Process:

One response to the RFQ was received and evaluated by appropriate Service personnel. The results of the evaluation are reflected in the table below.

| VENDOR | UNIT PRICE PER MEAL January 1, 2017 to December 31, 2018 | |
|--------------------|---|--------------|
| | ADULT | YOUTH |
| Pegasus Lunchbreak | \$4.75 | \$4.75 |

Conclusion:

Based on an evaluation of the response to the RFQ, Pegasus Lunchbreak meets all the specifications in the RFQ. Pegasus Lunchbreak is therefore the recommended vendor for the supply and delivery of prisoners' meals for the period January 1, 2017 to December 31, 2018, with three optional one-year term extensions at the discretion of the Board.

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

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

The Board approved the following Motions:

- 1. THAT the Board receive Mr. Langenfeld's deputation;**
- 2. THAT the Board approve the foregoing report; and**
- 3. THAT Chief Saunders request Pegasus Lunchbreak to serve samples of the prisoners' meals to the Board members for their mid-day meal on the day of the January 2017 Board meeting.**

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 NOVEMBER 17, 2016**

**#P263. EXTENSION OF VENDOR OF RECORD FOR VOICE RADIOS –
MOTOROLA SOLUTIONS CANADA INC.**

The Board was in receipt of the following report November 02, 2016 from Mark Saunders, Chief of Police:

**Subject: Extension of Vendor of Record for Voice Radios – Motorola
Solutions Canada Inc.**

Recommendation(s):

It is recommended that:

1. the Board approve Motorola Solutions Canada Inc. as the vendor of record for the provision of mobile, handheld radios and all related parts, hardware, software and professional services, for a one year period commencing January 1, 2017 and ending December 31, 2017; and
2. the Board authorize the Chair to execute all required agreements and related documents on behalf of the Board, subject to approval by the City Solicitor as to form.

Financial Implications:

The Toronto Police Service (Service) owns and maintains approximately 5000 radios to enable its policing operations. This number includes mobile and portable/handheld radios. To ensure the on-going performance of this equipment, the Service requires a vendor to purchase replacement or additional mobile and portable radios, as well as related professional and technical radio services, radio management software, parts and materials to maintain and repair existing radios. The annual cost to meet these requirements is approximately \$475,000, and funds for this purpose have been provided for in the Service's 2017 operating budget request.

Additional radios have not been requested by Service units at this time. However, replacement or additional radios may be required during this period to meet ad hoc operational requirements, and subject to availability of funds.

Background / Purpose:

The City of Toronto Radio Infrastructure Project (T.R.I.P.) provides critical operational voice communications for all units of the Service, as well as for Toronto Fire Services and Toronto Paramedic Services.

The approximately 5000 Motorola mobile/portable radio units and associated Motorola infrastructure system were supplied by Motorola and are maintained by the Service's Telecommunications Services Unit (T.S.U.).

The T.S.U. is trained and authorized as a Motorola Service Centre in support of the current voice radios and provides repair and support services for the radio units throughout the Service.

At a meeting on October 15, 2012, the Board approved Motorola Canada Inc. (Motorola) as the vendor of record for the provision of mobile, handheld radios and all related parts, hardware, software and professional services for the operations of the Service for a three year period commencing January 1, 2013, and ending December 31, 2015 (Min.No.P257/12 refers).

On October 19, 2015, a one year extension of the Motorola vendor of record for voice radios was awarded by the Board to allow for continued radio support throughout 2016 (Min.No.P265/15 refers).

Replacement parts and materials are only available through Motorola, and the agreement provides for the best in market discount on all material procured by the Service.

The purpose of this report is to request approval for an additional one-year extension of the vendor of record agreement for mobile/portable radios and related parts, equipment and services.

Discussion:

The radio infrastructure completed by T.R.I.P. in 2015 is a non-proprietary Association of Public-Safety Communications Officials (A.P.C.O.) Project 25 (P25) standards based system, allowing the operation of any P25 standards radio on the system.

