



Public Meeting

Thursday, January 24, 2019

**Auditorium – Police Headquarters
1:00 PM**

PUBLIC MEETING AGENDA
Thursday, January 24, 2019 at 1:00 PM
Auditorium 40 College Street, 2nd Floor
www.tpsb.ca

Call to Order

Indigenous Land Acknowledgement

Declarations of Interest under the *Municipal Conflict of Interest Act*.

1. Election of the Chair and Vice-Chair

In accordance with sections 28(1) and (2) of the *Police Services Act*, which provides that the Board is required to elect a Chair and Vice Chair at its first meeting in each year, the Board members will elect a Chair of the Toronto Police Services Board and will also elect a Vice Chair of the Toronto Police Services Board.

2. Confirmation of the Minutes from the meeting held on December 18, 2018.

1:15 PM – 3:00PM

Presentations

3. January 17, 2019 from Mark Saunders, Chief of Police
Re: Toronto Police Service 2019 - Operating Budget Request

4. January 10, 2019 from Mark Saunders, Chief of Police
Re: Toronto Police Service 2019-2028 Capital Program Request

5. January 11, 2019 from Mark Saunders, Chief of Police
Re: Toronto Police Service Parking Enforcement Unit - 2019 Operating Budget Request

6. January 16, 2019 from Andy Pringle, Chair
Re: Toronto Police Services Board 2019 Operating Budget Request

Consent Agenda

7. November 29, 2018 from Mark Saunders, Chief of Police
Re: Special Constable Appointments - December 2018

8. December 21, 2018 from Mark Saunders, Chief of Police
Re: 2019 Vehicle Purchases

9. January 2, 2019 from Mark Saunders, Chief of Police
Re: Vendor Award – Office Supplies

10. January 7, 2019 from Andy Pringle, Chair
Re: Independent Civilian Review into Missing Persons Investigations – Account for Professional Services

11. January 10, 2019 from Mark Saunders, Chief of Police
Re: Request to Increase Establishment of Full-time Court Officers and Decrease the Establishment of Part-time Court Officers at Court Services

12. January 15, 2019 from Mark Saunders, Chief of Police
Re: Contract Award - Human Resources Professional Services

13. January 15, 2019 from Mark Saunders, Chief of Police
Re: Website Development and Integration with Mapping Solution Software and Professional Services – Esri Canada Ltd.

14. January 16, 2019 from Mark Saunders, Chief of Police
Re: Toronto Police Service – Cloud Strategy Development – Contract Award to Gartner Canada Inc.

Adjournment

Next Meeting

February 21, 2019 at 1:30PM

Members of the Toronto Police Services Board

Andy Pringle, Chair
Uppala Chandrasekera, Member
Michael Ford, Councillor & Member
Ken Jeffers, Member

Marie Moliner, Member
Frances Nunziata, Councillor & Member
John Tory, Mayor & Member

<https://www.ontario.ca/laws/statute/90m50>



Toronto Police Services Board Report

January 17, 2019

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Toronto Police Service – 2019 Operating Budget Request

Recommendations:

It is recommended that the Toronto Police Services Board (Board):

- (1) approve the Toronto Police Service's 2019 net operating budget request of \$1,026.8 Million (M), a 3.0% increase over the 2018 approved budget;
- (2) forward a copy of this report to the City of Toronto Budget Committee for approval; and
- (3) forward a copy of this report to the City of Toronto's (City) Chief Financial Officer for information.

Financial Implications:

The Toronto Police Service's (Service) 2019 net operating budget request of \$1,026.8M (\$1,172.8M gross) is \$30.3M or 3.0% above the 2018 approved budget.

The mission of the Service is community safety. Our budget is managed as effectively as possible to allow us to provide the best public safety services to and for the people of Toronto, so that the city is a safe place to live, work, visit and invest in. We are committed to providing the best service at the lowest possible cost, and to this end, we develop our budget based on the principles of transparency, affordability, sustainability and value creation.

With the 2019 Budget Request, the Service continues its commitment to fiscal discipline and accountability, while ensuring the Service is sufficiently resourced with people, technology, analytics and professional capabilities to enable our modernization journey while still delivering adequate and effective policing.

The request includes the hiring of over 300 uniform officers, 122 special constables, 186 part-time retirees and over 200 other civilian roles.

A summary of the Service's 2019 changes in the net operating budget request from the 2018 budget is provided in Table 1.

