



PUBLIC MEETING

Minutes

Thursday, August 24, 2017 @ 1:00 PM

**Auditorium, 40 College Street, 2nd Floor
Toronto, Ontario**

www.tpsb.ca

The following *draft* Minutes of the meeting of the Toronto Police Services Board that was held on [July 27, 2017](#) are subject to adoption at its next regularly scheduled meeting.

Attendance:

The following members were present:

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

The following members gave regrets:

Mr. Ken Jeffers, Member
Ms. Marie Moliner, Member

The following were also present:

Chief of Police Mark Saunders, Toronto Police Service
Ms. Joanne Campbell, Executive Director, Toronto Police Services Board
Ms. Karlene Bennett, A/Board Administrator, Toronto Police Services Board
Mr. Karl Druckman, Solicitor, City of Toronto - Legal Services Division

Declarations:

Declarations of Interest under the *Municipal Conflict of Interest Act* - none

Previous Minutes:

The Minutes of the meeting that was held on July 27, 2017, previously circulated in draft form, were approved by the Board.

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 24, 2017

P165 Introduction of new Deputy Chiefs

The following members of the Toronto Police Service were introduced to the Board and congratulated on their recent promotions:

To the rank of Deputy Chief:

Staff Superintendent Peter Yuen
Superintendent Barbara McLean
Inspector Shawna Coxon

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 24, 2017

P166 [The Way Forward \(T.W.F.\) Second Quarterly Implementation Update](#)

The Board was in receipt of a report dated August 08, 2017 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation(s):

It is recommended that the Board receive the T.W.F. Second Quarterly Implementation Update for the period May 2017 through July 2017.

Superintendent Frank Bergen, Strategy Management, delivered a presentation to the Board.

Mr. Miguel Avila-Velarde was in attendance and delivered a deputation to the Board.

The Board received the foregoing report and received Mr. Avila-Velarde's deputation.

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 that was held on August 24, 2017

P167 [Service Vehicles – Design and Colour](#)

The Board was in receipt of a report dated July 19, 2017 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation(s)

It is recommended that the Board receive this report and forward a copy of this report to the City Manager for information.

Mr. Ian Williams, Manager, Business Intelligence & Analytics, STM, delivered a presentation to the Board.

The Board approved the foregoing report.

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

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 24, 2017

P168 [Marijuana Arrests](#)

The Board was in receipt of correspondence from Mr. John Sewell, Toronto Police Accountability Coalition, dated July 13, 2017.

At the request of the Deputant, the Board deferred consideration of this item to its September 21, 2017 meeting.

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

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 24, 2017

P169 [Quarterly Report: Toronto Police Services Board Special Fund Unaudited Statement: April - June 2017](#)

The Board was in receipt of a report dated July 21, 2017 from Andy Pringle, Chair, with regard to this matter.

Recommendation(s)

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

The Board received the foregoing report.

Moved by: C. Lee
Seconded by: D. Noria

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 24, 2017

P170 [Operating Budget Variance for the Toronto Police Service, Period Ending June 30. 2017](#)

The Board was in receipt of a report dated July 31, 2017 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation(s):

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

The Board approved the foregoing report.

Moved by: C. Lee
Seconded by: D. Noria

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 24, 2017

P171 [Operating Budget Variance for the Toronto Police Service Parking Enforcement Unit, Period Ending June 30, 2017](#)

The Board was in receipt of a report dated August 09, 2017 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation(s):

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

The Board approved the foregoing report.

Moved by: C. Lee
Seconded by: D. Noria

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 24, 2017

P172 [Capital Budget Variance for the Toronto Police Service, Period Ending June 30. 2017](#)

The Board was in receipt of a report dated August 01, 2017 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation(s):

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

The Board approved the foregoing report.

Moved by: C. Lee
Seconded by: D. Noria

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 24, 2017

P173 [Operating Budget Variance for the Toronto Police Services Board, Period Ending June 30. 2017](#)

The Board was in receipt of a report dated July 28, 2017 from Andy Pringle, Chair, with regard to this matter.

Recommendation(s):

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

The Board approved the foregoing report.

Moved by: C. Lee
Seconded by: D. Noria

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 24, 2017

P174 [City of Toronto Council - Final Operating Budget Variance for the Toronto Police Service, Year Ending December 31, 2016](#)

The Board was in receipt of a report dated August 03, 2017 from Andy Pringle, Chair, with regard to this matter.

Recommendation(s):

It is recommended that the Board receive this report.

The Board received the foregoing report.

Moved by: C. Lee
Seconded by: D. Noria

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 24, 2017

P175 [Quarterly Report: Occupational Health and Safety Update, April 1, 2017 to June 30, 2017](#)

The Board was in receipt of a report dated August 02, 2017 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation(s):

It is recommended that the Board receive this report.

The Board received the foregoing report.

Moved by: C. Lee
Seconded by: D. Noria

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 24, 2017

P176 [2016 Toronto Police Service Performance Report](#)

The Board was in receipt of a report dated July 21, 2017 from Mark Saunders, Chief of Police, with regard to this matter.

[A copy of the full report can be found here.](#)

Recommendation(s):

It is recommended that the Board receive the 2016 Toronto Police Service Performance Report.

The Board received the foregoing report.

Moved by: C. Lee
Seconded by: D. Noria

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 24, 2017

P177 [Chief's Administrative Investigation: Sexual Assault Complainant 2016-H](#)

The Board was in receipt of a report dated June 29, 2017 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation(s):

It is recommended that the Board receive this report.

The Board received the foregoing report.

Moved by: C. Lee
Seconded by: D. Noria

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 24, 2017

P178 [City of Toronto Council: Update on City Supported Community-Led Violence Prevention and Intervention](#)

The Board was in receipt of a report dated August 01, 2017 from Andy Pringle, Chair, with regard to this matter.

Recommendation(s):

It is recommended that the Board refer this report to the Chief of Police.

The Board approved the foregoing report.

Moved by: C. Lee
Seconded by: D. Noria

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 24, 2017

P179 [City of Toronto Council: Proposed King Street Transit Pilot](#)

The Board was in receipt of a report dated August 03, 2017 from Andy Pringle, Chair, with regard to this matter.

Recommendation(s):

It is recommended that the Chief of Police work with the General Manager, Transportation Services on a strategy for education and enforcement of the King Street Transit Pilot

The Board approved the foregoing report.

Moved by: C. Lee
Seconded by: D. Noria

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 24, 2017

P180 [City of Toronto Council: Toronto Accessibility Advisory Committee](#)

The Board was in receipt of a report dated August 03, 2017 from Andy Pringle, Chair, with regard to this matter.

Recommendation(s):

It is recommended that:

1. The Board request that the Chief of Police provide the Board with an annual, rather than the proposed semi-annual, update on the work of the Toronto Police Service's Disabilities Community Consultative Committee; and
2. The Chief of Police consider extending an invitation to a member of the Toronto Accessibility Advisory Committee to participate on the Toronto Police Service's Disabilities Community Consultative Committee.

The Board approved the foregoing report.

Moved by: C. Lee
Seconded by: D. Noria

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 24, 2017

P181 [City of Toronto Council: Towards an Action Plan for Transgender Youth](#)

The Board was in receipt of a report dated August 01, 2017 from Andy Pringle, Chair, with regard to this matter.

Recommendation(s):

It is recommended that the Board refer this report to the Chief of Police and request that he arrange for the Toronto Police Service to participate on the Interdivisional Working Group with the Trans Youth Advisory.

The Board approved the foregoing report.

Moved by: C. Lee
Seconded by: D. Noria

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 24, 2017

P182 [Review of Inquiries Made to the Canada Border Services Agency](#)

The Board was in receipt of a report dated July 20, 2017 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation(s):

It is recommended that the Board receive this report.

Mr. Desmond Cole was in attendance and delivered a deputation to the Board.

In response to the Board's question the Chief advised that the Service is seeking a technical solution that will enable the Service to track whether officers are conducting immigration checks and if so, the purpose for these checks.

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

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 that was held on August 24, 2017

P183 [Inquest into the Death of Andrew Loku - Verdict and Recommendations of the Jury](#)

The Board was in receipt of a report dated July 18, 2017 from Wendy Walberg, City Solicitor, City of Toronto, with regard to this matter.

Recommendation(s):

It is recommended that the Board receive the jury's verdict and request a report from the Chief of Police in relation to the feasibility, usefulness and implementation of the recommendations within his purview.

Ms. Tamara Thomas, African Canadian Legal Clinic provided a written submission. A copy of Ms. Thomas' written submission is on file in the Board office.

The Board approved the foregoing report and received the written submission. The Board approved the following motion:

- 1. THAT the Chair review the recommendations directed to the Board and provide a report for the Board's November 16th meeting with respect to the implementation of those recommendations.**

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

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 24, 2017

P184 [Motion re: Minute No. P35/17, Delegation to consider Delay Applications – Pursuant to Section 34 of the Police Services Act – Year 2017](#)

The Board was in receipt of a report dated August 08, 2017 from Andy Pringle, Chair, with regard to this matter.

Recommendation(s):

1. That the Board reconsider the above-noted Motion;
2. That, if Motion 1 for reconsideration is adopted, the Board rescind the above-noted Motion and adopt the following motion:

THAT the Board invoke section 34 of the *Police Services Act* and delegate its authority to consider delay applications under subsection 83(17) of that statute to any two Board members selected by the Board Chair on a case-by-case basis.

The Board approved the foregoing report.

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

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 24, 2017

P185 [Special Constable Appointment](#)

The Board was in receipt of a report dated August 04, 2017 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation(s):

It is recommended that the Board approve the appointment of the individual listed in this report as a special constable for the Toronto Community Housing Corporation, subject to the approval of the Minister of Community Safety and Correctional Services.

The Board approved the foregoing report.

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

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 24, 2017

P186 [Loan Agreement for the Multi Agent Tactical Sentry \(M.A.T.S.\) to the Toronto Police Service \(T.P.S.\)](#)

The Board was in receipt of a report dated August 09, 2017 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation(s):

It is recommended that the Board delegate authority to the Chair to enter into a loan agreement with Defence Research & Development Canada (D.R.D.C.) and the T.P.S. to serve operational Chemical, Biological, Radiological, Nuclear and Explosive (C.B.R.N.E.) requirements.

The Board approved the foregoing report.

Moved by: C. Lee
Seconded by: D. Noria

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 24, 2017

P187 [Digital Photo Viewing and Management System Maintenance Agreement – Sole Source Award to Otec Solutions Inc.](#)

The Board was in receipt of a report dated August 02, 2017 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation(s):

1. Approve a contract award to Otec Solutions Inc. for software support and maintenance and professional services for the Digital Photo Viewing and Management System (D.P.V.M.S.), for a total cost of approximately \$227,748 (including taxes), commencing January 1, 2018 to December 31, 2019, with an option to extend for one (1) additional year to December 31, 2020 at the discretion of the Chief of Police; and
2. 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.

The Board approved the foregoing report.

Moved by: C. Lee
Seconded by: D. Noria

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 24, 2017

P188 [Digital Video Asset Management System \(D.V.A.M.S.\) Maintenance Agreement – Sole Source Award to Axon Enterprise Inc.](#)

The Board was in receipt of a report dated August 02, 2017 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation(s):

1. approve a contract award to Axon Enterprise Inc. (formerly Taser International) for software support, maintenance and professional services for the Digital Video Asset Management System (D.V.A.M.S.) commencing January 01, 2018 and ending December 31, 2018, with an option to extend for two (2) additional one (1) year terms ending December 31, 2020 at the discretion of the Chief of Police, and at an estimated annual cost of \$143,250 (including taxes) and a total cost of approximately \$429,750, including the two option years; and
2. 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.

The Board approved the foregoing report.

Moved by: C. Lee
Seconded by: D. Noria

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P189 [Vendor for Wireless Parking Ticket Issuance System](#)

The Board was in receipt of a report dated August 08, 2017 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation(s):

1. Approve the acquisition of a lifecycle replacement of the Wireless Parking Ticket Issuance system, including the enhancement of photo evidence functionality, from A.C.C.E.O. Solutions Inc. at a cost of \$2,898,100 (including taxes);
2. Approve the acquisition of hardware and software support services from A.C.C.E.O. for a five year period, at an annual cost of approximately \$218,900 (including taxes) and a total five year cost of approximately \$1,094,500 (including taxes); and
3. Authorize the Chair to execute all required agreements and related documents on behalf of the Board for the purposes of this project, subject to approval by the City Solicitor as to form.

The Board approved the foregoing report.

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

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 24, 2017

P190 [Retention of Organizational Change Management Consultant](#)

The Board was in receipt of a report dated August 09, 2017 from Andy Pringle, Chair, with regard to this matter.

Recommendation(s):

1. Approve the retention of Mr. Jim Rankin of Randstad Technologies, as the Organizational Change Management consultant to support the Board's role in overseeing the implementation of the final report of the Transformational Task Force entitled *Action Plan: The Way Forward*, in accordance with recommendation 29 contained in that report;
2. Authorize the Chair to enter into an agreement with Mr. Rankin of Randstad Technologies for a 12 month retainer ending no later than December 31, 2018 with a potential for a six-month renewal; and,
3. Agree to the use of the Special Fund to pay the costs associated with the retention of Mr. Rankin, as an exception to the Board's policy.

The Board approved the foregoing report.

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

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 24, 2017

P191 [School Resource Officer Program Review and Evaluation](#)

The Board was in receipt of a report dated August 15, 2017 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation(s):

1. The Toronto Police Services Board ("the Board") approve the proposed review and evaluation of the Toronto Police Service's School Resource Officer program to be carried out by Ryerson University; and

2. The Board approve an expenditure of \$80,000 from the Board's Special Fund to support this review.

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

- Mr. Phill Morgan
- Mr. Desmond Cole
- Mr. Brian De Matos
- Ms. Gita Madan

The Board was also in receipt of a written submission from Ms. Tamara Thomas, African Canadian Legal Clinic. A copy of Ms. Thomas' written submission is on file in the Board office.

The Board received the deputations and written submission and approved the following Motions:

1. **THAT the Board approve the foregoing report;**
2. **THAT recommendation no. 1 be amended to add after the words "Ryerson University" the following:**

"within the framework and requirements set out in this report particularly as related to community consultation and review of available data and practices from other jurisdictions."
3. **THAT a recommendation no. 3 be added as follows:**

"that the student representation from the Toronto District School Board and the Catholic District School Board include representation of young black students."

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

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 24, 2017

P192 [Request for Special Fund: Association of Black Law Enforcers \(A.B.L.E.\)](#)

The Board was in receipt of a report dated August 10, 2017 from Andy Pringle, Chair, with regard to this matter.

Recommendation(s):

It is recommended that the Board approve an expenditure from the Special Fund, in an amount not to exceed \$5,000.00 to purchase the Silver Sponsorship Package for the Association of Black Law Enforcers 25th Anniversary Gala.

The Board approved the foregoing report.

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

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 24, 2017

P193 [Request for Special Fund: The Gatehouse “Healing the Voice Within Art Exhibit”](#)

The Board was in receipt of a report dated August 02, 2017 from Andy Pringle, Chair, with regard to this matter.

Recommendation(s):

It is recommended that, as an exception to the Special Fund Policy, the Board approve \$5,000 from the Special Fund to support The Gatehouse, “Healing the Voice Within” 2nd Annual art exhibit.

The Board approved the foregoing report.

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

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 24, 2017

P194 [Request for Special Fund: Community Police Academy \(C.P.A.\): January 1, 2018 to December 31, 2018](#)

The Board was in receipt of a report dated August 09, 2017 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation(s):

It is recommended that that Board approve and expenditure of \$8,000.00 from the Board's Special Fund, less any funds not used, to support the re-instatement of the Toronto Police Services' (T.P.S.) C.P.A.

The Board approved the foregoing report.

Moved by: C. Lee
Seconded by: D. Noria

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 24, 2017

P195 [Request for Special Fund: Beyond the Blue – Toronto Chapter](#)

The Board was in receipt of a report dated August 10, 2017 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation(s):

1. As an exception to the Special Fund Policy, approve the request from the Toronto Chapter of Beyond the Blue, for one time funding in the amount of \$30,000.00, and;
2. In collaboration with the Chief, provide official support to the Toronto chapter of Beyond the Blue as articulated below.

At the request of the Chief, the Board deferred its consideration of the foregoing report to a future meeting.

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

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 24, 2017

P196 [Contract Award – Human Resources Professional Services](#)

The Board was in receipt of a report dated August 23, 2017 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation(s):

1. Approve a contract award to the Korn Ferry Hay Group to continue providing required Human Resources Professional Services to the Toronto Police Service at an additional estimated cost of \$330,864 (including tax);and
2. Authorize the Chair to execute all required agreements/amendments and related documents on behalf of the Board, subject to approval by the City Solicitor as to form.

The Board approved the foregoing report.

Moved by: C. Lee
Seconded by: D. Noria

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 24, 2017

P197 [Request to Retain Superintendent Debra Preston \(Retired\) for Discipline Hearing Sentence](#)

The Board was in receipt of a report dated August 24, 2017 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation(s):

It is recommended that the Board waive the one (1) year waiting period for the Toronto Police Service (T.P.S.) to engage with retired Superintendent Debra Preston, as an independent consultant, to utilize her skills and experience as a Hearing Officer for sentencing in the loan (John) Floria trial.

The Board approved the foregoing report.

Moved by: C. Lee
Seconded by: D. Noria

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on August 24, 2017

P198 Chair Pringle's Statement Regarding Posting the Agenda

The Chair made a statement acknowledging that the Board was not able to publish the August 24th public agenda one week prior to the meeting date, as required in the Board's Procedural By-law. The Chair apologized for the delay in providing the agenda and encouraged anyone who wishes to provide comments regarding an item on the agenda, to email those comments to the Board office for dissemination to Board members.

The Board received the Chair's statement.

**This is an Extract from the Minutes of the Public Meeting of the Toronto
Police Services Board that was held on August 24, 2017**

P199 Confidential

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
Mr. Chin Lee, Councillor & Vice-Chair
Ms. Shelley Carroll, Councillor & Member
Mr. John Tory, Mayor & Member
Dhun Noria, Member

Next Regular Meeting

Date: Thursday, September 21, 2017
Time: 1:00 PM

Minutes Approved by:

-original signed-

Andy Pringle
Chair

Members of the Toronto Police Services Board

Andy Pringle, Chair
Chin Lee, Councillor & Vice-Chair
Shelley Carroll, Councillor & Member
Ken Jeffers, Member

Marie Moliner, Member
Dhun Noria, Member
John Tory, Mayor & Member



Toronto Police Services Board Report

August 8th 2017

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: The Way Forward (T.W.F.) Second Quarterly Implementation Update

Recommendation(s):

It is recommended that the Board receive the T.W.F. Second Quarterly Implementation Update for the period May 2017 through July 2017.

Financial Implications:

The final Transformational Task Force (T.T.F.) report which was approved by the Toronto Police Services Board (the Board) at its February 2017 meeting (Min. No. P19/17 refers), includes recommendations that will change how policing services are organized and delivered. Savings to offset ongoing budget pressures are anticipated from the new service delivery model. However, investments will also need to be made to enable the transition to and implementation of the modernized Toronto Police Service (Service) envisioned by the T.T.F.

Savings Estimates:

The T.T.F. identified total estimated savings of \$100M over three years. In the development of the 2017 budget, and considering known information such as the hiring moratorium, and other actions taken by the Service to achieve budget reductions, approximately \$45M in savings/cost avoidance have been achieved. Included in the \$45M is building operating cost savings (\$250,000) from the return of two facilities (used by the Divisional Policing Support Unit and the Public Safety Unit) to the City. These facilities, which the City can monetize, develop or use at it sees fit, have a fair market value of approximately \$4.5M.

The Service will continue to monitor savings as it moves forward and does a more detailed analysis of the various recommendations in the T.T.F. final report.

Cost Estimates:

The Service has been developing detailed plans for each of the recommendations, including financial impacts. Once these financial impacts are determined, the information will be reported to the Board. In the meantime, the below information focuses on the costs incurred to-date.

Costs incurred in the second quarter of 2017 total \$0.3M, and include continued project management, strategic communications and procurement services.

The implementation of the various T.T.F. recommendations is a large and complex endeavour which will require a significant amount of work and effort. Accordingly, in addition to the above hard dollar costs, members from across the Service have been redeployed to assist in the implementation of the T.T.F. recommendations. The Service is tracking the value of these resources as part of its overall project management framework.

Funding Sources for Ongoing T.T.F. Related Costs:

A one-time Policing Effectiveness and Modernization (P.E.M.) grant offered by the Ministry of Community Safety and Correctional Services has been approved in the amount of \$18.9M. These funds will be applied towards the implementation of the following initiatives:

- Connected Officer (Phase 1)
- Neighbourhood Officer
- Public Safety Response Team
- Improved capabilities related to data, information, and analysis (e.g. “big data”)
- Culture Change & Human Resources Strategy

It is anticipated that further costs incurred by the implementation of T.T.F. initiatives will be funded from a new modernization reserve (\$3.5M) and the Service’s operating and capital budgets, depending on the nature of the expenditure and availability of funds.

Background / Purpose:

This is the second quarterly progress report to the Board on the status of the implementation of the Service’s three year business plan, Action Plan: The Way Forward. The Strategy Management Unit (S.T.M.) is responsible for the successful delivery of the modernization initiatives outlined in the business plan. The purpose of this report is to provide stakeholders with status updates on the implementation of the recommendations. This includes details regarding achievements, progress, and risks or issues that require mitigation or further escalation.

Discussion:

We continue to make progress implementing the recommendations contained in the business plan that will see a new modern policing model for the Service. As we transition to the new model, there are steps we must take to lay the foundation to ensure success and mitigate challenges that we encounter.

New Policing Model

The shift to a District model has progressed on a number of fronts. Following efforts that refocused the Community Response Unit (C.R.U.) and improved its staffing model in early May, Senior Officers across the Service were realigned on July 4th. This served as an important first step in establishing a streamlined management structure to support a future District model across the Service. The Service's current footprint of 17 divisions has been restructured and is now managed by 11 Unit Commanders. Therefore, the following divisions now report to one Superintendent:

- 12, 23 and 31 Divisions
- 13 and 53 Divisions
- 32 and 33 Divisions
- 41 and 42 Divisions
- 54 and 55 Divisions

Using the data analytics tool from Environics Analytics, together with the expertise of our Business Intelligence Unit, analysis is underway to validate the optimum number of Districts and identify potential boundary changes that will allow the Service to maximize service delivery. Key data/information including calls for service, reported crime, demographic, population, and household data is being leveraged for this analysis. Data analysis is also driving the city-wide realignment of boundaries and facilities, also referred to as Territorial Optimization, to allow the Service to better align with City neighbourhoods. These efforts are being further validated through involvement of key internal stakeholder groups such as the Service's Facilities Management, Communication Services, Court Services, and Unit Commanders. We will also be engaging various partners throughout Toronto including the City of Toronto and the Toronto Transit Commission.

This is not only an exercise in data analysis, but involves adding a layer of policing experience in terms of natural boundaries, Crime Prevention Through Environmental Design (C.P.T.E.D.) and by looking at our current facility footprint and planning future builds. These future builds will be broken down into types of facilities: a District Headquarters and a Neighbourhood Station. The illustration in the Appendix depicts which functions will operate out of the District Headquarters and Neighbourhood Stations respectively.

Recent efforts have focused on the further expansion of the Community Investigative Support Unit (C.I.S.U.). The C.I.S.U. was created to assist the Priority Response Unit (P.R.U.). These units will expedite the initial response to lower priority radio calls, streamline the roles of officers involved in investigations and reduce the number of hours the P.R.U. dedicates to events where there is no immediate threat to the public. Piloted and now fully implemented in 43 Division, the C.I.S.U. is staffed by an average of 15 members (6% of the divisional strength) including members who are accommodated. Thus far in 2017, the C.I.S.U. has handled 19% of all radio calls and investigated 30% of all occurrences assigned by 43 Division.

The C.I.S.U. was implemented in 32, 41, and 42 Divisions in the last quarter. A timeline has been established to complete the rollout of this unit across every division by the end of 2017. The Service-wide implementation of the C.I.S.U. is significant as it allows the Service to respond to differing levels of priority calls in more efficient and effective ways than the current practice of sending the P.R.U. to all calls. By focusing C.I.S.U. resources to lower priority calls, the P.R.U. can focus on occurrences that are of the highest priority.

A Service-wide implementation plan for a centralized Criminal Investigations Bureau (C.I.B.) within each District is currently being developed. The initial pilot in 54/55 Divisions has provided an excellent opportunity to learn key lessons that will inform our implementation plan. The implementation team is actively working with 12, 23 and 31 Divisions to implement a single centralized C.I.B. across the District in January 2018. This will provide officers with the ability to share workloads across divisions (within a District) and provide greater resources to conduct investigations.

Service Reallocation

Strong collaboration between the Service and the City has been effective towards making progress on a number of initiatives:

- The transition of the Lifeguard Program is actively underway with reviews of Service Level Agreements (S.L.A), best practice reviews, financial transitions and job shadowing. This function will be transferred to the City of Toronto prior to the summer of 2018.
- The City's Transportation unit is currently evaluating the two vendor responses received for the Crossing Guard Program Request for Information (R.F.I.). This function is scheduled to be transferred to the City of Toronto prior to the start of the 2018 School year (September).
- A Request for Proposal (R.F.P.) has been issued by the City to procure a vendor to conduct a feasibility analysis on the potential outsourcing of the Parking Enforcement and Court Services programs. The R.F.P. has closed and the City is evaluating the four vendor responses. The analysis will inform decisions regarding the optimum usage and potential outsourcing opportunities or

encumbrances with respect to alternative service delivery models for the Courts and Parking functions. This information will be available to the Service by the end of 2017. The scope of work is to:

- Conduct a scan of service delivery models and costs in other comparable jurisdictions, as appropriate.
- Consult with the Service, relevant City and other (e.g. Judiciary, Ministry) stakeholders.
- Identify specific programs that could legally, practically and economically be provided by a third party at current service levels, and conduct a cost-benefit assessment for the provision of identified services by a third party compared to the current Service provision.
- Develop a plan and quantify associated costs to transition delivery of identified programs from the Service to a third party provider, propose potential strategies to minimize transition costs and timelines.
- Document additional considerations and/or analysis that would be relevant to the goal of the R.F.P.

In 2016, the T.T.F. interim report recommended that the Service refocus its efforts on “core policing”. One of these efforts includes diverting bylaw enforcement efforts unless there is a public safety risk.

The Service is working with the City to discuss plans to divert calls when there is no public safety requirement for an officer to attend. These calls can be directed to the more appropriate 3-1-1 non-emergency number that the City of Toronto operates. This working group reviewed the call types listed below to properly determine the best response:

- Noisy Party
- Noise Complaints
- Animal Complaints
- Traffic Obstructions
- Check Traffic Signals
- Disputes
- Landlord and Tenant
- Damage

A review of a sample of calls from the list noted above was conducted and the data indicated that roughly 9,000 of the 56,000 calls reviewed could have been diverted, meaning an officer would not have had to attend.

As we continue to address the goal of focusing on calls for service that require a police presence, the Service is collaborating with the City of Toronto Communications group to create and use public communication messaging to help educate and raise awareness about when to call an emergency or non-emergency number, specifically:

- When a member of the public has an emergency that requires police, fire or ambulance, they call 9-1-1.
- If a member of the public has a non-emergency police issue, they can call the Service's non-emergency line (416-808-2222).
- If a member of the public has an issue involving a city service, they can call 3-1-1 which is the non-emergency number for assistance with City services.

Paid Duties and Special Events

Recently, arrangements have been made for the Service to cease wide-load escort Paid Duties as of August 2017. This effort was supported by Toronto Transportation, and formal communications were distributed to members of the trucking industry that are Paid Duty customers.

Preliminary discussions have been held between the Service and the Province of Ontario regarding legislative changes required to fully achieve the goals of the Special Events and Paid Duties recommendations. The S.T.M. also continues to bring the voice of the Service forward by engaging with Provincial and Municipal working groups who are interested in legislative changes. These groups are:

- Future of Policing Advisory Committee (F.P.A.C.)
- Toronto Ontario Cooperation and Consultation Agreement (T.O.C.C.A.)

Technological Improvements

The Connected Officer initiative will see frontline officers equipped with mobile technology by 2019. A portion of the funds from the P.E.M. grant will be used for this program. A technical working group has begun an evaluation of mobile device specifications. The Connected Officer implementation team recently conducted a frontline engagement effort requesting volunteers to participate in the next phase of mobile device testing. This resulted in more than 100 officers expressing interest. Two police officers per Division, a total of 34 police officers, were chosen to participate and provide feedback on the usability, applications, user authentication methods, I.T. support processes and training standards.

In an effort to provide more accessible and transparent information to the public, the Public Safety Data Portal was launched in June and is available through the Service's website. This Portal contains traffic and crime data and analytics, with interactive dashboards that the public can access. In partnership with the City, we are ensuring that open data users have a seamless experience when accessing public safety open

data. A representative from the Service's Business Intelligence Unit is sitting on the City of Toronto's Open Data Committee.

The Community Asset Portal was launched and is now available through the Service's website. Developed in partnership with our partners at 211 Toronto, the City of Toronto and Ryerson University, the portal provides real-time connectivity between the Service and community members, and neighbourhood assets such as shelters, community resources and mental health and youth support services. Information available through the portal includes hours, contact information, transportation and maps.

Funds from the P.E.M. grant will enable the Service to replace our current website that has not significantly changed in 15 years. Masters students from the University of Waterloo conducted a design analysis of the Service's current website. Their final report focuses primarily on the user experience and provides insight into the strengths and weaknesses of the website. These assessments will be shared with vendor(s) that will be retained to design and build the new websites.

The Service will also be engaging the public to determine what they would like to see as part of a new external website. Online surveys and focus groups will be used to gain insights from Torontonians on how they currently access the Service's existing website. This information will assist designers and programmers in the creation of a new website that better serves the public. It is expected that the new website will be a primary communications vehicle to explain alternative service delivery, such as online reporting, in an engaging and easily understood manner.

Culture Change, Human Resources, Accountability and Engagement

The P.E.M. grant funding will also help assist the Service to participate in activities associated with Culture Change. With these additional funds, we are in the final stages of completing a Request for Services (R.F.S.) to secure a vendor to conduct an Organizational Culture Assessment of the Service.

The Service recently conducted an anonymous internal census with the objective of establishing a demographic baseline of members who work for the Service. Our people are our greatest asset and it is important that we understand our own diverse community.

Each year, the Service leads a community telephone survey conducted by an independent research firm. This year, the Service decided to also do a mid-year community check-in with an internet survey that was conducted from mid-June to mid-July. Responses from this mid-year internet survey received a 26% response rate from Service members; 581 community members responded. The results will be posted in the online scorecard, which is part of The Way Forward website.

As we discussed in our first quarterly report, member engagement is critical to achieving success in an undertaking of this magnitude and complexity. Change can be

uncomfortable and create uncertainty. We have introduced new avenues of internal member communication and are continually seeking members' comments and suggestions regarding modernization.

Multiple engagement strategies involving the public, our members, the Toronto Police Association and the Senior Officer Organization are underway:

- An R.F.P. to secure a vendor to conduct virtual town hall meetings is being written with the expectation that selection will take place in September.
- The organizational change management team is working with DiverseCity to develop strategies for officer engagement with youth in their communities.
- A Service booth will be staffed at the Canadian National Exhibition to showcase the modernization efforts currently underway. This information booth will emphasize the difference between 9-1-1 and 3-1-1 as well as give the public the opportunity to provide feedback on the numerous modernization efforts.
- Leveraging project working groups, in-person presentations/meetings, bi-weekly newsletters, videos and various other communication platforms to ensure Service members are engaged.
- Securing the involvement of the Toronto Police Association representatives in various working groups to increase awareness of how we are proceeding with implementation.
- Some members from the T.T.F. have been re-engaged to provide feedback on our Human Resources structure and People Plan; stakeholder consultations continue; analysis and planning for H.R. restructuring, competency implementation and mentoring program underway.
- The Police Hub Innovation eXchange (The P.H.I.X.) has been operational now for five months. A newly developed screen saver, e-update and T.P.S.net home page link has resulted in a significant increase in hits to this website – just under 5000 hits in June. There has also been an increase in phone enquiries and visits to the P.H.I.X. office.

Challenges

Our number one focus has been, and must continue to be, business continuity during the transition to modernization. While we continue to mark success, we are also encountering challenges. This is to be expected with an undertaking of this scale.

Human Resources has advised that our attrition rate (resignations and retirements) is running slightly ahead of the T.T.F.'s assumptions.

Recommendation # 18: Moratorium on hiring and promotions:

- This moratorium will allow the Service to ensure that it has the right type and number of members for the new service delivery model, and the leanest possible management structure. There will be some circumstances where hiring or filling vacant positions may be necessary – for example, to make investments in modernization, achieve other strategic priorities, comply with legislative requirements, or provide adequate supervision.

Although the hiring moratorium was originally slated for three years, it is now clear that maintaining it may bring numbers below the anticipated complement of 4,750, which would not allow sufficient time to hire, train and deploy new officers.

Aligning our planning and design of the new policing model with a new Human Resources structure ensures that we have a comprehensive understanding of the Service's competency framework and how this will apply to recruiting new talent.

Considering the strict timelines associated with the P.E.M. grant funding and the need to adhere to procurement policies, building the Neighbourhood Officer program is anticipated to be resource-intensive. It will be a challenge to complete all required deliverables without additional project staffing.

While we are pleased that our many partners have a cooperative and collaborative outlook, we do note that these external partnerships have their own constraints that continue to have an impact on our progress. We will continue to invest in engaging our partners so that they are informed of our efforts to return to core policing functions. To meet this challenge, we are actively exploring innovative opportunities to increase public awareness about alternative reporting methods such as our online and in-station reporting, how members of the community can help to ensure officers are where they are needed most, and the important role our partner agencies play in providing appropriate solutions.

Addressing member morale in the current climate of change is top of mind for us and we are employing various approaches to help improve how members feel about modernization. We acknowledge that the hiring moratorium and various activities surrounding outsourcing opportunities have increased concerns for officers and civilian members. We continue to provide information to our members to help increase their awareness and understanding with the aim of relieving any concerns that they may have.

Recommendations #7 and #8: More Effective Scheduling and More Effective Deployment in Vehicles:

- Continued collaboration on the Compressed Work Week Schedule to achieve a more effective scheduling and deployment model.

Next Steps

Over the next quarter, we plan to focus on the following areas:

- The Human Resources – People Plan, and the Police Constable job postings, to reflect new competencies, new expectations and skill sets required for a new community-centric policing model
- Lead a review of the uniform staffing levels, using evidence and data-based support to validate the proposed future establishment number of 4,750 uniform members
- Completion of a number of procurement activities (e.g. issuing R.F.S.) which will enable us to begin work on activities such as:
 - Crime prevention best practices research, community engagement, uniform redesign and enhanced patrol bicycles for the Neighbourhood Officer Program
 - Organizational culture assessment
 - Leadership training in the areas of project management, change management and process improvement
 - Mobile device acquisitions for the Connected Officer program
- Continued expansion of the C.I.S.U. across the Service
- Further development of the District Model, including determining the total number of Districts and possible boundary changes, and a finalized proof of concept plan for implementing a centralized C.I.B.
- Vendor selection for the cost/benefit analysis of the Courts and Parking functions
- In-depth stakeholder engagement activities across the Service and Public
- Formalize a process of collaboration with the T.P.A. and the S.O.O.

Conclusion:

We know from feedback from various areas of the Service that we are seeing increasing support for modernization and we understand that our success depends on continuing to make engagement a top priority.

As we continue to transition to a modernized Service, we will build on the momentum of the last six months, working with our internal and external partners to ensure that we meet our goals and overcome our challenges.

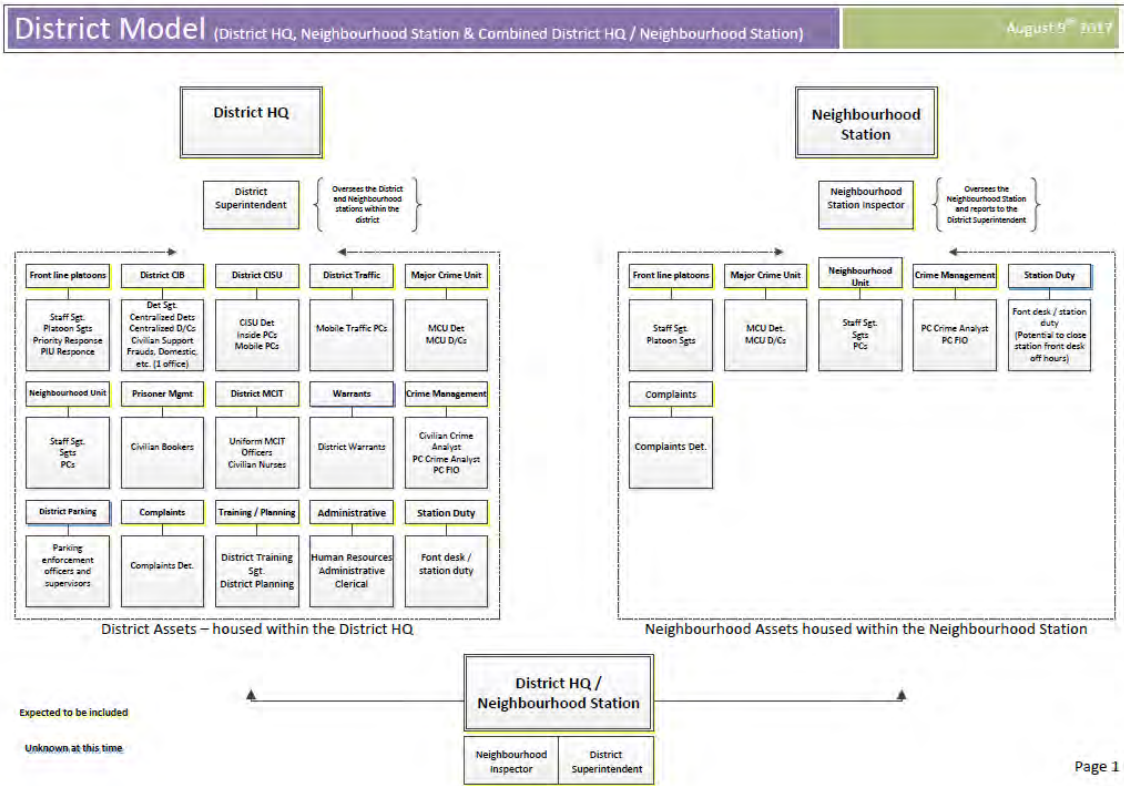
Superintendent Frank Bergen, Strategy Management, will be in attendance to answer any questions the Board may have regarding this report.

Respectfully submitted,

Mark Saunders, O.O.M.
Chief of Police

Attachment: Quarterly Update Slides – MAY – Final Version – 20170511

Appendix



Modernization Process Updates



LEGEND

TIMELINES

Overall status of the project's planned activities (timelines) based on the anticipated end date

BUDGET

Overall status of the project's available funding and expenditures (actual and planned)

SCOPE

Overall status of the project's ability to meet its goals/deliverables

STAKEHOLDERS

Overall satisfaction and engagement of the internal and external individuals affected by the project

PROJECT STAFFING

Overall status of the number of human resources/people required to deliver the project on time, within budget and to scope



On Track

The status is on track and progressing as planned/expected.



At Risk

The status is either currently or will soon be off track; however, planned mitigation strategies are expected to resolve the issue(s).



Off Track

The status is off track, escalation is required and mitigation strategies are limited or unknown.

Recommendation #1: Connected Officer

Investment in transitioning from Mobile Workstations in vehicles to smart devices carried by all officers. This will include a full application suite and eNotebook, as well as updating existing applications to a mobile environment and allowing officers to be connected at all times to the most current operational information.

Project Lead(s) SGT J. Apostolidis, PC W. Darwish, CIV M. Vincent, PC A. Goodine

Project Sponsor(s) SUPT F. Bergen, A/INSP G. Watts

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: 2019+ (multiple phases)

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING	
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period

EXPLANATION OF INDICATORS

First year funding has been identified through grant funding. Capital funding beyond the first year still to be identified. Public Safety Broadband Network is a complex undertaking which will involve the collaboration of several law enforcement partners nationally and lies outside the current scope of this project.

Progress in Last 90 Days

- Funding approved for current fiscal year through Policing Effectiveness and Modernization (PEM) Grant.
- Began configuration of the IT infrastructure to support mobile enabled officers.
- Deployed 20 devices (smart phones) for evaluation with the technical working group.
- Conducted frontline member engagement across all 17 divisions, requesting volunteers to participate in the next phase of mobile device testing. Responses to this engagement were substantial.

Progress in Next 90 Days

- Conduct a two-month concept evaluation for training, software and technical support needs.
- Evaluate two-factor authentication functionality within a mobile environment to enable secure and encrypted access to information.
- Evaluate core policing applications within the mobile environment, in order to improve front line efficiency and effectiveness
- Evaluation of safety, privacy and security of mobile environment in relation to our Privacy Impact Assessment.
- Begin procurement process to acquire 700 mobile devices , licencing, etc.

Beyond 90 Days

- Finalize internal governance (training, procedures, IT support).
- Develop detailed deployment plan and begin phased deployment of devices in January 2018.
- Establish long-term capital and operational funding requirements.

Recommendation #2: Improved Capabilities Related to Data, Info and Analysis 'Big Data'

Investment in transitioning from Mobile Workstations in vehicles to smart devices carried by all officers. This will include a full application suite and eNotebook, as well as updating existing applications to a mobile environment and allowing officers to be connected at all times to the most current operational information.

Project Lead(s) SGT J. Apostolidis, PC W. Darwish, PC A. Goodine,
CIV. M. Vincent, CIV I. Williams

Project Sponsor(s) SUPT F. Bergen, A/INSP G. Watts

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: 2018

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
Definition of scope of the Crime data warehouse to be clarified by TPS & IBM. A Project Change Request was created to reallocate additional IBM resources from existing milestones.										