As a result of T.R.I.P, on August 14, 2014, the Board approved Motorola as the vendor of record for the provision of radio and voice logging infrastructure and related parts, hardware, software and professional services for a period of 15 years commencing

September 1, 2014 to August 31, 2029. (Min.No.P186/14 refers). This contract, however, does not provide for the support and supply of the required goods and services necessary for the continued operation and lifecycle replacement of the mobile and portable radios currently in use across the Service.

It should also be noted that the next radio replacement lifecycle, planned to start in 2017, will be performed using the vendor selected through a competitive procurement process. Due to the extensive scope, some potential transformational task force considerations and technical detail, an external subject matter expert was requested through a Request for Service (R.F.S.). This process has recently been completed and the external contractor is anticipated to start by the end of 2016. Therefore the Request for Proposal (R.F.P.) for the radio replacement lifecycle project is not expected to be completed until the third quarter of 2017.

Until the R.F.P. is completed and a contract awarded, the Service requires Motorola replacement parts and services to keep our current radio inventory in good working order, and to potentially acquire additional Motorola radios to meet special ad hoc operational requirements.

Conclusion:

The Service currently uses Motorola mobile and portable radios in its operations, and therefore can only buy replacement parts, equipment and services from Motorola.

An R.F.P. process will be completed and a contract awarded for this equipment and services in the third quarter of 2017.

However, until that contract is in place, the Service requires an interim arrangement to meet its day to day radio needs, and is therefore requesting that Motorola be authorized as the vendor of record for radios and related parts, equipment and professional services from January 1, 2017 to December 31, 2017.

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

The Board approved the foregoing report.

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

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

**#P264. VERSADEx RECORDS MANAGEMENT SYSTEM MAINTENANCE
AGREEMENT – SOLE SOURCE TO VERSATERM INC.**

The Board was in receipt of the following report November 01, 2016 from Mark Saunders, Chief of Police:

**Subject: Versadex Records Management System Maintenance Agreement –
Sole Source to Versaterm Inc.**

Recommendation(s):

It is recommended that:

- (1) the Board approve a software support, professional services for upgrades and maintenance agreement with Versaterm Inc. for the Versadex Records Management System (R.M.S) for a total cost of approximately \$5.4 Million (M) (including taxes), commencing November 5, 2016 and ending November 4, 2021; and
- (2) the Board authorize the Chair to execute all required agreements and related documents on behalf of the Board, subject to approval by the City Solicitor as to form.

Financial Implications:

The 2017 support and maintenance cost will be \$978,190 (including taxes). Future year costs will be included in the respective operating budget requests, for a five year total cost of approximately \$5.4M (Refer to Table 1: Estimated Annual Cost).

Professional services will be utilized for the upgrades as required. Funding will be requested in the year such upgrades are required, based on the extent of services needed.

Background / Purpose:

The Versadex System (Versadex) is an integrated records management system (R.M.S) that provides core business functionality to the front line and support operations across the Service.

At its meeting on October 20, 2011, the Board approved a contract award to Versaterm Inc. for the supply and delivery of software, maintenance and professional services for

upgrades in relation to the acquisition and implementation of a new R.M.S. (Min. No. P262/11 refers). As the current agreement for software support and maintenance expires on November 4, 2016, this report seeks the Board's approval for a new contract with Versaterm for the required services.

Discussion:

Versadex is a core business system that is utilized by operational and support units across the Service.

The Versadex system is used by a number of Canadian police services, including the York Regional Police Service, Durham Regional Police Service and Niagara Regional Police Service.

The next upgrade is planned for implementation in October 2017. This release will include a number of enhancements submitted by the Service as well as new webRMS functionality.

The Service has made a significant investment in the Versadex system, which went live in November 2013. The implementation was one of the largest and most difficult information system undertakings in the Service's history, and resulted in a longer than anticipated post-implementation transition period. Since then, the Service has been and is working with the vendor, Versaterm, to enhance the functionality of the system. The Service has built a relationship with Versaterm, and has received good responses to its needs.

The support and maintenance agreement provides the Service with upgrade protection, including professional services, to the latest release of the software and 7x24 support for any operational issues. The Versadex system and the expert services required in maintaining and supporting the software can only be performed by Versaterm Inc., the owner and sole supplier of the software and services. Versaterm does not authorize third party agents or consultants to provide services related to the support and maintenance of its products. Consequently, these required services are proprietary to and can only be purchased from Versaterm.

The renewal term being requested is for a period commencing November 5, 2016 and ending November 4, 2021. The services are reviewed and paid for annually. The estimated annual costs are provided in the table below. Versaterm's estimated costs are based on the current application software, interfaces and 3rd party software, as adjusted annually for inflation as well as anticipated increase in licences during the five year term of the contract.

Table 1: Estimated Annual Cost

| Year | Cost | Taxes | Total |
|---------------|-------------|--------------|--------------|
| 2017 | 865,655 | 112,535 | 978,190 |
| 2018 | 908,938 | 118,162 | 1,027,100 |
| 2019 | 954,385 | 124,070 | 1,078,455 |
| 2020 | 1,002,104 | 130,274 | 1,132,377 |
| 2021 | 1,052,209 | 136,787 | 1,188,996 |
| Totals | | | 5,405,118 |

Conclusion:

The recommended agreement with Versaterm enables the Service to obtain the support, professional services for upgrades and maintenance of its core business system. Board approval is therefore being requested for the renewal of the maintenance agreement with Versaterm Inc., for the period November 5, 2016 to November 4, 2021.

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

The Board approved the foregoing report.

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

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

**#P265. CONTRACT AWARD – DATA INTEGRATION SERVICES FOR THE
ENTERPRISE BUSINESS INTELLIGENCE SOLUTION CAPITAL
PROJECT**

The Board was in receipt of the following report November 04, 2016 from Mark Saunders, Chief of Police:

**Subject: Contract Award - Data Integration Services for the
Enterprise Business Intelligence (E.B.I.) Solution Capital
Project**

Recommendations:

It is recommended that:

1. the Board approve a single source contract award to I.B.M. Canada Ltd., for the supply of data integration services for the implementation of the Enterprise Business Intelligence (E.B.I.) Solution, commencing November 18, 2016 and ending December 31, 2018, at a cost of \$3,262,988, including taxes; and
2. the Board authorize the Chair to execute all required agreements and related documents on behalf of the Board, subject to approval by the City Solicitor as to form.

Financial Implications:

At its October 19, 2015 meeting, the Board approved funding in the amount of \$10.2 Million (M) for the implementation of the Enterprise Business Intelligence (E.B.I.) project, as part of the Toronto Police Service's (Service) 2016-2025 capital program (Min. No. P275/15 refers).

Following project approval by the Board, the Service conducted a Request for Proposals (R.F.P.) for the supply and delivery of software, hardware and professional services for the development and implementation of an E.B.I. solution. Based on the results of the R.F.P., the Board, at its meeting on April 20, 2016, approved I.B.M. Canada Ltd. (I.B.M.) as the vendor for these requirements, at a cost of \$4.15M (Min. No. P85/16 refers). Data integration services were not included in this contract award.

The cost for the supply and delivery of data integration services is \$3,262,988, including taxes, for the period commencing November 18, 2016 and ending December 31, 2018. This cost of these necessary services was included and can be accommodated within the current overall capital budget for this project.

Background / Purpose:

The Service currently utilizes dozens of application systems, with each database individually structured and requiring manual data manipulation to support business processes and analysis. This information environment is inadequate to effectively support the Service's objectives for efficient delivery of modernized public safety services. The Service, therefore, obtained Board approval as part of the Service's 2016-2025 capital program, for an integrated analytical and business intelligence platform to support efficient police officer deployment, performance management, policy evaluation, crime analysis, prevention, and justification of expenditures – the E.B.I. project.

This solution, once implemented, will directly support the Transformational Task Force goals and recommendations related to evidence-based decisions, analytics and data governance. As the Service continues its modernization initiatives, there is an increasing requirement for improved capabilities related to data, information and analysis. The E.B.I project will enhance the Service's ability to leverage data-driven, analytical insights, and will be used to centralize decision supporting information across all organizational systems.