Progress in Last 90 Days

- Statistical and forecasting models will continue to be developed.
- Funding has been approved and next steps are underway for Global Search, Master Data Management (MDM) and PushPin/Intelligence-led Policing web application which will allow for market research, improved requirements gathering and stakeholder engagement.
- Received first draft of Enterprise Business Intelligence (eBI) data model from vendor IBM, completed gap analysis and first draft of five report specifications (Calls for Service, Reported Crime, Arrest, Traffic and Analysis reports).
- Quality assurance and privacy testing has begun for Enterprise Geographic Information System (eGIS).

Progress in Next 90 Days

- Validate business and reporting requirements.
- Conduct additional data scope/modelling workshops.
- Create a sample mobile application.
- Draft and test 'Extract Transform Load' Scripts for dispatch and records management data.
- Begin discussions with key stakeholders for eGIS regarding migrating Calls For Service data.

Beyond 90 Days

- Test reporting and dashboard releases.
- Modelling and development of additional data sources will commence and the statistical and forecasting modelling will be tested. These statistical and forecasting models will be incorporated into operational applications.

Recommendation #3: Disband TAVIS

TAVIS will be disbanded and existing members will be redeployed to other Service Priorities.

Project Lead(s) SGT J. McCall

Project Sponsor(s) SUPT F. Bergen, A/INSP G. Watts

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: Jan 2017

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
●	●	●	●	●	●	●	●	●	●	

Progress in Last 90 Days

- Completed as of January 2017

Progress in Next 90 Days

N/A

Beyond 90 Days

N/A

Recommendation #4: Risk Assessment for Priority Response

Toronto Police Service develop a risk assessment tool to identify non-emergencies that can be addressed through alternative approaches, including redirection to the mandated city department or other agency.

Project Lead(s) SGT P. Jones, PC K. Bassett, CIV M. Everest

Project Sponsor(s) SUPT F. Bergen, A/INSP G. Watts

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: 2019

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
										N/A

Progress in Last 90 Days

- " Automatic On Scene" function remains pending and will be revisited in August 2017.
- Engaged TPC regarding the purchase of c8's and less lethal options.
- Initiated discussions with 54/55 Divisions regarding a Priority Response Pilot.

Progress in Next 90 Days

- Continued proof of concept (POC) planning and stakeholder engagement.
- New call signs for Priority Response to be implemented along with the District model.

Beyond 90 Days

- Pilot for Priority Response in 23, 31, 12 Divisions.


Recommendation #5: Alternate Reporting and Follow-up for Non-emergencies

The use of alternative ways for people to report non-emergency situations, i.e. where an immediate officer response is not necessary for personal safety, or to meet an immediate investigative need.

Project Lead(s) SGT P. Jones, PC K. Bassett, CIV M. Everest

Project Sponsor(s) SUPT F. Bergen, A/INSP G. Watts











PROJECT HEALTH

 On Track

 At Risk

 Off Track

Anticipated End Date: 2019

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
										

N/A

Progress in Last 90 Days

- Community Investigative Support Unit (CISU) implemented in 43, 42, 41, and 32 Divisions.
- Created call CISU call signs for every Division as well as a CISU Unit Specific Policy.
- Continued communications with Court Services regarding utilizing Special Constables within the District model for prisoner transport.
- Conducted analysis to determine how many members will be required in the CISU in the future District model.
- Planning phase commenced for a booth at the CNE with TPS Communication Services and 311 collaborating to share common messaging to educate and raise awareness with residents on when to call 311 and when to call 911.

Progress in Next 90 Days

- Completion of a Privacy Impact Assessment (PIA) for Vulnerable Person's Registry.
- Implementation of CISU in 23, 12, 31, 54, 55, 14, 52, and 51 Divisions.
- Continued discussions relating to the use of accommodated members.
- Collaboration between TPS Communications and 311 to develop common messaging to educate and raise public awareness with the public regarding when to call 311 and when to call 911. Setup Canadian National Exhibition (CNE) booth with participation from TPS Communication Services and 311 to engage the public on above common messaging.

Beyond 90 Days

- Continued discussions with Communication Services regarding a dispatching process for the District model.
- Continued internal and external stakeholder engagement. Continued working group meetings. Continued consultations with BI to determine staffing levels for future state. Implementation of the CISU in 11, 22, 53 and 13 divisions.
- Review of amended provincial legislation regarding the use of Special Constables (if applicable).

Recommendation #6: Improved Public Safety Response

A specialized Public Safety Response Team be formed with a comprehensive mandate that includes extreme event response, public order, search management, and critical infrastructure protection.

Project Lead(s) INSP F. Barredo, SGT J. McCall

Project Sponsor(s) SUPT F. Bergen, A/INSP G. Watts

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: May 2017

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
●	●	●	●	●	●	●	●	●	●	

Progress in Last 90 Days

- The unit was being organized and developed.
- Personnel, equipment and fixtures were sourced, allocated and assigned.

Progress in Next 90 Days

- The Unit will have been created and operational as of May 1st, 2017.
- This recommendation can be closed.

Beyond 90 Days

N/A


Recommendation #7: More Efficient Scheduling

We are recommending that the shift schedule known as the Compressed Work Week be reviewed. The current approach requires a consistent deployment, regardless of the time of day or demand patterns, which we believe may limit the Service's ability to deploy resources more flexibly. Changes in this area will require a negotiated change to the collective agreement with the Toronto Police Association.

Project Lead(s) SSGT Dave Ecklund

Project Sponsor(s) TPSB, SUPT F. Bergen, A/ INSP G. Watts











PROJECT HEALTH

 On Track

 At Risk

 Off Track

Anticipated End Date: 2019+ (multiple phases)

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
										

The development and progression of this recommendation is dependent on discussions taking place between the TPA and the TPSB.

Progress in Last 90 Days

- Continued review of police service schedules is underway.
- Initial development of potential shift structures has been undertaken.

Progress in Next 90 Days

- A continuing review of schedules is underway. It is requested that the Toronto Police Services Board (TPSB) resume the work of the Compressed Work Week Joint Committee (CWWJC). An agreement between the TPSB and Toronto Police Association (TPA) is required for any changes to the current personnel deployment model required to support various elements of the modernization program.
- Continued development of potential shift structures is underway.

Beyond 90 Days

- Progression of this recommendation is dependent on the discussions between the TPSB and the TPA.

Recommendation #8: More Effective Deployment in Vehicles

Using risk and demand analysis, we believe there may be an opportunity to identify situations where unaccompanied officers or response alternatives are more appropriate and will allow for more effective deployment while continuing to ensure officer safety. Changes within the period from 1900 to 0300 will require a negotiated change to the collective agreement with the Toronto Police Association.

Project Lead(s) SSGT Dave Ecklund

Project Sponsor(s) TPSB, SUPT F. Bergen, A/ INSP G. Watts

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: 2019+ (multiple phases)

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
The development and progression of this recommendation is dependent on discussions taking place between the TPA and the TPSB.										

Progress in Last 90 Days

- Continued business process redesign in conjunction with R#4 is underway.

Progress in Next 90 Days

- It is requested that the Toronto Police Services Board (TPSB) resume the work of the joint committee as agreement between the TPSB and Toronto Police Association (TPA) is required for any changes to the current personnel/vehicle deployment model required to support various elements of modernization.
- Continued business process redesign to fit with new model of policing.

Beyond 90 Days

- Progression of this recommendation is dependent on the discussions between the TPSB and the TPA.

Recommendation #9: A Risk-based Response to Special Events

The use of alternative ways for people to report non-emergency situations, i.e. where an immediate officer response is not necessary for personal safety, or to meet an immediate investigative need.











Project Lead(s) S/SGT M. Perreault, SGT J. McCall

Project Sponsor(s) SUPT F. Bergen, A/INSP G. Watts

PROJECT HEALTH

 On Track  At Risk  Off Track

Anticipated End Date: 2018

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
										

An appropriate staffing model is required to fully assess the risks to the city's special events. Steps are being taken to resolve this challenge.
At present, full adoption of the risk-based approach remains critically dependent on changes to Provincial statutes and legislation.

Progress in Last 90 Days

- Productive discussions have taken place between the TPS Board and the Province regarding the required statutory changes and resulted in a promising outlook.
- Presented at City of Toronto's Quarterly Meeting of the Festival Event Network where short and long-term strategies were discussed.
- Although the civilianization of some planner positions in the Public Safety - Special Events Unit is a long-term goal, the Service currently has an exceptional talent pool among its accommodated members. Efforts are currently underway to seek out suitable candidates with the necessary knowledge, skills, and abilities to meet the demand - or the capacity to learn quickly. The matter has been escalated to the Deputy Chief, and is internally supported.

Progress in Next 90 Days

- As previously indicated, full adoption of the risk-based approach to special events is critically dependent on changes to Provincial legislation. Until lawful alternatives are provided to current and future commercial interests with bona fide demands on city streets, the Toronto Police Service will be limited in what it can effectively divest itself from without impacting or impeding Toronto's economic development.

Beyond 90 Days

- The success of this recommendation is significantly linked to key statutory changes in Provincial legislation, specifically section 134 of the Highway Traffic Act, RSO 1990, the Ontario Traffic Manual, and a variety of associated Ontario Regulations.

Recommendation #10: A More Efficient Retail Response

Recommendation from Interim Report: Toronto Police Services Board seek the Government of Ontario's approval to appoint and train selected security guards at major shopping malls as Special Constables. These individuals will be authorized to process and release arrested individuals in designated non-emergency situations.

Project Lead(s) S/SGT M. Perreault, SGT J. McCall

Project Sponsor(s) SUPT F. Bergen, A/INSP G. Watts

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: N/A

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
●	●	●	●	●	●	●	●	●	●	

Progress in Last 90 Days

- RECOMMENDATION REMOVED

Progress in Next 90 Days

N/A

Beyond 90 Days

Recommendation #11: Disband the Transit Patrol Unit

Disbanding the Transit Patrol Unit. The Unit was originally established to supplement the day-to-day role of Divisions to respond to calls for service related to Toronto Transit Commission vehicles, subways and properties. However, this role is no longer required since the Toronto Transit Commission now has Special Constable Program in place. Transit Patrol Unit members will be redeployed to other priorities.

Project Lead(s) SGT J. McCall

Project Sponsor(s) SUPT F. Bergen, A/INSP G. Watts

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: Jan 2017

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
●	●	●	●	●	●	●	●	●	●	

Progress in Last 90 Days

- Unit disbanded as of Jan 2017

Progress in Next 90 Days

N/A

Beyond 90 Days

N/A

Recommendation #12: Alternate Delivery of the Lifeguard Program

Toronto Police Service Lifeguard Program and its \$1.1 million budget become the responsibility of the appropriate department of the City of Toronto. This program provides lifeguard services on Toronto beaches while the City of Toronto provides lifeguard services for the rest of the city. Civilian staff currently supporting this program will be redeployed to other priorities.

Project Lead(s)

SGT R. Baker, CO S. Cairns

Project Sponsor(s)

SUPT F. Bergen, A/INSP G. Watts

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: 2018

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
										N/A

Progress in Last 90 Days

- City of Toronto legal services engaged for risk assessment in transitioning of role from the Toronto Police Service to the City of Toronto.
- City engaged in job shadowing at TPS Marine Unit. Continue providing Lifeguard Financials to the City. Scan of neighbouring police services and municipalities to determine best practices service level agreements between lifeguard programs/policing services.

Progress in Next 90 Days

- Ongoing job shadowing and support. Transition requires approval from Council in September.

Beyond 90 Days

- Ongoing support and transition to the City of Toronto in 2018.

Recommendation #13: Alternate Delivery of the School Crossing Guard Program

The School Crossing Guard Program, with its \$6.8 million budget, become the responsibility of the City of Toronto, or an alternative. Currently, the Toronto Police Service administers the program and sends officers to fill in when crossing guards are unexpectedly absent. This recommendation will allow members that support the program to be redeployed to other priorities.

Project Lead(s) SGT R. Baker, CO S. Cairns

Project Sponsor(s) SUPT F. Bergen, A/INSP G. Watts

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: 2018

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
N/A										

Progress in Last 90 Days

- Request for Information (RFI) issued and two vendors responded. Responses sent to City Transportation for evaluation.

Progress in Next 90 Days

- City Transportation to interview Request for Information (RFI) respondents and develop Request for Proposal (RFP) with support from the Toronto Police Service. City will release RFP for the program.

Beyond 90 Days

- City to select vendor and TPS will continue to support towards the anticipated transition to the City in 2018.

Recommendation #14: Using Traffic Technology Enforcement to Improve Public Safety

The City of Toronto implement traffic enforcement cameras that are owned and operated by the City of Toronto, in school zones and areas identified as having higher collision rates, as a way of modifying driver behaviour and reducing risks. This recommendation means that our city will use all of the tools it can to provide the right mix of prevention, enforcement, and response.

Project Lead(s)	SGT J. Apostolidis, PC W. Darwish, CIV M. Vincent, PC A. Goodine	Project Sponsor(s)	SUPT F. Bergen, A/INSP G. Watts
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PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: 2019

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
										N/A

Progress in Last 90 Days

- City of Toronto has expanded presence of red light traffic enforcement cameras beyond existing installations.
- Ministry of Transportation passed legislation (Safer School Zones Act) which will enable use of traffic enforcement technology beyond present ability.
- More details can be found at the following site: <https://news.ontario.ca/mto/en/2017/05/ontario-passes-legislation-to-keep-kids-safe-on-local-roads>
- TPS collision data shared with City of Toronto to support decision making.

Progress in Next 90 Days

- TPS to continue to work with the City of Toronto for effective implementation.
- Collaboratively develop strategy to support evidenced based escalated enforcement model

Beyond 90 Days

- Support and execute implementation plan.

Recommendation #15: Overhauling Paid Duties

An overhaul of the Paid Duty process. The current process is not well understood and often puts the reputation of the Toronto Police Service at risk. A recommendations for a risk assessment model to ensure that off-duty police officers are only utilized in a paid duty capacity where the skills, authorities, and training of a police officer are necessary. We will also be clear about those situations where private security is the appropriate alternative.

Project Lead(s) S/SGT M. Perreault, SGT J. McCall

Project Sponsor(s) SUPT F. Bergen, A/INSP G. Watts

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: 2019

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING	
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period

EXPLANATION OF INDICATORS

Changes to section 134 of the Highway Traffic and a variety of associated Ontario Regulations are required, affecting timelines. At present, under-staffed on-duty resources continue to be required in support of commercial paid duty requirements. Additional staffing is required to operationalize new processes. Efforts are currently underway to seek out suitable candidates

Progress in Last 90 Days

- The Service will cease to provide wide load escort paid duty services, as of August 1, 2017. This has been championed with the support of Toronto Transportation, and formal notifications have been distributed to members of the trucking industry that are current paid duty customers. Productive discussions have been held between the Toronto Police Services Board and the Province of Ontario with a promising outlook for this recommendation.

Progress in Next 90 Days

- As previously indicated, full adoption of the risk-based approach to special events is critically dependent on changes to Provincial legislation. Until other lawful alternatives are provided to commercial interests, the TPS will be limited in what it can effectively divest itself from.
- As with the risk-based approach to special events, and beyond the necessary changes to the laws that govern traffic direction and road closures, overhauling the TPS paid duty model of policing commercial interests requires an appropriate staffing model to fully assess the risks posed by assigning, or not assigning, off-duty resources. Efforts are currently underway to seek out suitable candidates within the TPS and the matter has been escalated to the Chief Administrative Officer in an effort to find long term solutions.

Beyond 90 Days

- The success of this recommendation is significantly linked to key statutory changes in Provincial legislation, specifically section 134 of the Highway Traffic Act, RSO 1990, the Ontario Traffic Manual, and a variety of associated Ontario Regulations.

Recommendation #16: City-wide Divisional Boundary and Facility Realignment

The Toronto Police Service will begin a phased redesign of its Divisional structure and alignment of facilities. The redesign will follow the principle of lifting all boundaries from the city map, and then using demand and workload modelling to draw new boundaries and facility locations that take into account the boundaries of Toronto's 140 neighbourhoods, and coordinate better with the planning of other city and provincial services.

Project Lead(s) SGT T. McCord, PC D. Gracey, PC M. Bulford, PC J. Makhoul

Project Sponsor(s) SUPT F. Bergen, A/INSP G. Watts

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: 2019+ (multiple phases)

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	

N/A

Progress in Last 90 Days

- Environics tool and data used to produce district maps to provide direction towards the district model.
- Began analysis of maps with population forecasting and workload data to further refine the maps.
- Conducted research with Communication Services and City Planners to identify red flags moving forward.
- Initiated engagement of internal and external stakeholders.
- Initiated planning for District headquarters and consolidated Criminal Investigations Bureau (CIB) for 12, 23, and 31 Divisions.

Progress in Next 90 Days

- Further analysis of workload data and refinement of maps.
- Develop proposal for territorial optimization and boundary realignment (District Model) to Command for approval.
- Continued meetings with Facilities Management to determine renovations and new builds to move towards District model.
- Engage additional internal and external stakeholders to assess proposed boundary changes.
- Further planning for the consolidated CIB at 23 Division - District Headquarters, including completion of staffing selections.

Beyond 90 Days

- Continue to meet with internal and external stakeholders regarding approved boundary changes.
- Continued planning with Facilities Management (comprehensive planning followed by construction will be a multi-year initiative).
- Consolidated CIB and Prisoner Management implemented at 23 Division - District Headquarters (targeting Q1 2018).

Recommendation #17: More Accessible and Transparent Information and Services

As the Divisional map is redesigned, we are recommending an investment in modern technology to offer the public open access to information and tools that communities can use to improve neighbourhood safety.

Project Lead(s) SGT J. Apostolidis, PC W. Darwish, CIV M. Vincent,
PC A. Goodine

Project Sponsor(s) SUPT F. Bergen, A/INSP G. Watts

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: 2017+ (multiple phases)

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	

N/A

Progress in Last 90 Days

- Public Safety Data Portal launched and is now available via the TPS website. Traffic and Crime Data are available to download and interactive dashboards are available to visually present data.
- Community Asset Portal launched.
- Research being conducted on internal facing TPS app(s).

Progress in Next 90 Days

- Continued testing and promotion of the Public Safety Data Portal.
- Continue research on internal facing TPS app(s).

Beyond 90 Days

- Ongoing testing, research, monitoring and development of internal and external applications.

Recommendation #18: Moratorium on Hiring and Promotions

A carefully managed moratorium on hiring and promotions between ranks for officers and civilians over the next three years while the Service designs and deploys the new service delivery model. This moratorium will allow the Service to ensure that it has the right type and number of members for the new service delivery model, and the leanest possible management structure.

Project Lead(s) SGT R. Baker, PC L. Vieira

Project Sponsor(s) SUPT F. Bergen, A/INSP G. Watts

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: 2019

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	

Initial analysis indicates that the rate of attrition is occurring at a higher rate than planned. This has a direct impact on timelines and budget. Membership morale is also significantly impacted. Planning is underway to better understand staffing levels and address employee morale.

Progress in Last 90 Days

- Moratorium on hiring and promotion continues. Uniform and Civilian separations are occurring at a higher rate than originally estimated. Currently working with HR to establish appropriate protocols to assess/evaluate current staffing levels against business needs.

Progress in Next 90 Days

- Ongoing monitoring of the Moratorium based on staffing requirements in current state while balancing business needs.
- Further engagement with members to explain the rate of attrition and to address staffing concerns.

Beyond 90 Days

- Ongoing monitoring of the Moratorium based on staffing requirements in current state while balancing business needs.


Recommendation #19: Assessing Information Technology Requirements

The Toronto Police Service will retain an external expert advisor to review potential efficiencies, alternative service delivery models, and future trends for information technology in policing. The advice will include immediate efficiencies that may be possible through benchmarking, as well as an Information Technology Unit organizational assessment and identification of opportunities for alternative service delivery mechanisms.

Project Lead(s) CIV C. Giannotta

Project Sponsor(s) SUPT F. Bergen, CAO T. Veneziano











PROJECT HEALTH

 On Track

 At Risk

 Off Track

Anticipated End Date: 2017 – 2019

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
										

N/A

Progress in Last 90 Days

- Completed Request for Services (RFS) process to hire for ITS Strategist and Business Planner (awarded to Gartner).
- IT Strategy team from Gartner completed background forms. Background checks progressing, 2 complete, 2 waiting on segments.
- Planning started on IT Strategic Plan development.
- Finalized minutes of follow-up meeting with E&Y on the ITS response to the initial recommendations and report.
- Creation of a business case for a business relationship and business architecture (BRM) capability underway and present to CAO.

Progress in Next 90 Days

- Complete 3 year IT Strategic Plan. Develop strategic vision for TPS-IT, current capabilities assessment, Needs & Opportunities, Alternative Assessment to form Strategic Initiatives (Charters, High level plans) Strategic Roadmap & Recommendations based on alignment with TPS business priorities and requirements, agreed E&Y recommendations and Shared Services directions.
- Complete business case and budget requirements for review and approval of Chief Administration Officer (CAO) for Business Relationship Management (BRM) capability. Incorporate as appropriate into IT Strategic Plan.

Beyond 90 Days

- Evolution to a new level of activity beyond assessment activities.
- Communicate plan, develop business cases and detailed plans as needed based on the IT Strategic Plan and roadmap for initiatives, projects, changes and improvements to the organization and service delivery.

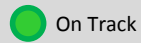
Recommendation #20: Alternate or Shared Delivery of Court Services

The Toronto Police Service will fully assess whether alternatives exist that can reduce costs while ensuring that the Toronto Police Service fulfills its court security obligations under the Police Services Act.

Project Lead(s) SGT R. Baker, CO S. Cairns

Project Sponsor(s) SUPT F. Bergen, A/INSP G. Watts

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: 2019

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
N/A										

Progress in Last 90 Days

- Request for Proposal (RFP) issued to market by the City of Toronto to secure a vendor to conduct cost/benefit analysis to inform a decision and assist in assessing viability to outsource all/part of the Court Services Unit. Ongoing stakeholder support and engagement continues to keep members of Court Services informed of this process.

Progress in Next 90 Days

- Vendor to be selected by the City of Toronto and the vendor to commence the cost/benefit analysis. Ongoing stakeholder support.

Beyond 90 Days

- Analysis completed in December 2017 to inform the TPSB/TPS decision on next steps on viability / outsource Court Services in whole or in part.

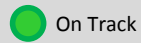
Recommendation #21: Alternate or Shared Delivery of Parking Enforcement

The Service fully assess whether there are better alternatives to the current Parking Enforcement Unit that will lower operating costs – as has also been recommended by previous reviews. The Parking Enforcement Unit budget is wholly separate from the Toronto Police Service's annual operating budget.

Project Lead(s) SGT R. Baker, CO S. Cairns

Project Sponsor(s) SUPT F. Bergen, A/INSP G. Watts

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: 2019

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
										N/A

Progress in Last 90 Days

- Request for Proposal (RFP) issued to market by the City of Toronto to secure a vendor to conduct cost/benefit analysis to inform a decision and assist in assessing viability to outsource all/part of the Parking Enforcement Unit. Ongoing stakeholder support and engagement continues to keep members of Parking informed of this process.

Progress in Next 90 Days

- Request for Proposal (RFP) issued to market by the City of Toronto to secure a vendor to conduct cost/benefit analysis to inform a decision to outsource all/part of Parking. Ongoing stakeholder support keeping members of Parking informed of this process.

Beyond 90 Days

- Conduct analysis in December 2017 to inform the TPSB/TPS decision on next steps to outsource Parking in whole or in part.

Recommendation #22: Alternate or Shared Delivery of Background Screenings

The expanded use of contract agents to conduct background screening as part of the Toronto Police Service's hiring process. The current approach involves a combination of officers and contract agents. Officers who are currently part of this function would be redeployed to other priorities.

Project Lead(s)

SGT R. Baker, CO S. Cairns

Project Sponsor(s)

SUPT F. Bergen, A/INSP G. Watts

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: 2019

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
N/A										

Progress in Last 90 Days

- Decision made to continue with / expanding current use of retired police officers as contract agents to continue with background screenings. Uniform officers have been redeployed with exception of critical positions requiring officers.

Progress in Next 90 Days

- Background Screenings may need to expand due to future hiring requirements. This may require uniform officers in critical positions and additional contract agents.

Beyond 90 Days

- Background Screenings may need to expand due to future hiring requirements. This may require uniform officers in critical positions and additional contract agents.

Recommendation #23: Investment in 9-1-1

Consultation with the City of Toronto on implementing a 9-1-1 cost recovery fee that would recoup the cost of providing these services to all land and wireless telephone users. The recovery fee would also provide the foundation for future investments in new 9-1-1. The costs to staff, operate and maintain these operations are covered though the Service's budget. At present 9-1-1 cost recovery fees are in place in eight other provinces.

Project Lead(s) SGT P. Jones, PC K. Bassett, CIV M. Everest

Project Sponsor(s) SUPT F. Bergen, A/INSP G. Watts

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: 2019+ (multiple phases)

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
										N/A

Progress in Last 90 Days

- Business case was submitted in March that outlined the potential need for 911 cost recovery fees to be collected by the City or Province to fund Next Generation 911 (NG 911) services. In May, 2017, the CRTC issued a memo detailing plans for every first response agency in the country to transition to NG 911 by 2020. This provides a set timeline during which the City will have to determine whether 911 cost recovery fees will be pursued and if so whether they will be monitored at the municipal or provincial level.

Progress in Next 90 Days

- It is recommended that NG 911 funding be added to the Capital Business Plan. If not, another funding source will need to be identified for the implementation and maintenance of NG 911 services.

Beyond 90 Days

- A comprehensive business case and costing will be required to identify the potential costs that involved in the launch and maintenance of NG 911. The CRTC memo outlined the time frame for telecommunications providers to build their infrastructure to provide NG 911 services. Until these providers have done so it will be difficult to anticipate the costs related to building the corresponding TPS infrastructure. It would be beneficial for the Service to have representatives at the table with Telecom representatives to develop the infrastructure in a collaborative manner.

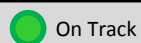
Recommendation #24: Comprehensive Culture Change and Human Resource Strategy

A comprehensive approach to culture change that considers all the ways in which culture is embedded in the organization. The culture change starts from within, how the TPS operates and manages as a public service organization. It also involves an external focus in terms of how the TPS services and engages with the public, stakeholders and partners.

Project Lead(s) SUPT B. McLean, INSP S. Coxon

Project Sponsor(s) SUPT F. Bergen, CAO T. Veneziano

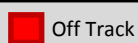
PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: ONGOING

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	

One time funding has been identified; currently working to identify long-term funds to support the extended 7 year plan. Project staffing for the PHIX remains at 1 Full-time Equivalent; additional staffing would help to improve productivity.

Progress in Last 90 Days

- Policing Effectiveness and Modernization (PEM) Grant received to hire a consultant to complete a comprehensive culture assessment of the Service. The scope of work and expectations for the consultant are to be finalized and the Request for Service (RFS) to select a qualified firm to complete a service-wide culture assessment is to be issued to market.
- The recently implemented Police Hub for Innovation eXchange (PHIX) is now operating at Toronto Police College. An internal website has been created as an engagement tool for service members to submit their ideas and view and vote on the ideas of their colleagues. The unit and its transparency has been received positively by Members, demonstrated by over 4000 site hits and 100+ files actively under review.

Progress in Next 90 Days

- Submissions to the RFS will be received by the Service and the selection process will commence. The evaluation and selection process will be complete and the successful Proponent will initiate a service-wide assessment of its culture. Strategy management will monitor progress of the deliverables to ensure the project is completed on time and remains within the defined scope of work and budget.
- Next steps for the PHIX involve further refining processes for advancing ideas (and in the meantime current submissions continue to be developed).

Beyond 90 Days

- Strategy Management will continue to monitor progress of work. Interim and final Financial Reports and Interim and final Performance Measures Report will be completed and submitted to the Ministry of Community Safety and Correctional Services. Once final report is received, the results of the assessment will be reviewed and strategies will be developed to align Service's current culture and its modernization goals. The Change Management plan is to be reviewed and updated regularly and best practices are to be tracked.
- Long-term plans for the PHIX will include having a public-facing component.


Recommendation #25: Public Engagement Strategy

We are recommending that the Service come forward with a broad, inclusive and ongoing public engagement strategy for modernization. This strategy should incorporate opportunities for individual residents, make effective use of the existing Community Police Liaison Committees and Chief's Consultative Committees, and involve community groups and agencies, youth workers, and youth from different neighbourhoods.

Project Lead(s) SUPT B. McLean, INSP S. Coxon

Project Sponsor(s) SUPT F. Bergen, INSP S. Coxon











PROJECT HEALTH

 On Track

 At Risk

 Off Track

Anticipated End Date: ONGOING

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
										

Additional focus on internal/membership engagement is required before external engagement strategies can be fully launched (through we will continue to ensure the Public is engaged as required in the interim).

Progress in Last 90 Days

- Policing Effectiveness and Modernization (PEM) Grant received for funding of Virtual Town Hall meetings. Draft Request for Proposal (RFP) has been completed for selection of vendor for Virtual Town Hall services. Engaged youth through Civic Action-DiverseCity Youth Team. University of Waterloo partnership underway and students are currently reviewing digital branding of TPS. Initiated meeting with Social Media External Advisory Group to help expand and improve TPS Social Media portfolio. Scope of work for engaging the public regarding a new external website completed.

Progress in Next 90 Days

- RFP for Virtual Town Hall meetings finalized and released. Selection of vendor for Virtual Town Hall Services by September 2017. Development of content for Virtual Town Hall meetings. Virtual Town Hall meetings to begin October 2017. Engagement with Community Advisory Committee. Social media portfolio to be reviewed. We will continue to track all external engagements on database and look for potential ways to ensure positive ongoing communications and engagement with the public. Anticipate contract award to engage the community in what they would like to see in a new TPS website.

Beyond 90 Days

- Host Virtual Town Hall Meetings and webinars. Actively leverage social media outlets to engage with the community. Continue engagements with Community Advisory Committee and External Advisory Group for Social Media. Anticipated completion of report from University of Waterloo on TPS Digital branding. Launch new TPS website.

Recommendation #26: Service Engagement Strategy

We are recommending intensive and meaningful engagement with Service members on implementation as an essential part of modernization, and as an opportunity for the leaders of the Service to demonstrate culture change in action. Members should have the chance to speak candidly, feel their input matters and have opportunities for collaboration on questions of design and implementation.

Project Lead(s) SUPT B. McLean, INSP S. Coxon

Project Sponsor(s) SUPT F. Bergen, INSP S. Coxon

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: ONGOING

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
										N/A

Progress in Last 90 Days

- Continued communication with Service Members. Face to Face presentations, email and video platforms have been created to communicate with members effectively. Working groups have been established and are actively involved in providing feedback and awareness. Review of social media portfolio. Service wide video messaging from Chief on changes taking place. Member feedback mechanisms in place and demonstrating members engagement via The Way Forward service-wide email. Community Investigative Support Unit (CISU) video released and posted to intranet.

Progress in Next 90 Days

- Service engagement strategies to be further developed and executed. Additional working group representatives will be sought out for specific work streams. Consistent updates and information to be provided via the service wide email bulletin generated from the Way Forward website. All Staff Sergeants to be involved in an engagement with the Chief/Supt. of Strategy Management (STM) in September 2017. Social media portfolio to be expanded and strengthened. Updates on district model for Senior Officers and Management.

Beyond 90 Days

- Service engagements will be ongoing.

Recommendation #27: Association (TPA and SOO) Engagement Strategy

We are recommending substantive engagement on implementation with the **Toronto Police Association** and the **Senior Officers' Organization** in the months ahead. These discussions should respect the important role that these two organizations play in representing their respective memberships and the role of the Board and the Service's senior leadership in representing the public interest.

Project Lead(s) INSP S. Coxon

Project Sponsor(s) SUPT F. Bergen, INSP S. Coxon

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: ONGOING

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
N/A										

Progress in Last 90 Days

- Representatives of the Association are assigned to each recommendations. They have provided input for the recommendations being brought forward, and are actively involved in working groups.

Progress in Next 90 Days

- Strategy Management will continue to engage with the Toronto Police Association (TPA) and the Senior Officers Organization (SOO).

Beyond 90 Days

- Strategy Management will continue to engage with the TPA and SOO.

Recommendation #28: Establishing New Pathways of Accountability

We are recommending four mutually reinforcing actions to establish new pathways of accountability that are peer-to-peer within the Service, between officers and their leaders, and between the Service and the public. These pathways are components of the culture change plan described in Chapter 6 and will result in a significant shift in the accountability culture of the organization.

Project Lead(s)

INSP S. Coxon

Project Sponsor(s)

SUPT F. Bergen, INSP S. Coxon

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: 2020

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	

Project staffing issues are affecting progress with this recommendation. Next steps currently being evaluated. No major issues/risks are foreseen at this time.

Progress in Last 90 Days

- No current policy & procedure exists for Peer to Peer Accountability

Progress in Next 90 Days

- Further research to be conducted on an exclusive, custom, peer to peer program designed specifically for the Toronto Police Service.

Beyond 90 Days

- Development of the peer to peer program with projected roll out in 2020.

Recommendation #30: People Management Strategy

We are recommending a comprehensive people management and HR strategy for the Service that includes significant changes to:

- The roles, functions and structure of the Service's Human Resources unit to enable it to play a more modern and strategic role.
- HR policies, processes, analytics and tools that will enable modernization of service-delivery and deployment changes.

Project Lead(s) SUPT B. McLean, CIV J. May

Project Sponsor(s) SUPT F. Bergen, INSP S. Coxon

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: 2019

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
One time funding has been identified; currently working to identify long-term funds (e.g. to support staffing of new HR pillar).										

Progress in Last 90 Days

- Stakeholder consultations on track. External Transformational Task Force (TTF) members consulted on the HR structure and People Plan. Finalizing analysis and planning for Human Resources (HR) pillar restructuring, competency implementation, and mentoring program pilot.

Progress in Next 90 Days

- Financial analysis of HR restructuring being completed. Targeting a presentation to the TPSB in August or September.

Beyond 90 Days

- Hiring an HR project manager to fully develop the tasks, timelines, and deliverables within the TPS People Plan. Begin the process of staffing key positions within the new HR structure.

Recommendation #32: Modernization Scorecard

We are recommending an initial Modernization Scorecard. When fully realized, it will be comprehensive, transparent, accessible to all and an example of culture change in action.

Project Lead(s)

INSP S. Coxon, CIV C. Mathias

Project Sponsor(s)

SUPT F. Bergen

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: **ONGOING**

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	N/A

Progress in Last 90 Days

- Scorecard has been updated. Diversity and Inclusion has conducted a Service wide Census to collect data that will update the scorecard accordingly.

Progress in Next 90 Days

- Analysis of data from Census, as well as employee engagement survey, will help to assess progress.

Beyond 90 Days

- Continued updates on modernization scorecard as information becomes available.


Recommendation #33: Neighbourhood Officer

According to the TTF Interim Report, the centrepiece of the new service delivery model will be a renewed, more integrated and intensified investment in building safe communities and neighbourhoods, with officers focused on local problem solving. A key part of this new model is the proposal that every one of the City of Toronto's 140 identified neighbourhoods will have named, uniformed officers assigned to them on a long-term basis.

Project Lead(s) S/SGT J. Hogan

Project Sponsor(s) SUPT F. Bergen, A/INSP G. Watts











PROJECT HEALTH

 On Track

 At Risk

 Off Track

Anticipated End Date: 2019

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
										

Timelines: P.E.M. grant funding will dictate strict timelines to achieve many of the deliverables with regard to this recommendation
Project Staffing: Additional resources are required to build the processes and structure of the neighbourhood officer program.

Progress in Last 90 Days

- Policing Effectiveness and Modernization (PEM) grant received to support multiple lines of work comprising Phase 1 - Research, Consultation, and Design.

Progress in Next 90 Days

- Release RFS for a crime prevention/public safety consultant
- Undertake best practice research and business process review
- Release RFS for clothing design consultant
- Research and recommend enhanced patrol bicycle
- Release RFP for website redesign
- Engage academic assistance

Beyond 90 Days

- Community consultation and outreach
- Determine training requirements
- Continue business process redesign



Toronto Police Services Board Report

July 19, 2017

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Service Vehicles – Design and Colour

Recommendation(s):

It is recommended that the Board receive this report and forward a copy of this report to the City Manager for information.

Financial Implications:

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

Background / Purpose:

On September 20, 2016, the Toronto Police Service (T.P.S.) introduced a new design for its frontline service vehicles. This new design was a grey base with white reflective lettering. The text, emergency lighting and model of the car did not change (Appendix A).

Prior to this formal introduction, through social media and CP24, a small number of vehicles were deployed in the city's northwest area. The informal feedback at the time was positive from Service members and the community.

Subsequent to the initial launch, the Service received feedback that was critical of the decision to redesign the car without community and stakeholder input. As a result, at its October 20, 2016 meeting, the Toronto Police Services Board (Board) approved the following motion (Min. No. 247/16):

1. That the Chief report to the Board on the current inventory of service vehicles according to the designs that he intends to have in service over the next five years as per the Service's Capital Plan.

In addition, at its January 17, 2017 meeting, the Board accepted a report from the Chair and approved the following recommendations (Min. No. P14/17):

1. The Chief of Police submit a report to the Board, in conjunction with the report required in Min. No. 247/26, in response to City Council recommendations one to three arising from a Member Motion pertaining to the colour and graphics of the T.P.S. scout cars, and,
2. The Board forward a copy of this report to the City Manager.

To summarize, items one to three referred to above recommend:

1. The T.P.S. retain the current white/red/blue design pending further review,
2. A reason for the change is clarified, and,
3. If a new colour/design is required, a study with community consultations is undertaken and the new graphics will reflect diversity, inclusiveness and mutual respect.

Discussion:

The current fleet of frontline service vehicles is 1,612; this includes 550 vehicles that are specifically part of the redesign project. Over the years, the look of these cars has changed periodically. Most notably, the colour changed from yellow to white with red and blue stripes in the mid-1980's, and the existing design has been in place since 2006.

In order to consult with members and the public, a survey was created, published online and marketed between April 18, 2017 to May 9, 2017. The survey included 14 questions pertaining to the graphic elements of the car that were subject to change. Some of the features on the car are required by law, such as emergency lighting. The survey received 17,121 responses from the community and 1,438 responses from T.P.S. members. This was an unprecedented return and the highest level of participation in a survey the T.P.S. has ever conducted. The results were tabulated by Strategy Management with the assistance of Business Intelligence & Analytics and are attached as Appendix B.

The public and the T.P.S. agreed on 80% of the design elements with notable differences on the base colour (white vs. black or grey) and the colour of the "swoosh" seen across the doors. The results of the survey analysed and design options prepared by Ryerson University's RTA Productions team in the RTA School of Media. The design options were compared against the survey results and ultimately, a car design was selected that represents a compromise between the public and the T.P.S. member feedback. This design was reviewed by the T.P.S. and the Chair of the Toronto Police Services Board and is submitted as Appendix C.

The new service vehicles have been designed with visibility and professionalism in mind. The white reflective lettering, highly visible grey and white body, emergency

lights and sirens represent a vehicle which the community and T.P.S. members will recognize and take pride in. The new design specifications have been delivered to the manufacturer and as older vehicles are replaced, the new design will be applied. This process is taking place within the existing budget allocation for car design. Members of the public can expect to see the redesigned vehicles in the community as early as August 2017. It is expected to take four to five years for the T.P.S. fleet to be replaced with this design concept.

Conclusion:

The T.P.S. has connected with the public and its members on this process and, as a result, has created a new service vehicle that reflects visibility and professionalism. The T.P.S. is eager to introduce these vehicles and continue to modernize the fleet.

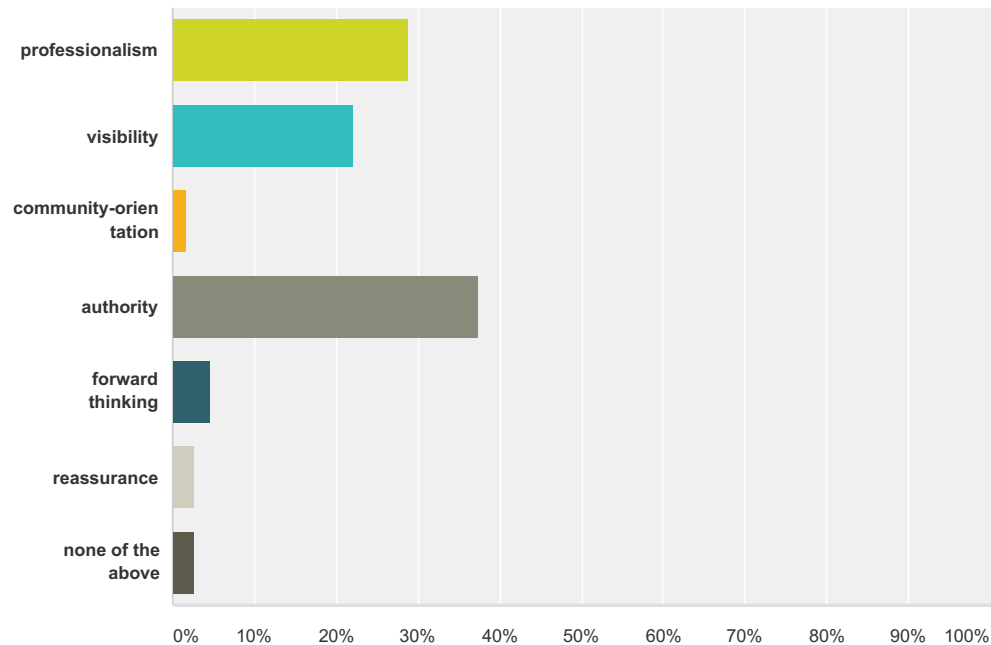
Chief Mark Saunders will be in attendance to respond to any questions that the Board may have regarding this report.