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

The purpose of this report is to seek Board approval for a contract award to I.B.M. Canada, for data integration services required to enable the implementation of the E.B.I. solution.

Discussion:

The contract awarded by the Board to I.B.M. in April 2016 was for the delivery of professional services for the E.B.I. solution, as well as the related hardware and software. Following Board approval, the project team engaged I.B.M to define the

scope of work and deliverables, which are now covered under two Statements of Work agreed to with I.B.M.

In July 2016, I.B.M. completed a required six week technology assessment, focused on developing and validating a technology solution that aligns to the E.B.I. requirements outlined in the Service's Request for Proposal (R.F.P.) (#1159144-15).

The technology assessment confirmed the suitability of leveraging the I.B.M. Crime Information Warehouse (C.I.W.) product, which is an I.B.M. proprietary asset included in I.B.M.'s proposal to support the E.B.I. solution. I.B.M also confirmed that the knowledge and skills associated with the C.I.W. are not available through any of I.B.M business partners, as it is an internal asset, proprietary to I.B.M. Based on the evaluation and due diligence performed by the Service's project team, the conclusion was reached that it would be best for the project to utilize the C.I.W. as an accelerator to support the Service's crime data model, dashboard reporting, and the I.B.M. Statistical Package for the Social Sciences (S.P.S.S.) modeling and analysis.

The C.I.W. contains a series of reporting templates and data models developed through I.B.M. work with other law enforcement agencies, and will allow the project to deliver the target solution more efficiently. The framework consists of a number of predefined reports and predictive models that assist law enforcement agencies with:

- Integration of data to gain a holistic view of the persons, objects, locations and events;
- Implementing accountability programs to improve police performance;
- Reducing the time associated with concluding investigations;
- Defining and discovering criminal or threat related patterns, both in a historical and in a predictive fashion; and
- Forecasting future activities surrounding potential criminal or threat related acts.

Another important component of the E.B.I. solution project was the requirement for data integration services. These services allow the Service to define and execute both technical and business processes required to combine data from disparate sources into meaningful and valuable information. Therefore, in parallel to the I.B.M. technology assessment, the Service looked at potential options for delivering the integration services without using the C.I.W. The options included having I.B.M. perform the services, engaging other external contractors to provide the services, or a combination of the options. The use of the external contractors' option would be based on a time and materials approach, wherein the Service would take on the majority of the risks. These risks would include ensuring the appropriate technology experts are hired to design the appropriate framework, models, reporting templates and all associated data

integration services. In addition, as the C.I.W. is proprietary to I.B.M., I.B.M. staff have the required expertise and knowledge, and are therefore most effectively suited to complete the work using this product.

The options were presented to the EBI Steering Committee. After a thorough discussion, a decision was made independently by the members of the EBI Steering Committee that having I.B.M. perform the work on a fixed price basis, would provide the Service with a more efficient and lower risk approach to obtain the required services. As previously noted, I.B.M also brings significant expertise to the project by using its C.I.W., further justifying the decision to award the work to I.B.M. In addition, having I.B.M. perform the work would better enable project implementation continuity, as well as clear accountability with respect to the overall delivery of the E.B.I. business solution, and would enable the Service to move forward with the necessary work and get the project completed more expeditiously.

Conclusion:

In April 2016, I.B.M. was awarded the contract for professional services, hardware and software to implement an E.B.I. solution. However, this contract did not include required data integration services, as the Service wanted to do more due diligence on whether these services should be provided by I.B.M. or other external contractors.

After an analysis of the options, the Service reached the conclusion that it is best to have I.B.M. perform these services, as it has the expertise as part of its C.I.W. solution, and that awarding the contract to I.B.M. on a fixed price basis transferred much of the risk to the vendor. The external project manager engaged by the Service to provide management services and E.B.I. solutions expertise to the project, also supports the decision to have I.B.M. perform the data integration work.