Respectfully submitted,

Mark Saunders, O.O.M.
Chief of Police

Q1 In your opinion, what characteristic would you most like Toronto Police Service front-line vehicles to project?

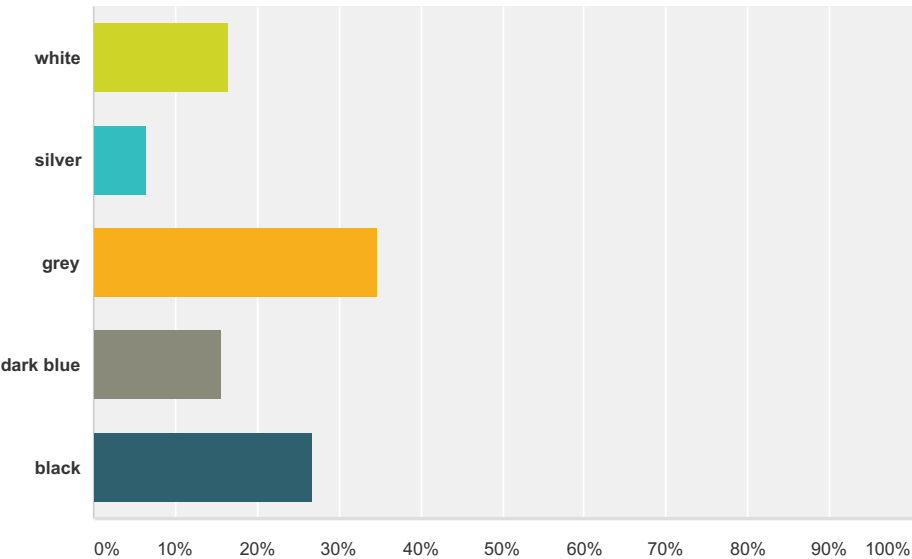
Answered: 1,438 Skipped: 12



Answer Choices	Responses	
professionalism	28.79%	414
visibility	22.04%	317
community-orientation	1.60%	23
authority	37.34%	537
forward thinking	4.66%	67
reassurance	2.78%	40
none of the above	2.78%	40
Total		1,438

Q2 Which of the following colours do you prefer as a base for TPS vehicles?

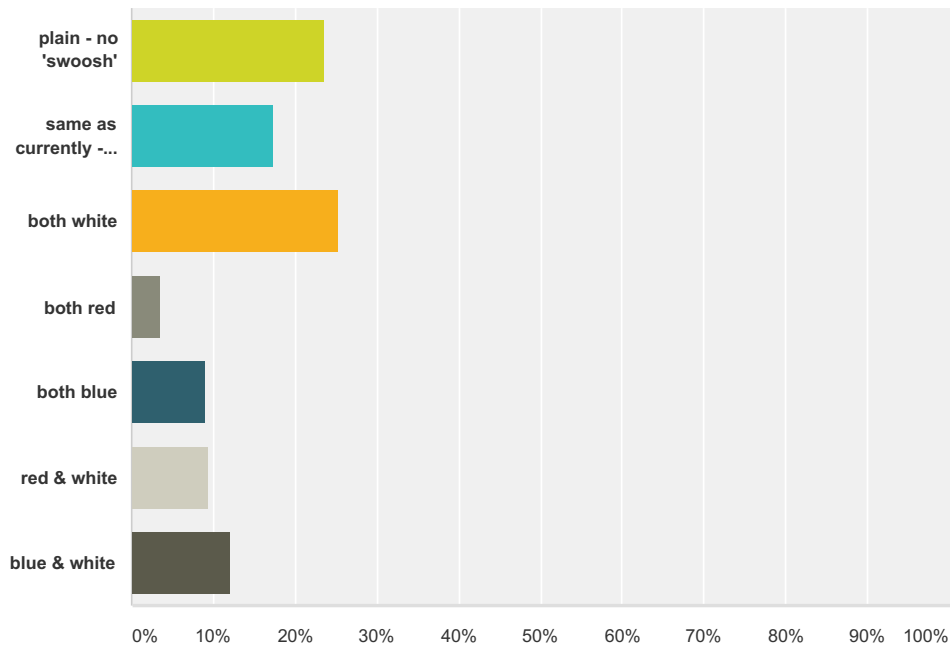
Answered: 1,416 Skipped: 34



Answer Choices	Responses	
white	16.53%	234
silver	6.43%	91
grey	34.68%	491
dark blue	15.68%	222
black	26.69%	378
Total		1,416

Q3 The current TPS front-line vehicles have a two-colour 'swoosh' across the doors. Do you think a 'swoosh' should continue to be part of the vehicle design? If 'yes' and thinking about the base colour you selected in question 1, what colour or colours do you think the 'swoosh' should be?

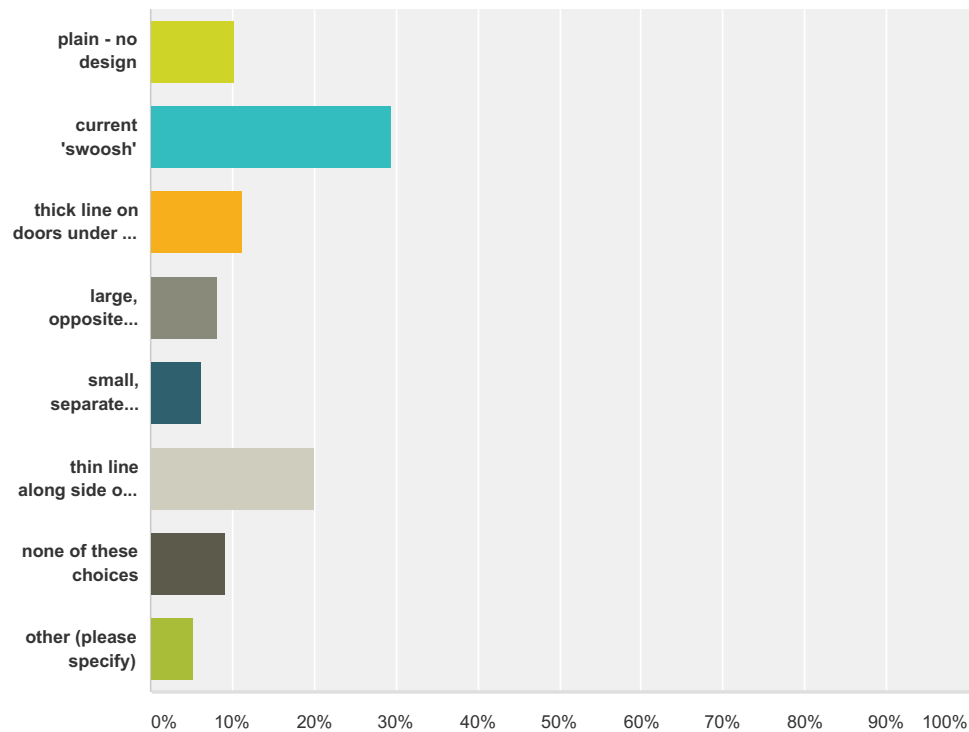
Answered: 1,385 Skipped: 65



Answer Choices	Responses
plain - no 'swoosh'	23.54%326
same as currently - blue & red	17.26%239
both white	25.27%350
both red	3.54%49
both blue	8.95%124
red & white	9.31%129
blue & white	12.13%168
Total	1,385

Q4 Focusing on the design rather than the colours, would you prefer one of the designs below to the current side-of-the-car 'swoosh'?

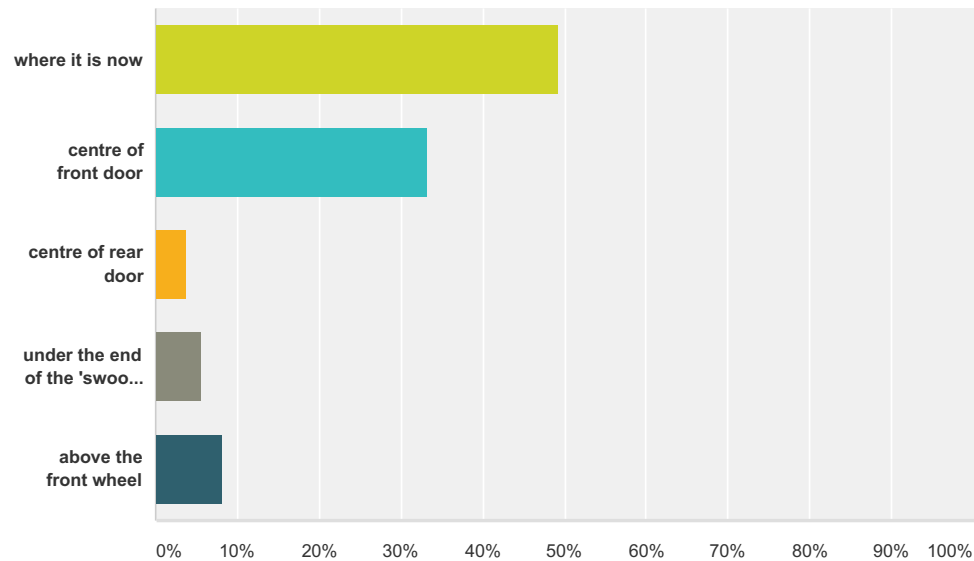
Answered: 1,336 Skipped: 114



Answer Choices	Responses
plain - no design	10.18% 136
current 'swoosh'	29.34% 392
thick line on doors under and touching text	11.38% 152
large, opposite 'swooshes'	8.16% 109
small, separate 'swooshes' at front and rear of car	6.29% 84
thin line along side of car under and separate from text	20.13% 269
none of these choices	9.21% 123
other (please specify)	5.31% 71
Total	1,336

Q5 Where do you think the Toronto Police Service crest should be placed?

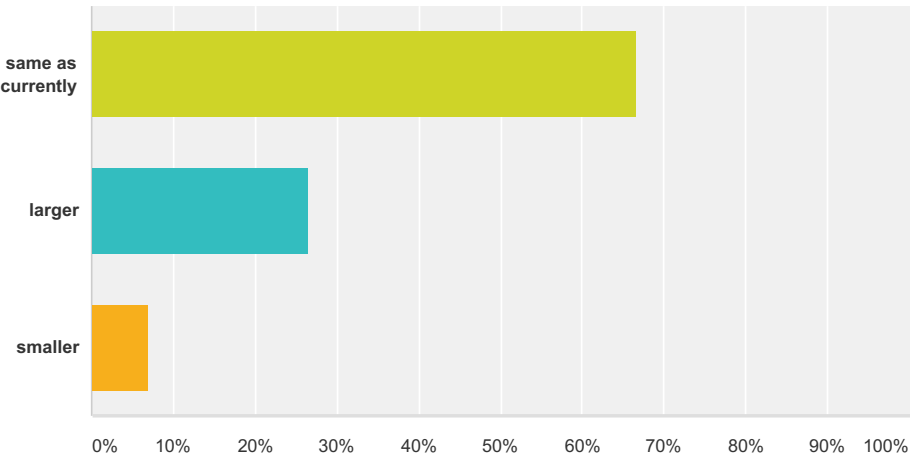
Answered: 1,292 Skipped: 158



Answer Choices	Responses	
where it is now	49.23%	636
centre of front door	33.28%	430
centre of rear door	3.79%	49
under the end of the 'swoosh' at the rear of the car	5.57%	72
above the front wheel	8.13%	105
Total		1,292

Q6 What size should the Service crest be?

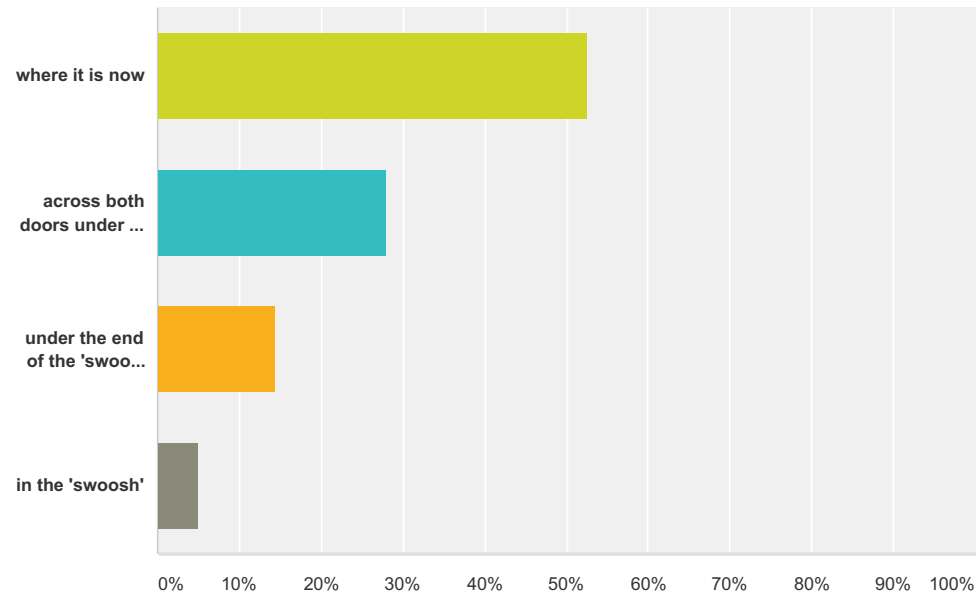
Answered: 1,290 Skipped: 160



Answer Choices	Responses	
same as currently	66.59%	859
larger	26.51%	342
smaller	6.90%	89
Total		1,290

Q7 Where do you think the Toronto Police Service motto - To Serve & Protect - should be placed?

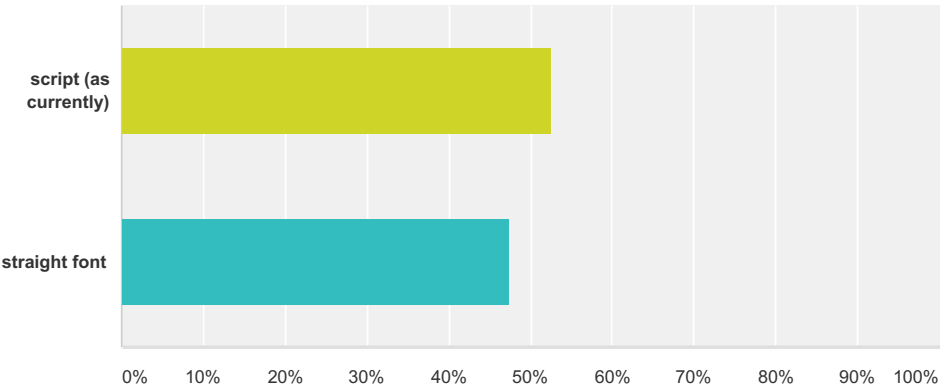
Answered: 1,285 Skipped: 165



Answer Choices	Responses	
where it is now	52.68%	677
across both doors under the word 'Police'	27.94%	359
under the end of the 'swoosh' at the rear of the car	14.40%	185
in the 'swoosh'	4.98%	64
Total		1,285

Q8 Should the Service motto - To Serve & Protect - be written in script or a straight font?

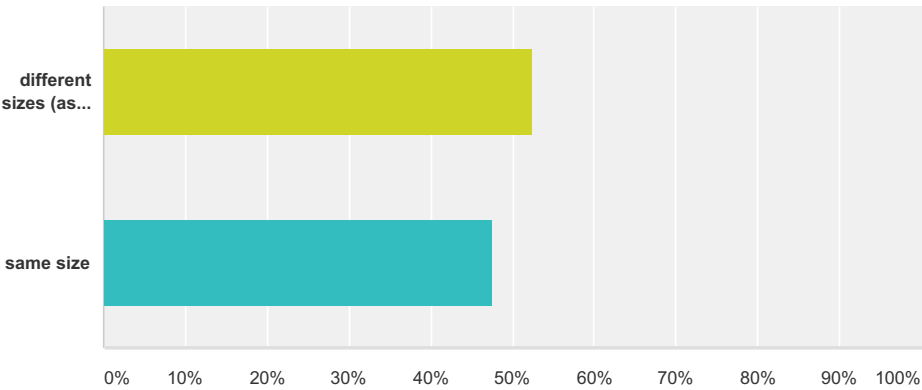
Answered: 1,287 Skipped: 163



Answer Choices	Responses	
script (as currently)	52.68%	678
straight font	47.32%	609
Total		1,287

Q9 Should the words 'Toronto' and 'Police' be different sizes or the same size?

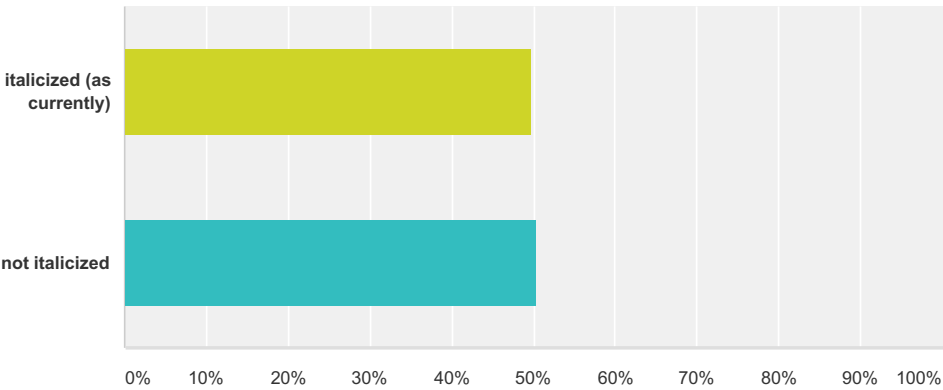
Answered: 1,246 Skipped: 204



Answer Choices	Responses	
different sizes (as currently)	52.33%	652
same size	47.67%	594
Total		1,246

Q10 Should the words 'Toronto Police' be italicized or not italicized?

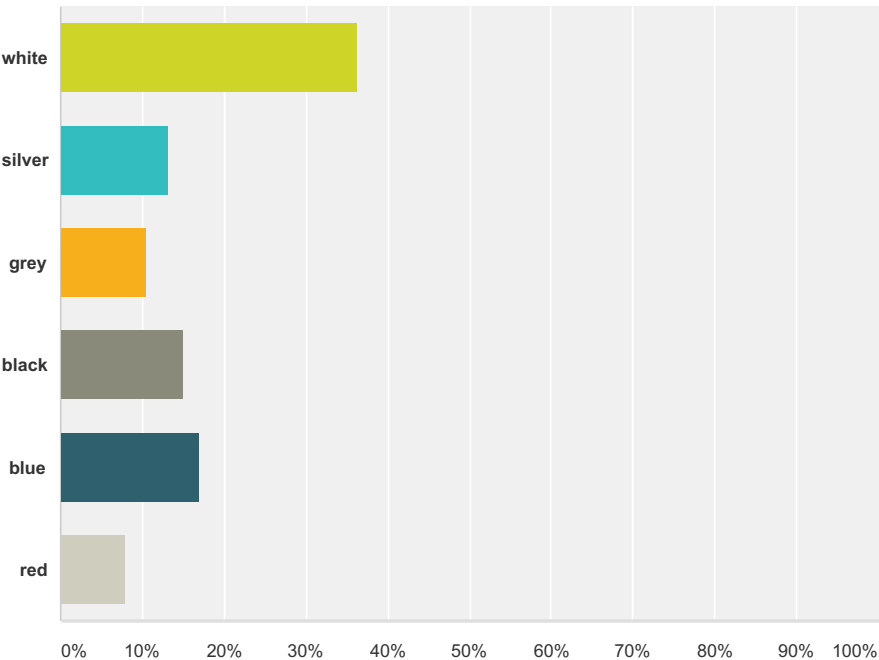
Answered: 1,244 Skipped: 206



Answer Choices	Responses	
italicized (as currently)	49.76%	619
not italicized	50.24%	625
Total		1,244

Q11 Thinking about the base colour you chose , and the colour or colours of the 'swoosh' you chose if you opted for the 'swoosh', what colour do you think the words 'Toronto Police' should be?

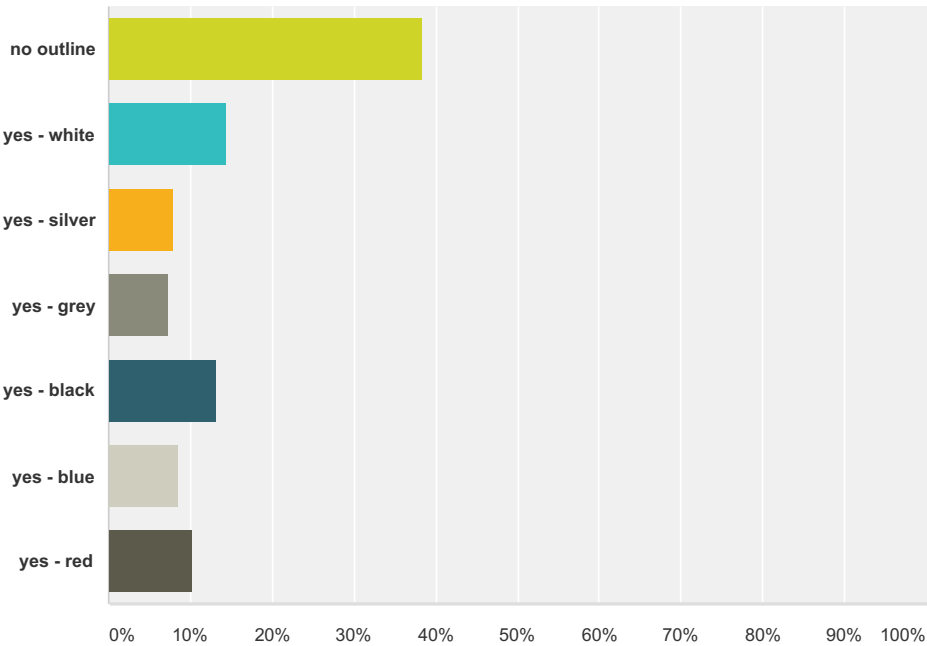
Answered: 1,208 Skipped: 242



Answer Choices	Responses
white	36.34%439
silver	13.25%160
grey	10.51%127
black	14.98%181
blue	16.89%204
red	8.03%97
Total	1,208

**Q12 Thinking about the colour you chose
for 'Toronto Police' in the previous
question, and your earlier colour choices,
do you think the letters should be outlined
in a different colour?**

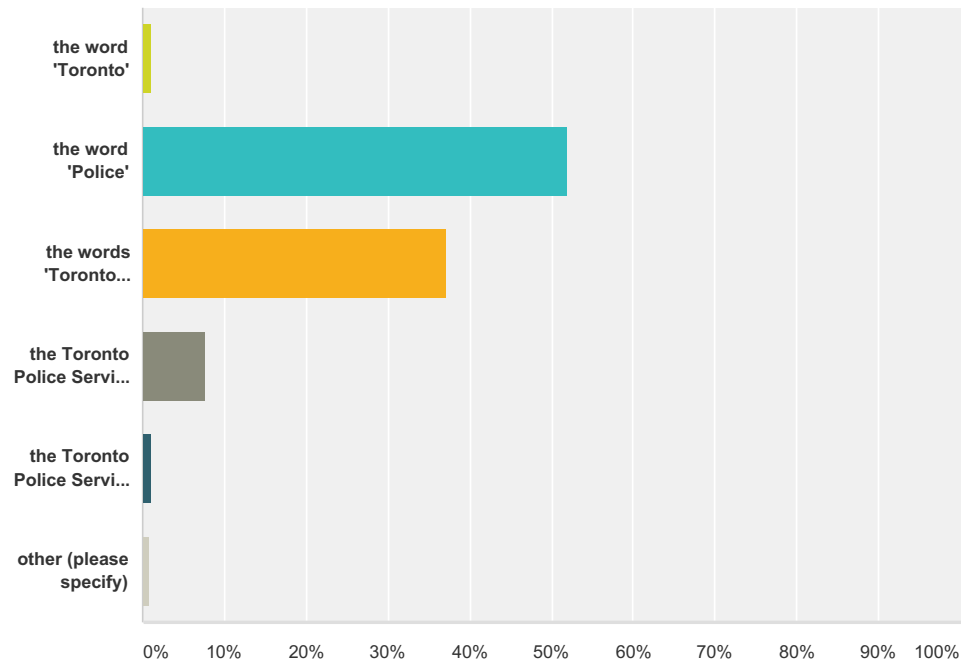
Answered: 1,229 Skipped: 221



Answer Choices	Responses
no outline	38.41%472
yes - white	14.32%176
yes - silver	7.97%98
yes - grey	7.40%91
yes - black	13.10%161
yes - blue	8.62%106
yes - red	10.17%125
Total	1,229

Q13 Of all the design elements on the side of Service front-line vehicles, which do you think should be the most prominent?

Answered: 1,232 Skipped: 218



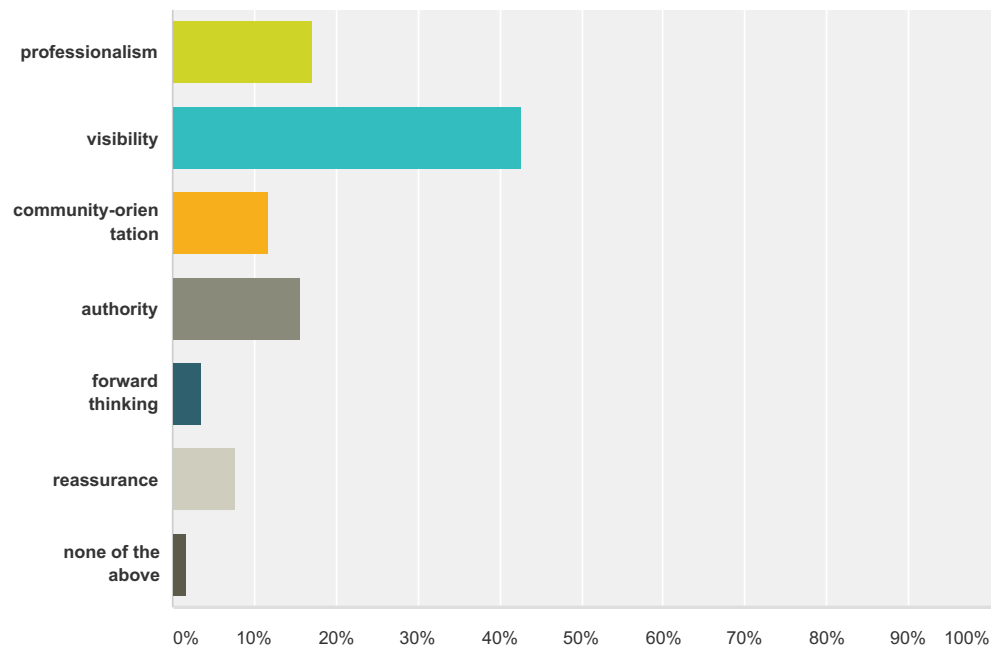
Answer Choices	Responses
the word "Toronto"	1.14%14
the word "Police"	51.95%640
the words "Toronto Police"	37.26%459
the Toronto Police Service crest	7.63%94
the Toronto Police Service motto	1.14%14
other (please specify)	0.89%11
Total	1,232

**Q14 Do you have any further suggestions
about the design of the Toronto Police
Service's front-line vehicles?**

Answered: 458 Skipped: 992

Q1 In your opinion, what characteristic would you most like Toronto Police Service front-line vehicles to project?

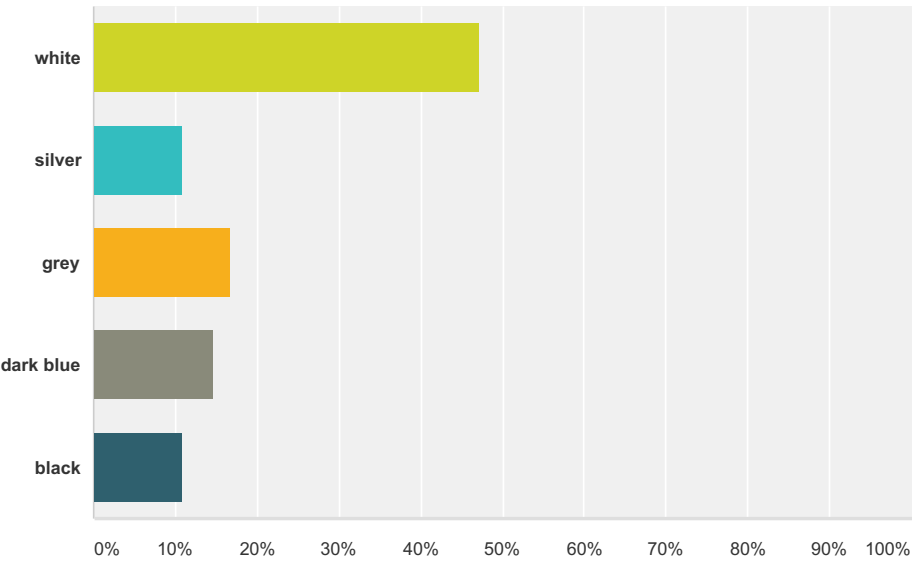
Answered: 17,121 Skipped: 69



Answer Choices	Responses	
professionalism	17.15%	2,936
visibility	42.69%	7,309
community-orientation	11.75%	2,011
authority	15.59%	2,669
forward thinking	3.50%	599
reassurance	7.71%	1,320
none of the above	1.62%	277
Total		17,121

Q2 Which of the following colours do you prefer as a base for TPS vehicles?

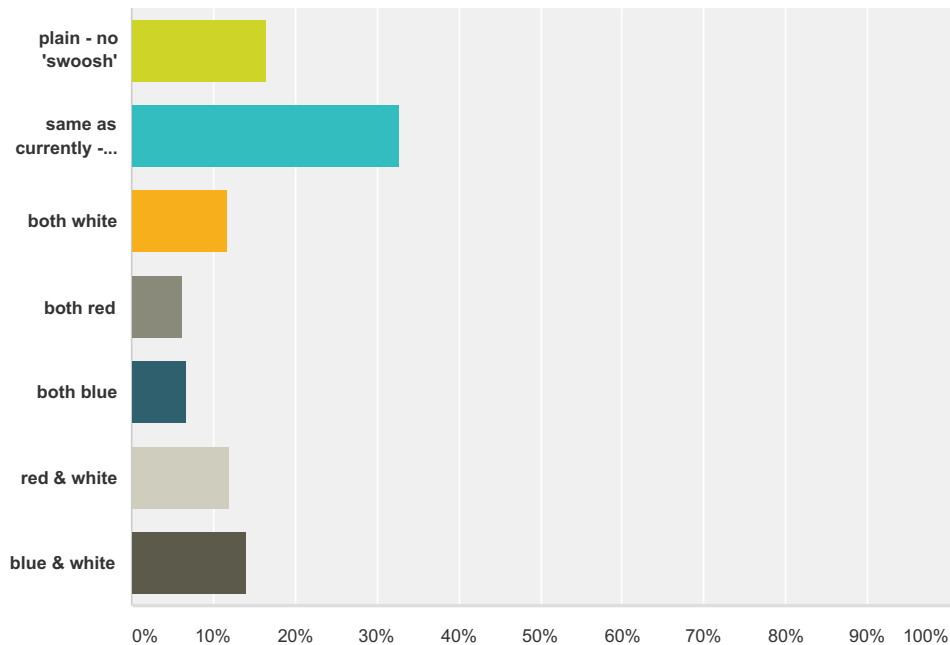
Answered: 16,842 Skipped: 348



Answer Choices	Responses	
white	47.08%	7,929
silver	10.76%	1,813
grey	16.61%	2,798
dark blue	14.71%	2,477
black	10.84%	1,825
Total		16,842

Q3 The current TPS front-line vehicles have a two-colour 'swoosh' across the doors. Do you think a 'swoosh' should continue to be part of the vehicle design? If 'yes' and thinking about the base colour you selected in question 1, what colour or colours do you think the 'swoosh' should be?

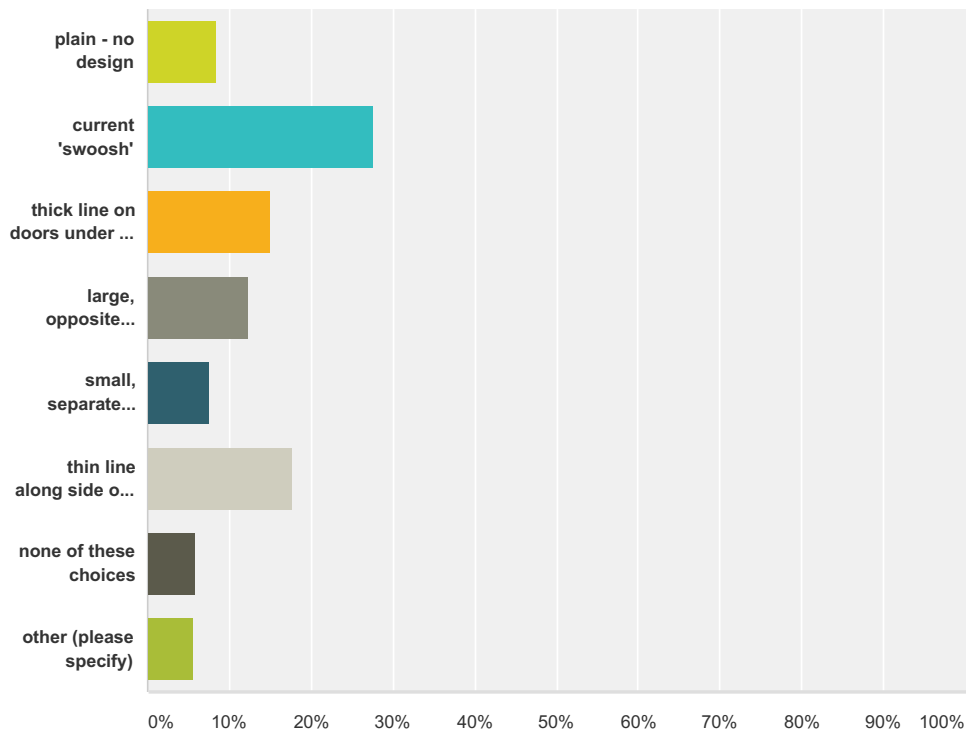
Answered: 16,382 Skipped: 808



Answer Choices	Responses
plain - no 'swoosh'	16.48%2,700
same as currently - blue & red	32.82%5,376
both white	11.67%1,911
both red	6.28%1,028
both blue	6.78%1,110
red & white	11.92%1,952
blue & white	14.07%2,305
Total	16,382

Q4 Focusing on the design rather than the colours, would you prefer one of the designs below to the current side-of-the-car 'swoosh'?

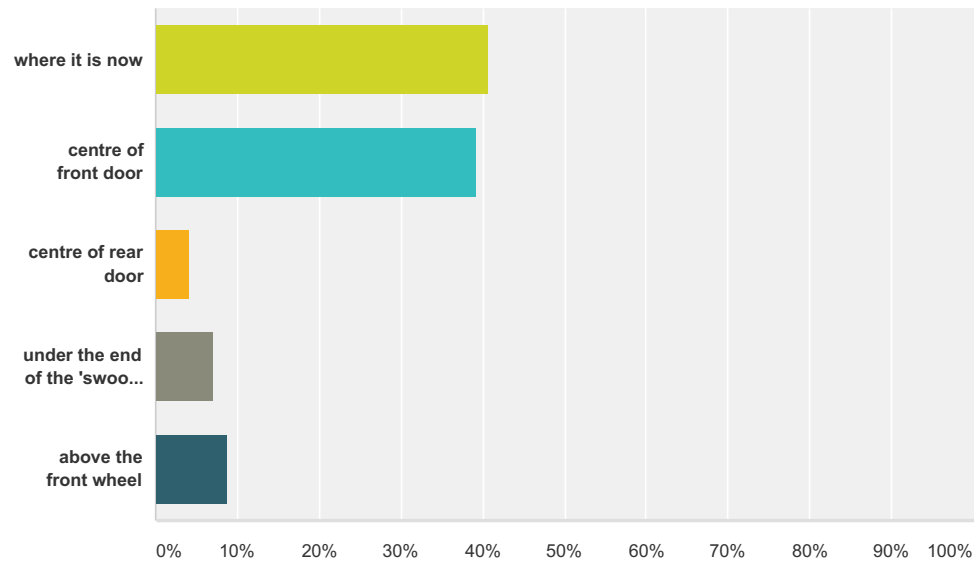
Answered: 15,530 Skipped: 1,660



Answer Choices	Responses	
plain - no design	8.44%	1,311
current 'swoosh'	27.51%	4,272
thick line on doors under and touching text	15.02%	2,333
large, opposite 'swooshes'	12.23%	1,900
small, separate 'swooshes' at front and rear of car	7.53%	1,169
thin line along side of car under and separate from text	17.70%	2,749
none of these choices	5.90%	917
other (please specify)	5.66%	879
Total	15,530	

Q5 Where do you think the Toronto Police Service crest should be placed?

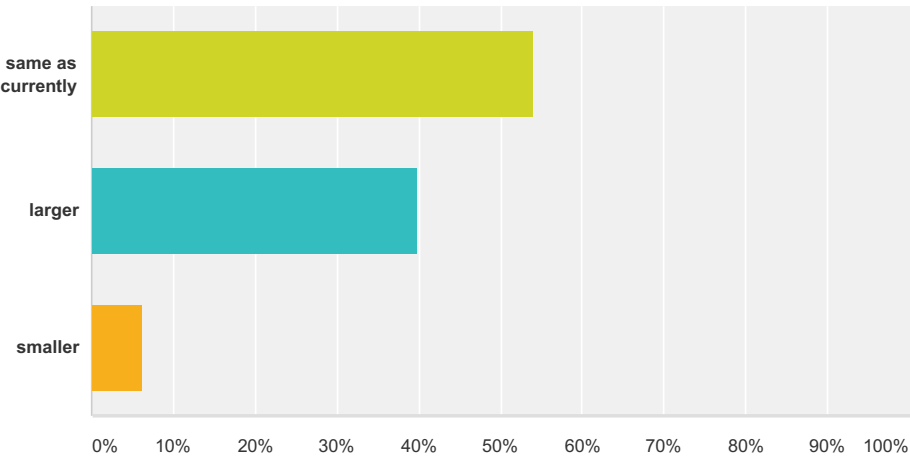
Answered: 14,521 Skipped: 2,669



Answer Choices	Responses	
where it is now	40.80%	5,924
centre of front door	39.23%	5,696
centre of rear door	4.08%	593
under the end of the 'swoosh' at the rear of the car	7.12%	1,034
above the front wheel	8.77%	1,274
Total		14,521

Q6 What size should the Service crest be?

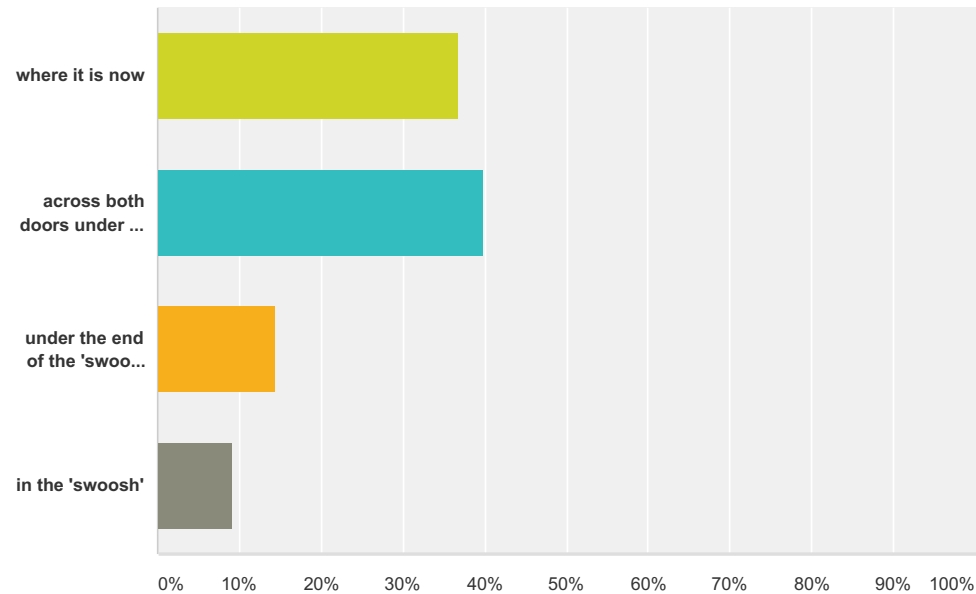
Answered: 14,508 Skipped: 2,682



Answer Choices	Responses	
same as currently	54.00%	7,835
larger	39.79%	5,773
smaller	6.20%	900
Total		14,508

Q7 Where do you think the Toronto Police Service motto - To Serve & Protect - should be placed?

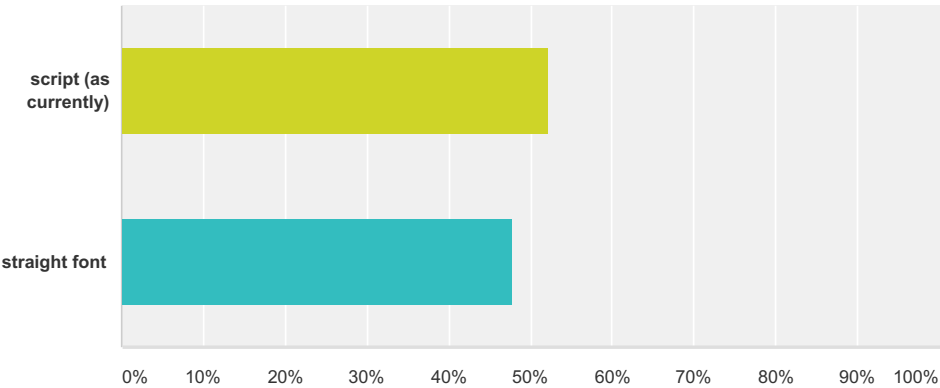
Answered: 14,495 Skipped: 2,695



Answer Choices	Responses	
where it is now	36.76%	5,328
across both doors under the word 'Police'	39.79%	5,768
under the end of the 'swoosh' at the rear of the car	14.36%	2,082
in the 'swoosh'	9.09%	1,317
Total		14,495

Q8 Should the Service motto - To Serve & Protect - be written in script or a straight font?

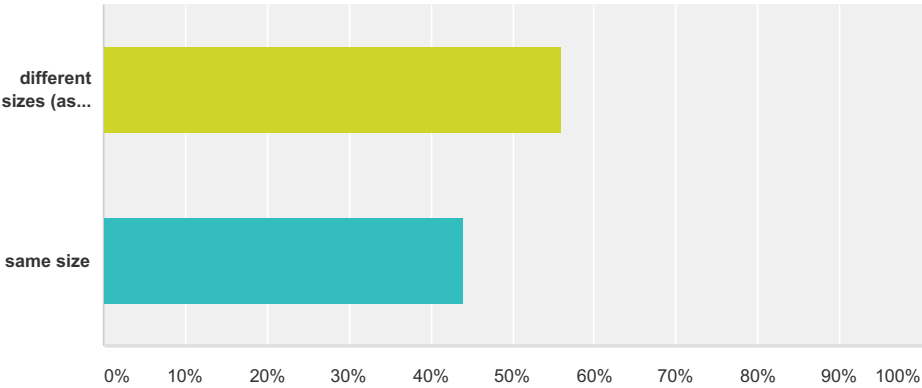
Answered: 14,505 Skipped: 2,685



Answer Choices	Responses	
script (as currently)	52.19%	7,570
straight font	47.81%	6,935
Total		14,505

Q9 Should the words 'Toronto' and 'Police' be different sizes or the same size?

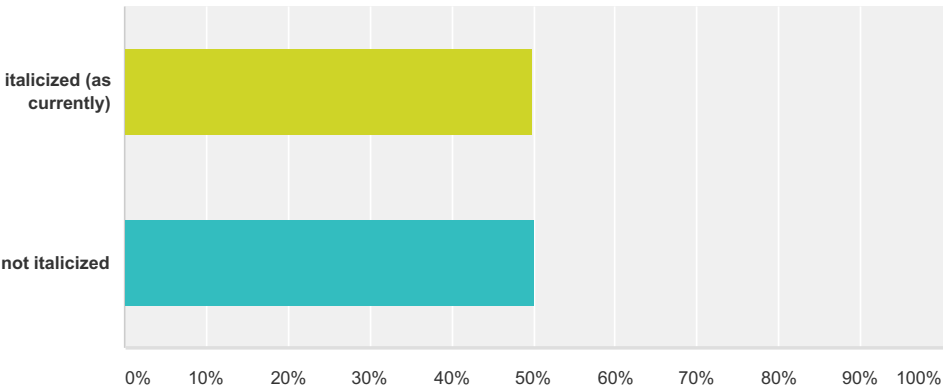
Answered: 13,855 Skipped: 3,335



Answer Choices	Responses	
different sizes (as currently)	55.91%	7,747
same size	44.09%	6,108
Total		13,855

Q10 Should the words 'Toronto Police' be italicized or not italicized?

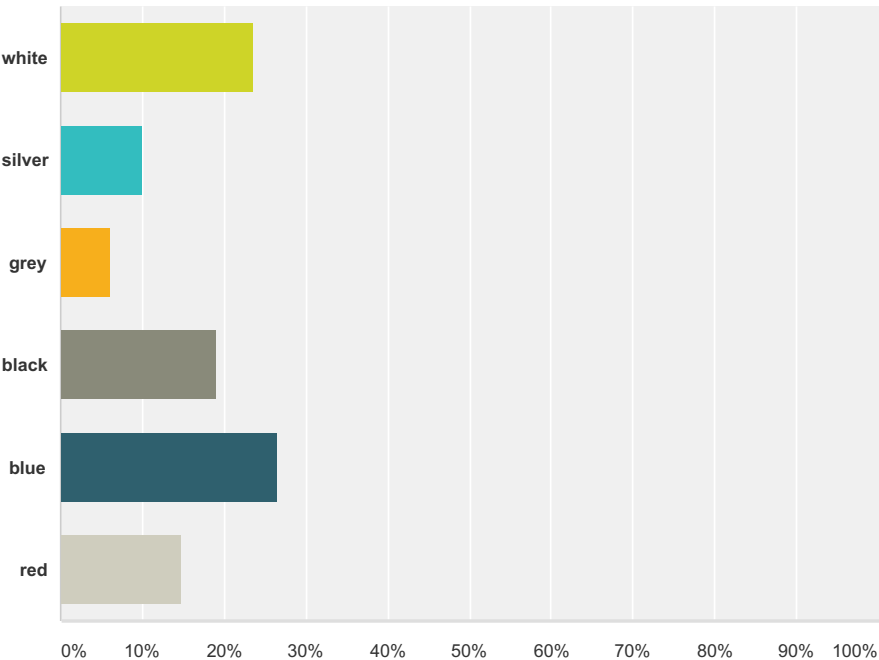
Answered: 13,811 Skipped: 3,379



Answer Choices	Responses	
italicized (as currently)	49.92%	6,894
not italicized	50.08%	6,917
Total		13,811

Q11 Thinking about the base colour you chose , and the colour or colours of the 'swoosh' you chose if you opted for the 'swoosh', what colour do you think the words 'Toronto Police' should be?

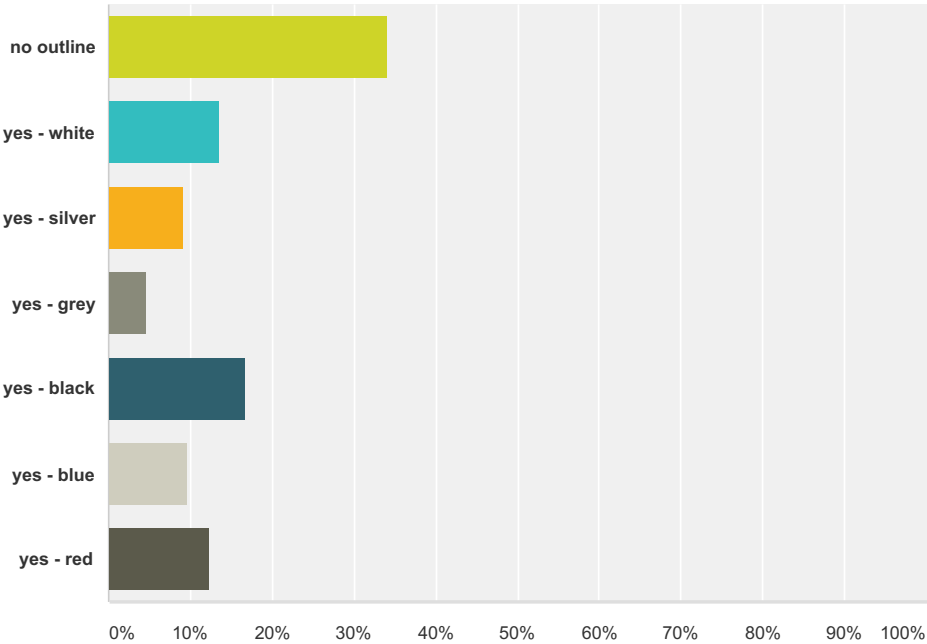
Answered: 13,662 Skipped: 3,528



Answer Choices	Responses
white	23.57% 3,220
silver	9.92% 1,355
grey	6.15% 840
black	18.97% 2,592
blue	26.60% 3,634
red	14.79% 2,021
Total	13,662

Q12 Thinking about the colour you chose for 'Toronto Police' in the previous question, and your earlier colour choices, do you think the letters should be outlined in a different colour?

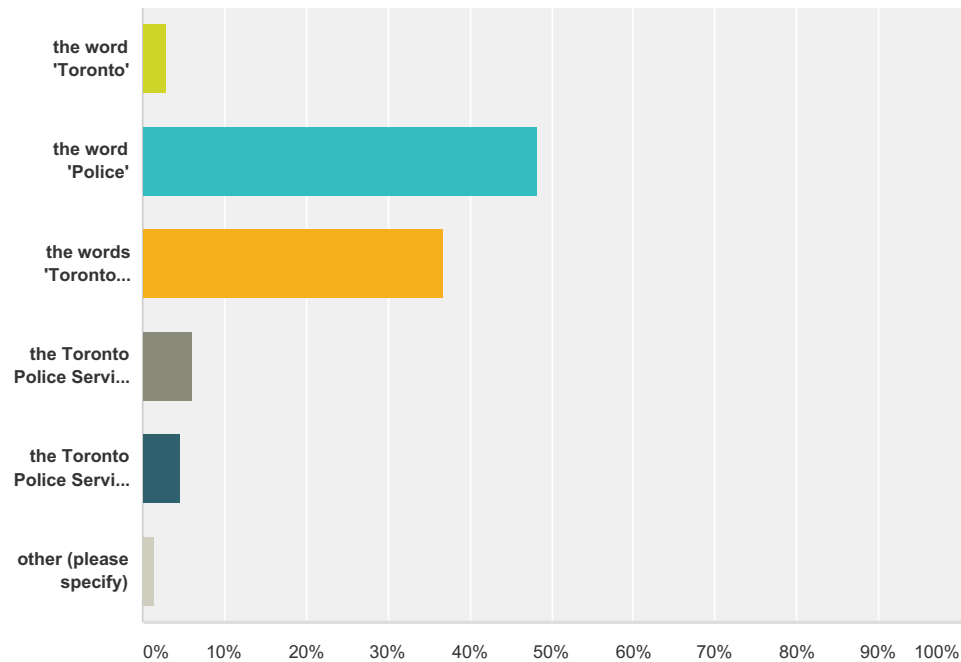
Answered: 13,739 Skipped: 3,451



Answer Choices	Responses
no outline	34.00%4,671
yes - white	13.58%1,866
yes - silver	9.21%1,265
yes - grey	4.52%621
yes - black	16.71%2,296
yes - blue	9.67%1,329
yes - red	12.31%1,691
Total	13,739

Q13 Of all the design elements on the side of Service front-line vehicles, which do you think should be the most prominent?

Answered: 13,779 Skipped: 3,411



Answer Choices	Responses	
the word "Toronto"	2.98%	410
the word "Police"	48.28%	6,653
the words "Toronto Police"	36.83%	5,075
the Toronto Police Service crest	5.97%	823
the Toronto Police Service motto	4.51%	622
other (please specify)	1.42%	196
Total		13,779

**Q14 Do you have any further suggestions
about the design of the Toronto Police
Service's front-line vehicles?**

Answered: 4,353 Skipped: 12,837

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

July 13, 2017.

To: Toronto Police Services Board

Please schedule this as a deputation item on July 27.

The Toronto Star reports that for a decade before 2014 (the latest data available), Toronto arrested three times as many Black people per capita as white people for simple possession of marijuana. The data used showed that all arrests were of individuals with no previous involvement with the criminal justice system. See <https://www.thestar.com/news/insight/2017/07/06/toronto-marijuana-arrests-reveal-startling-racial-divide.html>

The same report shows Black people were more likely to be held without release, or with restrictive bail conditions.

There is no reason to believe that what occurred before 2014 is still not occurring.

The discrimination by Toronto police on the basis of race is reprehensible, as well as being contrary to law. The public needs assurances that Toronto police officers will no longer discriminate, and that if they do, they will be removed from service.

The Board and the service have ample policies against racial discrimination, but these policies are not reflected in practice. This must change – discriminatory activities must be punished by management, as occurs in other public agencies.

Racial discrimination by police has gone on for far too long. It must stop. The Board must take effective action to ensure it no longer occurs on a systemic basis and ensure it is punished when it occurs on an individual basis.

The Board must act now to ensure racial discrimination does not continue and it must demand management makes the necessary changes.

Yours very truly,

John Sewell for
Toronto Police Accountability Coalition.



Toronto Police Services Board Report

July 21, 2017

To: Members
Toronto Police Services Board

From: Andrew Pringle
Chair

Subject: Quarterly Report: Toronto Police Services Board Special Fund Unaudited Statement: April to June 2017

Recommendation:

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

Financial Implications:

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

Background / Purpose:

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

Discussion:

Enclosed is the un-audited statement of receipts and disbursements with respect to the Toronto Police Services Board's Special Fund for the period April 01 to June 30, 2017.

As at June 30, 2017, the balance in the Special Fund was \$859,497. During the second quarter, the Special Fund recorded receipts of \$95,895 and disbursements of \$389,949. There has been a net decrease of \$231,164 against the December 31, 2016 fund balance of \$1,090,661.

Auction proceeds have been estimated for the months of May and June 2017 as the actual deposits have not yet been made.

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

Sponsorship	Total Amount
The Gatehouse	\$50,000
Citizens Police Liaison Committee (C.P.L.C.)	\$30,000
Toronto Region Board of Trade	\$15,000
United Way	\$10,000
Youth in Policing Initiative (Y.I.P.I.)	\$5,000
Black Business and Professional Association	\$1,750

In addition, the Board approved and disbursed the following:

Disbursed Funds	Total Amount
Pearls in Policing Conference 2017	\$250,000
Canadian Association of Police Governance	\$10,000
Recognition of Service Members	\$7,333
Ontario Association of Police Services Board	\$5,000
Toronto Police Service Board (T.P.S.B.) and Toronto Police Association (T.P.A.) Retirement Dinner	\$4,121
Recognition of Community Members	\$2,346
The Police Officer of the Year Awards Tickets	\$483

Conclusion:

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

Respectfully submitted,

Andrew Pringle
Chair

L.M.R.

File Name: 2017 second quarter special funds board letter

Appendix A

The Toronto Police Services Board Special Fund 2017 Second Quarter Results with Initial Projections

Particulars	Initial Projection 2017	January 01 to March 31, 2017	April 01 to June 30, 2017	July 01 to September 30, 2017	October 01 to December 31, 2017	January 01 to December 31, 2017	January 01 to December 31, 2016	COMMENTS RELATING TO THIS QUARTER
Balance Forward	1,090,661	1,090,661	1,153,551			1,090,661	1,955,172	
Revenue								
Proceeds From Auctions	78,000	39,192	134,071			173,263	76,973	
Less Overhead Cost	(39,000)	(19,596)	(66,188)			(85,784)	(23,031)	
Unclaimed Money	225,500	154,983	30,198			185,181	225,415	
Less Return of Unclaimed Money	(7,000)	(3,859)	(3,310)			(7,169)	(6,238)	
Interest	4,000	738	1,237			1,974	7,542	Interest income is based on the average monthly bank balance.
Less Bank Service Charges	(800)	(360)	(113)			(473)	(785)	
Others	900	325	-			325	865	
Total Revenue	261,600	171,422	95,895	-	-	267,317	280,742	
Balance Forward Before Expenses	1,352,261	1,262,083	1,249,446	-	-	1,357,978	2,235,914	
Disbursements								
Police Community Sponsorships for the Toronto Police Service								
Citizens Police Liaison Committee (C.P.L.C.) and Community Outreach Assistance	30,000	-	30,000			30,000	30,000	
United Way	10,000	-	10,000			10,000	10,000	
Police Community Sponsorships for the Community								
Victim Services Program	25,000	25,000	-			25,000	33,000	The Gatehouse, Toronto Region Board of Trade, YIP
Various Organizations	80,000	79,000	71,750			150,750	429,294	
Funds Returned on Sponsorships								
Asian Heritage	-	-	-			-	(450)	
Black History Month	-	-	-			-	(159)	
C.P.L.C. and Community Outreach Assistance	-	-	-			-	(11,080)	
Francophone	-	-	-			-	(979)	
Lesbian, Gay, Bisexual, Transgender and Queen (L.G.B.T.Q.)	-	-	-			-	(341)	
Toronto Caribbean Carnival	-	-	-			-	(515)	
Toronto Crime Stopper	-	-	-			-	(4,632)	
United Way	-	-	-			-	(5,857)	
Victims of Crime	-	-	-			-	(105)	
Volunteer Appreciation Night	-	-	-			-	(229)	
Youth in Policing Initiative (Y.I.P.I.)	-	-	-			-	(6,054)	
Toronto Police Amateur Athletic Association (T.P.A.A.A.) Assistance	40,000	600	(200)			400	23,000	
Recognition of Service Members								
Awards	133,000	-	6,000			6,000	97,304	
Catering	22,000	-	1,333			1,333	21,268	
Return of Unused Funding	-	-	-			-	(1,974)	
Recognition of Community Members								
Awards	5,000	3,436	1,492			4,928	2,147	
Catering	4,000	-	854			854	1,960	

**The Toronto Police Services Board Special Fund
2017 Second Quarter Results with Initial Projections**

Particulars	Initial Projection 2017	January 01 to March 31, 2017	April 01 to June 30, 2017	July 01 to September 30, 2017	October 01 to December 31, 2017	January 01 to December 31, 2017	January 01 to December 31, 2016	COMMENTS RELATING TO THIS QUARTER
Recognition of Board Members								
Awards	1,000	-	-			-	-	
Catering	1,000	-	-			-	-	
Conferences								
Pearls in Policing Conference	200,000	-	250,000			250,000	-	
Community Police Liaison Committees	8,500	-	-			-	-	
Ontario Association of Police Services Board	7,500	-	5,000			5,000	7,500	
Canadian Association of Police Governance	10,000	-	10,000			10,000	5,000	
Donations in Memoriam	800	-	-			-	200	
Toronto Police Service Board (T.P.S.B.) and Toronto Police Association (T.P.A.) Retirement Dinner	10,500	-	4,121			4,121	8,843	
Dinner Tickets	6,000	-	708			708	-	
Internal Control Review Fee	7,042	-	(1,110)			(1,110)	5,088	Over-accrued 2016 PWC Audit Fees
Other Expenses	100,000	497	-			497	503,023	
Total Disbursements	701,342	108,532	389,949	-	-	498,481	1,145,253	
Special Fund Balance	650,919	1,153,551	859,497	-	-	859,497	1,090,661	



Toronto Police Services Board Report

July 31, 2017

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: 2017 Operating Budget Variance for the Toronto Police Service, Period Ending June 30, 2017

Recommendation(s):

It is recommended that the Board forward a copy of this report to the City of Toronto'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:

Toronto City Council, at its February 15, 2017 meeting, approved the Toronto Police Service's (Service) 2017 operating budget at \$1,004.5 Million (M), a decrease of \$0.2M over the approved 2016 operating budget.

At its March 23, 2017 meeting, the Toronto Police Services Board (Board) approved the Service's revised budget request at the same amount approved by Council (Min. No. P62/17 refers).

City Insurance Allocation:

Following approval of the budget by City Council, on March 31, 2017, the Service was notified by City Finance staff of a further \$0.8M allocation from the Insurance Reserve Fund to the Service's 2017 operating budget. As a result of this reallocation, the Service budget has been restated upwards by \$0.8M to a total of \$1,005.3M. However, this change does not result in additional available funds to the Service, as there will be a corresponding charge from the City related to the Service's contribution to the insurance reserve.

Background / Purpose:

The purpose of this report is to provide the Board with the Service's projected year end variance as at June 30, 2017.

Discussion:

As at June 30, 2017, a \$6.5M favourable variance is anticipated.

Given the significant size of the Service's operating budget, many components require several months of lead time and planning before expenditures can be made responsibly. The Service continuously re-evaluates its plans to ensure that spending can be made in the most effective and economical way possible and that expenditure do not exceed the approved budget.

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	2017 Budget (\$Ms)	Actual to Jun 30/17 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Salaries	\$754.2	\$361.3	\$745.9	\$8.3
Premium Pay	\$40.6	\$18.3	\$44.8	(\$4.2)
Benefits	\$211.4	\$103.8	\$208.5	\$2.9
Materials and Equipment	\$23.9	\$14.4	\$23.6	\$0.3
Services	\$68.9	\$34.4	\$69.9	(\$1.0)
Contributions to / (Draws from) Reserves	\$19.1	\$0.0	\$19.1	\$0.0
Revenue	(\$112.8)	(\$45.8)	(\$113.0)	\$0.2
Total Net	\$1,005.3	\$486.4	\$998.8	\$6.5

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 \$8.3M is projected in the salary category.

Expenditure Category	2017 Budget (\$Ms)	Actual to Jun 30/17 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Uniform Salaries	\$570.8	\$275.1	\$566.5	\$4.3
Civilian Salaries	\$183.4	\$86.2	\$179.4	\$4.0
Total Salaries	\$754.2	\$361.3	\$745.9	\$8.3

The 2017 approved budget includes no funding for uniform hires and assumed that there would be 160 separations during 2017. The Service has experienced an increase in resignations and retirements to date. At this time, the Service is projecting 200

separations for the year, compared to the 160 included in the 2017 budget and the 175 projected previously, resulting in a favourable variance of \$3.7M. Actual separations are monitored monthly and impacts of separations will continue to be reported in future variance reports. In addition, as a result of higher than anticipated separations at the end of 2016 (171 actual for the year vs budgeted of 165), uniform staffing levels at year-end 2016 were lower than assumed at the time the 2017 budget was prepared. The lower than anticipated staffing resulted in continuing annualized salary savings of \$0.6M.

The Service is currently under a hiring moratorium. However, it is very important to note that some civilian position vacancies must be filled to avoid exposing the Service to significant risk, in terms of errors, and non-compliance with procedures and legislation, and ensure units can provide necessary services, efficiently and effectively.

Accordingly, there are some positions that by their nature, roles and responsibilities must be filled. This may occur where investments in functions and people are required to modernize, to achieve other strategic priorities, to comply with legislative requirements, to provide adequate supervision, or just to ensure necessary work gets done. The budget includes funding for 30 strategic hires. Even with these hires, it is estimated by the end of the year the Service will be down by at least an additional 60 civilian members.

The current favourable projection in civilian salaries is due mainly to separations being greater than originally anticipated. However, due to workload pressures and the critical nature of work performed in units with significant vacancies, the Service has had to continue to utilize premium pay or hire outside contractors to complete work and other activities that must be performed. These are not sustainable or prudent actions, particularly where filling a necessary vacant position would enable the work to be performed and services provided more cost-effectively.

Premium Pay:

An unfavourable variance of \$4.2M is projected in the premium pay category.

Expenditure Category	2017 Budget (\$Ms)	Actual to Jun 30/17 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Court	\$10.2	\$5.4	\$10.7	(\$0.5)
Overtime	\$6.3	\$3.0	\$6.5	(\$0.2)
Callback	\$5.2	\$2.0	\$6.8	(\$1.6)
Lieu time Cash Payment	\$18.9	\$7.9	\$20.8	(\$1.9)
Total Premium Pay	\$40.6	\$18.3	\$44.8	(\$4.2)

The 2017 operating budget includes a \$2.0M reduction to the premium pay budget. This reduction was made in order to keep the overall 2017 operating budget request at or below the 2016 level. Currently, the Service is projecting a \$1.5M cost pressure in uniform premium pay. The Service will endeavour to reduce its premium pay spending

to come within budget. However, it must be noted that premium pay is subject to the exigencies of policing and uncontrollable events can have an impact on expenditures.

As previously mentioned, additional premium pay is also being 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, to maintain service levels and for workload that must be completed, to ensure risks are mitigated and additional hard dollar costs are avoided. At this time, the projected unfavourable variance for civilian premium pay is \$2.7M.

The projected higher than budgeted premium pay expenditures have been more than offset by savings in uniform and civilian salaries. However, using premium pay to meet required operational and critical support needs is not appropriate or sustainable.

Benefits:

A favourable variance of \$2.9M is projected in this category.

Expenditure Category	2017 Budget (\$Ms)	Actual to Jun 30/17 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Medical / Dental	\$45.5	\$15.7	\$43.7	\$1.8
O.M.E.R.S. / C.P.P. / E.I. / E.H.T.	\$133.6	\$72.9	\$132.5	\$1.1
Sick Pay /C.S.B./L.T.D.	\$18.1	\$8.1	\$18.1	\$0.0
Other (e.g., W.S.I.B., life insurance)	\$14.2	\$7.1	\$14.2	\$0.0
Total Benefits	\$211.4	\$103.8	\$208.5	\$2.9

Year to date medical/dental costs are trending lower than expected at this time. As a result, the Service is now projecting a \$1.8M favourable variance in this category. Favourable variances in the O.M.E.R.S./C.P.P. /E.I. /E.H.T. category are a result of reduced staffing levels.

Materials and Equipment:

A favourable variance of \$0.3M is projected in this category.

Expenditure Category	2017 Budget (\$Ms)	Actual to Jun 30/17 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Vehicles (gas, parts)	\$10.7	\$7.0	\$10.4	\$0.3
Uniforms	\$3.1	\$2.9	\$3.1	\$0.0
Other Materials	\$4.5	\$2.8	\$4.5	\$0.0
Other Equipment	\$5.6	\$1.7	\$5.6	\$0.0

Total Materials & Equipment	\$23.9	\$14.4	\$23.6	\$0.3
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Although gas prices have fluctuated significantly this year, Service consumption for gasoline has been lower than estimated. As a result, the Service is now able to project a \$0.3M favourable variance in the Vehicles expenditure category.

Services:

An unfavourable variance of \$1.0M is projected in this category.

Expenditure Category	2017 Budget (\$Ms)	Actual to Jun 30/17 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Legal Indemnification	\$2.6	\$0.9	\$2.6	\$0.0
Uniform Cleaning Contract	\$1.1	\$1.1	\$1.1	\$0.0
Courses / Conferences	\$2.4	\$0.6	\$2.4	\$0.0
Clothing Reimbursement	\$1.5	\$0.0	\$1.5	\$0.0
Computer / Systems Maintenance	\$18.2	\$15.5	\$18.2	\$0.0
Phones / cell phones / 911	\$4.0	\$1.9	\$4.0	\$0.0
Caretaking / maintenance utilities	\$19.3	\$3.3	\$20.3	(\$1.0)
Other Services	\$19.8	\$11.1	\$19.8	\$0.0
Total Services	\$68.9	\$34.4	\$69.9	(\$1.0)

The Service is projecting a \$1.0M unfavourable variance in utilities. The main reason for this variance is due to a Toronto Hydro billing error at 70 Birmingham. The error dates back to June 2008, at which time a Toronto Hydro technician entered incorrect transformer information that resulted in only half of the hydro used being captured. The error was discovered in April 2017 when Toronto Hydro attended the Toronto Police College to replace the meters. According to Toronto Hydro, the Ontario Energy Board Retail Code indicates that they must be reimbursed for any billing errors to a maximum of two years. In this case, the Service owes approximately \$978,000 in retroactive charges. This will also cause a pressure on the 2018 operating budget.

Contributions to / (Draws from) Reserves:

A net zero variance is projected in this category.

Reserves Category	2017 Budget (\$Ms)	Actual to Jun 30/17 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Contribution to Reserves	\$40.9	\$0.0	\$40.9	\$0.0

Draws from Reserves	(\$21.8)	\$0.0	(\$21.8)	\$0.0
Contributions to / (Draws from) Reserves	\$19.1	\$0.0	\$19.1	\$0.0

As part of the annual operating budget process, the Board and Council approve contributions to and expenditures from reserves. The various reserves are established to provide funding for anticipated expenditures to be incurred by the Service, and to avoid large swings in costs from year to year. The Service contributes and/or draws from the following reserves: City Sick Pay Gratuity; City Insurance; Vehicle and Equipment; Central Sick; Post-Retirement Health and Legal. The above figures do not include the requested contribution of \$3.5M to the Service's Modernization Reserve from the 2016 year-end surplus. Although, this request has been approved by Council, we are still awaiting approval of the reserve criteria before the reserve can be accessed.

The adequacy of reserves is reviewed annually, based on the Service's estimated spending and asset replacement strategies. Contributions are made and expensed to the operating budget accordingly. The Service works closely with City Finance staff to ensure that assumptions are reasonable and justifiable. At this time, no variance is anticipated.

Revenue:

A favourable variance of \$0.2M is projected in this category.

Revenue Category	2017 Budget (\$Ms)	Actual to Jun 30/17 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Recoveries from City	(\$9.6)	(\$4.3)	(\$9.6)	\$0.0
Other Government grants	(\$48.6)	(\$19.7)	(\$48.8)	\$0.2
Fees (e.g., paid duty, alarms, and reference checks.)	(\$12.5)	(\$5.9)	(\$12.5)	\$0.0
Secondments	(\$2.4)	(\$0.8)	(\$2.4)	\$0.0
Other Revenues (e.g., prisoner return)	(\$6.5)	(\$4.3)	(\$6.5)	\$0.0
Paid Duty - Officer Portion	(\$24.7)	(\$10.8)	(\$24.7)	\$0.0
Miscellaneous Revenue	(\$8.5)	\$0.0	(\$8.5)	\$0.0
Total Revenues	(\$112.8)	(\$45.8)	(\$113.0)	\$0.2

The favourable variance in Other Government Grants is a result of the funding for provincial uploading of courts being slightly higher than originally estimated.

In late December 2016, the Ministry of Community Safety and Correctional Services announced the availability of funding under a new Policing Effectiveness and Modernization (P.E.M.) grant. Under this new transitional grant, funds are to be used to

support modernization initiatives that improve the efficiency and effectiveness of community safety and policing services. As the objective of the grant program is to fund modernization initiatives, the Service has applied for initiatives that align with the Transformational Task Force's (T.T.F.) direction and assist the Service in implementing the recommendations in the T.T.F. report. The Service's 2017 operating budget had assumed \$8.5M of provincial funding that could be applied against existing expenditures. This amount was originally budgeted as miscellaneous revenue. In June, the Ministry approved the Service's grant applications, as a result, the miscellaneous revenue budgeted will be achieved with grant revenue from the P.E.M. grant.

At this point in time, recoveries for fees are trending slightly favourable. However, the projection remains unchanged as the Service has very limited control over the activity volume and the year to date experience may not be indicative of future revenue patterns.

Transformational Task Force:

When the Board approved the T.T.F. report, they approved a quarterly reporting requirement to provide the Board information on the status of the implementation of the various recommendations, including updates on financial impacts to implement the recommendations. As such, any savings and costs related to implementation of the T.T.F. recommendations will be reported to the Board in that quarterly report. Should there be a net variance impact from the T.T.F. recommendations that impacts the overall Service variance, the impact will be reported as part of the Service variance reporting process as well.

Conclusion:

As at June 30, 2017, the Service is projecting a favourable variance of \$6.5M. Expenditures and revenues will continue to be closely monitored throughout the year.

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

Respectfully submitted,

Mark Saunders, O.O.M.
Chief of Police

AC

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Toronto Police Services Board Report

August 9, 2017

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Operating Budget Variance Report for the Toronto Police Service Parking Enforcement Unit, Period Ending June 30, 2017

Recommendation:

It is recommended that the Board forward a copy of this report to the City of Toronto'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 October 20, 2016 meeting, the Toronto Police Services Board (Board) approved the Parking Enforcement Unit's (P.E.U.) 2017 operating budget at a net amount of \$46.7 Million (M) (Min. No. P243/16 refers). Subsequently, Toronto City Council, at its February 15, 2017 meeting, approved the P.E.U.'s 2017 operating budget at the same amount.

Background / Purpose:

The Toronto Police Service (Service) P.E.U. operating budget is not part of the 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 2017 projected year-end variance as at June 30, 2017.

Discussion:

As at June 30, 2017, a favourable variance of \$2.1M 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	2017 Budget (\$Ms)	Actual to Jun 30/17 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav/(Unfav) (\$Ms)
Salaries	\$30.6	\$13.7	\$28.7	\$1.9
Premium Pay	\$2.7	\$1.3	\$2.7	\$0.0
Benefits	\$7.7	\$2.6	\$7.5	\$0.2
Total Salaries & Benefits	\$41.0	\$17.6	\$38.9	\$2.1
Materials & Equipment	\$1.4	\$0.4	\$1.4	\$0.0
Services	\$5.8	\$1.3	\$5.8	\$0.0
Revenue (e.g. TTC, towing recoveries)	(\$1.5)	(\$0.3)	(\$1.5)	\$0.0
Total Non-Salary	\$5.7	\$1.4	\$5.7	\$0.0
Total Net	\$46.7	\$19.0	\$44.6	\$2.1

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 \$2.1M 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 for the year.

One of the Board approved recommendations from the Transformational Task Force (T.T.F.) report is to assess whether alternative service delivery options exists to the current parking enforcement operation that will lower operating costs. Hiring for the P.E.U. has therefore been placed on hold pending this assessment. This has resulted in the projected salary savings. The favourable variance in benefits is also 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.

Revenue:

Revenues include towing recoveries, contribution from reserves and recoveries from the Toronto Transit Commission (T.T.C.) and the Rogers Centre. The recoveries from the T.T.C. are for premium pay expenditures that are incurred to enforce parking by-laws on T.T.C. right of ways, which are necessitated by the continuing weekend subway closures for signal replacements maintenance. The recoveries from the Rogers Centre are for premium pay expenditures to conduct extra parking enforcement duties during Blue Jays games. However, the T.T.C. and Rogers Centre recoveries have a net zero impact as they are a direct reimbursement of billed premium pay expenditures.

Conclusion:

As at June 30, 2017, the P.E.U. operating budget is projected to be \$2.1M under spent at year end.

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

Respectfully submitted,

Mark Saunders, O.O.M.

Chief of Police

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Toronto Police Services Board Report

August 1, 2017

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: 2017 Capital Budget Variance Report for the Toronto Police Service, Period Ending June 30, 2017

Recommendation(s):

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

Financial Implications:

Toronto City Council, at its meeting of February 16, 2017, approved the Toronto Police Service's (Service) 2017-2026 capital program at a net amount of \$17.5 Million (M) for 2017, and a net total of \$224.3M for 2017-2026. The net available funding in 2017 is \$38.4M, which includes the 2016 carry forward of \$20.9M. The revised Council approved program (Attachment A) was approved by the Toronto Police Services Board (Board) at its meeting of March 23, 2017 (Min. No. P61/17 refers).

As at June 30, 2017, the Service is projecting total net expenditures of \$33.5M compared to \$38.4M in available funding (a spending rate of 87.3%). The projected under-expenditure for 2017 is \$4.9M, all of which will be carried forward to 2018.

Background / Purpose:

The purpose of this report is to provide the Board with the status of the Service's capital projects as at June 30, 2017.

Discussion:

Attachment A provides the Service's approved 2017-2026 capital program.

Status of Capital Projects:

Attachment B provides a status summary of the on-going projects from 2016 as well as projects that started in 2017. 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 2017-2026 capital program. Summary information includes status updates as at the time of writing this report.

54/55 Divisions Amalgamation (Part of Facility Realignment project) (\$39.4M)

Current Status - **Red**

Previous Variance Report Status – **Red**

The final Transformational Task Force (T.T.F.) report recommends a modernized policing model for the City of Toronto, which includes a leaner facilities footprint, consistent with the previous strategy of the Service. This allows the Service to transition to a new service delivery model and equip itself with facilities and technology required to optimize the delivery of policing services. The amalgamation of 54 division and 55 division is the first step in the phased facilities realignment.

The Service has been working with City Real Estate Services, and a working team and steering group have been established to select an appropriate site. Some potential sites have been identified, including City-owned properties for the new consolidated division facility, and the pros and cons of each option are being analysed. Once a suitable site is identified, the Service and the City will go through the normal process to finalize the decision for appropriate approvals. Until acquisition and approval of the site is finalized, the status of the project remains at red. From the available funding, approximately \$0.5M, assigned to consulting services to start the schematic design, will be spent in 2017. The remaining \$6.5M, allocated to the cost of site, will be carried forward to 2018.

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 facility. 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). City Real Estate completed its negotiations with the landowner and fulfilled their due diligence process. The real estate transaction closed on December 5, 2016.

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).

The contract for the construction manager was awarded to Eastern Construction Company Limited at the Board's July 21, 2016 meeting (Min. No. 182/16 refers).

The tendering process for the major construction trades is complete and recommendations are being brought forward for approval. The consultant applied for site plan approval (S.P.A.) in December 2016. The first set of S.P.A. comments was received and drawings were revised and resubmitted in May. The Service has requested a conditional permit, in order to start site work at the end of July. However, there may be an impact to the project schedule due to the process of acquiring municipal approvals, possibly delaying the start of construction. As a result, the project status remains at yellow.

The Board will be kept apprised of the status of this project, through the variance reporting process.

From the available funding of \$4.8M in 2017, \$930K will be carried forward to 2018.

Transforming Corporate Support (\$8.7M)

Current Status - **Green**

Previous Variance Report Status – **Green**

The Service uses Oracle Canada's PeopleSoft Human Resource Management System (H.R.M.S.) to manage personnel related information and to administer and report payroll and benefits particulars. A technical upgrade to the latest version of the H.R.M.S. system was implemented in December 2016, along with changes to existing payroll and benefits business processes. Enhanced functionality has also been delivered to the Service's external eRecruit career website to facilitate the online application process. The streamlined application process has been well received, as evidenced by the positive response to internal and external job postings. A post-requisition evaluation will be done for a number of job postings to examine further opportunities to gain overall efficiencies with respect to hiring and background screening practices.

The Service-wide rollout of automated training administration has facilitated self-enrolment and online supervisory approvals for courses offered at the Toronto Police College, and in some cases, at specialized units across the Service. Instructor training is being delivered to internal training leads to ensure that they capitalize on the automated features in H.R.M.S. to administer and monitor training enrolment and to record course attendance and session completion.

Manager dashboards have been delivered to supervisory and management personnel to assist them in monitoring upcoming training sessions (by month) for personnel in their respective units, as well as the number of expiring licences and certifications (by designated timeframes prior to the expiry date) for members within their span of control. The dashboard incorporates filtering and drill down capabilities for managers to obtain member specific details, if required. Additional training related enhancements will be evaluated and prioritized as Phase II of the Transforming Corporate Support project progresses.

At its March 2017 meeting, the Board approved the award of a contract to Katalogic Inc. to provide business and project management services as well as technical development and support services for the Service's Transforming Corporate Support project (Min. No. P59/17 refers).

Phase I of the Transforming Corporate Support project concluded in March 2017. A Project Closeout Report has been compiled, incorporating feedback from the steering committee, Working Group managers, and project team members. Phase I benefits and accomplishments, an overall assessment compared to the original target objectives, challenges faced, and lessons learned have been captured and documented for consideration as the project moves forward into the next phase.

The Project Plan for Phase II has been developed and discussions with internal subject matter experts have been initiated. The Phase II scope will be refined with input from stakeholders at all levels within the organization.

Currently, the following project streams have been established:

1. Operational Enhancements/Production Support (including application enhancements and centralization of data entry)
2. Core System Redesign (security administration, position management and organizational charts and Human Resources analytics)
3. Talent Management Tools (training administration, uniform recruitment, performance management, diversity analytics, recruitment and performance analytics)
4. Benefits/Pension/Payroll Optimization and Automation
5. Time and Labour Planning (to replace the existing Time and Resource Management System)

Project resourcing is ongoing with the addition of external consultant expertise (technical and functional analysts), benefits and business analyst expertise, and the

identification of internal subject matter experts to fill the role of project leads for the identified areas of scope.

Planning for the centralization of data input and governance is underway. Preparations for the implementation of PeopleSoft Time and Labour will commence in the third quarter of 2017.

At this time, it is anticipated that, from the available funding of \$3M in 2017, \$1.2M will be carried forward to 2018.

Enterprise Business Intelligence (\$10.2M)

Current Status - **Red**

Previous Variance Report Status - **Yellow**

The 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.

The R.F.P. (Request for Proposal) 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 that 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 I.B.M.'s response to the R.F.P. In October 2016, the Service 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. On November 17, 2016, the Board approved a contract award to I.B.M. Canada Ltd. for the supply of data integration services for the implementation of the E.B.I. Solutions (Min. No. P265/16 refers).

The project was formally started with I.B.M. in December 2016. The project team has completed the project initiation and E.B.I. solution review. The team is still working with I.B.M. on the hardware configuration and software installation of the development technical environment.

The status of this project is changed to red due to issues between the Service and I.B.M. related to the data scope and milestone schedule. A plan to remedy these issues has been proposed to move forward. The status will remain red until there is an agreement on the scope and delivery schedule. The Board will continue to be kept apprised of the status of this project, through the variance reporting process.

At this time, it is anticipated that from the available funding of \$5.8M, \$900K will be carried forward to 2018.

Radio Replacement Project (\$39.4M)

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 extended the replacement lifecycle to ten years, in order to reduce capital costs. While the extension of this lifecycle to ten years has resulted in some incremental operating (repair and maintenance) 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. 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 impact of T.T.F. related initiatives, as appropriate.

A R.F.P. for the purchase of radios over a ten-year period has been issued and a Fairness Commissioner has been engaged to oversee and advise on the procurement process. A contract award is anticipated to be complete in the fall of 2017, allowing for delivery of radios before the end of the year.

Connected/Mobile Officer Initial Phase - \$2.6M

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

At present, police stations are one of the most obvious symbols of the relationship between police and residents. They are where equipment is stored and prisoner processing takes place. Stations are also where officers start and finish their working day.

As we move forward and modernize, the Service will be strategically placing officers throughout neighbourhoods to serve the growing demands of the city. The mobile technology will not require the facility footprint of past models. Technology connected officers will have new mobile devices which can access the information they require from anywhere. With functions such as: filing reports, making calls, corresponding with email, and accessing databases, there will be a reduced reliance on the use of workstations at police stations.

The future model of policing requires leveraging the connected officer mobility project and will make an officer more efficient as they spend less time performing duties in a

police station which can be done on a mobile device. The initial phase of the project costing \$2.6 M, which includes a proof of concept (P.O.C.) and the acquisition of 700 devices, is being funded from the Ministry of Community Safety and Correctional Services grant - the Police Effectiveness and Modernization (P.E.M.) grant. City Finance staff have advised that they will revise the 2017-2026 gross and net capital program to include this amount.

The total capital project cost is estimated at \$24.2M and City Finance staff have advised that this project be included below the line in the Service's the 2018 - 2027 Capital Program since it does not fit within the debt target allocated to the Service. Subsequent to review and evaluation of all other City priorities and as part of the capital budget review process, which will also consider the on-going annual operating costs to maintain this program, a determination will be made as to whether this project can be included in the 2018-2027 capital program.