The cost of the data integration services is provided for in the E.B.I. project budget.

This report, thereby, requests approval to award I.B.M. Canada Ltd. with the contract for data integration services required for the implementation of the E.B.I. solution, at a cost of \$3,262,988, including taxes.

Mr. Tony Veneziano, Chief Administrative Officer, will be in attendance to respond to any questions from the board.

The Board approved the foregoing report.

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

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

**#P266. STRATEGIC COMMUNICATIONS ADVISORY SERVICES,
TRANSFORMATIONAL TASK FORCE CHANGE INITIATIVE –
CONTRACT AWARD**

The Board was in receipt of the following report November 08, 2016 from Mark Saunders, Chief of Police:

**Subject: STRATEGIC COMMUNICATIONS ADVISORY SERVICES,
TRANSFORMATIONAL TASK FORCE CHANGE INITIATIVE –
CONTRACT AWARD**

Recommendation(s):

It is recommended that:

- (1) the Board award the contract for strategic communication advisory services to Sandra Buckler, c.o.b. as Mountain Pass Communications, for a period of twelve months, commencing November 18, 2016, and at a cost of approximately \$278,000 (including taxes);
- (2) the Board authorize the Chief to extend the contract for two additional six month terms, under the same terms, conditions and hourly rate; and
- (3) the Board authorize the Chair to execute the agreement for the contracted services on behalf of the Board, subject to approval as to form by the City Solicitor.

Financial Implications:

The estimated total value of this contract, including the two six-month extension options, is \$555,300, including applicable taxes.

The cost of the 2016 portion of the strategic communications advisory services will be funded from the Toronto Police Service's (Service) 2016 budget. For 2017 and future years, the Service will fund the cost of these services from the Modernization Reserve (Reserve) that the Service has recommended be established to fund necessary investments to enable the implementation of the Transformational Task Force (TTF) initiatives.

The establishment of the Reserve by utilizing a portion of the Service's projected 2016 operating budget surplus was reported to the Board, as part of the Service's 2017 operating budget request that was approved by the Board. This followed discussions

with the City's Deputy City Manager and Chief Financial Officer, who support the strategy and the establishment of the Reserve, in principle.

If the establishment of the Modernization Reserve is not approved by City Council, an alternative funding source will need to be identified in 2017 for the annual cost associated with this and other TTF initiatives.

Background / Purpose:

In December 2015, the Board approved a motion for the creation of a Transformational Task Force to explore opportunities for sustainable efficiencies in the delivery of policing to the City of Toronto (Min. No. P300/15 refers).

The TTF is co-chaired by the Board Chair and the Chief of Police, and is comprised of 12 Service members and external subject matter experts, who have been tasked with making recommendations to the Board. The TTF recommendations will modernize how policing services are delivered to the City, by designing a road map for an innovative, sustainable and affordable model that, most importantly, will place communities at its core. The model will be intelligence-led and will optimize the use of resources and technology, while embracing partnerships as a means of enhancing the Service's capability and capacity.

Specifically, the TTF will examine Service functions, programs, services and activities with consideration to leading practices across all facets of policing from around the world. It will also identify, review and recommend opportunities for innovative technology to support the Service's ability to deliver on a future community safety model. The TTF will examine the following with a focus on delivering high-quality customer service and value to Toronto's diverse communities and neighbourhoods:

- Core policing functions (per the *Police Services Act*) and alternatives for service delivery
- Shared services
- Civilianization
- Outsourcing
- Technological opportunities
- Organizational structure and staffing
- Facilities realignment
- Training
- Partnerships
- Performance measures
- Reports regarding organizational change and efficiency undertaken within the past 5 years

The purpose of this report is to request Board approval to engage the services of a contracted Strategic Communications Advisor who will be responsible for providing support, guidance and innovative management and coordination for the various initiatives that will be recommended for implementation. The Strategic Communications Advisor will provide support to the TTF members and the Chief, as well as to the business leads and Service members involved in the project for the remainder of 2016, as the TTF works toward completing its final report to the Board in January 2017. The Strategic Communications Advisor will also work with the Strategy Management Unit on coordinating and managing the implementation of the TTF recommendations beyond the January report.