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

Current Status - **Green**

Previous Variance Report Status – **Green**

In February 2015, the Service started a 12-month pilot project (at a total cost of \$0.43M) to explore the benefits, challenges, and issues surrounding the use of body worn cameras. The pilot finished in March 2016, and a report was provided and a presentation made to the Board's September 2016 meeting. The report concluded that B.W.C. was strongly supported by the community as well as the Service's officers. The estimated cost of operating the system, using on premise storage, varies depending on the number of officers that will be deployed with the cameras. If the Service were to equip all frontline uniform officers, the cost would be approximately \$85M over ten years (Min. No. P228/16 refers). However, this cost is now under review, as alternative storage solutions, which were not available at the time of the pilot, can now be considered.

Implementing a body worn camera program within the Service will involve significant one-time (capital) and on-going (camera and infrastructure replacement, image storage management, including retrieval, administration, etc.) costs. The Service is therefore moving forward very carefully with a potential body worn camera system, through the issuance of a non-binding R.F.P. that can now consider cloud storage as part of a potential solution. This will be a large and complex procurement, as well as a significant long-term investment, and will therefore require a well-crafted R.F.P. that results in the best overall solution, at the best value and that ensures the Service's and the Board's interests are protected, both short and long-term. Given the fiscal challenges the City is currently facing, the implementation of a body worn camera system will also need to be considered against other Service needs and priorities.

The initial budget is to cover the cost of various external expertise required to effectively oversee, manage and analyse the B.W.C. non-binding R.F.P. process,

including the evaluation of proposals reviewed. In 2017, \$0.1M of the available funding of \$0.5M will be spent and the rest will be carried forward to 2018.

State of Good Repair (\$5.7M available funds in 2017 – ongoing)

Current Status – **Yellow**

Previous Variance Report Status - **Yellow**

State of Good Repair (S.O.G.R.) funding is used to maintain the safety, condition and customer requirements of existing bricks and mortar buildings. The Service, however, has developed a work-plan to use these funds to optimize service delivery and enhance efficiencies for both buildings and technology improvements.

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.

At this time, it is anticipated that, from the available funding of \$5.7M in 2017, \$0.7M will be carried forward to 2018.

52 Division Renovations (\$9.3M)

Current Status - **Green**

Previous Variance Report Status - **Green**

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. Since taking over, the Service's Project Coordinator has accelerated the plan and managed to maintain the project on budget. The project is nearing substantial completion and the renovated facility is currently fully occupied and operational.

It should be noted that since the last quarter, the contractor's performance has declined. As the project approached substantial completion, the general contractor has not dealt with building deficiencies effectively, and although the facility is operational, there are key deficiencies that the contractor must correct. The Service is in discussions with its prime consultant and the contractor to get the issues corrected to the Service's satisfaction and in a timely manner.

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

Current Status - **Red**

Previous Variance Report Status – **Red**

C.E.W. are handheld less-lethal weapons which have proven to be a less injurious force option that has helped to safely resolve violent and potentially violent incidents. The

Service currently has 545 C.E.W. issued to uniform front line supervisors, and selected members of specialized units.

The 2017 capital program includes the acquisition and deployment of an additional 250 C.E.W. to selected uniform frontline police constables and constables from designated specialized units. At the October 20, 2016 Board meeting, it was decided that prior to the deployment of any additional C.E.W., a community consultation will be conducted, which will include the Board Mental Health Sub-committee. (Min.No. P244/16 refers).

Accordingly, the acquisition of additional C.E.W. is pending, until a report is provided back to the Board, and community consultation held. If no C.E.W.s are purchased in 2017, then the entire amount (\$750K) will be carried forward to 2018.

Parking Handheld – Administrative Penalty System (A.P.S) Project (\$5.5M total project cost = \$2.55M from Debt + \$2.97M Lifecycle replacement from Reserve)

Status – **Yellow**

Previous Variance Report Status – **Yellow**

Based on City Council's decision at its July 2016 meeting, the City is changing the governance and administrative requirements to establish an A.P.S. for parking violations (i.e. parking tickets) which will include an Administrative Penalty Tribunal. This change is effective August 28, 2017.

A.P.S. requires capturing photo evidence for parking tags and changing the format of the current parking tag. Phase one of this project requires a change to the existing system to accommodate A.P.S. requirements. This change will impact the tag design and business process. The change in format is set to be implemented by August 2017.

Phase two of the project includes the implementation of the new system to accommodate APS requirements that includes photo evidence. This will be implemented in alignment with handheld lifecycle replacement project. The existing handheld system does not have photo evidence functionality. This functionality is being implemented as an enhancement to the planned handheld lifecycle replacement project.

The R.F.P. was released in November 2016 and closed in January 2017. The project team has reviewed the R.F.P. responses and pilot testing of the proposed system(s) was completed in June. A recommendation for award of contract is targeted to be submitted for the August 2017 Board meeting. The target implementation date is estimated for February 2018.

By implementing an administrative penalty system for parking by-law violations, the City of Toronto, as well as the Province of Ontario, will ensure that parking bylaw matters are resolved through a streamlined process administered by the City without the requirement of utilizing a court process under the *Provincial Offences Act*.

It is anticipated that \$1.1M of the total project cost of \$5.5M (\$2.55M photo evidence plus \$2.97M lifecycle replacement) will be carried forward to 2018.

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 2017 is \$6.9M, \$6.3M of which will be carried forward to 2018. From the Workstation, Laptop and Printer Lifecycle project, \$0.6 has been saved due to incentive pricing received from the vendor for printers that will be returned back to the Vehicle and Equipment Reserve.

Conclusion:

As at June 30, 2017, the Toronto Police Service is projecting total net expenditures of \$33.5M compared to \$38.4M in available funding from net debt. The projected under-expenditure for 2017 is \$4.9M, all of which will be carried forward to 2018.

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

Respectfully submitted,

Mark Saunders, O.O.M.
Chief of Police

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2017-2026 Capital Program Request (\$000s) - Council Approved Feb 16, 2017

Attachment A

Project Name	Plan to end of 2016	2017	2018	2019	2020	2021	Total 2017-2021 Request	2022	2023	2024	2025	2026	Total 2022-2026 Forecast	Total 2017-2026 Program	Total Project Cost
Projects In Progress															
State-of-Good-Repair - Police		4,400	4,400	4,400	4,530	3,925	21,655	4,400	4,400	4,400	4,400	4,400	22,000	43,655	43,655
Transforming Corporate Support (TRMS & HRMS) *	2,535	2,500	2,100	1,500	400		6,500				0	0	0	6,500	9,035
Peer to Peer Site (Disaster Recovery Site) *	4,665	4,000	7,759	3,500	0	0	15,259	0	0	0	0	0	0	15,259	19,924
Facility Realignment *	7,000	7,000	3,195	27,561	35,247	21,061	94,064	17,028	17,740	14,066	12,459	12,906	74,199	168,263	168,263
Enterprise Business Intelligence	6,405	2,811	1,000	0	0	0	3,811	0	0	0	0	0	0	3,811	10,216
TPS Archiving	50		650	0	0	0	650	0	0	0	0	0	0	650	700
Radio Replacement	14,141		4,779	3,664	4,949	6,074	19,466	4,544	42	1,026	226		5,838	25,304	39,445
Total, Projects In Progress	34,796	20,711	23,883	40,625	45,126	31,060	161,405	25,972	22,182	19,492	17,085	17,306	102,037	263,442	291,238
Upcoming Projects															
Conducted Energy Weapon (CEW)	0	750	0	0	0	0	750	0	0	0	0	0	0	750	750
Body Worn Camera - Initial phase	0	500	0	0	0	0	500	0	0	0	0	0	0	500	500
Parking Handheld APS		2,550	0				2,550						0	2,550	2,550
AFIS (next replacement)	0	0	0	3,053	0	0	3,053	0	0	0	0	0	0	3,053	3,053
Property & Evidence Warehouse Racking	0	0	0	0	0	0	0	0	1,040	0	0	0	1,040	1,040	1,040
Total, Upcoming Capital Projects:	0	3,800	0	3,053	0	0	6,853	0	1,040	0	0	0	1,040	7,893	7,893
Total Gross Debt Funded Capital Projects:	34,796	24,511	23,883	43,678	45,126	31,060	168,258	25,972	23,222	19,492	17,085	17,306	103,077	271,335	299,131
Other than debt expenditure (Draw from Reserve)															
Total Reserve Projects:	212,902	22,300	20,884	33,062	24,335	21,575	122,156	24,145	20,598	37,234	24,646	22,870	129,493	251,648	464,551
Total Gross Projects	247,698	46,811	44,767	76,740	69,461	52,635	290,414	50,117	43,820	56,726	41,731	40,176	232,570	522,984	763,682
Funding Sources:															
Vehicle and Equipment Reserve	(212,902)	(22,300)	(20,884)	(33,062)	(24,335)	(21,575)	(122,156)	(24,145)	(20,598)	(37,234)	(24,646)	(22,870)	(129,493)	(251,648)	(464,551)
Funding from Development Charges	(21,476)	(7,000)	(2,931)	(3,539)	(13,801)	(4,120)	(31,391)	(5,204)	(9,908)	0	0	(578)	(15,690)	(47,081)	(68,557)
Total Funding Sources:	(234,378)	(29,300)	(23,815)	(36,601)	(38,136)	(25,695)	(153,547)	(29,349)	(30,506)	(37,234)	(24,646)	(23,448)	(145,183)	(298,729)	(533,108)
Total Net Debt-Funding Request:	13,320	17,511	20,952	40,139	31,325	26,940	136,867	20,768	13,314	19,492	17,085	16,728	87,387	224,254	230,574
5-year Average:							27,373						17,477	22,425	
City Target:		21,411	24,345	39,402	31,800	24,891	141,849	23,386	18,956	19,967	16,301	12,000	90,610	232,459	
City Target - 5-year Average:							28,370						18,122	23,246	
Variance to Target:		3,900	3,393	(737)	475	(2,049)	4,982	2,618	5,642	475	(784)	(4,728)	3,223	8,205	
Cumulative Variance to Target			7,293	6,556	7,031	4,982		7,600	13,242	13,717	12,933	8,205			
Variance to Target - 5-year Average:							996						645	820	

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

Attachment B

2017 Capital Budget Variance Report as at June 30, 2017 (\$000s)

Project Name	Carry Forward from 2016	2017 Budget	Available to Spend in 2017	2017 Projection	Year-End Variance - (Over)/ Under	Carry Forward to 2018	Total Project Budget	Total Project Cost (Projects)	Project Variance - (Over) / Under	Comments	Overall Project Health
Debt-Funded Projects											
Facility Projects:											
54/55 Divisions Amalgamation	0.0	7,000.0	7,000.0	500.0	6,500.0	6,500.0	39,425.0	39,425.0	-	Please refer to the body of the report.	Red
TPS Archiving	50.0	0.0	50.0	50.0	-	0.0	700.0	700.0	-	Design portion will be completed in 2017.	Green
Information Technology Projects:											
Peer to Peer Site	840.2	4,000.0	4,840.2	3,910.0	930.2	930.2	19,924.3	19,924.3	-	Please refer to the body of the report.	Yellow
Transforming Corporate Support	525.2	2,500.0	3,025.2	1,836.3	1,188.9	1,188.9	8,742.4	8,742.4	-	Please refer to the body of the report.	Green
Enterprise Business Intelligence	3,036.3	2,811.0	5,847.3	4,900.0	947.3	947.3	10,216.0	10,216.0	-	Please refer to the body of the report.	Red
Electronic Document Management (Proof of Concept)	273.7	0.0	273.7	273.7	-	0.0	500.0	500.0	-	Project will be completed in 2017.	Green
Radio Replacement	14,054.2	0.0	14,054.2	14,054.2	-	0.0	39,445.0	39,445.0	-	Please refer to the body of the report.	Yellow
Connected Officer	0.0	2,632.4	2,632.4	919.7	1,712.7	1,712.7	24,200.0	24,200.0	-	Please refer to the body of the report.	Green
Body Worn Camera - Initial phase	0.0	500.0	500.0	100.0	400.0	400.0	500.0	500.0	-	Please refer to the body of the report.	Green
Replacements / Maintenance / Equipment Projects:											
State-of-Good-Repair - Police	1,347.2	4,400.0	5,747.2	5,094.7	652.5	652.5	n/a	n/a	-	Please refer to the body of the report.	Yellow
52 Division Renovations	733.6	0.0	733.6	733.6	-	0.0	9,268.0	9,268.0	-	Please refer to the body of the report.	Green
Conducted Energy Weapon (CEW)	0.0	750.0	750.0	0.0	750.0	750.0	750.0	750.0	-	Please refer to the body of the report.	Red
Parking Handheld APS	0.0	2,550.0	2,550.0	2,550.0	-	0.0	2,550.0	2,550.0	-	Please refer to the body of the report.	Yellow
Total Debt-Funded Projects	20,860.4	27,143.4	48,003.8	34,922.3	13,081.6	13,081.6					
Lifecycle Projects (Vehicle & Equipment Reserve)											
Vehicle Replacement	1,076.6	5,693.0	6,769.6	6,769.6	-	0.0	n/a	n/a	n/a	Please refer to the body of the report.	
IT-Related Replacements	5,377.7	12,440.0	17,817.7	14,348.3	3,469.4	2,881.0	n/a	n/a	n/a	Please refer to the body of the report.	
Other Equipment	2,039.3	4,167.0	6,206.3	2,812.2	3,394.2	3,394.2	n/a	n/a	n/a	Please refer to the body of the report.	
Total Lifecycle Projects	8,493.7	22,300.0	30,793.7	23,930.1	6,863.6	6,275.2					
Total Gross Expenditures:	29,354.1	49,443.4	78,797.5	58,852.3	19,945.2	19,356.8	Percent spent:		74.7%		
Less other-than-debt funding:											
Funding from Developmental Charges	0.0	(7,000.0)	(7,000.0)	(500.0)	(6,500.0)	(6,500.0)	n/a	n/a	n/a		
Funding from PEM Grant - Connected Officer	0.0	(2,632.4)	(2,632.4)	(919.7)	(1,712.7)	(1,712.7)	n/a	n/a	n/a		
Vehicle & Equipment Reserve	(8,493.7)	(22,300.0)	(30,793.7)	(23,930.1)	(6,863.6)	(6,275.2)	n/a	n/a	n/a		
Total Other-than-debt Funding:	(8,493.7)	(31,932.4)	(40,426.1)	(25,349.8)	(15,076.3)	(14,487.9)					
Total Net Expenditures:	20,860.4	17,511.0	38,371.4	33,502.6	4,868.9	4,868.9			87.3%		



Toronto Police Services Board Report

July 28, 2017

To: Chair and Members
Toronto Police Services Board

From: Andy Pringle
Chair

Subject: Operating Budget Variance Report for the Toronto Police Services Board, Period Ending June 30, 2017

Recommendations:

It is recommended that the Board forward a copy of this report to the City of Toronto'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:

The Board, at its October 20, 2016 meeting, approved the Toronto Police Services Board's 2017 operating budget at a net amount of \$2,309,100 (Min. No. P245/16 refers). Subsequently, Toronto City Council, at its February 15, 2017 meeting, approved the Board's 2017 operating budget at the same amount.

Background / Purpose:

The purpose of this report is to provide information on the Board's 2017 projected year-end variance.

Discussion:

The following chart summarizes the variance by category of expenditure.

Expenditure Category	2017 Budget (\$000s)	Actual to Jun 30/17 (\$000s)	Projected Year-End Actual (\$000s)	Fav/(Unfav) (\$000s)
Salaries & Benefits	\$1,019.5	\$422.5	\$930.2	\$89.3
Non-Salary Expenditures	\$1,289.6	\$665.2	\$1,289.6	\$0.0

Total	\$2,309.1	\$1,087.7	\$2,219.8	\$89.3
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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 June 30, 2017, a favourable variance of \$89,300 is anticipated. Details are discussed below.

Salaries & Benefits

The favourable variance is expected due to the resignation of one staff member effective in the latter part of 2016, resulting in a projected 2017 part year savings of \$89,300.

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 2017 budget includes a \$529,000 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.

Conclusion:

As at June 30, 2017, the Board operating budget is projected to be \$89,300 underspent by year end.

Respectfully submitted,

Andy Pringle
Chair



Toronto Police Services Board Report

August 3, 2017

To: Members Toronto Police Services Board

From: Andy Pringle
Chair

Subject: CITY OF TORONTO COUNCIL – FINAL OPERATING BUDGET VARIANCE FOR THE TORONTO POLICE SERVICE – YEAR ENDING DECEMBER 31, 2016

Recommendation(s):

It is recommended that the Board receive this report.

Financial Implications:

The financial implications will be assessed during the 2017 operating budget preparation and approval process.

Background/Purpose:

At its meeting held on July 4, 5, 6 and 7, 2017, City Council considered the final operating budget variance report for the Toronto Police Services for the year ending December 31, 2016.

The minutes detailing the City's consideration of this item are available at this link:
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX26.37>

Discussion:

In considering this item, Council approved the following recommendations:

1. City Council establish a Toronto Police Service Modernization Reserve to help fund necessary costs required to enable the implementation of the recommendations in the Transformational Task Force final report.
2. City Council approve a \$3.5 million increase to the Approved 2017 Gross Operating Budget for the Police Service funded by a \$3.5 million contribution from the Toronto

Police Service Modernization Reserve, conditional upon the creation of the Reserve and the allocation from the City's 2016 year-end surplus to the Reserve.

Conclusion:

It is my recommendation that the Board receive this report.

Respectfully submitted,

Andy Pringle
Chair



Toronto Police Services Board Report

August 2, 2017

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

**Subject: Quarterly Report: Occupational Health and Safety Update
for April 1, 2017 to June 30, 2017**

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 second quarter of 2017.

Discussion:

Second Quarter Accident and Injury Statistics

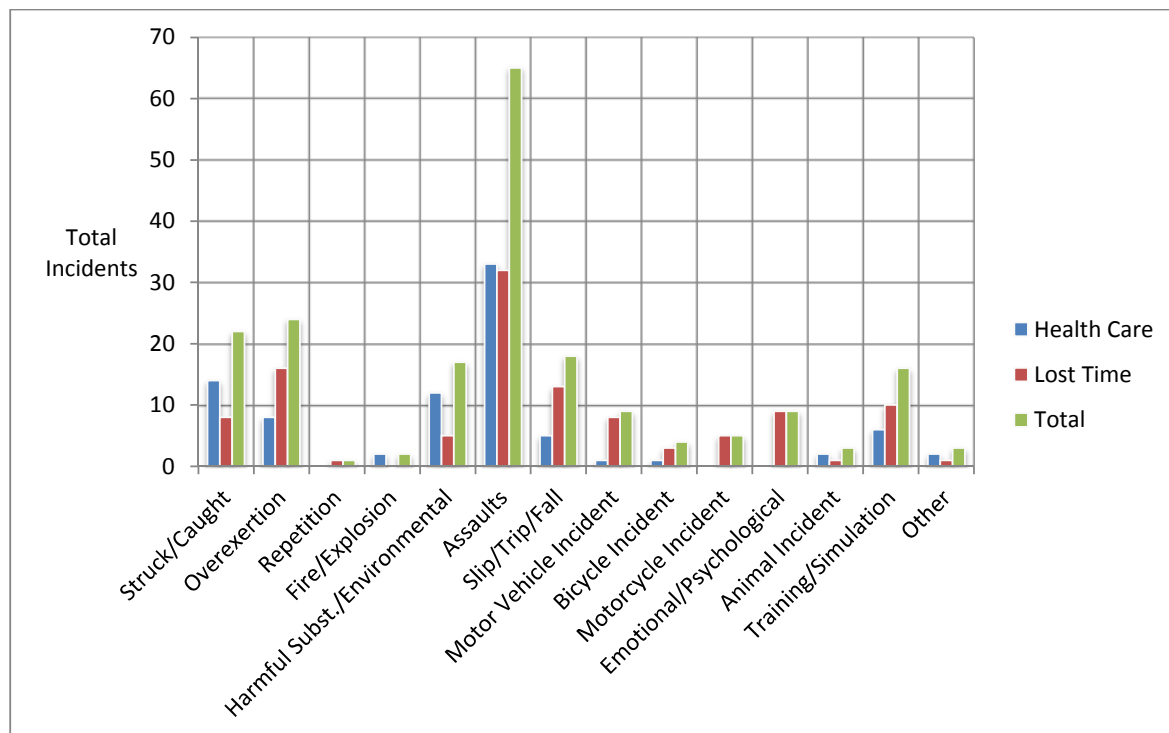
From April 1, 2017 to June 30, 2017, there were 198 reported workplace accidents/incidents involving Service members, resulting in lost time from work and/or health care which was provided by a medical professional. These incidents were reported as claims to the Workplace Safety and Insurance Board (W.S.I.B.). During this

same period, 16 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 \$64,166 in health care costs for civilian members and \$210,253 in health care costs for uniform members for the second quarter of 2017.

Injured on Duty reports are classified according to the incident type. The following graph and chart summarize the Injured on Duty reports received by the Occupational Health and Safety Unit during the second quarter of 2017:

*Injured on Duty Reports
April to June 2017:*



*Injured on Duty Reports
April to June 2017*

Incident Type	Health Care	Lost Time	Q2 2017	Q2 2016
Struck/Caught	14	8	22	50
Overexertion	8	16	24	20
Repetition	0	1	1	4
Fire/Explosion	2	0	2	1
Harmful Substances /Environmental	12	5	17	8
Assaults	33	32	65	46
Slip/Trip/Fall	5	13	18	15
Motor Vehicle Incident	1	8	9	13
Bicycle Incident	1	3	4	9
Motorcycle Incident	0	0	0	1
Emotional/Psychological	0	9	9	7
Animal Incident	2	1	3	2
Training/Simulation	6	10	16	1
Other	2	1	3	8
Totals	86	107	193	185

The top five incident categories are:

1. Assaults: 65 reported incidents.
2. Overexertion: 24 reported incidents.
3. Struck/Caught: 22 reported incidents.
4. Slip/Trip/Fall: 18 reported incidents.
5. Harmful Substances: 17 reported incidents.

The highest category of incidents during this reporting period is the “Assault” category. Assaults by arrested parties, suspects, or members of the public typically form one of the largest categories of Injured on Duty reports due to the nature of police work. A significant portion of training received by police officers is designed to mitigate the risk of these types of injuries.

During the second quarter of 2017, an increase was noted in the number of incidents in the “Harmful Substances/Environmental” category. A review of these incidents revealed a single occurrence which resulted in five officer exposures concurrently, resulting in an increased total number of incidents in this category.

The data also show a decrease from 2016 to 2017 in incidents in the “Struck/Caught” category and a concurrent increase in “Training/Simulation” incidents. This is due to a modification in the categorization criteria for these two categories, in which certain incident types which had previously been recorded as “Struck/Caught” are now being categorized in the “Training/Simulation” category in order to provide better clarity in the data. “Training/Simulation” refers to training events such as the annual In-Service

Training program, which includes dynamic physical components which can occasionally result in injury. The training program is regularly reviewed to reduce the incidence of these types of injuries.

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.

In the second quarter of 2017, there were three critical injury incidents reported to the M.O.L. The incidents were confirmed by the M.O.L. to be critical injury incidents 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, consider treatment options as required, and to ensure that the member is supported properly with respect to stress and psychological wellbeing. The following chart summarizes member exposures to communicable diseases, as well as other potential exposure types including blood and bodily fluids.

Member Exposure to Communicable Diseases April to June 2017

Reported Exposures	April	May	June	Q2 - 2017	Q2 - 2016
Bodily Fluids, Misc.	16	18	17	51	39
Hepatitis A, B, & C	0	0	0	0	0
HIV	0	1	3	4	2
Influenza	0	0	0	0	0
Measles, Mumps, Rubella	0	0	0	0	0
Meningitis	0	0	2	2	3

Reported Exposures	April	May	June	Q2 - 2017	Q2 - 2016
Staphylococcus Aureus	5	0	0	5	26
Tuberculosis	0	3	1	4	0
Varicella (Chickenpox)	0	0	0	0	0
Other, Miscellaneous	5	4	0	9	9
Total	26	26	23	75	79

Examples of the types of exposures which fall into the category “Other, Miscellaneous” can include, but are not limited to: ringworm, scabies, lice, pertussis (whooping cough), diphtheria, etc.

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 28 reported exposures to bed bugs in the second quarter of 2017.

Medical Advisory Services

The disability statistics provided below summarize 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 as of the end of the second quarter of 2017 is summarized in the following chart.

Member Disabilities: Non-Occupational April to June 2017

Disability Category	End of Q2 – 2017	End of Q2 – 2016
Short Term	73	64
Long Term – L.T.D.	4	4
Long Term – C.S.L.B.	71	69
Total Disability	148	137

In comparison to the second quarter of 2016, the total disability for the second quarter of 2017 has increased by 8%. There have been two new members approved for C.S.L.B. benefits since Q2 of 2016, with the remainder of the change in the short term category.

Workplace Violence and Harassment Statistics:

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 second quarter of 2017, 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*. These complaints are being investigated.

Conclusion:

This report provides an update to the Board on matters relating to occupational health and safety issues for the second quarter of 2017.

The next quarterly report for the period of July 1, 2017 to September 30, 2017 will be submitted to the Board for its meeting in November 2017.

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

Respectfully submitted,

Mark Saunders, O.O.M.
Chief of Police

MS:RD:cp

Board Report-Public OHS update-Q2 April to June 2017



Toronto Police Services Board Report

July 21, 2017

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: 2016 Toronto Police Service Performance Report

Recommendation(s):

It is recommended that the Board receive the 2016 Toronto Police Service Performance Report.

Financial Implications:

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

Background / Purpose:

Each year, as part of the strategic planning process, the Service prepares an annual report on the results of the measurement of the Service Priorities, using the performance indicators set out in the Business Plan, as required by Ontario Regulation 3/99 (*Adequacy and Effectiveness of Police Services*). The Board has requested that the Service Performance Report be provided in June of each year (Min. No. P75/06 refers).

Discussion:

The 2014-2016 Business Plan, approved by the Board in December 2013, includes three priorities: i) safe communities and neighbourhoods, ii) economic sustainability and operational excellence, and iii) high quality, professional service to the community. Within these priorities, there were eighteen individual goals and for each of these goals, a number of performance objectives/indicators were identified (Min. No. P288/13 refers).

Results for the more than 70 performance indicators (compared, where available, to the baseline measures in 2013), are presented in the 2016 Service Performance Report. It should be noted that during 2016, the final year of the three-year Plan, more than half of the performance indicators were achieved. Further, while a number of projects were well on the way to meet another nine indicators, these projects were halted and rolled into the scope of the Transformational Task Force. The Performance Report also provides information on the activities that were undertaken by Service units to address the goals and priorities.

It should be recognized that a number of factors affect the achievement, or non-achievement, of the performance objectives specified for the goals. For example, perceptions of all those surveyed may be affected by events within the community and issues being discussed in the media. Of the 26 indicators not achieved, almost half related to results of the 2016 Toronto Police Service Personnel Survey. Results from the survey were, in all areas, notably less positive compared to results in 2014 and 2015. Member uncertainty regarding the recommendations of the Transformational Task Force, the future direction of the Service, job security, and the certainty of a moratorium on hiring and promotion all likely had a negative influence on morale and, in turn, on member perception in all areas of their work experience.

Further, while not all the Service's goals were fully achieved, the Service continued to undertake new initiatives to address community safety, improve existing programs, or simply provide a continuing service in a more efficient or effective manner.

Conclusion:

At this time, the 2016 Toronto Police Service Performance Report is provided for the Board's information, consistent with the requirements for an annual report in Section 31 of the Adequacy Standards Regulation (Ontario Regulation 3/99).

Superintendent Frank Bergen, Strategy Management, will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

Mark Saunders, O.O.M.
Chief of Police

sd

Filename: 2016 Service Performance Board Report
attachment: 2016 Service Performance Report

Toronto Police Service Performance Report



2016

A report in accordance with Ontario Regulation 3/99 (the Adequacy Standards Regulation) on the Service's achievements in relation to the Service Priorities and Goals as outlined in the 2014-2016 Business Plan.

May 2017

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2016 Service Performance - Priorities

Every three years, the Toronto Police Services Board and the Toronto Police Service decide where the Service will focus resources and activities. This is done within our commitment to community safety, and within the context of responsibilities mandated by the *Police Services Act* and other legislation, and within the framework provided by the Service's own Vision, Mission Statement, and Values. Although we will continue to work in many areas, our Priorities represent those areas that we will give extra emphasis. The Service's Priorities for 2014-2016 were:

-  Safe Communities and Neighbourhoods
-  Economic Sustainability & Operational Excellence
-  High Quality, Professional Service to the Community

These Priorities and accompanying Goals reaffirmed the commitment of both the Board and the Service to building public trust and confidence through community engagement and addressing the needs of our community, through continuous improvement and openness to change, through effective and efficient processes and operations, and, perhaps most importantly, through the provision of bias-free, accountable, professional policing services.

This report summarizes the Goals we worked toward within in each Priority, some activities we undertook in these areas, and what we achieved over the three-year period.

Safe Communities & Neighbourhoods

In the Service's community surveys and consultations, people identify community and neighbourhood safety as a priority, affirming a belief that all members of the community should feel safe, without fear of danger, crime, intimidation, or harassment, as they go about their daily routines. A sense of safety, whether in the home, around their neighbourhood, or on the street, has a strong positive influence on quality of life. The Service is committed to providing professional, non-biased enforcement activities to address community crime and traffic safety issues. Moreover, the Service is committed to providing services in a way that is supportive of victims of crimes, effective for people with distinct needs – in particular, emotionally disturbed persons – and encourages community cohesion and engagement.

Our Goals Were:

- ▶ Enhance prevention and enforcement activities focusing on violent crime and illegal drug activity to reduce crime and improve perceptions of safety in neighbourhoods.
- ▶ Improve support for victims and witnesses affected by crime or violence, by referral to appropriate services.
- ▶ Improve road safety and traffic flow for pedestrians, cyclists, and motorists, using technology where possible.
- ▶ Contribute to and foster neighbourhood-initiated efforts to strengthen a sense of community, address signs of physical disorder, and engage more proactively with community members.
- ▶ Enhance officer ability to effectively interact with emotionally disturbed persons, particularly those with mental illness.
- ▶ Improve public and Service member awareness of vulnerabilities associated with use of the Internet and cyber devices.

Examples of How We Addressed the Goals:

- ▶ Continued to improve crime management and intelligence-led processes to better identify areas within neighbourhoods experiencing heightened level of violence (guns, gangs, drugs) and use resources effectively to prevent criminal activity, and arrest and prosecute offenders. A project to improve the communication of intelligence directly to front-line officers was completed in 2015.
- ▶ Continued to expand co-operation with criminal justice agencies and other security partners, including information sharing, training, and joint projects, to prevent and respond to violent crime.
- ▶ Continued to develop and deliver a communication strategy using both traditional and social media to inform the public about policing activities, services, and on-going investigations.
- ▶ The Victim Witness Support Plan was implemented to enhance the capacity of front-line officers to respond effectively to the needs of victims and witnesses.
- ▶ Developed an auditing process in divisions and investigative units to ensure that a Victim Services referral has been offered in each case where a victim is identified.
- ▶ Expanded messaging to pedestrians, seniors, cyclists, motorists, and motorcycle operators, using both traditional and social media, to promote awareness of and provide education on road safety. Enforcement initiatives were used to reinforce messaging.
- ▶ Continued to identify chronic unsafe, high collision, and restricted traffic flow locations for targeted enforcement initiatives or other appropriate resolutions by the city or province.
- ▶ Continued to strengthen Service participation in proactive neighbourhood activities and problem-solving initiatives, by involving a broader range of skills and functions (e.g. Community Response, Neighbourhood Officers, Traffic Services, Mounted, Communications, Corporate Communications, etc.).

- ▶ Increased investigator attendance at and active participation in neighbourhood-initiated events, such as town-halls and Community Police Liaison Committee meetings, to address concerns related to violent crime.
- ▶ Continued to implement recommendations from the Honourable Frank Iacobucci's report, *Police Encounters with People in Crisis*, including recommendations relating to selection of police officers, training, supervision, use of force, Mobile Crisis Intervention Teams, mapping of community resources, etc.
- ▶ Continued to develop and deliver, in conjunction with external partners, training, courses, and mental health resources to all members who deal with or may potentially deal with an emotionally disturbed person.
- ▶ Continued to provide information to the public on issues such as phishing, identity theft, and Internet vulnerabilities using both traditional and social media (e.g. #Fraudchat, videos, booklets/pamphlets, etc.).
- ▶ Continued to provide information, through both traditional and social media, to Service members on risk management issues related to technology use, such as those identified by Operation ReBoot.

What We Achieved:

Table 1 Goal, Performance Objective/Indicator, 2013 Baseline, 2014, 2015, and 2016 Results, and Change

Goal	Performance Objective/Indicator	Baseline (2013)	2014 Result	2015 Result	2016 Result	Change (2013-2016)	Status
Enhance prevention and enforcement activities focusing on violent crime and illegal drug activity to reduce crime and improve perceptions of safety in neighbourhoods.	decrease in rate of violent crime (per 100,000 population)	999	881	931	981	-2%	✓
	decrease in rate of property crime (per 100,000 population)	2,594	2,397	2,423	2,307	-11%	✓
	increase in number of persons charged with drug offences	6,957	4,418	3,401	3,249	-53%	✗
	increase in community perception of safety in neighbourhoods	93%	93%	93%	93%	---	✗
Improve support for victims and witnesses affected by crime or violence, by referral to appropriate services.	increase in number of referrals to Victim Services	6,442	7,304	7,446	7,543	+1,101	✓
	increase in proportion of victims who say they received appropriate referrals from officers	84%	90%	91%	90%	+6%	✓
Improve road safety and traffic flow for pedestrians, cyclists, and motorists, using technology where possible.	increase in pedestrian perception of safety	72%	74%	76%	74%	+2%	✓
	increase in cyclist perception of safety (40% said 'don't know/NA' in 2016, 37% in 2015, 36% in 2014 and 40% in 2013)	30%	27%	29%	27%	-3%	✗
	increase in driver perception of safety	71%	70%	71%	69%	-2%	✗
	increase in driver perception that traffic flow has improved	11%	13%	19%	16%	+5%	✓
	increase in cyclist perception that traffic flow has improved	11%	17%	21%	23%	+12%	✓

Goal	Performance Objective/Indicator	Baseline (2013)	2014 Result	2015 Result	2016 Result	Change (2013-2016)	Status
Contribute to and foster neighbourhood-initiated efforts to strengthen a sense of community, address signs of physical disorder, and engage more proactively with community members.	increase in proportion of community members who say they believe people in their neighbourhood look out for each other	77%	79%	79%	79%	+2%	✓
	increase in proportion of community members who believe that relations between police and the people in their neighbourhood have improved	15%	18%	16%	15%	---	✗
	increase in proportion of community members who say they attended a community event or meeting where police were present	12%	12%	9%	38%	+26%	✓
	increase in proportion of community members who have participated in a community improvement project/activity	17%	26%	22%	24%	+7%	✓
	decrease in proportion of community members concerned with signs of physical disorder in their neighbourhood (vandalism, graffiti, garbage/litter)	39%	42%	41%	43%	+4%	✗
Enhance officer ability to effectively interact with emotionally disturbed persons, particularly those with mental illness.	decrease in proportion of MHA interactions involving an injury (sustained either prior to or during apprehension)	9%	not available (technical issues)	not available (technical issues)	not available (technical issues)	---	□
	increase in proportion of officers who say they believe that the training they have received has prepared them to effectively interact with emotionally disturbed persons	80%	82%	84%	86%	+6%	✓
	of those officers who dealt with an emotionally disturbed person during the year, increase in proportion who say that the training they received did help them in that situation	80%	84%	84%	81%	+1%	✓
Improve public and Service member awareness of vulnerabilities associated with use of the Internet and cyber devices.	increase in public awareness of risks associated with use of Internet and cyber devices (e.g. phishing & frauds, insecure passwords or WiFi, identity theft)	81%	81%	84%	84%	+3%	✓
	increase in Service member awareness of risks associated with use of Internet and cyber devices (e.g. phishing & frauds, insecure passwords or WiFi, identity theft)	93%	96%	96%	96%	+3%	✓

Economic Sustainability & Operational Excellence

As detailed in the *Police Services Act*, the Toronto Police Service is committed to providing a full range of policing services to our community. However, in this time of fiscal constraint, the Service must remain cognizant of the cost of providing these services. We strive for operational excellence through continued review and improvement, and through support and training for our members. The Police Service must ensure that it remains accountable to the community by providing those services that are demanded by the community in the most professional, efficient, and effective a manner as possible.

Our Goals Were:

- ▶ Align Service programs with core or priority service requirements to ensure Service resources are used most efficiently.
- ▶ Continue to assess and invest in operational processes and partnerships to improve effectiveness, efficiency, and sustainability of operations.
- ▶ Set measurable standards to optimize service delivery and resource appropriately, including, but not limited to, standards relating to response time to calls for service and resource use/deployment (for example, use of specialized teams such as MCIT, supervisors, centralized investigative units, etc.).
- ▶ Improve human resource management and accountability within the Service, including the development of:
 - personnel evaluation and monitoring processes/tools that better reflect expectations relating to member performance,
 - management/leadership training that enables supervisors to better manage and guide member performance, and
 - comprehensive succession planning processes for both uniform and civilian members.
- ▶ Use and invest in technology to support administrative, operational, and investigative improvements and efficiencies.
- ▶ Continue to develop and improve the Service's capacity to deal with crimes committed involving or using technology.

Examples of How We Addressed the Goals:

- ▶ Implemented a number of recommendations arising from the Chief's Internal Organizational Review of internal and external processes, including changes in civilianization, automation, and call types attended.
- ▶ Using agreed upon core policing service requirements, developed a checklist of criteria for program alignment against which all Service programs would be assessed for alignment; the Program Alignment Work Group identified criteria and worked on identifying all Service programs and developing a tool to assist in the assessment of program alignment.★
- ▶ Continued to refine business processes with external partners, such as the City of Toronto's 3-1-1 service, EMS, and By-Law Enforcement, etc., to re-direct calls for more appropriate response by other city agencies and improve call handling and processing time.
- ▶ Continued to participate in the Neighbourhood Hub Model in a multi-agency collaboration to intervene in and thereby prevent opportunities for individuals to engage in criminal activities, and to ensure the appropriate social or government agency is the first responder.
- ▶ Continued to assess and implement opportunities for increased participation in shared services with the City of Toronto and other police agencies to increase process efficiency (purchasing processes and co-operatives, fleet management, administration, etc.).
- ▶ Conducted a preliminary analysis of historical response data with a view to developing time standards for response to calls for service by divisional Primary Response and other support units (i.e. units from Public Safety Operations and Detective Operations) that reflect staffing levels.★

- ▶ Completed the TPS contribution requirements to the evaluation of the MCIT program carried out by the Centre for Research on Inner City Health, St. Michael's Hospital.
- ▶ Established a major case response protocol between divisions and Detective Operations which clearly defines lead and shared responsibilities for investigations falling within the mandate of a Detective Operations unit.
- ▶ The Human Resources & Performance Management unit was established and staffed, and efforts in co-ordination, management and execution of activities such as performance evaluation and management, leadership development, professional development, succession planning, etc. are on-going.
- ▶ Implemented and evaluated a pilot project to assess the operational benefits of using body-worn cameras throughout the Toronto Police Service and the different body-worn cameras currently in the market.
- ▶ Continued to implement, upgrade, and support the Service's integrated records and information management (Versadex) and disclosure management (eJust) systems.
- ▶ Continued to improve the ability of the public to report to police through expansion of on-line reporting capabilities and capacity, through upgrade of telephone and network infrastructure to support next generation 9-1-1, and through planning and upgrade toward text to 9-1-1 for hearing impaired community.
- ▶ Continued to assess and implement recommendations from Operation ReBoot to maximize the efficient and effective use of cyber-technology to continually improve the quality of police investigations and services.
- ▶ The Computer Cyber Crime section of Intelligence Services was established to ensure the Service's capacity to process computers and cell phones related to offences in an effective and timely manner.

★ Work was halted in these areas with the establishment of the Transformational Task Force.

What We Achieved:

Table 2 Goal, Performance Objective/Indicator, 2013 Baseline, 2014, 2015, and 2016 Results, and Change

Goal	Performance Objective/Indicator	Baseline (2013)	2014 Result	2015 Result	2016 Result	Change (2013-2016)	Status
Align Service programs with core or priority service requirements to ensure Service resources are used most efficiently.	criteria developed for assessing program alignment	---	not yet available	on-going	★	---	□
	process developed for assessing program alignment	---	not yet available	on-going	★	---	□
	Service programs assessed	---	not yet available	not yet available	★	---	□
Continue to assess and invest in operational processes and partnerships to improve effectiveness, efficiency, and sustainability of operations.	operational processes mapped and reviewed for efficiencies	---	not yet available	4	2	6 (total)	✓
	number of operational partnerships to which resources have been allocated★★	---	39	107	246	246 (current)	✓
	number of recommendations implemented from various reviews to improve effectiveness, efficiency, or sustainability of operations	---	167	240	56	463 (total)	✓
Set measurable standards to optimize service delivery and resource appropriately, including, but not limited to, standards relating to response time to calls for service and resource use/deployment (for example, use of specialized teams such as MCIT, supervisors, centralized investigative units, etc.).	response time standards set	---	not yet available	on-going	★	---	□
	appropriate level of resources determined based on response time standards	---	not yet available	not yet available	★	---	□
	resource use/deployment criteria reviewed and established	---	not yet available	not yet available	★	---	□

★ Work was halted in these goals with the establishment of the Transformational Task Force.

★★ Results do not include partnerships formed for the purpose of administration or that support best practices and efficiencies (e.g. Communications, Training, Fleet Management, etc.).