Discussion:

On September 6, 2016, the Service's Purchasing Services Unit issued Request for Service (RFS) #2016-21 for the provision of strategic communications advisory services for the TTF. The RFS was advertised using MERX, an electronic tendering service, designed to facilitate the procurement of goods and services worldwide. Eight individuals and five agencies/consulting firms responded to the RFS and were evaluated by the evaluation team.

A detailed resume review was completed that resulted in two candidates proceeding to the interview stage. During the interview, a series of competency and behavioural oriented questions were asked of the candidates designed to evaluate the "fit" of the candidates, including criteria such as: experience, crisis communication, organizational change, brand management and leadership style.

Conclusion:

Based on her knowledge, experience and interview, Sandra Buckler, c.o.b. as Mountain Pass Communications was chosen as the successful candidate. Ms. Buckler has successfully completed reference and background security checks, and is being recommended to provide strategic communications advisory services to the Service. Her resume is attached to this report.

Superintendent Frank Bergen, Strategy Management, Office of the Chief of Police, and Tony Veneziano, Chief Administrative Officer, will be in attendance to answer any questions from the Board

The Board approved the foregoing report.

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

SANDRA BUCKLER

sgbuckler@gmail.com

ca.linkedin.com/in/sandrabuckler

416-925-5612

EXECUTIVE SUMMARY

Senior, accomplished public affairs professional with strong organizational and leadership skills with experience at the most senior levels in the private sector and Federal government. Core competencies include corporate and reputation management, issues and crisis communications, government relations, and employee communications. A committed team member able to direct and manage resources and focus efforts for the successful implementation of corporate affairs strategies in complex, multi-issue environments.

CAREER SUMMARY

CANADIAN TIRE CORPORATION, TORONTO, ON

JAN 2015 - JAN 2016

Vice President, Corporate Affairs

The situation... Recruited to manage a team of 43 across External and Employee Communications and Government Relations...Managed multi-million dollar budgets...Main efforts focused on supporting the CEO's drive to make Canadian Tire the most innovative retailer on the planet...Worked closely with C-Suite executives...Identified and delivered changes to increase efficiency within department.

Actively managed the corporate reputation... Responded to various brand threats...Used social media to manage down and contain issues locally...Kept open lines of communications with Associate Dealers around the country as they were an early warning system to brand threats.

Initiated and drove cost reduction efforts... Created and implemented new internal controls on using external resources...Increased staff training to maximize internal talent...Implemented cross-functional brainstorming sessions to encourage teams to rely on one another...Managed relationships with external vendors/suppliers.

Led and managed multi-departmental projects that were innovative and improved organizational performance... Moved the corporation from a paper-based annual report to a Year in Review video delivering savings of \$250K...Was part of a four-member team that introduced Facebook at Work as the primary employee communications tool resulting in improved employee engagement and collaboration...Worked closely with HR on employee engagement messaging for efficiency exercise.

BLUESKY STRATEGY GROUP, OTTAWA, ON

NOV 2013 - JAN 2015

Vice President

The situation... Joined a boutique Canadian-owned and operated Public Affairs firm...Worked with a team of seven public relations specialists...Responsible for managing client relationships and growing the business.

Generated revenue and negotiated client contracts... Researched various companies and pitched Bluesky's value proposition...Secured 20 new clients...Successfully managed client relationships...Developed network.

Leveraged social media to increase awareness of client issues... Created a full day of activities (breakfast event with key note speaker, one-on-one meetings, luncheon and science fair to educate elected officials, and media interviews) on Parliament Hill to raise awareness of Juvenile Diabetes...Through attendance at various events and statistics from Twitter, overall awareness was increased by 40% among the target audience.

Initiated and executed government advocacy and media relations plan to secure Federal and Provincial funding... Researched the 'funding timetable' to design an optimal meeting schedule and a media strategy to secure funding for the City of Edmonton to expand its light rail transportation system... Implemented meeting schedule and managed media for a successful message day on the environment and the importance of taking cars off the road... The city received its full funding request.