Goal	Performance Objective/Indicator	Baseline (2013)	2014 Result	2015 Result	2016 Result	Change (2013-2016)	Status
Improve human resource management and accountability within the Service, including the development of: <ul style="list-style-type: none"> personnel evaluation and monitoring processes/tools that better reflect expectations relating to member performance, management/leadership training that enables supervisors to better manage and guide member performance, and comprehensive succession planning processes for both uniform and civilian members. 	personnel appraisal processes/tools revised	---	on-going	on-going	on track for 2018	---	✓
	increased proportion of members who say they understand what's expected of them	97%	96%	96%	94%	-3%	✗
	management/leadership training revised	---	on-going	on-going	on-going	---	✓
	increased proportion of supervisors who say they feel better able to manage the performance of those they supervise	89%	90%	88%	79%	-10%	✗
	succession planning processes established	---	on-going	on-going	on track for 2020	---	✓
	increased proportion of members who say they believe supervisors and managers are held accountable for their actions	57%	56%	53%	44%	-13%	✗
Use and invest in technology to support administrative, operational, and investigative improvements and efficiencies.	new or upgraded technology introduced to and being used in the Service	---	20	44	20	84 (total)	✓
	increased proportion of members who say that technology has improved their ability to carry out their work	86%	89%	89%	88%	+2%	✓
	increase in number of technology-related recommendations implemented to support administrative, operational, and investigative improvements and efficiencies	---	2	16	23	41 (total)	✓
Continue to develop and improve the Service's capacity to deal with crimes committed involving or using technology.	increase in officer perception of Service ability to investigate crimes involving or using technology	78%	82%	80%	78%	---	✗
	increase in proportion of officers receiving training on investigation of crimes that involve or use technology	37%	42%	44%	47%	+10%	✓
	increase in number of occurrences flagged as 'cybercrime related'	not available	750	741	898	+20%	✓

High Quality, Professional Service to the Community

Beyond the legislated requirements to provide a full range of policing services to our community, the Toronto Police Service is committed to providing the highest quality, professional services possible, both to members of our community and to members of the organization. Improving the public's trust and confidence in the Police Service is essential. The Service continued to work to ensure that services delivered are bias-free and accountable, and we promote internal and external service excellence through innovation, skills development, experience, and respect.

Our Goals Were:

- ▶ Continue to grow and support a diversity of perspectives within the Service.
- ▶ Assess and use the knowledge, experiences, and skills of members to improve the delivery of services to and interactions with the community.
- ▶ Define, develop, communicate, and implement a customer service strategy.
- ▶ Deliver professional, ethical, bias-free service, both to members of the public and within the organization.
- ▶ Implement organizational and operational changes that address concerns of bias, discrimination, and profiling, including racial profiling, to improve public trust and confidence.
- ▶ Review and improve application of training and professional development processes to ensure that members have opportunities to improve and continually develop the range of skills and cultural competencies needed to police effectively within the City of Toronto.

Examples of How We Addressed the Goals:

- ▶ Continued to encourage members to provide innovative ideas that address unit-level or Service-level issues or problems.
- ▶ Continued to develop a comprehensive Service-wide inventory of member skills, abilities, and experience relevant to the organization, accessible to police managers/supervisors to facilitate a more effective use of resources.
- ▶ Continued to encourage the practice of multi-unit case-conferencing and debriefing to share knowledge, experiences, and lessons learned from different perspectives.
- ▶ Researched the most effective way to develop the organizational culture to enhance delivery, through person-to-person interactions, both between Service members and with the community, with the objective of increasing Service member and public engagement. Based on the information collected, developed and began to implement a customer service strategy. ★
- ▶ Developed corporate training standards for the customer service strategy that can be used to inform members and recruits, and encourage a different way of thinking about providing customer service. ★
- ▶ Continued the implementation of the recommendations from the Police and Community Engagement Review (PACER) that support professional, ethical, and bias-free service both to the community and within the Service. ★
- ▶ Continued to implement the recommendations from the evaluation carried out by the Diversity Institute, Ryerson University, of the Human Rights Project Charter, which aimed to identify and eliminate any discrimination that may exist in Board or Service policies and practices, and to identify and eliminate any discrimination that may exist in the provision of policing services.

- ▶ Continued to enhance, at the unit level and at the Toronto Police College, learning related to delivery of professional, bias-free service, including Fair and Impartial Policing and the Intercultural Development Program.
 - ▶ Continued the implementation of the recommendations from the Police and Community Engagement Review (PACER) that address changes to governance, performance and information management, operations, training, etc.
 - ▶ Continued to ensure that supervisors are available to provide guidance and assistance to front-line members, and that supervisors hold accountable those members who behave in an inappropriate or unprofessional manner; the Uniform Constable Performance Management Pilot Project was launched in 43 Division in September 2015.
 - ▶ Continued to encourage unit commanders to establish career development opportunities within their units and to support member application for short-term career development positions in other units.
 - ▶ Continued to ensure that all training opportunities support the delivery of effective services and are allocated fairly and transparently to members.
 - ▶ Continued to encourage unit commanders to provide, as practicable, opportunities for members to take on more challenging projects or tasks within their current position.
- ★ Work was halted in these areas with the establishment of the Transformational Task Force.

What We Achieved:

Table 3 Goal, Goal, Performance Objective/Indicator, 2013 Baseline, 2014, 2015, and 2016 Results, and Change

Goal	Performance Objective/ Indicator	Baseline (2013)	2014 Result	2015 Result	2016 Result	Change (2013-2016)	Status
Continue to grow and support a diversity of perspectives within the Service.	increase in member perception that their work is valued	66%	71%	68%	57%	-9%	✗
	increase in member perception of management openness to suggestions for improved/alternate service provision	45%	52%	50%	44%	-1%	✗
	increase in management perception that members are more willing to offer suggestions for improved/alternate service provision	74%	80%	79%	70%	-4%	✗
Assess and use the knowledge, experiences, and skills of members to improve the delivery of services to and interactions with the community.	increase in member perception that their skills, knowledge, and experience are being used effectively	76%	77%	74%	68%	-8%	✗
	improvement in member perception of quality of service delivered to the community	22%	24%	18%	7%	-15%	✗
	increase in community satisfaction with police during contact	83%	88%	83%	84%	1%	✓
	increase in victim satisfaction with the way officers dealt with the incident	73%	85%	83%	78%	+5%	✓
Define, develop, communicate, and implement a customer service strategy.	customer service strategy defined and developed	---	complete	complete	complete	---	✓
	internal and external communication plan developed and implemented	---	on-going	on-going	★	---	□
	customer service strategy implemented	---	on-going	completed in part	★	---	□
	increase in member awareness of the Service's customer service strategy	---	not yet available	82%	75%	-7%	✗
	increase in community awareness of the Service's customer service strategy	---	not available	not available	★	---	□

★ Work was halted in these goals with the establishment of the Transformational Task Force.

Goal	Performance Objective/ Indicator	Baseline (2013)	2014 Result	2015 Result	2016 Result	Change (2013-2016)	Status
Deliver professional, ethical, bias-free service, both to members of the public and within the organization.	decrease in number of public complaints	726	597	587	680	-6%	✓
	decrease in number of internal complaints	574	537	498	525	-9%	✓
	increase in community perception of officer professionalism during contact	82%	84%	81%	86%	+4%	✓
	increase in community perception of bias-free service provided by officers during contact	85%	80%	81%	81%	-4%	✗
	increase in victim perception of officer professionalism	83%	91%	86%	88%	+5%	✓
	increase in victim perception of bias-free service provided by officers	79%	85%	94%	88%	+9%	✓
	increase in member perception of professionalism within the Service when making requests of other members/units	89%	87%	86%	85%	-4%	✗
	increase in member perception of bias-free service provided by other members/units	87%	87%	88%	89%	+2%	✓
Implement organizational and operational changes that address concerns of bias, discrimination, and profiling, including racial profiling, to improve public trust and confidence.	increase in community perception that TPS officers are trustworthy	87%	86%	86%	85%	-2%	✗
	increase in proportion of the community who are confident that TPS officers treat people fairly	78%	79%	75%	75%	-3%	✗
	increase in proportion of the community who are confident that, overall, TPS officers do a good job	92%	93%	92%	94%	+2%	✓
	decrease in community perception that Toronto Police officers target members of minority or ethnic groups for enforcement	32%	34%	43%	41%	+9%	✗
Review and improve application of training and professional development processes to ensure that members have opportunities to improve and continually develop the range of skills and cultural competencies needed to police effectively within the City of Toronto.	increase in member perception of the availability of opportunities for professional development	65%	68%	64%	48%	-17%	✗
	increase in member perception of job enrichment opportunities	61%	65%	61%	46%	-15%	✗
	increase in community perception of police effectiveness in improving public safety/security	84%	85%	85%	84%	---	✗
	increase in community perception of police effectiveness in reducing crime and disorder	79%	79%	80%	79%	---	✗
	increase in members who attended the Toronto Police College for training who said they applied what they had learned	81%	82%	79%	76%	-5%	✗



Toronto Police Services Board Report

June 29, 2017

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

**Subject: Chief's Administrative Investigation: Sexual Assault
Complainant 2016-H.**

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:

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

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

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

Section 11(2) of the Regulation states:

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

Section 11(4) of the Regulation states:

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

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

Discussion:

On December 30, 2015, the T.P.S. received information from the Royal Canadian Mounted Police (R.C.M.P.) in British Columbia that Sexual Assault Complainant 2016-H (2016-H) wished to report a historic sexual assault. The complainant reported that the assault happened in 2008, in Toronto, involving a T.P.S. officer. Arrangements were made to have the R.C.M.P. conduct the preliminary investigation into the allegation.

On January 14, 2016, the R.C.M.P. provided the T.P.S. with an overview of the allegations made by 2016-H.

In 2008, 2016-H was living in Toronto and met a T.P.S. police officer when she sought advice regarding an unrelated domestic incident.

Over the next few days, the officer made attempts to contact 2016-H by calling her and attending at her residence. 2016-H and the officer subsequently began to exchange phone calls and text messages.

On September 11, 2008, the officer, while off-duty, was invited to and attended at the residence of 2016-H to watch a movie together.

2016-H alleged that she was sexually assaulted that evening. She further alleged that the fact that he was a police officer weighed on her mind and she felt intimidated, choosing not to resist his advances.

On January 15, 2016, the S.I.U. was notified and invoked its mandate.

The S.I.U. designated Police Constable Vincenzo Bonazza (5295) as a subject officer; six other officers were designated as witness officers.

On September 15, 2016, Director Tony Loparco of the S.I.U. caused an information to be sworn out against Police Constable Vincenzo Bonazza (5295) for one count of Sexual Assault, *Criminal Code* 271.

The officer is scheduled to appear in court at the Superior Court of Justice, Toronto on February 5, 2018, for trial.

The S.I.U. published a media release which is available at: www.siu.on.ca.

Summary of the Toronto Police Service's Investigation:

Professional Standards Support (P.S.S.) conducted an investigation pursuant to Ontario Regulation 267/10, section 11.

P.S.S. examined the circumstances surrounding the alleged sexual assault in relation to the applicable legislation, service provided, procedures and the conduct of the involved officers.

The P.S.S. investigation reviewed the following T.P.S. procedures; as well as the Standards of Conduct.

- Procedure 05-05 (Sexual Assault)
- Procedure 13-16 (Special Investigations Unit)
- Procedure 13-17 (Memorandum Books and Reports)
- Standards of Conduct Section 2.1.1. (General Responsibilities)

The P.S.S. investigation also reviewed the following legislation:

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

The P.S.S. investigation determined that T.P.S.'s policies and procedures associated with the allegation were found to be lawful, in keeping with current legislation and written in a manner which provided adequate and appropriate guidance to the members. None of the examined procedures required modification.

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

Respectfully submitted,

Mark Saunders, O.O.M.
Chief of Police

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Toronto Police Services Board Report

August 1, 2017

To: Members Toronto Police Services Board

From: Andy Pringle
Chair

**Subject: CITY OF TORONTO COUNCIL – UPDATE ON CITY
SUPPORTED COMMUNITY-LED VIOLENCE PREVENTION AND
INTERVENTION**

Recommendation(s):

It is recommended that the Board refer this report to the Chief of Police.

Financial Implications:

There are no financial implications arising from the Board's consideration of this report.

Background/Purpose:

At its meeting held on July 4, 5, 6 and 7, 2017, City Council considered an update on the City's key violence prevention and intervention work.

The minutes detailing the City's consideration of this motion are available at this link:
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.CD21.13>.

Discussion:

In considering the report from the Community Development and Recreation Committee, Council adopted a number of motions, including a request that the Executive Director, Social Development, Finance and Administration work with the Toronto Police Service and the Ministry of Children and Youth Services to expand the Youth Pre-charge diversion program upon the receipt of the funds from other levels of government, announced on June 30, 2016.

Conclusion:

I recommend that the Board refer this report to the Chief of Police.

Respectfully submitted,

Andy Pringle
Chair



Toronto Police Services Board Report

August 3, 2017

To: Members Toronto Police Services Board

From: Andy Pringle
Chair

Subject: CITY OF TORONTO COUNCIL – PROPOSED KING STREET TRANSIT PILOT

Recommendation(s):

It is recommended that the Chief of Police work with the General Manager, Transportation Services on a strategy for education and enforcement of the King Street Transit Pilot

Financial Implications:

There are no financial implications arising from the Board's consideration of this report.

Background/Purpose:

At its meeting held on July 4, 5, 6 and 7, 2017, City Council considered a report seeking Council authority to proceed with implementation and monitoring of a proposed King Street Transit Pilot between Bathurst Street and Jarvis Street in the downtown.

The minutes detailing the City's consideration of this item are available at this link:
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX26.1>.

Discussion:

In considering this item, Council approved a number of recommendations including the following:

12. City Council request the Toronto Police Services Board to request the Chief of Police to work with the General Manager, Transportation Services on a strategy for education and enforcement of the King Street Transit Pilot.

Conclusion:

It is my recommendation that the Chief of Police work with the General Manager, Transportation Services on a strategy for education and enforcement of the King Street Transit Pilot

Respectfully submitted,

Andy Pringle
Chair



Toronto Police Services Board Report

August 3, 2017

To: Members Toronto Police Services Board

From: Andy Pringle
Chair

Subject: CITY OF TORONTO COUNCIL – TORONTO ACCESSIBILITY ADVISORY COMMITTEE

Recommendation(s):

It is recommended that:

1. the Board request that the Chief of Police provide the Board with an annual, rather than the proposed semi-annual, update on the work of the Toronto Police Service's Disabilities Community Consultative Committee; and
2. the Chief of Police consider extending an invitation to a member of the Toronto Accessibility Advisory Committee to participate on the Toronto Police Service's Disabilities Community Consultative Committee.

Financial Implications:

There are no financial implications arising from the Board's consideration of this report.

Background/Purpose:

At its meeting held on July 4, 5, 6 and 7, 2017, City Council considered correspondence and reports related to disability issues and policing.

The minutes detailing the City's consideration of this item are available at this link:
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX26.41>

Discussion:

In considering this item, Council approved the following recommendations:

1. City Council request the Toronto Police Services Board to provide a semi-annual update to the Toronto Accessibility Advisory Committee on the work of the Toronto Police Service - Disabilities Community Consultative Committee.

2. City Council request the Toronto Police Services Board to consider having a member of the Toronto Accessibility Advisory Committee participate on the Toronto Police Service - Disabilities Community Consultative Committee.

Conclusion:

It is my recommendation that the Board request that the Chief of Police provide the Board with an annual, rather than the proposed semi-annual, update on the work of the Toronto Police Service's Disabilities Community Consultative Committee and that the Board forward this update to the Toronto Accessibility Advisory Committee; and, that the Chief of Police consider extending an invitation to a member of the Toronto Accessibility Advisory Committee to participate on the Toronto Police Service's Disabilities Community Consultative Committee.

Respectfully submitted,

Andy Pringle
Chair



Toronto Police Services Board Report

August 1, 2017

To: Members
Toronto Police Services Board

From: Andy Pringle
Chair

Subject: CITY OF TORONTO COUNCIL – TOWARDS AN ACTION PLAN FOR TRANSGENDER YOUTH

Recommendation(s):

It is recommended that the Board refer this report to the Chief of Police and request that he arrange for the Toronto Police Service to participate on the Interdivisional Working Group with the Trans Youth Advisory.

Financial Implications:

There are no financial implications arising from the Board's consideration of this report.

Background/Purpose:

At its meeting held on July 4, 5, 6 and 7, 2017, City Council considered an action plan for transgender youth.

The minutes detailing the City's consideration of this motion are available at this link: [Agenda Item History - 2017.CD21.1](#)

Discussion:

In considering the report from the Community Development and Recreation Committee, Council requested a number of agencies, including the Toronto Police Service, to form an Interdivisional Working Group to work with the Trans Youth Advisory to develop a trans inclusive service action plan and to report the November 16,, 2017 Community development and Recreations Committee meeting.

Conclusion:

I recommend that the Board refer this report to the Chief of Police and request that he arrange for the Toronto Police Service to participate on the Interdivisional Working Group with the Trans Youth Advisory

Respectfully submitted,

Andy Pringle
Chair



Toronto Police Services Board Report

July 20, 2017

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Review of Inquires Made to the Canada Border Services Agency

Recommendation(s):

It is recommended that the Board receive this report.

Financial Implications:

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

Background / Purpose:

At its meeting on March 23, 2017, the Toronto Police Services Board (Board) considered a report from the Chief entitled "Response to City Council Motions – Access to City Services for Undocumented Torontonians". This report was subsequently deferred pending the receipt of additional information to be provided by the Chief (Min. No. P57/17 refers).

At its meeting on June 15, 2017, the Board received the report from the Chief that was deferred from the March Board meeting entitled "Response to City Council Motions – Access to City Services for Undocumented Torontonians" and the report that included the additional information that was requested by the Board entitled "Access to City Services for Undocumented Torontonians – Supplementary Report" (Min. No. 137/17). At the same meeting, the Board received a deputation by Mr. Karl Gardner of No One is Illegal – Toronto, in regard to the two aforementioned reports. Accordingly, the Board approved the following motions:

3. THAT the Chief report to the August 2017 Board meeting on the steps being taken by members of the Service to investigate the annual data of immigration status checks and the justification for such calls; and

4. THAT such report to include a proposed timeline to report to the Board with the results and recommendations arising from his full investigation (Min. No. P137/17 refers).

Discussion:

Data related to interactions between the Toronto Police Service (Service) and persons subject to the Immigration and Refugee Protection Act (I.R.P.A.) is contained in the following reports:

- “Response to City Council Motions – Access to City Services for Undocumented Torontonians”, authored by the Service, and
- “Often Asking, Always Telling: The Toronto Police Service and the Sanctuary City Policy, November 2015”, authored by No One is Illegal – Toronto.

Data contained in the Service-authored report was obtained from internal Service information systems. Data contained in the report “Often Asking, Always Telling”, authored by No One is Illegal – Toronto was obtained from the Canada Border Services Agency (C.B.S.A.) through multiple Freedom of Information requests.

The purpose of this report is to outline the steps the Service is taking to investigate any data variances existing between the above mentioned reports.

Response to the Board Items:

Item #3

THAT the Chief report to the August 2017 Board meeting on the steps being taken by members of the Service to investigate the annual data of immigration status checks and the justification for such calls;

Currently, the Service does not have a computerized data base to track inquiries made to the C.B.S.A. - members make notes in their memo books or case files. To do an investigation into the number, nature and outcome of the inquiries, therefore, requires a hand search which is slow, costly and inefficient.

Instead, the Service has asked the C.B.S.A. to provide more details on the nature and outcome of the inquiries made by the Service. The Service is currently awaiting a response. Once received, the additional details will be reviewed and analysed to provide a more fulsome picture.

The Service has also begun internal discussions on a data collection, analytics, and reporting solution to track future inquiries made by its members to the C.B.S.A. This will require a full review of its information management systems, processes, training, and resources required to achieve a meaningful data solution.

Item #4

THAT such report to include a proposed timeline to report to the Board with the results and recommendations arising from his full investigation.

To provide a fulsome response to the Board's request in item #3, it was necessary for the Service to seek additional information from the C.B.S.A. A request was submitted to the C.B.S.A. on July 11, 2017. Consequently, at this time, the Service is limited in its ability to project a definitive timeline because it is dependent upon the timing of the response from the C.B.S.A. In the past it has taken six months for the C.B.S.A to respond to a request for information of this type.

Nevertheless, while the Service appreciates that its request might not constitute a priority for the C.B.S.A., given the agency's primary mandate; the Service will continue to follow-up with them and will work diligently upon receipt of the information to provide a report to the Board in a timely manner.

It will also take some time to implement a Service solution for the collection, analysis, and reporting of future inquiries made to the C.B.S.A. The process will require the clarification and research of numerous aspects including: the business requirements, program design, funding, program approvals, and training. The Service will need to determine whether the design solution can be achieved through augmentations to an existing Service information system or if it will require the procurement of new software.

If a data solution is approved, the Service proposes to implement the solution in the last half of 2018, if augmenting an existing system. However, if it is necessary to acquire new software, implementation is projected to occur over a 2-3 year period. For either design solution, data will be recorded from the implementation date onwards. The data solution will not contain historical information regarding Service inquiries to the C.B.S.A.

Conclusion:

In order to further investigate the nature and outcomes of the inquiries it has made to the C.B.S.A., the Service has asked for more information from the agency. When this information is received, the Service will conduct an analysis and report its findings to the Board in a timely fashion. The Service is also exploring the feasibility of creating a computerized information system for the purpose of tracking and reporting future inquiries made to the C.B.S.A.

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

Respectfully submitted,

Mark Saunders, O.O.M.
Chief of Police

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File No. 8700-A60-7597.17

July 18, 2017

To: Chair and Members
Toronto Police Services Board

From: Wendy Walberg
City Solicitor

Reference: Inquest into the Death of Andrew Loku
Verdict and Recommendations of the Jury

Recommendation:

We recommend that the Board receive the jury's verdict and request a report from the Chief of Police in relation to the feasibility, usefulness and implementation of the recommendations within his purview.

Background/Purpose:

This report summarizes the outcome of the inquest into the death of Andrew Loku, who was shot by a Toronto police officer on July 5, 2015.

The inquest was held from June 5 to June 30, 2017. The inquest was presided over by Dr. John Carlisle, Coroner. The Chief of Police, the Board, two involved Toronto police officers, the family of Mr. Loku, the Empowerment Counsel, the Canadian Mental Health Association (Toronto Branch) and Across Boundaries were all granted standing.

The jury heard from a number of witnesses, including the subject officer who discharged his firearm, the subject officer's escort who was present at the time of the shooting, and a civilian witness. The jury also heard from a forensic toxicologist, a medical examiner, a use of force trainer from the Ontario Police College, a use of force trainer from the Toronto Police College ("TPC"), a Fair and Impartial Policing trainer from the Service and an expert on institutional racism.

Regular email reports on the evidence were provided to the Board during the course of the inquest. A final oral report was provided to the Chair and the Board. Instructions were sought and followed regarding the four lists of proposed recommendations.

Executive Summary:

The jury delivered a verdict of death from gunshot wounds by means of homicide, which is not a finding of legal culpability.

The jury made 39 recommendations. The recommendations were largely drawn, with amendments, from the lists of recommendations put to the jury by the various parties.

The Verdict:

The jury delivered its verdict on June 30, 2017. A copy of the verdict is attached. We have summarized it below.

A. *The Five Statutory Questions*

The jury answered the five statutory questions as follows:

Name of Deceased:	Andrew Loku
Date and Time of Death:	July 5, 2015 at 00:25
Place of Death:	502 Gilbert Avenue, Toronto
Cause of Death:	Gunshot wounds to the left chest
By What Means:	Homicide (this is not a finding of legal culpability but rather a characterization of the death as being caused by another person that was not an accident)

B. *The Jury Recommendations*

In addition to determining the five statutory questions, the jury was authorized to make recommendations directed at preventing future deaths in similar circumstances or respecting any other matter arising out of the inquest.

Four lists of recommendations were provided to the jury for its consideration by parties and groups of parties with standing.

The jury ultimately made 39 recommendations. The full list of recommendations is set out in the attached verdict. The following are the recommendations directed at the Service and the Board:

TO THE TORONTO POLICE SERVICE:

1. Using reputable, external educators and other experts, TPS should ensure that the Service develops and implements annual/regular training at division and

platoon meetings with a focus on the equitable delivery of policing services. The training should acknowledge the social inequities and challenges faced by racialized communities and consumer survivors who have experienced mental health challenges and equip officers with skills needed to provide appropriate responses and service delivery. Training topics should include, but not be limited to:

- Bias-free service delivery
- Social disparity
- Equitable outcomes for all
- Stress and fear inoculation techniques
- Mindfulness techniques
- De-escalation
- Crisis communication
- Negotiation
- Implicit bias
- Trauma informed approaches
- Anti-Black Racism
- Visible and invisible disabilities

2. Measure the effectiveness of the above mentioned training in anti-Black racism and persons in crisis by requiring both a written and oral exam of the participants. Failure in such exams should result in requiring re-attendance at such training.

3. Mandate that all officers complete the Implicit Association Test as part of initial and requalification training.

4. TPS should continue to emphasize the importance of planning in a crisis situation to identify the lead in communication.

5. Expose or continue to expose officers in training to the perspectives and lived experience of racialized communities, the Black community and individuals with mental health issues and/or addictions.

6. Review the Intercultural Development Program deployed by the Toronto Police Service and consider the continued use of the Intercultural Development Inventory or other similar tool, as well as in-house intercultural competence facilitators, to further the intercultural competence of Toronto Police Service members.

7. Amend the annual Use of Force recertification to include qualification in areas such as mental health and/or addictions, anti-racism, particularly anti-Black racism, implicit and unconscious bias, fear inoculation, de-escalation and crisis communication.

8. Continue to emphasize that where the police challenge is issued and the subject does not comply, where possible, alternative methods of communication, de-escalation, disengagement and containment should be attempted. For example, consider making it clear that lethal force will be used if commands aren't obeyed.

9. Consider the use of trained de-briefers to be deployed following exceptional critical incidents, having regard to any SIU investigation and the rights of officers, with a view to using the knowledge gained to inform de-escalation training. If resources permit, consider using the de-briefers in situations with positive outcomes as well as negative ones, even if they are less serious incidents, in order to learn from those occurrences.

10. Require Coach officers and Supervisory officers take the 5-day Mobile Crisis Intervention Team training. Make mental health and/or addictions and policing of racialized communities, in particular Toronto's Black community, a key component of Coach Officer training.

11. Ensure that all patrol cars are equipped with less lethal weapons, e.g., CEW, sock or beanbag guns and that all officers are trained in the use of such weapons along with defensive equipment such as shields and helmets.

12. Undertake a structural/cultural review and analysis to ensure that the Service has a clear policy with respect to serving and protecting persons with mental health or addiction issues and/or racialized persons, in particular, Black persons. The Chief's review and analysis should include input from experts in this field together with persons in the communities falling within the above-mentioned descriptors. Following this, the Chief shall clearly state the TPS policy and communicate it in detail to all officers and employees. The Chief shall ensure that all members through continuous training have a clear understanding of the Chief's mandate in this regard. Failure to follow the Chief's mandate should have consequences and sanctions.

13. When making decisions about promotions, supervisors should consider an officer's skill and experience in dealing with Emotionally Disturbed Persons (EDPs), members of the Black community and racialized communities, including their ability to de-escalate and negotiate during crisis situations.

14. Encourage the Toronto Police Service to make use of the Gerstein Crisis Centre police telephone line when interacting with a person in crisis.

15. Consider additional funding and training for 911 operators in order to improve their skills in extracting more pertinent (sic) information during an emergency call. Consider beginning the de-escalation process during a 911 call

TO THE TORONTO POLICE SERVICES BOARD

16. Maintain its existing committee on mental health in ongoing partnership with members of the mental health community (throughout this document, 'mental health community' means to include the phrase in particular people who have been directly affected by mental health issues), the Toronto Police Service and subject matter experts.

17. Establish a new committee to consider possible or identified disparities in services and outcomes for racialized persons and consider interventions to address any such disparities. The committee should include representatives of the Toronto Police Service, subject matter experts and members of racialized communities, including the Black community. The committee should consider the intersectionality of mental health and race both in terms of member composition and issues to be addressed.

18. Conduct a pilot study of two divisions (preferably 14 and 51 division) where there would be more intensive community involvement, education, and training (keeping in mind resourcing) concerning interactions with people who have racial and/or mental health and/or addiction differences to determine whether this has a positive impact on reducing 'use of force' incidents.

We also draw your attention to Recommendation 23, which suggests exploring a change in the role played by Mobile Crisis Intervention Team ("MCIT") units. Currently, they are not primary response units. In cases of potential violence, MCITs only attend calls that are first made safe by other front line officers. This recommendation is directed at the Ministry of Health and Long Term Care, but contemplates participation by the Service. It reads:

TO THE MINISTRY OF HEALTH AND LONG TERM CARE/LHN's

23. Together with the Toronto Police Service, explore all possible avenues to assess whether MCITs could be available as first responders in crisis situations, specifically including situations where weapons are involved.

Finally, we note that Recommendation 36 calls for broad deployment of Conducted Energy Weapons ("CEWs"). It makes no mention of public consultation in advance of any such deployment. It is directed at the Ministry of Community Safety and Correctional Services and reads:

TO THE MINISTRY OF COMMUNITY SAFETY AND CORRECTIONAL SERVICES

36. Ensure that all front-line or "primary response" officers are trained and equipped with conductive energy weapons (CEWs known as "Tasers").

Conclusion:

We recommend that the Board receive the jury's verdict and list of recommendations. We also recommend that the Board request a report from the Chief of Police in relation to the feasibility, usefulness and implementation of those recommendations directed at the Toronto Police Service, including Recommendation 23 (recommending the exploration of MCITs as first responders). We further recommend that the Board ask for a report from the Chief of Police in relation to the feasibility, usefulness and implementation of Recommendation 18 (recommending a pilot study), which, though directed at the Board, is operational in nature and more appropriately directed at the Service.

Wendy Walberg
City Solicitor, City of Toronto

**Motion re: Minute No. P35/17, “Delegation to consider Delay Applications –
Pursuant to Section 34 of the Police Services Act – Year 2017**

1. THAT the Board reconsider the above-noted Motion;
2. THAT, if Motion 1 for reconsideration is adopted, the Board rescind the above-noted Motion and adopt the following motion:

THAT the Board invoke section 34 of the *Police Services Act* and delegate its authority to consider delay applications under subsection 83(17) of that statute to any two Board members selected by the Board Chair on a case-by-case basis.

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on February 23, 2017

- P35. Delegation to Consider Delay Applications – Pursuant to Section 34 of the Police Services Act – Year 2017

The Board was in receipt of a report dated January 31, 2017 from Andy Pringle, Chair, with regard to this matter.

The Board approved the foregoing report.

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



Toronto Police Services Board Report

January 31, 2017

To: Members
Toronto Police Services Board

From: Andy Pringle
Chair

Subject: Delegation to Consider Delay Applications – Pursuant to Section 34 of the Police Services Act – Year 2017

Recommendation(s):

It is recommended that:

- (1) the Board invoke section 34 of the *Police Services Act* and delegate its authority to consider delay applications during the year 2017 to the Chair, Vice-Chair Chin Lee, Dr. Dhun Noria and Ms. Marie Moliner; and
- (2) any delay applications submitted to the Board in 2017 will be considered, at a minimum, by three of the four members delegated the authority to consider delay applications on behalf of the Board and, when possible, all four members.

Financial Implications:

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

Background/Purpose:

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

In 2015, the Board agreed to invoke section 34 of the Act which provides a police services board with the ability to delegate its authority under the Act to two or more of its members. The Board made this decision in order to establish consistency in the manner in which the Board considered delay applications submitted by the Chief and,

given, in that case, the delegation was for a specific period of time – the year 2015 - it gave the Board the ability to balance equitable sharing of responsibility among members with development of expertise through sustained involvement in this area of the Act.

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

The Board agreed that for the year 2016, it would continue to invoke this section of the Act for the purpose of considering delay applications (Min. No. P313/15 refers). One delay application was considered in 2016.

Discussion:

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

Conclusion:

It is recommended that for the year 2017, the Board continue to consider delay applications in this manner and that:

- (1) the Board invoke section 34 of the Police Services Act and delegate its authority to consider delay applications during the year 2017 to the Chair, Vice-Chair Chin Lee, Dr. Dhun Noria and Ms. Marie Moliner; and
- (2) any delay applications submitted to the Board in 2017 will be considered, at a minimum, by three of the four members delegated the authority to consider delay applications on behalf of the Board and, when possible, all four members.

Respectfully submitted,

Andy Pringle
Chair

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Toronto Police Services Board Report

AUGUST 24, 2017

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Special Constable Appointment

Recommendation(s):

It is recommended that the Board approve the appointment of the individual listed in this report as a special constable for the Toronto Community Housing Corporation, 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 to appoint the following individuals as special constable:

Table 1 Name of Agency and Special Constable Applicant

Agency	Name
Toronto Community Housing Corporation	Richard Patrick BEAUBIEN (Re-Appointment)

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 has advised the Service that the above individuals satisfy all of the appointment criteria as set out in their agreement with the Board. The agency 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	105

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.

Respectfully submitted,

Mark Saunders, O.O.M.
Chief of Police

MS:ao

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Toronto Police Services Board Report

August 9, 2017

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Loan Agreement for the Multi Agent Tactical Sentry (M.A.T.S.) to the Toronto Police Service (T.P.S.).

Recommendation(s):

It is recommended that the Board delegate authority to the Chair to enter into a loan agreement with Defence Research & Development Canada (D.R.D.C.) and the T.P.S. to serve operational Chemical, Biological, Radiological, Nuclear and Explosive (C.B.R.N.E.) requirements.

Financial Implications:

The acquisition of this equipment comes through the D.R.D.C. external relations department with minimal soft costs and virtually no hard cost to the service. The equipment is currently valued at an aggregate value of \$455,996.70. The entire combination of equipment and trailer has already been completely serviced by D.R.D.C. There will be an annual cost of approximately \$3,500 for general maintenance and an associated shipping cost of approximately \$2,500 to ship the material from D.R.D.C. to Toronto. These costs will be incorporated into the annual Emergency Management and Public Order (E.M.P.O.)-Public Safety budget.

Background / Purpose:

The T.P.S. joint C.B.R.N.E. response team is an integral component of the Toronto business continuity plan. The goal of the team is to reduce human casualties and physical damage to critical infrastructure and return the City to a state of normalcy following an extreme event.

Some of the teams many functions are to deal with the management of critical incidences involving accidental or intentional release of hazardous materials, suspicious packages and safe mitigation of improvised explosive devices.

The M.A.T.S. system was originally created by D.R.D.C. to remotely send a vehicle into an area of C.B.R.N.E. release or hazardous environment contamination. It will improve

operational response by reducing the time it takes for first responders to enter a scene. When the M.A.T.S. system is deployed, it utilizes sensors to determine the type and level of contamination. This in turn allows first responders to properly select the correct level of personal protective equipment to enter a scene and safely mitigate the situation.

This system addresses some other gaps and deficiencies in technology currently facing the C.B.R.N.E. team. This would include large borne vehicle improvised explosive devices (L.B.V.I.E.D.). The M.A.T.S system is capable of pulling a 2500 lb L.B.V.I.E.D. disruptor which is capable of travelling long distances to remotely deliver the disruptor to mitigate larger explosive threats.

Discussion:

The T.P.S. continues to successfully deploy an operational C.B.R.N.E. response team. Due to the financial impact of advanced technologies, the cost can be extensive. It is not always possible to purchase every item available for advanced detection and response. Entering into the long term loan agreement with D.R.D.C. will provide a significant benefit for the T.P.S. joint C.B.R.N.E. response team. By leveraging next generation technology at a minimum cost, it will allow the team to utilize otherwise unaffordable equipment.

The Agreement has been reviewed and approved as to form and content by the City of Toronto Solicitor. The document has also been reviewed and approved by Legal Services to ensure that legal and operational requirements of the Service are adequately protected. The Agreement is attached as Appendix “A”.

The Agreement contains the following indemnity clause:

The T.P.S.B. shall indemnify and save harmless the Lender and all its servants, agents, employees and members of the Canadian armed forces from and against all claims and demands, loss, costs, damages, actions, causes of action, suits or other proceedings by whomsoever made, brought or prosecuted, in any manner, based upon, occasioned by, or attributable to the the possession or use of the Materiel by the Borrower or by any other person with the permission of the Borrower during the term of this Agreement.

Conclusion:

The T.P.S. and their partner agencies will be the first responders to any extreme event including an improvised explosive device or accidental/criminal release of C.B.R.N.E. products. Training and equipment is paramount for first responders to safely mitigate and render safe any C.B.R.N.E. incident and return the city to a state of normalcy. Safe mitigation of these events requires advanced technology and the acquisition of the M.A.T.S. system will provide the T.P.S. with a necessary tool to provide a more effective response in a more efficient manner with a minimal overall cost to the service.

Respectfully submitted,

Mark Saunders, O.O.M.
Chief of Police



Toronto Police Services Board Report

August 2, 2017

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

**Subject: Digital Photo Viewing and Management System
Maintenance Agreement – Sole Source Award to Otec Solutions Inc.**

Recommendation(s):

It is recommended that the Board:

- (1) approve a contract award to Otec Solutions Inc. for software support and maintenance and professional services for the Digital Photo Viewing and Management System (D.P.V.M.S.), for a total cost of approximately \$227,748 (including taxes), commencing January 1, 2018 to December 31, 2019, with an option to extend for one (1) additional year to December 31, 2020 at the discretion of the Chief of Police; and
- (2) 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 annual support and software maintenance cost will be approximately \$75,916 (including taxes). The future year costs will be included in the respective operating budget requests, for a total three year cost of approximately \$227,748 (including taxes), if the option year is exercised.

The cost of support and software maintenance provided by Otec Solutions Inc. since January 2010 is \$278,319. In addition, \$295,495 has been spent for customised upgrades and professional services for a total cost of \$573,814.

Background / Purpose:

In 2005, the Toronto Police Service (Service) issued a Request for Proposal (R.F.P.) for the implementation of a digital photography and image management solution to support

the complete migration of the Service from silver-halide base technology to digital photography and to meet the needs of Forensic Identification Services (F.I.S.) photo department, crime scene officers and investigating officers. As a result of an extensive evaluation process, Canto Software Inc., in partnership with I.B.M. Canada, was chosen as the “proponent of record” for the implementation of image management and viewing software, maintenance, related professional services and on-going support. The D.P.V.M.S. was implemented service wide in January, 2008. Otec Solutions Inc., an Ontario based company, was awarded the D.P.V.M.S. software maintenance contract and has been providing support to the Service since January, 2010.

A subsequent R.F.P. was issued by the Service on April, 2011 for the redevelopment and enhancement of the D.P.V.M.S. This was required in order to move from a Lotus Notes to a Microsoft Exchange environment in accordance with Service standards. As a result, a contract was awarded to Otec Solutions Inc. for the supply and delivery of software, maintenance and professional services.

Otec Solutions Inc., using the Canto software as a base platform, developed proprietary customizations for the Service to meet specific requirements, which also included additional enhancements at no extra cost. As a result of the customizations for the Service, Otec Solutions Inc. is the supplier of maintenance services.

The current agreement with Otec Solution Inc. for software support and maintenance expires on December 31, 2017. The spending to date, combined with three year cost of the recommended renewal in this report, exceeds \$500,000. Therefore, Board approval for the renewal of the contract for two years, with an option to renew for one additional year, is being requested.

Discussion:

The D.P.V.M.S. is a core business system that is utilized by operational and support units across the Service.

The D.P.V.M.S. consists of four modules: the Photo Imaging Wizard which is used to ingest photos in the database; the Photo Imaging Network module which is used to view and order photos for investigative and court purposes; the Photo Management Network module which is used by F.I.S. to fill orders; and the Cumulus client which is used to administer the system.

The system has been extensively rebuilt by Otec Solutions Inc. based on the original Canto software platform implemented in 2008. The current solution, implemented by the Service, can only be supported by Otec Solutions Inc. There may be other vendors in the marketplace that can support the base Canto platform. However, they have no knowledge of the upgraded Service specific photo system that has been extensively redeveloped by Otec Solutions Inc. In addition, the Service has built a good relationship with Otec Solutions Inc. over the past seven years, and has received good response to its needs and required improvements.

The estimated annual costs are provided in the table below. Otec Solution's estimated costs are based on the current equipment configuration and support model.

Table 1: Estimated Costs

Year	Cost	Taxes (13%)	Total
2018	\$67,182	\$8,734	\$75,916
2019	\$67,182	\$8,734	\$75,916
2020 (Option for Year 3)	\$67,182	\$8,734	\$75,916
3 Year Total	\$201,546	26,202	\$227,748

Prior to exercising the option year, the Service will assess future requirements and re-evaluate the suitability of the D.P.V.M.S. solution, in terms of potentially changing and available technologies as well as new systems adopted by the Service.

Conclusion:

The recommended agreement with Otec Solutions Inc. enables the continued support, and maintenance of the D.P.V.M.S. software components, and any professional services required for the D.P.V.M.S. from January 1, 2018 to December 31, 2019, with an option to renew for one additional year.

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

Respectfully submitted,

Mark Saunders, O.O.M.
Chief of Police

MD/vfb

Filename: Digital Photo Viewing Mngt System Main Agreement Sole Source Otec Solutions Inc.docx



Toronto Police Services Board Report

August 2, 2017

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

**Subject: Digital Video Asset Management System (D.V.A.M.S.)
Maintenance Agreement – Sole Source Award to Axon Enterprise Inc.**

Recommendation(s):

It is recommended that the Board:

- (1) approve a contract award to Axon Enterprise Inc. (formerly Taser International) for software support, maintenance and professional services for the Digital Video Asset Management System (D.V.A.M.S.) commencing January 01, 2018 and ending December 31, 2018, with an option to extend for two (2) additional one (1) year terms ending December 31, 2020 at the discretion of the Chief of Police, and at an estimated annual cost of \$143,250 (including taxes) and a total cost of approximately \$429,750, including the two option years; and
- (2) 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 annual support and software maintenance cost will be \$143,250 (including taxes) starting in 2018. Future year costs will be included in the respective operating budget requests for up to three years (one year plus two (2) optional one year extensions) for a total estimated cost of approximately \$429,750 (Refer to Table 1: Estimated Annual Cost), if the option year(s) is exercised.

Background / Purpose:

The Toronto Police Service (Service) implemented the original D.V.A.M.S. in January 2010, which allowed for the capture of booking, interview and breath test videos at select Divisions (D32, D22, D41, Traffic Services Unit, and Detective Operations) and gave investigators the ability to retrieve and playback D.V.A.M.S. videos immediately at

their desktops as well as the ability to place a work-order for automated evidence disclosure for court purposes. The base D.V.A.M.S. system was heavily customized by MediaSolv Corporation, since acquired by Axon Enterprise Inc., to meet Service specific requirements. A customized interface, developed by MediaSolv Corporation, was added in 2011 that allowed In-Car Camera (I.C.C.) video assets to be accessible through D.V.A.M.S. for search, playback, and disclosure purposes. In 2013, D.V.A.M.S. was further expanded to include integration with the Service's new Versadex Records Management System (R.M.S.). The original D.V.A.M.S. system reached the end of its lifecycle and was upgraded to newer versions of both the Interview Capture software (A.X.O.N. Interview Client) and the A.X.O.N. Commander in August 2016.

MediaSolv Corporation has provided D.V.A.M.S. support and software maintenance since 2010. MediaSolv Corporation was acquired by Axon Enterprise Inc in 2015 at which point, it assumed responsibility for D.V.A.M.S. support and software maintenance services. The current agreement for software support and maintenance expires on December 31, 2017. The spending to date, combined with three year cost of the recommended renewal in this report exceeds \$500,000. Therefore, Board approval for the renewal of the contract for one year, with an option to renew for two additional one year terms, is being requested.

Discussion:

D.V.A.M.S. is a proprietary system utilized by the Service that satisfies operational and support unit requirements.

The system has been extensively customized by Axon Enterprise Inc. to meet Service specific requirements. Axon Enterprise Inc. is the only vendor in the marketplace that has the technical and architectural expertise to support the system. The Service, in addition, has built a good working relationship with the vendor and is very satisfied with the level of support services provided. It is, therefore, recommended that the current maintenance agreement be renewed.

As the current agreement for software support and maintenance expires on December 31, 2017, this report seeks to enter into a contract for the required services for one year with an option to renew for up to two (2) additional one (1) year terms. The renewal term being requested is for a period commencing January 1, 2018 and ending no later than December 31, 2020. This approach allows the Service to obtain required maintenance and support for the current proprietary system. However, the option years give the Service the flexibility to consider other maintenance support models as potentially new technologies (e.g. body worn cameras program are brought forward for consideration).

The service contract with Axon Enterprise Inc. will be reviewed and paid for annually. The estimated annual costs are provided in the table below.

Table 1: Estimated Annual Cost

Year	Cost	Taxes (13%)	Total
2018	\$126,769	\$16,480	\$143,250
2019 (Option for Year 2)	\$126,769	\$16,480	\$143,250
2020 (Option for Year 3)	\$126,769	\$16,480	\$143,250
3 year Total	\$380,309	\$49,440	\$429,750

Conclusion:

The recommended agreement with Axon Enterprise Inc enables the continued support, and maintenance of the D.V.A.M.S. software components and any professional services required for the D.V.A.M.S from January 1, 2018 to December 31, 2018, including an option to renew for up to two (2) additional one (1) year terms (2019 and 2020) if required. Board approval is therefore being requested for the award of the D.V.A.M.S. maintenance agreement to Axon Enterprise Inc.

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

Respectfully submitted,

Mark Saunders, O.O.M.
Chief of Police

MD/vfb

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Toronto Police Services Board Report

August 8, 2017

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Vendor for Wireless Parking Ticket Issuance System

Recommendation(s):

It is recommended that the Board:

1. approve the acquisition of a lifecycle replacement of the Wireless Parking Ticket Issuance system, including the enhancement of photo evidence functionality, from A.C.C.E.O. Solutions Inc. at a cost of \$2,898,100 (including taxes);
2. approve the acquisition of hardware and software support services from A.C.C.E.O. for a five year period, at an annual cost of approximately \$218,900 (including taxes) and a total five year cost of approximately \$1,094,500 (including taxes); and
3. authorize the Chair to execute all required agreements and related documents on behalf of the Board for the purposes of this project, subject to approval by the City Solicitor as to form.

Financial Implications:

Funding of \$5.5 Million (M) for the lifecycle replacement of Wireless Parking Ticket Issuance System as well as implementation of the photo evidence functionality capital project was approved as part of the Toronto Police Service's (Service) 2017-2026 capital program (Min. No. P244/16 refers).

The \$5.5M is estimated to cover all costs associated with the project, including the purchase of required handhelds, hardware, software and initial licensing, as well as professional services and implementation requirements.

The recommended vendor's cost for this solution is \$2,898,100, including taxes. The total cost includes the delivery of 440 handheld devices and is broken down as follows:

Implementation cost - \$238,700
Hardware cost - \$1,862,300
Software cost - \$797,100

The annual maintenance costs (which are broken down below) are approximately \$218,900 and will be included in the Parking Enforcement's operating budget requests for each year, over the five year period of the contract, as required.

Hardware annual maintenance - \$110,600
Software annual maintenance - \$108,300

The rest of the available funding of \$2.6M will be utilized for the acquisition of required servers, support software, database licences, system accessories, training and tag rolls/books.

Background / Purpose:

Toronto Police Service (T.P.S.) parking enforcement officers currently use a Wireless Parking Ticket Issuance System to provide parking enforcement in the City of Toronto (City). The system is scheduled for lifecycle replacement.

Further, based on the City Council decision at its July 2016 meeting, the City is changing the governance and administrative requirements for parking violations (i.e. parking tickets) to establish an Administrative Penalty System (A.P.S.). Under A.P.S. the parking ticket dispute process will be transferred from Provincial court to a City administrative system. The implementation of the Wireless Parking Ticket Issuance System lifecycle replacement project will incorporate the use of digital photo evidence functionality for A.P.S.

The Wireless Parking Ticket Issuance System is used to enforce parking bylaws through the issuance of parking tickets.

The following are the operational benefits associated with the implementation of the recommended handheld technology:

- Increase in tag processing ability rate, through reduced officer errors
- No re-entry of data required to capture information in the City system
- Electronic interface between the T.P.S. and the City Transportation Services for residential and temporary parking permits lookup
- Electronic interface between the T.P.S. and the Toronto Parking Authority for Mobile Pay enforcement real time lookup
- Vehicle outstanding parking tag history lookup required for successful implementation of the habitual offender towing program
- Enhanced customer service – real time data exchange with the City
- Parking considerations lookup
- Alerts for stolen and wanted vehicles

- Real time Information management – performance reporting
- Asset maintenance reporting from the field
- New capability of photo evidence for parking violations as required for the new A.P.S. program

Discussion:

T.P.S. Purchasing Services advertised Requests for Proposal (R.F.P.) #1185778-16 using MERX, a leading electronic tendering service to potential vendors for the supply and implementation of a wireless parking ticket issuance solution.

The evaluation criteria for the service provider submission selection were included in the R.F.P., and are as follows:

- Stage 1 - General, Functional & Technical
- Stage 2 – Demonstration
- Stage 3 – Pilot

Proposals had to achieve a minimum required score of 75% in each stage, in order to proceed to the next stage of evaluation as part of the R.F.P. process. The “Pricing” envelope was only opened for only those proposals achieving the minimum score requirement of 75% in each of the three evaluation stages.

The R.F.P. closed on January 17, 2017, and a total of three proposals were received from the following proponents:

- A.C.C.E.O. Solutions Inc.
- ParkSmart
- VenTek International

Purchasing Services reviewed the proposals for submission compliance and then released the submissions to the evaluation team.

The proposals were evaluated based on criteria identified in the R.F.P. Each submission was compared with the needs of the Service for the supply and implementation of the wireless parking ticket issuance solution. As a result of these evaluations, two of the vendors did not meet the minimum score requirement of 75% at either stage 1 or stage 2 of the process.

As a result, the pricing envelopes for those vendors were not opened.

The A.C.C.E.O. proposal passed each stage of the process, and performed well in the pilot stage. The A.C.C.E.O. system is currently being used in other North American cities and is in the process of being implemented in others.

Conclusion:

Based on an evaluation of submissions obtained through an open and transparent procurement process, A.C.C.E.O. Solutions Inc. passed each stage in the procurement process and met all of the requirements of the Service. It is therefore the recommended vendor for the new wireless parking tag issuance system, having achieved the highest overall score and submitting a proposal that optimizes value to the Service.

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

Respectfully submitted,

Mark Saunders, O.O.M.
Chief of Police



Toronto Police Services Board Report

August 9, 2017

To: Chair and Members
Toronto Police Services Board

From: Andy Pringle
Chair

**Subject: Retention of Organizational Change Management
Consultant**

Recommendation(s):

It is recommended that the Board:

- (1) Approve the retention of Mr. Jim Rankin of Randstad Technologies, as the Organizational Change Management consultant to support the Board's role in overseeing the implementation of the final report of the Transformational Task Force entitled *Action Plan: The Way Forward*, in accordance with recommendation 29 contained in that report;
- (2) Authorize the Chair to enter into an agreement with Mr. Rankin of Randstad Technologies for a 12 month retainer ending no later than December 31, 2018 with a potential for a six-month renewal; and,
- (3) Agree to the use of the Special Fund to pay the costs associated with the retention of Mr. Rankin, as an exception to the Board's policy.

Financial Implications:

If this recommendation is approved, the Special Fund will be reduced by an amount estimated at \$225,000, plus taxes. The current balance of the Special Fund is \$859,497.00.

Background / Purpose:

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

The TTF was chaired by the Board Chair and the Chief of Police, and is comprised of twelve members, including external subject matter experts, who were tasked with making recommendations to the Board. Their recommendations will modernize policing

for the City of Toronto, by designing a road map for an innovative, sustainable and affordable model that most importantly, will place communities at its core, 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 examined all Service structures and activities with consideration given to leading practices across all facets of policing from around the world, as well as innovative technology to support the TPS' ability to deliver on a future model. The TTF examined a number of areas with a focus on delivering high-quality customer service and value to Toronto's diverse communities and neighbourhoods.

On June 17, 2016, the TTF delivered an interim report to the Board that included preliminary recommendations about the desired future policing model. A more detailed Phase One Final Report was delivered on January 2017. The final TTF report was approved at the Board's February 2017 meeting. (Min. No. P19/17 refers).

Recommendation 29 of that report states as follows:

We are recommending that the Board appoint an independent advisor with strong experience in complex change management to provide it with advice and perspective.

Discussion:

In March 2017, the Board authorized the Chair to begin the procurement process in accordance with By-Law 147. (Min. No. C4017 refers). A Request for Services (RFS) was issued on June 8, 2017 with a closing date of June 26, 2017.

As noted in the RFS, the project is described as follows:

Reporting to the Chair and working with Members of the Board, the consultant will be responsible for assessing existing change management strategies and, where appropriate, recommending the development of additional change management strategies and tactics for the implementation of The Way Forward – the final report of the Transformational Task Force.

...

The consultant will work closely with the Toronto Police Service Strategy Management Unit and The Way Forward implementation teams, and will review and, where appropriate, recommend change initiatives to ensure a successful implementation and member acceptance

Specifically, as the RFS details,

The successful candidate will:

- *Assess existing change management strategies and, where appropriate, recommend additional strategies with measurable objectives*
- *Recommend measures to ensure the consistent application of a structured change management approach to process, structural and human resource issues related to The Way Forward*
- *Provide the Board with a holistic view of change and with an assessment of the impact of change on the effectiveness of the Toronto Police Service*
- *Assess existing plans and, where appropriate, recommend additional change management plans that maximize member engagement and support a comprehensive and timely implementation, while identifying and mitigating human resource-related risks and concerns*
- *Provide guidance to the implementation teams within the scope of change management methodologies*
- *Work with the implementation team to recommend the integration of change management activities into the overall project plan, and ensure that all areas that are impacted are prepared for future changes*
- *Identify potential human resource risks and anticipated points of resistance, and recommend project change plans to mitigate or address these concerns*
- *Recommend metrics to drive adoption and sustainment of change that link to the realization of project benefits; develop a measurement strategy for same*
- *Provide regular and ongoing status updates to the Chair and Members of the Toronto Police Services Board, the Chief of Police and the Unit Commander, Strategy Management*
- *Recommend readiness assessments, assist, where appropriate, in the evaluation of results and ensure that findings are presented in a logical and easy-to-understand manner*
- *Recommend reinforcement mechanisms and strategies to acknowledge success*

Sixteen firms provided submissions (some for multiple candidates), which were scored in accordance with the criteria as outlined in the RFS.

Subsequent to the evaluation process, the three candidates who received the top scores were offered an interview, which took place on July 31, 2017. The interview panel was comprised of Chair Andy Pringle, Board member Councillor Shelley Carroll, Ms. Charlene Mathias, Project Director, Strategy Management Unit, Ms. Joanne Campbell, Executive Director, Board office and Ms. Sandy Murray, Senior Advisor, Board office. Each candidate was scored using the criteria set out in the RFS, with Mr. Jim Rankin receiving the top score.

As a result, it is recommended that the Board approve the retention of Mr. Jim Rankin of Randstad Technologies, as the Organizational Change Management consultant to

support the Board's role in overseeing the implementation of the final report of the Transformational Task Force entitled *Action Plan: The Way Forward*, in accordance with recommendation 29 contained in that report.

As noted in the RFS,

The term of this contract is for a period of one year, commencing on or around August 2017 pending security background checks. During the first six-months of this period the Board estimates that it will require 20 to 30 hours per week diminishing to 10 to 15 hours per week after the initial 6 month period. The Board reserves the right to extend this contract for additional six (6) month terms and to be concluded no later than 31 December 2018 subject to satisfactory performance, budget availability, and services still required, including appropriate approvals.

Based on this, the estimate for hours to be worked by the consultant in the one-year period and the six-month renewal period is not to exceed 1560 hours, at an hourly rate of \$142.00, for a total cost of \$225,000 plus applicable taxes. It is recommended that the Board agree to the use of the Special Fund to pay the costs associated with the retention of Mr. Rankin, as an exception to the Board's Special Fund policy, given the importance of the implementation of the TTF recommendations, and the Board's role of overseeing this implementation in a comprehensive and meaningful way.

Conclusion:

Therefore, it is recommended that the Board approve the recommendations contained in this report.

Respectfully submitted,

Andy Pringle
Chair



Toronto Police Services Board Report

August 16, 2017

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: School Resource Officer Program Review and Evaluation

Recommendation(s):

It is recommended that:

1. The Toronto Police Services Board ("the Board") approve the proposed review and evaluation of the Toronto Police Service's School Resource Officer program to be carried out by Ryerson University; and
2. The Board approve an expenditure of \$80,000 from the Board's Special Fund to support this review.

Financial Implications:

The Service is requesting \$80,000 from the Special Fund for Ryerson University to complete a review and evaluation of the School Resource Officer program. The current balance of the Special Fund is \$859,497.00.

Background / Purpose:

The School Resource Officer (SRO) Program is a partnership between the Toronto District School Board, the Toronto Catholic District School Board, the Toronto Police Service, the Conseil scolaire de district catholique Centre-Sud, and the Conseil scolaire Viamonde. The program works in partnership with students, teachers, school administrators, school boards, parents, other police officers, and the community to establish and maintain a safe and healthy school community.

The last evaluation of the program was completed in 2011. An academic study of the program has never been completed. With the Service's current focus on modernization,

community engagement, and ensuring the most effective and efficient use of police resources, an independent and thorough review and evaluation of this program is appropriate at this time. This review and evaluation will be carried out by Ryerson University.

Discussion:

The objective of this review is to assess the current implementation and environment of the SRO program, taking into consideration the variety of viewpoints of and experiences with the program.

It is recommended that the following principles be adopted as a guide for the SRO Program review and evaluation by Ryerson University:

Inclusivity: That the review team seeks to gather information which reflects the experiences and voices of a broad and balanced range of members of the community, including, in particular, students.

Equity: That the review team uses an equity lens in all aspects of their findings and reporting, and develops an operating framework which reflects the spirit of the Toronto Police Service's core value, Freedom from Bias ("We respect and uphold the rights and freedoms of all individuals and ensure, in all of our interactions and in the exercise of our discretion, we are not influenced by any prejudice or stereotype").

Safety: That the review team takes into consideration the overall role of the School Resource Officer in student, school, and community safety.

Review Project Deliverables:

The Ryerson University review team will be responsible for:

1. Conducting a review of the School Resource Officer Program, including a social return on investment assessment and an evaluation of the purpose of the program, the roles and responsibilities of the School Resource Officers, assignment of officers to schools (e.g. number, shift, criteria), required level of funding, and the feasibility/acceptability of performing in a uniform or non-uniform capacity. The review will also include an examination of best practices in similar programs, locally, nationally, and internationally.
2. Receiving and evaluating broad and balanced community and stakeholder input to understand issues and concerns with the program, and how the program could be made more effective or efficient, if continued. The input will be gathered through hosting and facilitation of meetings with stakeholders, local community and student consultations, and the use of any other innovative mechanisms available.

3. Preparing an interim report to outline progress with the project, and a final report that includes an outcome of the evaluation and makes recommendations for moving forward. Both reports will be made available to the public.
4. Creating a process/framework for conducting a social return on investment assessment of other programs.

SRO Program Review – Steering Committee:

A Steering Committee, composed of the Chair of the Board, the Chief of Police, and a member of the Board, or their designates, will oversee all aspects of the School Resource Officer Program review and evaluation.

SRO Program Review Committee:

An SRO Program Review Committee (“Review Committee”) will be responsible for overseeing the work of the Ryerson review team. Members of the Review Committee will include 10 members and be representative of the experiences and voices of the SRO program. It is recommended that the members include:

- 3 Toronto Police Service members from:
 - Divisional Policing Support Unit
 - Business Intelligence and Analytics – Strategy Management Unit
 - Strategic Planning – Strategy Management Unit
- 7 Public members from:
 - Toronto Youth Cabinet
 - School Principals
 - School Trustees
 - Students in the Toronto District School Board
 - Students in the Toronto Catholic District School Board
 - School Board Administrative Personnel (Superintendent, member of the Senior Leadership Team, etc.)
 - Representative from Ryerson University

Members of the Review Committee will meet on a monthly basis, or as needed, and will participate for a period of up to one year, as necessary.

The Review Committee members will attend community consultations and stakeholder meetings, where possible. If necessary, the Review Committee will resolve issues and concerns that arise regarding the program or the review, or will escalate unresolved matters to the Steering Committee.

Project Timelines:

The review and evaluation project will begin in late 2017 and will be completed in June 2018, with an interim report based on key findings to be completed in January 2018.

While the review will focus on systemic and wide-ranging recommendations, this does not preclude making changes to the program at any point during the review, where it is believed such changes will improve service to the community. As a result, any recommendations or improvements that can be made to the current SRO program can be implemented at any time during the course of the proposed project.

Conclusion:

It is important that the Toronto Police Service continues to find ways to build on the successes of the SRO program, reviewing and improving the program to meet the current needs of the school communities that we partner with, in the most effective and efficient manner possible. If approved, the SRO program review and evaluation project will assist us in meeting the needs and expectations of the community.

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

Respectfully submitted,

Mark Saunders, O.O.M.
Chief of Police



Toronto Police Services Board Report

August 10, 2017

To: Chair and Members
Toronto Police Services Board

From: Andy Pringle
Chair

Subject: Request for Special Fund – Association of Black Law Enforcers (A.B.L.E.)

Recommendation(s):

It is recommended that the Board approve an expenditure from the Special Fund, in an amount not to exceed \$5,000.00 to purchase the Silver Sponsorship Package for the Association of Black Law Enforcers 25th Anniversary Gala.

Financial Implications:

If the recommendation contained in this report is approved, the Special Fund will be reduced in the amount of \$5,000.00.

Background/Purpose:

A.B.L.E. was established in 1992 to address the needs and concerns of Blacks and other racial minorities in law enforcement and the broader Canadian society. A.B.L.E. membership consists of various criminal justice organizations including, police officers, corrections officers, probation and parole officers and members of the community. A.B.L.E.'s mandate includes the provision of scholarships to students pursuing post-secondary education, building bridges between law enforcement agencies and the community at large, improve the image of law enforcement in the community, et cetera. Additionally, A.B.L.E.'s initiatives include mentoring, advocacy, public education, focus groups and community presentations. Over the last 25 years, A.B.L.E. has provided over \$160,000.00 in scholarships to racialized youth.

Discussion:

Over the years the Board has supported previous A.B.L.E. initiatives that promote the ideals of police and community working together. This year, events celebrating the 25th Anniversary of A.B.L.E. will be held from October 26 – 28, 2017 and will culminate with the Annual Scholarship Awards Gala on October 28, 2017. This year's theme is "25 Years ABLE Celebrating our Past Together Towards Tomorrow." The Board is being asked to support the event by purchasing a sponsorship package.

I am recommending that the Board purchase the Silver Package at a cost of \$5,000. This package entitles the Board to a half page advertisement in the Scholarship Awards Gala magazine, attendance at the two day conference, two complimentary tickets at the Gala Dinner, et cetera. A copy of A.B.L.E.'s request which includes the benefits associated with each sponsorship package is attached for information.

Conclusion:

The the A.B.L.E. Scholarship Awards Gala is a significant and worthwhile event, and is one of the ways in which the Board can continue to develop and build stronger linkages with our communities. Therefore, it is recommended that the Board approve an expenditure from the Special Fund, in an amount not to exceed \$5,000.00 to purchase the Silver Sponsorship Package.

Respectfully submitted,

Andy Pringle
Chair



Toronto Police Services Board Report

August 2, 2017

To: Chair and Members
Toronto Police Services Board

From: Andy Pringle
Chair

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

Recommendation(s):

It is recommended that, as an exception to the Special Fund Policy, the Board approve \$5,000 from the Special Fund to support The Gatehouse, "Healing the Voice Within" 2nd Annual art exhibit.

Financial Implications:

If the Board approves the recommendation contained in this report, the Special Fund will be reduced by \$5,000. The current balance of the Special Fund is \$859,497.00.

Background / Purpose:

The Gatehouse is a unique community-based centre in Canada. It provides support, resources and advocacy on behalf of those impacted by childhood sexual abuse. It is the only community-based setting that provides services for adults, children and youth in one location. The Gatehouse offers services and programs to children and youth, families, investigating officers and child welfare personnel to support the investigation of child sexual abuse cases. The Gatehouse provides not only a safe place for children to disclose abuse to police and child welfare personnel but also support services and programs for adults whose lives have been affected by childhood sexual abuse. It has been designated by police services as a best practice site for conducting investigations related to childhood sexual abuse.

Since opening its door in June 1998, The Gatehouse has helped thousands of individuals, including children, youth and adults who have experienced childhood sexual abuse.

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

As a demonstration of the cooperative relationship between The Gatehouse and the Toronto Police Service, Superintendent Ron Taverner is the Co-Chair of The Gatehouse's "Healing the Voice Within" 2nd Annual art exhibit.

Discussion:

I am in receipt of correspondence from Mr. Alok Mukherjee requesting support for The Gatehouse's 2nd Annual Healing the Voice Within Art Exhibit. The event is a one-of-a-kind art exhibit being held to give voice to sexual abuse survivors, promote awareness about the important work of The Gatehouse and raise much-needed funds for its programs and services. The exhibit will be held on October 25, 2017, at The Spoke Club, 600 King Street West, Toronto.

A provision in the Special Fund policy prohibits the Board from committing to recurring donations or to the on-going funding of particular initiatives/projects. However, the Board can, on a case-by-case basis, consider exceptions to this policy. Taking into consideration the important work of The Gatehouse, and its relationship with the Toronto Police Service, the Board in 2015, made an exception to its policy and approved a one-time three year funding commitment. The Board supports the work of The Gatehouse and agreed that the services and programs provided by The Gatehouse are vital to the community.

Therefore, I am recommending that the Board consider a financial contribution of \$5,000 in support of the Healing Art Exhibit. At this sponsorship level, the Board will receive eight tickets to the event. The Board will also receive recognition for its contribution by the use of the Board's image on promotional materials, at media events, on or in social media and on The Gatehouse website in promotion of the art exhibit.

In anticipation of the Board approving funding for the event, approval was given on July 26, 2017, to use the Board crest solely for the promotion of the 2nd annual art exhibit.

Conclusion:

It is, therefore, recommended that as an exception to the Special Fund Policy, the Board approve \$5,000 from the Special Fund to support The Gatehouse, Healing the Voice Within 2nd Annual art exhibit.

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

Respectfully submitted,

Andy Pringle
Chair



Toronto Police Services Board Report

August 9, 2017

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Community Police Academy (C.P.A.): January 1, 2018 to December 31, 2018

Recommendation(s):

It is recommended that that Board approve and expenditure of \$8,000.00 from the Board's Special Fund, less any funds not used, to support the re-instatement of the Toronto Police Services' (T.P.S.) C.P.A.

Financial Implications:

The Board's Special Fund will be reduced by \$8,000.00, which is the total cost of the expenditures related to operating the C.P.A. program. Any funds not used will be returned to the Boards Special Fund.

Background / Purpose:

Over the past decade, the T.P.S. has engaged in various levels of community consultations and collaboration in an effort to improve transparency and understanding of policing among the communities we service.

The Civilian Police College was first introduced on September 18, 1996 to create awareness within our communities of the challenges of policing a diverse city in the 1990's. However, the program was discontinued in 2006 due to lack of interest and was re-launched in partnership with Humber College on October 22, 2016, at the request of Chief Mark Saunders. Chief Saunders assigned A/Deputy Chief Peter Yuen to take the lead role on re-implementation of the program. The C.P.A. was designed to create a better understanding and communication between the citizens of Toronto and the T.P.S. through education. Re-instatement of the C.P.A. was deemed appropriate and considered acutely relevant at this time considering the T.P.S.s modernization efforts and the desire for community engagement from the community itself as well as T.P.S. members.

Most recently, the T.P.S.s Police and Community Engagement Review (P.A.C.E.R.) and the Transformational Task Force (T.T.F.) both recognized the need to educate the public and enhance information-sharing with the community to enhance and strengthen relationships. The creation of the C.P.A. addresses a number of suggestions made in the P.A.C.E.R. Report and clearly illustrates the T.P.S.s commitment to the T.T.F. principles of an “Actively Accountable/Trusted and Transparent/Engaged and Inclusive/Collaborative Service.”

In the initial planning stages, community surveys were conducted in partnership with the T.P.S.s Strategic Planning Unit to determine the needs of the Community. C.P.A. information was made available on the main T.P.S. website. Additionally, C.P.A. information was printed and distributed to divisions, C.P.L.C.s/C.C.C.s and community partners and agencies.

The C.P.A. website offered a single, easily accessible location for information about the program including a short explanation of the C.P.A. 8-week curriculum, registration form Frequently Asked Questions, course expectations and the code of conduct. A one minute promotional video was produced to encourage registration and was released on a number of social media platforms.

Members of the media were invited to participate in the launch of the C.P.A. for the purpose of reporting a feature story on the program and to assist in promoting registration for the next course.

The concept of the current C.P.A. is meant to address the shortcomings inherent in the traditional delivery of community policing information. It provides a meaningful and “hands on” learning experience for participants. The C.P.A. is based on the research and evidence based findings of the North American concept of the “Citizen’s Police Academy”.

Purpose

The C.P.A. provides an educational opportunity for a broad cross-section of our community. This learning opportunity will assist community members to better understand the role of modern policing and current policing issues. Community members will have an opportunity to engage with officers working in front-line and specialized units across the T.P.S. This will foster an understanding of the many challenges and rewards that the T.P.S. and individual officers face with policing the most diverse city in Canada.

The goals and objectives for the C.P.A. are:

- To inform the public about the C.P.A.,
- To encourage participation in the C.P.A.,
- To reinforce the T.P.S.s commitment to the P.A.C.E.R. recommendations and T.T.F. principles,

- To foster enhanced community/police partnership by creating an environment of increased trust, cooperation, and collaboration between community and police through education,
- Provide an opportunity for interested community members to better understand the role of modern policing in Toronto,
- Have a better understanding of the policies and laws that guide the decision making of officers and police practices, and;
- Have an appreciation for the complexities of policing a diverse city

Rationale:

Community policing is the foundation on which modern day policing practices are based. It is important that the community has an understanding of how and why the T.P.S. conducts their day-to-day duties. In understanding the T.P.S., C.P.A. students will be well positioned to support community based initiatives that are more integrated with community safety and well-being.

Discussion:

A Scan Tron survey was developed to measure satisfaction after each lesson taught throughout the program. In order to establish whether the C.P.A. was achieving its goals and objectives, incoming and outgoing satisfaction surveys are circulated to graduates of the T.P.S. C.P.A. program.

A total of 56 students have graduated from the C.P.A. since April 2017 and each graduate has received a certificate of participation from the T.P.S. and a certificate of participation from Humber College; including a transfer credit towards the Community Policing Diploma should they choose to further their studies at Humber College. Classes for the program occurred in the fall of 2017 and winter of 2017.

Data and information gleaned from the first intake suggests that the C.P.A. can generate positive changes in citizens' attitudes. Participants who had positive views about the T.P.S. prior to attending the academy reported learning more about policing and police operations within their community. Reaching out to those who are distrustful or sceptical of law enforcement and inviting them to take a closer look at police operations can be rewarding as indicated by the results of positive survey feedback.

The results of the questionnaires completed by the C.P.A. graduates indicated that the overwhelming majority of the participants found the experience to be positive and very informative.

Additionally, participants perceived that the presenters knew which issues were relevant in their community and that they seemed genuinely concerned about helping to resolve these issues. Finally, participants reported that they gained a greater understanding of the daily work duties of T.P.S. Officers.

Some comments from graduates of the C.P.A.:

"I am able to understand and appreciate the police service much more after the program. What we see in the media may not necessarily be the real picture. I thank the Toronto Police for risking their lives to protect the public. The program must be provided in more frequency to promote community relationships. Thank you!"

"It is a great way for the police to connect with the community," said the University of Toronto - Health Sciences graduate, a registration clerk at Scarborough General Hospital. "I was expecting lectures and class work, but I got more than that in terms of real-life scenarios that we were exposed to."

As a result of this program, graduates are now empowered to have an impact on community safety and well-being in their own neighbourhoods and act as ambassadors for the T.P.S., which ultimately helps strength police-community relationships.

Budget

The C.P.A. currently offers an 8 week course to provide insight to the T.P.S. Upon approval, a 3 day summer youth information session and two single day seminars for adults would be added to broaden the impact and reach of the program.

Community Police Academy Annual Budget Breakdown			
<i>Community Police Academy 8-Week course (2 sessions per year, 72 students):</i>			
Graduation/Refreshments	\$2,200.00		
Educational Materials	\$3,000.00		
		Total	\$5,200.00
<i>3-Day summer youth information course (1 session per year, 50 students):</i>			
Graduation/Refreshments	\$1,500.00		
Educational Materials	\$500.00		
		Total	\$2,000.00
<i>1-Day adult seminar (2 sessions per year, 200 students):</i>			
Graduation/Refreshments	\$500.00		
Educational Materials	\$300.00		
		Total	\$800.00
Annual Grand Total			\$8,000.00

Conclusion:

It is therefore recommended the Board approve expenditures not to exceed \$8,000.00 from the Boards Special fund to cover expenses incurred for the administration of the C.P.A. Any funds not used will be returned to the Board's Special Fund.

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

Mark Saunders, O.O.M.
Chief of Police



Toronto Police Services Board Report

August 10, 2017

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Beyond the Blue – Toronto Chapter

Recommendation(s):

It is recommended that the Board:

1. As an exception to the Special Fund Policy, approve the request from the Toronto Chapter of Beyond the Blue, for one time funding in the amount of \$30,000.00, and;
2. In collaboration with the Chief, provide official support to the Toronto chapter of Beyond the Blue as articulated below.

Financial Implications:

This request would be funded from the Board's Special Fund, which would be depleted by \$30,000, less the return of any funds not used.

Background / Purpose:

At the Toronto Police Services Board (Board) meeting held on February 23, 2017, the Board received an oral deputation and report from Ms. Dilnaz Garda and Ms. Kristal Jones. The report was a request for funds and official support for the creation of a Toronto Chapter of the Beyond the Blue (B.T.B.) organization, which is an organization exclusively for the significant others, spouses, and family members of police officers (Min. No. P42/2017 refers). The Board approved the following Motion that stated, in part:

1. THAT the Board refer the deputation, including the request for financial support from the Board's Special Fund and the request for Toronto Police Services Board and Toronto Police Service (T.P.S.) endorsement of "Toronto B.T.B." as a support mechanism for T.P.S. family members as articulated in the handout, to the Chief of Police with a request that he review and consult with appropriate parties such as the Toronto Police Association, B.T.B. and its partner police services with respect to the

feasibility of the proposal, in light of current wellness programs and benefits offered to members;

2. THAT the Chief submit the above noted report to the Board for its April 2017 meeting

Discussion:

Beyond the Blue (B.T.B.) was started in the fall of 2013 when approximately 30 spouses of the Calgary Police Service (C.P.S.) attended a weekend retreat together where they discovered the need for an organization with a common vision that focuses on the unique set of circumstances faced by law enforcement families. Four C.P.S. spouses sought and received the support and endorsement of the C.P.S. and the Calgary Police Association and formed Canada B.T.B. Canada B.T.B. respected the support already offered to police officers through the various programs that police services have instituted to ensure the wellbeing and mental health of their members. However, it endeavoured to create an organization that dealt specifically with the challenges that the families of law-enforcement officers faced. The Canada B.T.B. organizational model filled the void law-enforcement families were feeling when it came to access to resources that met their specific needs and how to effectively support their police officers, to encourage a better off-duty lifestyle and home environment, and to assist them with the personal challenges they experience in being the family member of a police officer.

In 2016, the York Regional Police Service (Y.R.P.S.) Peer Support Unit collaborated with Canada B.T.B. and realized a similar need for law enforcement families across the country. Y.R.P.S. valued the education and support offered to members' families through the success of the B.T.B. organizational model and commenced their own chapter specific to the needs of their Service members and families. The Y.R.P.S. B.T.B. program operates in collaboration with and under the direction of the existing Y.R.P.S. peer-support unit, and therefore must comply with the standards, policies and procedures that guide services offered to members of the Y.R.P.S. The Toronto B.T.B. chapter model, as currently proposed, would have no such oversight, which could create issues with respect to consistency of B.T.B. activities and initiatives with current T.P.S. programs, as well as potential confusion for T.P.S. members seeking peer support services for themselves and their families. Toronto B.T.B. has addressed this concern by agreeing to request Chief's approval prior to proceeding with any initiative that would require T.P.S. partnership.

In 2017, Canada B.T.B. welcomed Toronto as a newly instituted chapter under the leadership of its president, Ms. Dilnaz Garda, and vice-president, Ms. Kristal Jones. These women are both spouses and family members of currently serving T.P.S. officers, and advocates of mental health and well-being. Ms. Garda is the sister of late T.P.S. member Police Constable (P.C.) Darius Garda, who took his own life after struggling for years with mental health issues that arose after an on the job shooting, and wife of a currently serving T.P.S. officer. Ms. Jones is also a wife to a currently

serving T.P.S. officer and is the founder of an active Facebook page, Police Wives of Canada, which offers support for spouses of officers in Canada's law enforcement community. These two women have first-hand lived experience which has suggested to them that there is a need for a B.T.B. organization for T.P.S. members and their families.

It is the goal of Toronto B.T.B to build membership and then have members apply for the remainder of Board positions which include: secretary, treasurer, marketing and social coordinators. Toronto B.T.B., although already in operation, has exhausted its current resources for funding the necessary costs associated to starting a new organization.

Appended to this report is the organizational proposal of Toronto B.T.B. created by Ms. Garda and Ms. Jones. Included within this outline is the background of B.T.B., governance, marketing strategies, budget, and resources for support. As the Toronto chapter of B.T.B. is still in its infancy stages, this document is a proposal that outlines the responsibilities of being part of Canada B.T.B. and must be adapted to include collaboration guidelines with the T.P.S. as outlined within this report and respond to any concerns from Board members, should they arise during the meeting. It is recommended that the Toronto B.T.B. proposal be modified to articulate specific guidelines to ensure any potential risk to the T.P.S. is precluded. In addition, it is recommended that the proposal be modified to include the description of mechanisms to ensure ongoing collaboration with current in-house and contracted services provided to T.P.S. members, including the Employee and Family Assistance Program, the T.P.S. Critical Incident Response/Peer Support Program, and the Human Resources Wellness pillar, including the Psychological Services section. This collaboration is essential to ensure that members are well informed about the full range of services available to them, with enough information to make clear and informed choices regarding the best means to ensure that their psychological health needs and those of their respective family members are met.

Toronto B.T.B. had a soft launch on March 1, 2017, to focus on gaining membership through the use of their already existing Facebook and Twitter social media accounts. The Toronto Police Association (T.P.A.) is in support of the endeavours of Toronto B.T.B. and allowed Toronto B.T.B. to organize a booth at the T.P.A.'s annual Canada's Wonderland family event in order to host an official launch in July 2017. This booth offered marketing materials for families and spouses of Toronto officers and had on-site technology available to register new members instantly, with the goal of registering a minimum of 100 new members. Further to allowing Toronto B.T.B. to organize a booth and engage T.P.S. members at the 2017 Canada's Wonderland Family event, the T.P.A. has agreed to provide printed posters, meeting space, and is currently reviewing its policies and budget to approve a funding proposal of \$3,000, all of which are at no cost to Toronto B.T.B.

Included in the appended proposal is a budgetary outline for year 1, as start-up funding in the amount of \$30,000 is being requested, as well as goals for the first 3 years and

associated costs in a year-by-year per goal breakdown. The Year 1 cost breakdowns were determined in consultation with Calgary B.T.B. along with comparing their needs and budget to the needs and associated budget being sought by Toronto B.T.B. The year 1 start-up funding request in the amount of \$30,000 will be allocated as follows:

- Marketing (social media presence) \$1,000
- Yearly website costs (domain purchase and maintenance) \$250
- Workshops/ presenters/ information sessions (cost or presenter/honorarium) \$5000
- Stationery/ supplies/ printing/ promotional products \$6,000
Facilities/food/beverages (Peer-led support group, badge babies, and workshop/ information sessions) \$8,600
- Community outreach/ benevolence committee \$600
- Office operations (phone, internet, PO box, yearly filing of charity return) \$ 1,000

In one calendar year from the date the funds are provided to Toronto B.T.B., the chair and co-chair of Toronto B.T.B. must report to the Board on the activities carried out, lessons learned, and what the funds were expended on. A 3-year budget plan will be required prior to awarding the money from the Special Fund and any funds not used will be returned to the Board.

It is important to recognise that although Toronto B.T.B. seeks to gain support from and align with the T.P.S. and association/unions of its designated chapter, they have declared their intention and the necessity of remaining a separate and independent entity. Ongoing collaborative dialogue is required to ensure that T.P.S. members and their families are provided with a range of resources and supports that are comprehensive, integrated, and able to meet their changing needs. While recognizing that the nature of that dialogue should itself be a collaborative process, a number of avenues for shared participation have been identified as follows:

1. An initial meeting with Toronto B.T.B. and representatives from the T.P.S. Wellness team, including a representative from our external E.F.A.P. provider, in order to share information regarding existing and proposed programs. Dialogue at this meeting will assist in identifying points at which current and proposed services might dovetail, with the goal of avoiding duplication and potential conflict and identifying gaps and opportunities for new service provision, both by T.B.T.B. and the T.P.S. Wellness team.
2. It will be important for dialogue between the Toronto B.T.B. and the T.P.S. Wellness team to continue in an ongoing way, with meetings scheduled on at least a biannual basis and with the capacity to schedule additional meetings on an ad hoc basis as required.
3. The development of a shared communication plan that provides clear direction to members regarding the full range of Wellness services available to them. This

communication plan should identify areas of overlap and make clear relevant distinctions between the various programs, including some direction regarding which services are most appropriate to access by whom and under what circumstances. This communication plan provides a valuable opportunity to demonstrate that the various Wellness programs, including Toronto B.T.B., are working collaboratively and out of shared concern for our members and their families, and not in competition with one another.

4. The communication plan may include the development of a shared intranet site with links to range of T.P.S. Wellness services and a link to the Toronto B.T.B. program. This shared intranet display would graphically highlight for members the full range of services available to them.
5. The development of mechanisms for the objective and unbiased sharing of information regarding existing T.P.S. Wellness programs in the provision of Toronto B.T.B. services and supports. This may include the development of T.P.S. Information brochures that outline the range of services to members, with agreement that this brochure (or brochures) be added to all information packages shared with T.P.S. members in the course of Toronto B.T.B. service provision, whether this information is provided in a hard copy or electronic format. Similarly, it would be helpful to negotiate an agreement for the sharing of information regarding Toronto B.T.B. programs and services during the provision of critical incident and peer support services by members of the internal T.P.S. Wellness team.
6. If the services provided by Toronto B.T.B. are incorporated within the range of Wellness services available to members, it will be important for these activities to be reflected in the usage statistics reported to the Board in the annual Wellness Board Report.
7. Identification of a clear line of communication when there are program developments and/or issues in service provision, ideally with a single point of contact identified by both Toronto B.T.B. and the T.P.S. Wellness team. In order to be most effective in the facilitation of day-to-day operations, this contact should operate in independence from the Chief's office.
8. While recognizing Toronto B.T.B.s identified need for independence in operation, it would be helpful and important to appoint a representative from the TPS Wellness team to serve as an advisory member of the Toronto B.T.B. Board of Directors. This advisory role will provide reassurance to the TPS that the shared values and interests of the Service and the Toronto B.T.B. receive appropriate care and attention.