GOVERNMENT OF CANADA (VARIOUS DEPARTMENTS), OTTAWA, ON JULY 2009 - DEC 2012
Chief of Staff (Public Safety, International Trade, Intergovernmental Relations, Health Canada)

The situation... Recruited key staff and managed teams of 13-21 people depending on department... Had oversight on communications, events, policy, cabinet presentations and regional affairs... Managed multi-million dollar budgets... Significant areas of focus included the 2010 Winter Olympics, the Canada-European Free Trade Agreement, Prescription Drug Abuse, Sovereignty and Northern Development.

GOVERNMENT OF CANADA (PRIME MINISTER'S OFFICE), OTTAWA, ON FEB 2006 - JUL 2008
Director of Communications

The situation... Recruited to manage communications planning and implementation for the Government of Canada... Managed team of 12... Media trained various elected and appointed officials for public appearances... Conducted regular meetings with the Prime Minister, Cabinet Ministers, Caucus and the Clerk of the Privy Council... Served as the Prime Minister's Spokesperson.

Managed major communications initiatives... Drove overall communications strategy, including rollout of key speeches for three federal budgets... Managed major announcements... Coordinated media interviews.

Led crisis communications management... While making sure Canadians were aware of what could have happened if a foiled terrorist plot had been carried out, managed preparation and media appearances so as not to impact the court case of the "Toronto 17."

Provided strategic advice and communications counsel to the Prime Minister and Cabinet... Regularly addressed full Cabinet meetings to discuss Communications issues and opportunities... Delivered communications presentations and conducted thorough question and answer sessions on each issue and update.

GPC/FLEISHMAN-HILLARD, OTTAWA, ON SEPT 2004 - FEB 2006
Vice President

The situation... Joined a government and public relations company that was in the process of transitioning from being an independent Canadian-owned firm, GPC, to part of the multinational communications firm, Fleishman-Hillard... Worked on various projects to help clients achieve their business objectives.

Created a regulatory strategy and planning process... One of a three-member team that conducted in-depth interviews and research of the transportation regulatory environments in all provinces, territories and the Federal Government to identify any barriers to bringing a new vehicle to market... Successfully provided the regulatory strategy to Bombardier Recreational Products to launch its new three-wheeled vehicle, the "Spyder."

BOMBARDIER TRANSPORTATION, MONTREAL, PQ SEP 2002 - SEP 2004
Manager Strategic Initiatives, High Speed Rail

The situation... Hired to provide communications and government relations support to introduce and raise awareness of high speed rail in Canada and the United States.

Launched the new JetTrain...Held various tours and events in Alberta, Ontario, Quebec and Florida with the locomotive...Communicated to grassroots train organizations and the Canadian Rail Association to generate excitement about a brand new train..."Trainspotters" successfully communicated pictures and stories about the JetTrain during its tour...Garnered significant media coverage in Alberta and along the Windsor/Quebec corridor, and throughout Florida, about a train that could travel 150km per hour.

QUADREM, LOS ANGELES, CA AND DALLAS, TX
Director, Corporate Communications

AUG 2000 - AUG 2002

The situation...Recruited to manage corporate communications for a start-up designed to take mining procurement online to save money and drive efficiencies for global mining companies and their suppliers.

Played leadership role in announcing the launch and ongoing communications of the company...Played a senior role in designing the PR effort at the company's launch at MINEX...Drafted communications plan for global engagement...Supported the Corporate Development Team to expand the business...Served as primary spokesperson to explain the company's value proposition.

NATIONAL PUBLIC RELATIONS, VANCOUVER, BC
Vice President

NOV 1998 - AUG 2000

The situation...Joined the Vancouver office of Quebec-based PR firm...worked with a team of 11 public relations professionals...Focused on managing larger clients, media training and winning new business.