Consistent with the Toronto B.T.B.s stated goal of sharing networks and resources with external partners, additional discussion should occur regarding the potential for

formalizing a partnership between the Toronto B.T.B. and the in-house T.P.S. Wellness program that is comparable to the partnerships that Toronto B.T.B. has proposed with other external partners such as “Badge of Life”, “Wounded Warriors”, and others.

Conclusion:

The Toronto B.T.B. organization has already commenced operation and the purpose of their deputation was to seek funding from the Board’s Special Fund and to receive the official support from the Chief and the Board. Although a formal agreement would need to be drafted, Toronto B.T.B. can be seen as a positive addition to the various services already in place for T.P.S. members and their families.

If the considerations outlined within this report are managed to the satisfaction of the Chief and the Board, the T.P.S. will offer their official support to Toronto B.T.B. in the following ways, solely:

- Allow Toronto B.T.B. to post on the T.P.S. intranet, as well as attend T.P.S. events held specifically for T.P.S. members and their families,
- On-going collaboration with current T.P.S. Wellness programs and initiatives , and;
- A recommendation that the Board approve the request for funding as a one-time contribution from the Board’s Special Fund in the amount of \$30,000

As previously stated, if the funding is approved by the Board, then Toronto B.T.B. should report back to the Board’ in one year’s time on how the money was spent, the success of the program and any issues encountered in the first year of operation.

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

Respectfully submitted,

Mark Saunders, O.O.M.
Chief of Police



Toronto Beyond the Blue

Strengthening Police Families

Table of Contents

Executive Summary	3
Background	5
Not-for-Profit & Governance	6
Social Media & Marketing Strategy	6
TBTB Website	8
Products	10
Toronto BTB Resources & Supports	10
Partners	15
Goals	16
Data & Success Measurements	16
Budget	17
Appendix	19

"As senior officers and unit commanders we are often asked: how do we connect to families, how do we help them understand this challenging career choice, not in the midst of crisis, but every day? Like many of the greatest ideas, a need results in an answer, and Beyond the Blue is that for me. If policing is the thin blue line, Beyond the Blue encircles that line: always there, always caring, sometimes holding it together, and sometimes keeping the rest of the world out. Though I was a police officer for 32 years, I have been part of the Toronto Police family my whole life and I still have family and people I care deeply about in the world of emergency services. Thank you Toronto Beyond the Blue, for being there... for each other and for our uniform and civilian members and their families. Take care of each other."

- Elizabeth Byrnes, Superintendent (Ret'd)



Executive Summary

Spouses and children of law enforcement face a unique set of circumstances that lends itself to the need for emotional support, better awareness, training and tools to enable police families to thrive with their roles as a support system for their police officer. Infidelity, alcoholism, cumulative stress, critical incident stress, PTSD and marital discord are some of the issues that TPS officers tend to struggle with and this has had a far reaching impact on family members as well.

Accordingly, we feel there is a need for an Association that specifically supports spouses and family members of TPS Officers. We have looked at a couple of existing Canadian and American Associations and ultimately, decided it best to become a chapter of Canada Beyond the Blue which has two existing chapters, Calgary Beyond the Blue and York Beyond the Blue.

We would like to take steps towards progressing and growing our group with the goal of aligning with the TPS and TPA while remaining a separate entity. We hope to offer emotional support and opportunities for enrichment to police spouses and police families through a number of objectives that are outlined under the heading 'Purpose'.

The advantage of forming a separate society for such an objective is first of all to create a distinct, separate legal entity which would carry out managerial responsibilities related to our objectives. Secondly, we have a focus that is aligned with, but separate from the business of the TPS/TPA and with a separate mandate can focus on offering training, education and a community of support without burdening the TPS/TPA.

Purpose

The key elements of the proposed association lie within the following objectives:

- ✓ To offer a community of support to the family members of police officers/members
- ✓ To promote awareness of our officer's worth as well as an understanding of the joys and struggles that are uniquely experienced in a life in law enforcement
- ✓ To coordinate presentations, speakers & resources that will aid in offering training & practical tools to police spouses and families

This organization will operate only with positive intentions and always in accordance with the following mission statement:

Mission Statement

Committed to providing a community of support to police spouses & families, through resources that will provide education, training & practical tools to enable families to thrive in their roles as support system for their police officer.

Goals

Our best tool for measuring our success will be as simple as the number of lives we are able to touch. This will be reflected in the size of our membership, the number of people attending scheduled meetings and the number of members on the website.

Toronto Beyond the Blue Association believes that the services and support to be offered would be a tremendous benefit to the officers of the Toronto Police Service and department as a whole if the extension of the officer – their spouse and their family – have the training and tools combined with emotional support to thrive in the unique experience of having a police officer as their husband, wife, partner, father, mother, son or daughter.

Background

In the fall of 2013, approximately 30 spouses of Calgary Police officers attended a weekend retreat together. Although attendees barely knew each other, they came away not only as friends but also with a common vision to create an organization to focus on issues that affect police families, and could relate to and support each other.

While the police service offers support to our officers, there is little support for the everyday issues we, as police families, struggle with. We endeavored to get as many spouses & family members together as are interested in an effort to build strong relationships and successful families through experience, friendship and training. We believe if we have friends who understand our fears and frustrations, our joys and triumphs, that we can truly be encouraged by one another. Beyond The Blue was born out of this common goal with the support and endorsement of the Calgary Police Service and Calgary Police Association and the hard work of 4 CPS spouses who formed a board of directors and created an organization that has grown to include hundreds of police families.

In 2016, after collaboration with the York Regional Police Service's (YRPS) Peer Support Unit, York Beyond the Blue was created - uniting police families from opposite ends of our country. The YRPS Peer Support Unit realized the need and importance of educating and supporting our members' families and saw great success in the Beyond The Blue (BTB) model.

Canada BTB welcomed Toronto as a part of the BTB family in 2017 under the leadership of a TPS spouse who shares our vision for supporting & strengthening police families across Canada. Toronto BTB president Dilnaz Garda, lost her brother, P.C. Darius Garda in February of 2016 when he took his life after battling years of mental health issues after an on the job shooting. Since then, Dilnaz and her husband, P.C. Danny Mavrou have been have been determined to normalize conversations around mental health and ask you to join them on their journey helping officers and their families get healthy and stay healthy. Kristal Jones, vice president of Toronto BTB is the wife of P.C. Mike Jones and is an

advocate for mental health and well-being. She is also the founder of Police Wives of Canada, an active Facebook page that strives to support spouses of officers and their unique concerns.

Not-for-Profit & Governance

Toronto Beyond the Blue (TBTB) will be registered as a not-for-profit association and apply for charitable status. TBTB will register and abide by the government of Ontario guidelines. Canada Beyond the Blue has outlined a Governance document which is what will guide our policies and procedures. (see appendix)

Currently, there are two board members: Dilnaz Garda, President and Kristal Jones, Vice-President. Our goal is to build up our membership and then ask members to apply for the remainder of the Board positions which include: secretary, treasurer, marketing and social coordinators.

Social Media & Marketing Strategy

TBTB will use social media to create awareness of our organization and invite TPS officers/members and their family to join our website, Facebook and Twitter accounts. TBTB will also use social media and marketing strategies to not only generate interest but to also recruit support from other mental health professionals and organizations (Tema, Badge of Life, Dr. Vivien Lee etc), to generate donations and to promote TBTB campaigns and events.

Timeframe

March 1, 2017 was the start date of TBTB's soft launch. The focus of the soft launch will be to gain membership solely through the use of our Facebook postings and Twitter accounts. July 2017 will be the date of our official launch at the TPA's Canada's Wonderland family event where we will set up a booth with marketing materials and have on site technology available to register members instantly. Our goal for that day will be to register 100 new members to our website and private Facebook page.

Postcards

Informational, postcards will be made and distributed. This is a marketing creative that can be used at events, networking and charity gatherings. This item is important because it offers more than a business card and less than a pamphlet. The main objective is to have the logo, organizational description and a call to action. The call to action in this case includes the website, social media handles and an email for inquiries. It may also include the theme of the particular event ie: Mental Health Week.

Pamphlets

Pamphlets will be used at police stations, police headquarters, CIRT team debriefs and in new hire packages. Pamphlets will contain all information on the postcards but will delve into organizational offerings. In the future, techniques such as sharing testimonials will be employed and a list of professionals offering their expertise with policing experience or ie: psychologists.

Online Advertising

Adwords campaign will be the first online roll out. This will involve any of the following words: charity, law enforcement, Toronto Police etc. Instead of doing the Adwords campaign in tandem with the Facebook boosts, it is suggested that this campaign runs first while social media gains content and followers. Once the Adwords campaign is complete, Facebook boosts will roll out to drive momentum of Beyond the Blue online presence.

Social Media Advertising

TBTB will boost their page on Facebook three times a week for one month to build an online presence. This campaign will roll out after the Adwords budget is reached. The boosts will be executed during peak Facebook times.

Facebook boosts are an easy and inexpensive way to draw attraction to TBTB's social media presence. Therefore, after the first set of boosts, another four-week series will take place in tandem with the launch party. The strategy is to create short bursts of traffic and energy to maintain a tight budget but also to allow

time for the social media outlets to grow and develop in-between. This will make the page more desirable each time a campaign is completed.

Social Event

Centennial College's public relations students are tasked each year to plan and manage an event for a local charity on a zero dollar budget. TBTB will reach out to the program director to see how students could benefit from planning a member social event that will focus on networking and building peer relationships.

Media Relations:

TPS is always being scrutinized by the public and the Media and accordingly TBTB will stay away from promoting the organization by using mainstream Media (CBC, C P24 etc) so that members feel that their privacy is paramount and valued by our organization.

TBTB Website

The purpose of our website is to provide resources to TPS officers/members and their family. The pages on our website will include the following sub-tabs:

- Home
- About
- Join
- Members
 - o News & Updates
 - o Resources
 - o Psychologists
 - o Events & Workshops
 - o Families of the Fallen
 - o Member Services Directory
- Donate

- Contact

Join Page

TBTB will ask potential members to fill out a form that asks for their contact information as well as their TPS officer/member's information (badge # and division). They will also be asked to agree to TBTB's code of conduct before approval. Once we are able to verify the TPS officer/member, we will then send an approval email and the new registrant will then have access to the private portion of our website. The only part of our website that is private is the "member" tab. The rationale behind having a vetting process is so that we can accumulate data on our membership (city of residence, family relationship, statistics of which division officer/member is taking information back to family etc).

Members' Page

Our members' page includes a drop down menu that provides members with a variety of resources based on their interests and needs. TBTB is committed to providing its members with top quality and most current resources which will properly vetted with the help of experts. TBTB has been fortunate enough to receive the endorsement and help of experts such as Dr. Jane Storrie, Dr. Vivien Lee, Natalie Harris and Vince Savoi, just to name a few.

Donate Page

PayPal has been set up to receive secure donations from individuals or groups. TBTB will be registered as a not-for-profit organization with charitable status. We will rely on donations and sponsorship to provide quality programming and resources to our membership. In month 1, we received \$300 in donations from individual donors as well as from 51 division. TBTB will be the sole recipient of the Gloves Up Toronto 2017 event, in memory of P.C. Darius Garda.

TBTB will aim to secure \$30,000 in donations and/or sponsorship for Year 1.

TBTB will aim to secure \$40,000 in donations and/or sponsorship for Year 2.

TBTB will aim to secure \$55,000 in donations and/or sponsorship for Year 3.

Member Services Directory

TBTB will work towards acquiring a database of TBTB member services and businesses and advertise them on the Member Services section of the website.

Products

TBTB will provide marketing products such as t-shirts, bracelets, challenge coins etc. that will not only promote TBTB but also bring awareness for a variety of mental health and well-being campaigns. Products will also be a good way of fundraising. For example, for our May Mental Health Campaign, we have ordered \$500 silicone bracelets and our goal is to fundraise \$1,000.

Toronto BTB Resources & Supports

Summary of Resources & Supports

- Workshops and Seminars
- Bounce Back
- Parents and Caregiver Resources
- Childcare
- Parenting Support
- Families of the Fallen
- Checklists and Guides
- Peer Support Team
- Looking Forward

Workshops and Seminars

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TBTB is committed to providing members with a variety of seminars and workshops focused around mental, emotional, physical and spiritual wellbeing. Presenters and experts will align with the values of the TPS, TPA & TBTB. We hope to engage a variety of participants by providing the following workshops and seminars in the following areas:

- PTSD & OSI (Assist, MANERS)
- Yoga & Trauma Yoga
- Badge Babies play groups
- Parenting challenges that come with being a TPS family
- Mindfulness
- Coping Strategies for family of TPS officers/members
- Financial planning

Our goal is to offer these workshops and seminars at zero to little cost for our members. It is important that cost not be a barrier for attendance at workshops and seminars.

We are also very cognizant of child care issues that may deter a spouse/partner or family member from attending and hope to make child care available at the venues so that they may bring their kids along, again at no cost to the member.

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Bounce Back

"Canadian Mental Health Association is launching Ontario's first free, clinically-proven, self-guided mental health program designed to help adults rebound from low mood and mild to moderate stress or anxiety."¹ This resource is a free self-guided program that we would have available on our website for members to access.

¹ http://ontario.cmha.ca/news/bounce-back-from-low-mood-stress-anxiety-with-free-clinically-proven-mental-health-program/#.WMsy1W_yvIU
TORONTO BEYOND THE BLUE - APRIL 2017

Parents & Caregiver Resource

TBTB will work with professionals to create a self-directed resource guide that will be designed specifically for family members or caregivers of Officers/Members with O SI. An example of such is: The [Operational Stress Injury Resource for Caregivers](#). This online educational tool is the result of an innovative partnership between Veterans Affairs Canada, Canadian Forces Moral and Welfare Services, and the Royal Ottawa Mental Health Centre (The Royal).²

As our goal is to “strengthen police families” we will also have a strong resource and support bank that helps parents and caregivers of TPS officers/members. As each member of an officer/member’s family may experience different needs and concerns, it is important that we value the unique relationships and provide personalized support.

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Child Care

TPS officers/members are in a profession where shift work and on call is a norm. Providing families with options for emergency child care, especially if both parents are first responders, would be a valuable resource for our membership. Finding quality child care providers who understand the needs of Officers/members would be an important resource.

Parenting Support

1. Include workshops, seminars and resources around topics that deal with the specific needs of the TPS family but also general ones that help parents who have children with behavioural issues, mental health concerns, or special needs.
2. Providing parents with access to the TPS nutritionist where they can customize meal plans and healthy living goals not just for the adults but for kids as well.

² <https://www.cafconnection.ca/National/Programs-Services/For-Veterans-and-their-Families/Programs-Services.aspx>
TORONTO BEYOND THE BLUE - APRIL 2017

Families of the Fallen

Offering resources and supports to our Blue Family who have made the ultimate sacrifice. Our website offers Camp F.A.C.E.S which is aims to provide families who have suffered a tragic loss the opportunities to be with others who have experienced similar loss. With trained personnel and mental health oversight, these families will have the opportunity to experience some normalcy all while developing lifelong friendship.

Checklists & Guides

Under the Resources page of our website, we will create and have available checklists and guides to help Officers/Members and their families. Examples of such checklists and guides include:

1. Family Care Plan
2. Medication Logs
3. Treatment Plans
4. Literature and articles that shed insight into PTSD & OSI

Peer Support Team

Peer Support is a process in which individuals with a shared or common experience offer support to their peers. Peer supporters experience their own mental health or life issues and therefore are in a unique position to offer support to others in order to improve the quality of their lives.

Peer support includes all necessary activities and actions that help improve or enhance another person's recovery or quality of life and ability to cope with daily life and set and achieve goals. Individual requirements vary but activities may include going for walks, coffee, shopping, help with completing tasks, etc.

Peer support is helping build relationships between peers that promotes respect, trust, warmth and empowers.

In order for peer support to be effective, everyone involved should recognize that participants are capable of contributing and should be an integral part of their own recovery/healing process.

"Peer support has helped me to have hope and has helped in my optimism toward life as an LEO family and has helped me cope successfully with family issues and many things."

-Quote from a BTB member
who received peer support

BTB uses an Informal Model – An informal structure program is characterized by mutual aid, social and recreational companionship that are provided through self-help and one-on-one support. Everyone involved is a volunteer. Confidentiality is a basic requirement. The structure respects participant choices, is flexible and easily accessible. The program has a facilitator.

Looking Forward

Looking forward to year 2-3 we would like to offer the following resources:

1. TBTB App

Looking ahead, an App would be a valuable addition so that families can have access to resources on the go. The App would be focused around mental health and peer support resources.

2. Benevolence & Outreach

We will also endeavor to create a benevolence committee which will be responsible for 'community outreach' where we can financially assist families in need. For example, upon learning of a spouse of an officer/member who has cancer, TBTB may use their discretion to provide that family with a gift card that may help with hospital parking costs, or provide meals a couple of times a week

to help alleviate stress. Based on the yearly budget, TBTB will decide on a percentage of funds that will be allotted towards community outreach and make necessary adjustments if needed. There will be no formal model put in place Year 1 with regards to deciding to whom funding will be given. However, in Year 2, there may be a guideline put in place so that TBTB can be seen as equitable in this area.

3. Therapy Dogs

Therapy dogs have been used to bring comfort and support to men, women and children in crisis. Adopting this service would be of a huge benefit to our members of TBTB. A recent article in the Toronto Star, highlights this initiative that the Victim Services in Toronto has implemented. Partnering with a therapy dog service would be a program TBTB rolls out in year two or three.³

4. Garda Scholarship Fund

In honour of P.C. Garda, TBTB will start a scholarship fund to be awarded to children of TPS officers/members. Darius Garda valued education above all else and it would be fitting to honour his memory by giving back in this way. Guidelines and an application form will be made available along with a selection committee.

Partners

TBTB will strive to form partnerships with similar organizations to help strengthen our networks and resources. Examples of partnerships include: Tema, Canadian Military Families Toronto Resource Centre, The Stable Grounds, Wounded Warriors and Badge of Life.

³ <https://www.thestar.com/news/crime/2017/03/17/dandy-the-trauma-dog-is-toronto-police-services-newest-weapon.html>

Goals

TBTB recognizes and believes in the importance of goal setting. As such, we have identified the following goals broken down by year:

Goals	Year 1	Year 2	Year 3
Total Members	300	600	900
Workshops/Presenters/Info Sessions	10	10	15
Donations/Sponsorship	\$30,000	\$40,000	\$55,000

Data & Success Measurements

It is important that we have a variety of measurement tools to determine our success in a variety of areas. Accordingly we have identified avenues with which to collect data:

1. Baseline membership survey to new members to determine needs and interests re: services and workshops. We will survey membership twice a year.
2. Gather SEO data to measure traffic activity on website
3. Record number of attendees (no names) at workshops
4. Record number of donations & dollar amounts collected during campaigns
5. Compile anecdotal comments of members to show need and support
6. Record the need for child care at events

Budget

We are asking for Year 1 startup costs. The funding we are requesting will be allocated according to the headings you see on the proposed budget below. Cost breakdowns were determined in consultation with the Calgary chapter along with comparing their needs and budget. In addition to marketing and the cost of running workshops, we will also create a benevolence committee, which is under the heading 'community outreach'.

<u>Estimated Expenses</u>	<u>Year 1</u>
Marketing (social media presence) Yearly Website costs (Domain purchase and maintenance)	\$ 1,000 \$ 250
Workshops/Presenters/Info Sessions (cost of presenter/honorarium) Child Care (cost of child care provider & activities)	\$ 5,000 \$ 2,550
Stationery/Supplies/Printing/Products (banners (\$200 each) posters (\$100 for 100), brochures (\$150 each set) flyers (\$150 each set), cards etc.)	\$ 6,000
Facilities/Food/Beverage (Toronto BTB Peer-led Support Group (\$100.00 x 12 months = \$1200) (Badge Babies \$300 x 10 = 3000) (Workshops/Info sessions) \$500 x 10 = \$5,000)	\$ 8,600
Community Outreach/Benevolence Committee	\$ 5,000
Non-Profit Registration Fee (as per Gov't of Ontario site) and fee of having professional business organization with forms.	\$ 600
<u>Office Operations (phone, internet, PO Box, Yearly filing of Charity return)</u>	<u>\$ 1,000</u>
Total Year 1 Projected Operating Expenses	\$30,000

In addition to the above noted costs, the following contributions have been offered:

- TPA has committed to providing printed posters on 11 x 17 and 8 ½ x 11 formats on 24lb paper at no cost to TBTB
- TPA has committed to providing meeting space at no cost to TBTB
- TPA is reviewing funding proposal of \$3,000.

Appendix

Summary of Appendix Items:

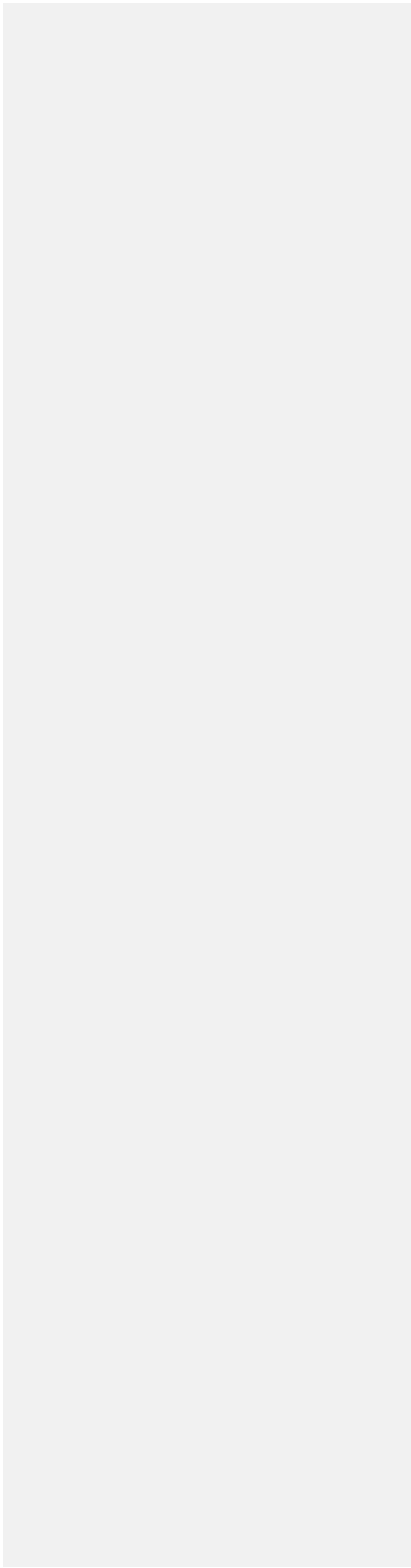
1. Code of Conduct Document
2. Governance Document

BEYOND THE BLUE

CODE OF CONDUCT

The Code of Conduct supports a strong culture of support, collaboration, respect and ethics. It helps ensure that what we say, what we do and how we act is always in line with our values and in the best interest of ourselves and our peers.

1. Always act with fairness, honesty, integrity and openness; respect the opinions of others and treat all with equality and dignity without regard to gender, race, colour, creed, ancestry, place of origin, political beliefs, religion, marital status, disability, age, or sexual orientation.
2. Promote the mission and objectives of Canada Beyond The Blue in all dealings with the public on behalf of the organization.
3. Strive to provide a positive and valued experience for members of Canada Beyond The Blue.
4. Respect and maintain the confidentiality of individual personal information about persons within the organization and membership. Confidentiality must be broken if there is reason to believe that a family member or officer/member is in immediate danger.
5. Canada Beyond The Blue has a zero tolerance policy with respect to personal or sexual harassment, bullying or cyber-bullying, gossip or rumours spreading. Any of these infractions in any form is strictly prohibited and may be grounds for termination as a member or volunteer from Canada Beyond The Blue or any Beyond The Blue chapter.





Canada Beyond The Blue

Constitution

INTRODUCTION

Spouses and children of law enforcement face a unique set of circumstances that lends itself to the need for emotional support, better awareness, training and tools to enable police families to thrive with their roles as a support system for their police officer. Infidelity, alcoholism, cumulative stress, critical incident stress, PTSD/PTSI, marital discord and high divorce rates are some of the issues that our officers tend to struggle with and this has a far reaching impact on family members as well. Accordingly, there is a need for an organization that specifically supports spouses and family members of police officers and Canada Beyond the Blue intends to answer the call.

While we strive to align and be endorsed by our police services and associations/unions, it is important that we remain a separate and independent entity. The advantage of forming a separate organization for such objectives, as outlined below, is first of all to create a distinct, separate legal entity which would carry out managerial responsibilities related to our objectives. Secondly, we have a focus that is aligned with, but separate from the business of a Service or Association. Accordingly, our mandate can focus on offering training, education and a community of support without burdening the employer or association.

MISSION

Committed to providing a community of support to police spouses & families, through resources that will provide education, training & practical tools to enable families to thrive in their roles as support system for their police officer.

OBJECTIVES

The key elements of the proposed association lie within the following objectives:

- ✓ To offer a community of support to spouses of police officers & police families

- ✓ To promote awareness of our officer's worth as well as an understanding of the joys and struggles that are uniquely experienced in a life in law enforcement
- ✓ To coordinate presentations, speakers & resources that will aid in offering training & practical tools to police spouses and families
- ✓ To facilitate police families connecting on a social level to build friendships and supportive relationships

GOALS

Our best tool for measuring our success will be as simple as the number of lives we are able to touch. This will be reflected in the size of our membership, the number of people attending scheduled meetings/events and the number of active members on social media sites.

VISION

Canada Beyond The Blue is working towards increasing the number of established Beyond The Blue chapters across Canada. This will allow for greater support structures, collaboration and access to resources for police families in Canada.

Larger organizations have an inherent strength and advantage which can include greater amount of funds, stronger brand recognition, economy of scale, greater human resources and talent pool to draw from, and more – all of which Canada Beyond The Blue hopes to benefit from.

ORGANIZATION

CANADA BEYOND THE BLUE

Canada Beyond The Blue is a private, not for profit, peer led organization.

*York Beyond The Blue is exempt from the majority of this document, as they formed a chapter of Beyond The Blue using a different model prior to the

existence of this constitution.

RIGHTS OF CANADA BEYOND THE BLUE

- Canada Beyond The Blue has the right to:
 - o Accept or refuse Beyond The Blue chapter formation in a new location based on its own discretion, with malicious discrimination
 - o Determine how its logo, crest and brand will be used (see Canada Beyond The Blue Logo and Brand Use Guide)

RESPONSIBILITIES OF CANADA BEYOND THE BLUE

- Canada Beyond The Blue is responsible for/to:
 - o Adhere to the Code of Conduct and act in an honourable way
 - o Ensure its funds are properly accounted for and used only for purposes in which they are intended
 - o Provide mentorship and assistance to each Beyond The Blue Chapter in the form of advice, shared experience, templates and documents available to best ensure their success
 - o Review and update its policies and procedures in a timely manner to ensure it is best serving its chapters and members
 - o To hold board meetings periodically (at least every 3 months, if not, more frequently and may be called by any board member as needed)

BEYOND THE BLUE CHAPTERS

A Beyond The Chapter can exist in Canada where there is a police service as well as a group of police families who endeavour to support one another and Canada Beyond The Blue agrees to grant membership as a chapter.

RIGHTS OF BEYOND THE BLUE CHAPTERS

- Each Beyond The Blue chapter has the right to:
 - o Choose whether or not to incorporate as a society/association
 - o Choose its own board of directors
 - o Determine its own revenue stream and fundraising procedures
 - o Determine and carry out its own events, social activities and training/workshops

RESPONSIBILITIES OF BEYOND THE BLUE CHAPTER

- Each Beyond The Blue chapter is responsible for/to:
 - o Explore the rules and regulations of their jurisdiction as it related to incorporation
 - o Establish a separate bank account exclusively for Beyond The Blue chapter funds
 - o Act with honesty and integrity and in accordance with any professional standards and/ or governing laws and legislation that have application to the responsibilities you perform for or on behalf of the Canada Beyond The Blue or your Beyond The Blue chapter
 - o Contributing \$650.00 annually to Canada Beyond The Blue to account for operating expenses (see Beyond The Blue Chapter Fee)
 - o Have their chapter President and Vice President sit on the Board of Directors for Canada Beyond The Blue (see 5.3. Responsibilities of Canada Beyond The Blue)
 - o Establish and maintain a functional website that is in accordance with Canada Beyond The Blue's brand and logo policy, with a secure members only login portal whereby Beyond The Blue can access relevant information

- o Establish a screening process to verify Beyond The Blue members meet the criteria for membership prior to acceptance into organization
- o Independently carry out the day to day managerial tasks and operations of its own chapter
- o Advise Canada Beyond The Blue of any concerns or issues that are significant in nature

MEMBERSHIP

The Beyond The Blue membership should consist of individuals who are the significant other (including the spouse, common law partner, widow, and family member) of a sworn police officer in the police service where the Beyond The Blue chapter exists. Canada Beyond The Blue recognizes that membership needs may vary in each chapter and will allow each chapter to expand their membership, within reason, at the discretion of the chapter's board of directors.

JOIN: Individuals who meet the criteria for joining a Beyond The Blue chapter can join by completing the required screening process by each Beyond The Blue chapter.

RESIGN: Beyond The Blue members can resign their membership by informing their Beyond The Blue chapter in writing.

EXPULSION: Beyond The Blue members can be expelled if they fail to adhere to the code of conduct.

RIGHTS OF BEYOND THE BLUE MEMBERS

The rights of Beyond The Blue members include:

- o Privacy
- o Confidentiality
- o Compassion & dignity
- o Access to support and resources provided by Beyond The Blue Chapter or a third party if they are available
- o Transparency from the BTB chapter and Canada BTB

RESPONSIBILITIES OF BEYOND THE BLUE MEMBERS

The responsibilities of Beyond The Blue members include:

- o To adhere to the Code of Conduct

FINANCIAL

Each BTB chapter is solely responsible for determining their own operating budget, fundraising or revenue stream, independent accounting and management of their funds and assets.

Each BTB chapter is solely responsible for any debts or outstanding payments they should incur. Funds, assets and resources are not to be abused or misused, and would constitute grounds for dismissal.

BTB CHAPTER FEE

Each BTB chapter is responsible for contributing \$650.00 annually to Canada Beyond The Blue. Any funds over and above operating costs are to be used at the discretion of Canada BTB Committee.

DISCLAIMER

**The following disclaimer must appear on all Canada Beyond The Blue and Chapter websites:*

Canada Beyond The Blue, along with any of its chapters, does not provide legal or medical advice. The content of its websites is for general and educational information only and is not intended to be a substitute for, or component of, professional medical advice, diagnosis, or treatment. Use of any information

provided on this website is solely at your own risk.

Canada Beyond The Blue, along with any of its chapters, is not responsible in any manner for direct, indirect, special or consequential damages, however caused, arising out of your use of the website including any damages you may suffer if you transmit confidential or sensitive information to us or if we communicate such information to you at your request over the Internet. Links to other web sites from this website are for convenience only. No endorsement of any third-party products, services or information is expressed or implied by any information, material or content referred to or included on, or linked from or to the website.

Information found on Canada Beyond The Blue, along with any of its chapter's websites is believed to be accurate and reliable but we cannot guarantee it is accurate or complete or current at all times. Information supplied on the blog site is for informational and educational purposes only and is not intended to provide medical or legal advice and should not be relied upon in that regard.

DISSOLVING THE ORGANIZATION

In the event that any individual Beyond The Blue chapter should wish to dissolve, it must:

- Provide 60 days written notice to Canada Beyond The Blue
- Provide bank statements for the past 90 days
- Provide a cumulative financial statement

- It's money and assets must be:
 - Used to clear all debts
 - Gifted to Canada Beyond The Blue OR

- Gifted to a local charitable or not for profit organization of their choosing. In this case, an invoice or receipt of funds must be provided to Canada Beyond The Blue
- At no point may a Beyond The Blue Chapter use leftover funds to their Board or Members as a stipend

In the event that Canada Beyond The Blue ceases to exist, it's money and assets shall be donated to a charitable or not for profit organization that supports police families in Canada.

This Constitution was created on March 20, 2017 and can be amended at any time provided there is unanimous agreement amongst the Canada Beyond The Blue Board of Directors, 30 days written notice to all existing Beyond The Blue Chapters.



Toronto Police Services Board Report

August 23, 2017

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Contract Award - Human Resources Professional Services

Recommendation(s):

It is recommended that the Board:

- 1) approve a contract award to the Korn Ferry Hay Group to continue providing required Human Resources Professional Services to the Toronto Police Service at an additional estimated cost of \$330,864 (including tax); and
- 2) authorize the Chair to execute all required agreements/amendments and related documents on behalf of the Board, subject to approval by the City Solicitor as to form.

Financial Implications:

The acquisition of required Human Resource (H.R.) professional services to enable the Toronto Police Service's (Service) modernization initiatives is being funded from an approved Policing Effectiveness and Modernization (P.E.M.) grant.

Background / Purpose:

The following H.R. professional services initiatives were submitted and approved under the P.E.M. grant 2017/18 application, as part of the H.R. Transformation to support a modern and sustainable policing organization:

- A vendor specializing in competency development to conduct strategic interviews, focus groups and benchmarks, develop a competency framework, embed competencies in learning and development initiatives, as well as build change and communication tools to launch competencies organization wide;
- Leadership awareness and development - vendor to procure or build an internal multi-rater assessment; and

- Performance management: vendor to develop the performance management process, systems and change communications materials.

The Service will receive approximately \$500,000 from the Province through the P.E.M. grant for the H.R. Transformation initiatives listed above.

The purpose of this report is to request Board approval for additional H.R. services required, which combined with the original contract value already awarded by the Service totals \$553,445 (including tax) and therefore requires Board approval under the Board's Financial Control Bylaw 147.

Discussion:

The Way Forward Report explained the need for a comprehensive culture change and human resources strategy. Recommendation #24 includes the following:

- A robust talent management strategy that ensures the Service's greatest asset, its' people, are engaged, effective and performance driven. The strategy will include an investment in leadership that engages, inspires, and fosters a performance culture. It will also include performance management processes that focus on the accountability of members and their leaders, in support of the new service delivery model.

Original HR Services Contract Award – Competency Framework:

On November 8, 2016, Request for Proposal (R.F.P.) #2016-21 was issued by the Purchasing Services unit to potential vendors to provide for professional services for the development of an Organizational Competency Framework for the Service.

The Service advertised the R.F.P. to potential vendors using MERX, a leading electronic tendering service.

An evaluation of the proposals was performed against pre-determined evaluation criteria. From this evaluation, the two highest scored proponents moved on to the next stage of the process (presentations). After the presentations, pricing envelopes were opened and the final evaluation was conducted, placing Korn Ferry Hay Group (Korn Ferry) as the highest scored compliant proposal.

The contract was awarded to Korn Ferry at a cost of \$200,500 (plus taxes), a value that did not require Board approval as it was under the \$500,000 threshold. The vendor commenced work on the Organizational Competency Framework assignment in February 2017 and recently completed this work.

Additional HR Services Required:

Within the R.F.P., wording allowed for the Service to reserve the right to extend this contract on a month to month basis, or based on a selection of strategic activities that are determined to be best executed by the successful proponent.

The Service has determined that additional services required are linked to the competency framework developed by Korn Ferry, and based on the constraints and benefits summarized below would be better performed by them:

- P.E.M. grant funded initiatives are bound by the conditions of the grant. These conditions include the requirement that services must be delivered and expenditures made before March 31, 2018. Therefore, it requires that the Service expedite processes, when necessary and possible, to ensure the objectives of the P.E.M. grant are performed as intended. A new R.F.P. process for the services required would not be possible with the time constraint conditions that exist;
- The Service is very satisfied with work Korn Ferry performed to develop the competencies framework and is confident that it has the expertise to effectively deliver the additional services required to support the HR modernization projects;
- The Service can continue utilizing the investment already made in Korn Ferry as they are familiar with the organization in general, its training needs, the new competencies and the development plans;
- Korn Ferry's established knowledge would be advantageous for the aggressive timelines associated with this project; and
- Korn Ferry has conducted numerous consultations, interviews and focus groups with Service stakeholders. They are familiar with the expectations of the project and can fast track the processes associated with the implementation plan.

The additional services required are summarized below and Korn Ferry has provided a quote for each of the services. The following prices were quoted:

- Refresh of the Service's Core Values - \$38,000
- Training Recruiting Staff on competencies and tools to support - \$43,000
- Management Technical Competencies to be part of Job/Role Descriptions and Development - \$18,500
- Performance Management Process - \$168,800
- 360 Degree Evaluation Tool - \$24,500

The total amount of these additional services combined with the original contract value totals \$553,445 (including taxes). As the total cost is now over \$500,000, Board approval is required, in accordance with the Board's Financial Control Bylaw No. 147.

It should be noted that the report requesting the acquisition of additional services from Korn Ferry had been prepared for the September 2017 Board meeting. However, the recent decision to begin recruiting constables for the Service has accelerated the need

to have key H.R. modernization programs in place to effectively support the hiring of individuals that meet the Service's new business model and expectations. Some programs and deliverables must therefore be expedited to support immediate recruiting and hiring needs, including the training of the recruiters on the competencies, the job profiles that will explain in detail the competencies for candidates, and the refreshing of the Service's Core Values. This report includes the full package of services required.

Conclusion:

In order to properly support recommendations in The Way Forward report, key H.R. related investments are required. This includes the development of key competencies, training on the competencies and developing an effective performance management process for our people. Following a procurement process, the Service awarded a contract to Korn Ferry to develop a competency framework for the Service. That work has been completed. The contract with Korn Ferry allows the Service to procure other required and related H.R. services. Given the recent decision to restart the uniform officer hiring process, and the time required to go through another procurement process to acquire other services, it is prudent to award the delivery of the required services to Korn Ferry. This will also better enable the Service to meet the P.E.M. grant requirement of having the services delivered and monies expended by March 31, 2018.

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

Respectfully submitted,

Mark Saunders, O.O.M.
Chief of Police

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Toronto Police Services Board Report

August 24, 2017

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

**Subject: Request to Retain Superintendent Debra Preston (Retired)
for Discipline Hearing Sentence**

Recommendation(s):

It is recommended that the Board waive the one (1) year waiting period for the Toronto Police Service (T.P.S.) to engage with retired Superintendent Debra Preston, as an independent consultant, to utilize her skills and experience as a Hearing Officer for sentencing in the loan (John) Floria trial.

Financial Implications:

It is anticipated sentencing for John Floria will take approximately 3 days, at a rate of \$1500.00 per day, for total costs incurred to be \$4500.00, included taxes. The T.P.S. has taken into consideration the related costs and inefficiencies associated to transferring this case to a new Hearing Officer for sentencing. The Board should be made aware that the original Prosecutor in this matter, Sharon Wilmot, has since transferred to Peel Regional Police Service. Ms. Wilmot, with the approval of Chief Jennifer Evans, has kindly agreed to continue as Prosecutor in this matter at no cost to the T.P.S. Funding for this purpose is included in the Service's annual operating budgets.

Background / Purpose:

Board Policy entitled *Re-employment of Former Service Members as Consultants or in Contract* stipulates that:

1. Uniform and civilian members who have resigned from the Service may be eligible for temporary re-employment as a consultant or on contract;
2. The Chief of Police will develop procedures governing the re-hiring of former Service members as consultants or on contract; and

3. The re-hiring of former Service members as consultants or on contract requires Board approval

Service Procedure 14-30 entitled *Re-employment of Former Members and Lateral Entries* directs that:

Former members, who resigned in good standing, may be engaged as independent consultants in a civilian capacity for a short predetermined period of time; provided there has been a period of one (1) year since the date of separation. The Board may waive the one (1) year waiting period in instance where the Service is in urgent need of an individual with specific qualifications/skills, which the former member possesses. A full justification and all pertinent cost details for these exceptions must be included in a Board report, which will be prepared by the requesting unit.

Discussion:

In July 2007, Police Constable John Floria (5259), of the T.P.S. was arrested and criminally charged for his alleged involvement in an international drug operation involving an eastern european organized crime syndicate.

On November 9th, 2007, Constable Floria was serviced with a Notice of Hearing relating to nine (9) *Police Service Act (P.S.A.)* charges, bridging offence dates from May 2000 through November 2006. On January 9th, 2008 all *P.S.A.* charges were adjourned pending the outcome of the preceding criminal matters.

Constable Floria was subsequently acquitted in June 2012 on six (6) criminal charges following a lengthy trial. The criminal trial, comprised of a jury, contained a number of issues including witness protection, and kidnapping victims receiving threats for testifying in court.

Following the criminal trial, Constable Floria's previously adjourned *P.S.A.* charges proceeded to a discipline hearing assigned to Superintendent Preston, who retired as of June 2017.

The lengthy matter was heard between the dates of April 18th, 2016, through to September 15th, 2016. The actual number of hearing days accumulated during this period total 23 days. Additionally, oral submissions on this matter occurred on November 14th, 2016. On April 10th, 2017, Superintendent Preston rendered a judgement on this matter, finding Constable Floria guilty on all four (4) remaining *P.S.A.* charges; Discreditable Conduct x2, Insubordination, and Breach of Confidence. It should be noted that all other *P.S.A.* charges were withdrawn prior to the hearing.

It has been determined that re-instating retired Superintendent Preston as Hearing Officer to finalize the sentence decision for Constable Floria both mitigates the legal risk to the T.P.S. as well as being the most cost-effective method of concluding this case.

It could be foreseen that a change in hearing officer at this stage in sentencing would attract an abuse of process application by the defence and thereby creating unnecessary legal risk and added expense.

Conclusion:

The T.P.S. has taken into consideration the related costs and inefficiencies associated to transferring this case to a new Hearing Officer for sentencing. In this specific case, it is anticipated that the cost for the production of all related transcripts, along with the cost associated to the exorbitant amount of time required for a new Hearing Officer to review all transcripts and related material in this case, would be significantly more than if the T.P.S. was able to re-engage the services of Superintendent Preston.

It is therefore my recommendation that the Board waive the one (1) year waiting period to re-engage the services of Superintendent Debra Preston, for the exclusive purpose of completing the sentencing decision in the loan (John) Floria matter.

Respectfully submitted,

Mark Saunders, O.O.M.
Chief of Police