Managed BC Rail's Annual Report...Secured an outside creative agency and lead the graphic direction for BC Rail's annual report...Interviewed the President and Senior Executives...Wrote the President's message and the operating overview...Approved final layout.

Used creativity to help secure new business...Drafted script and secured rock climbing facility to shoot "we'd climb a mountain to help you" pitch video to land Skills Canada business, the "Olympics" for tradespeople...Conducted media relations to raise awareness of trades throughout Canada.

WORKERS' COMPENSATION BOARD OF B.C., RICHMOND, BC
Manager, Public Affairs, Communications

JUL 1995 - NOV 1998

The situation...Hired to manage communications and serve as primary spokesperson...Worked closely with Senior Legal Counsel to manage down or neutralize reputation issues for the Crown...Efforts centered around changing a negative and one-sided media climate to one that was balanced.

Used vision and creativity to humanize the organization...Successfully changed language and forms...Suggestion to recast "Claimants" as "Injured Workers" was adopted...Revised the Injured Worker's form allowing for the Crown to waive privacy issues and provide public comment to media...Played a leadership role on a province-wide advertising campaign to make people aware of the dangers of not working safely...Established a successful, province-wide public awareness campaign for the Annual Day of Mourning.

EDUCATION

McMaster University, Honours Bachelor of Arts, Political Science (1994)

OTHER ACTIVITIES/INTERESTS

Has presented at Canadian Forces College, Alberta University's School of Public Policy, McGill University, The Arthritis Society, Industry Canada and Canada's Space Agency...Interests include travel, tennis and piano.

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

#P267. TORONTO POLICE SERVICES BOARD – 2017 MEETING SCHEDULE

The Board was in receipt of the following report November 10, 2016 from Andy Pringle, Chair:

Subject: Toronto Police Services Board – 2017 Meeting Schedule

Recommendation(s):

It is recommended:

- (1) THAT the Board approve the 2017 meeting schedule outlined in this report; and
- (2) THAT, subject to the approval of recommendation no. 1, any requests to amend the schedule shall be proposed by the Board member seeking the amendment in the form of a Motion for consideration at an appropriate public meeting.

Financial Implications:

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

Background / Purpose:

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

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

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

Discussion:

I have reviewed the current 2017 schedule of meetings developed by the City of Toronto; the dates upon which culturally-significant holidays will be observed in 2017; and dates for key conferences that members of the Board or Chief of Police may attend during the year.

Board Meeting Schedule – 2017:

Based on the foregoing review, I am proposing the following dates for the Board's 2017 meetings:

Thursday, January 26
Thursday, February 23
Thursday, March 23
Thursday, April 20
Thursday, May 18
Thursday, June 15
Thursday, July 27
Thursday, August 24
Thursday, September 21
Thursday, October 26
Thursday, November 16
Thursday, December 14

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

Times and Locations of Board Meetings:

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

Conclusion:

It is recommended that the Board approve the 2017 meeting schedule outlined above and, once the schedule has been approved, any requests to amend it shall be proposed by the Board member seeking the amendment in the form of a Motion for consideration at an appropriate public meeting.

Ms. D!ONNE Renee was in attendance and delivered a deputation to the Board with respect to this matter.

The Board approved the following Motions:

- 1. THAT the Board receive Ms. Renee's deputation;**
- 2. THAT the Board approve the foregoing report with the following amendment: THAT Board staff be requested to review the feasibility of conducting some of the public meetings at a time in the early evening as opposed to 1:00 PM in the afternoon.**

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 NOVEMBER 17, 2016**

#P268.

CONFIDENTIAL MEETING – NOVEMBER 17, 2016

In addition to the public meeting conducted by the Board today, a confidential meeting was held to consider a number of matters which were exempt from the public agenda in accordance with the criteria for considering confidential matters set out in s.35(4) of the *Police Services Act*.

The following members attended the confidential meeting:

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

Absent: Mr. Chin Lee, Councillor & Vice-Chair
Mr. John Tory, Mayor & Member
Mr. Ken Jeffers, Member

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

#P269. ADJOURNMENT

Andy Pringle
Chair