Table 1 - Summary of 2019 Budget Request Changes

(\$M)	2018 Budget	2019 Budget	\$ Change over 2018	% Change over 2018 Total Budget
a) Salary Requirements	751.8	758.6	\$6.8	0.7%
b) Premium Pay	43.9	52.4	\$8.5	0.9%
c) Statutory Deductions & Benefits	208.3	208.5	\$0.2	0.0%
d) Contributions to Reserves	47.6	51.3	\$3.7	0.4%
e) Other Expenditures (\$6M offset by increased Revenues)	85.1	101.9	\$16.8	1.7%
f) Revenues	(140.4)	(146.0)	(\$5.6)	(0.6%)
Net Budget Request	996.5	1,026.8	\$30.3	3.0%

Background / Purpose:

The purpose of this report is to provide the Toronto Police Services Board (Board) with information and obtain approval for the level of funding required in 2019 to enable and support our mission of community safety and modernization.

Discussion:

This report contains the following sections:

- Service’s Operating Context
 - Police Governance
 - Toronto Police Budget – Historical Trends
 - Factors Influencing 2019 Budget Request
- 2019 Budget Details
 - 2019 Budget Direction, Development and Approval
 - 2019 Budget Cost Drivers
 - Unfunded Initiatives
 - Council Decisions Impacting the Service
- 2020 and 2021 Outlooks

Police Governance

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

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

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

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

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

The 2019 operating budget request is a responsible accumulation of expenditures that will maintain an average deployment of 4,730 uniform members in 2019, along with the essential infrastructure and direct and administrative support, that ensures public safety, as mandated in the P.S.A., is maintained.

Toronto Police Budget – Historical Trends

The 2019 Operating Budget Request cannot be looked at in isolation and without taking into consideration how the Service has managed its operations in previous years, and how the Service is going to position itself in order to accommodate the changing landscape of policing now and into the future.

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

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019 Req.
Net Budget	822.0	854.8	888.2	930.4	935.7	936.4	965.5	980.3	1004.7	996.3	996.5	1,026.8
\$ Increase		32.8	33.4	42.2	5.3	0.7	29.1	14.8	24.4	-8.4	0.2	30.3
Total % increase		4.0%	3.9%	4.8%	0.6%	0.1%	3.1%	1.5%	2.5%	-0.8%	0.0%	3.0%
Collective Agreement (% impact)		2.0%	3.2%	3.4%	2.5%	2.7%	2.9%	1.9%	2.3%	1.7%	1.7%	0.0%
Other (% Impact)		2.0%	0.7%	1.4%	-1.9%	-2.7%	0.2%	-0.4%	0.2%	-2.6%	-1.7%	3.0%
C.P.I. Increase*		0.8%	3.2%	2.2%	1.0%	1.6%	2.3%	2.0%	2.2%	1.9%	2.5% (Nov)	2.2%

*Source: Statistics Canada. Table 18-10-0004-01 Consumer Price Index (C.P.I.), monthly, not seasonally adjusted

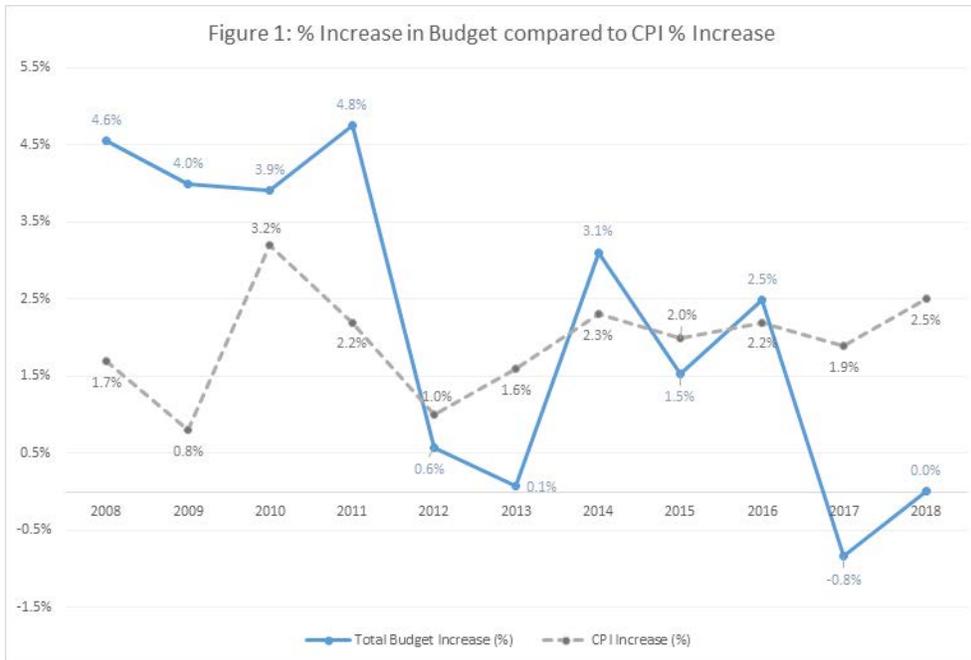
The Operating Budget increase of \$174.5M or 21.2% over 10 years (growing from \$822M in 2008 to \$996.5M in 2018) is comprised of the following:

- \$225.7M of the total budget increase from 2008 to 2018 is attributable to salary and benefit increases that have arisen from negotiated and arbitrated collective agreement settlements between the Board and the Toronto Police Association (T.P.A.) and the Senior Officers' Organization (S.O.O.). These increases are beyond the Service's control.
- \$51.2M in net reductions is not attributable to the collective agreements. These reductions are primarily from staffing, which significantly offsets increases over these years in non-salary costs such as gasoline, contracted services, uniforms and operating impact from capital.

The budget impact within the Service's actual control, including reductions in staff and other costs, was below zero in many years. The chart above demonstrates that, since 2012 other increases were either kept below the rate of inflation or savings were achieved. These savings were created through heightened resource and contract management, lower actual uniform and civilian staffing levels, and premium pay reductions that resulted in the following reductions between 2012 – 2018.

- -1.9% (-\$17.9M) in 2012
- -2.7% (-\$24.9M) in 2013
- -0.4% (-\$3.6M) in 2015
- -2.6% (-\$25.7M) in 2017
- -1.7% (-\$17.3M) in 2018

The average overall budget change over the 10 year period is in line with the C.P.I. increases over the same period and well below the rate of inflation over the last 5 years. This is demonstrated in the below chart.



*Source: Statistics Canada Table 18 10-0004-001 Consumer Price Index, monthly, not seasonally adjusted. 2018 C.P.I. is to November 2018

Factors Influencing 2019 Budget Request

For the last two years in a row, the Service has held the operating budget at a 0% increase.

The Service and the City will continue to benefit from savings and efficiencies gained since 2015. The 2019 Budget Request reflects a number of actions taken in previous years to improve the affordability of services delivered, including a hiring moratorium that resulted in savings of \$72.7M (\$5.0M in 2016, \$28.3M in 2017 and estimated \$39.4M in 2018) and various management actions which resulted in further savings of \$30M. In addition, the Service has returned two facilities used by the Community Partnerships and Engagement Unit and the Public Safety Unit to the City of Toronto, with a value of \$4.5M. Overall, these actions saved over 300 positions and over \$100M since 2015.

In addition, the Service's workload has continued to increase by more than 10% (based on ratio of calls per officer) over the last few years, while uniform staffing levels decreased by 9% over the same period, representing a cost avoidance of about \$100M from workload alone. Despite these challenges, the Service achievements in 2018 include, among other things, the following public safety results:

- 27,000 arrests
- Almost 2M calls taken by 9-1-1 with improved response times
- 600,000 calls attended by frontline officers
- Over 1,000 of guns seized
- Clearance rates that averaged about 50%
- 8,000 R.I.D.E. officer hours resulting in over 100,000 vehicles stopped

However, despite budget containment efforts over the past several years, there are aspects in the Service's operating environment that continue to influence our annual funding requirements that are categorized as follows:

- Servicing a Growing City: According to the Ontario Ministry of Finance, the population of Toronto is expected to exceed 3 million by 2018 year-end representing an increase of approximately 76,000 or 2.6%. Toronto is also the leading tourism destination in Canada with more than 43.7 million visitors in 2017. As population and number of visitors increase, so do the total number of calls for service which were approximately 5% higher comparing December 2018 to December 2017, while emergency calls for service were 10% higher for the same time period.
- Resourcing to Meet the Demands: Due to the hiring moratorium and increased number of retirements, uniform staffing levels have declined by 9% since 2015 and civilian staffing levels have declined by 5%. As the number of deployed officers decreases, the Service has to heavily rely on premium pay to help ensure public safety is not compromised. This overreliance on premium pay is not sustainable as it leads to employee fatigue and burn out. In addition to frontline capacity, with an overall vacancy rate of over 12% in 2018, the Service is facing overall staffing shortages across the rest of the Service. Reduced staffing levels, increasing calls for service and an active modernization agenda are putting unsustainable strain on operations and staff in many areas. Efforts are therefore being made to fill critical vacancies and transition to a new service delivery model to meet frontline demands as well as civilian support requirements.
- Funding Assistance from Other Levels of Government: Each year, approximately 90% of the Service's Gross Expenditures are funded by property taxes. Another 4% to 6% are funded by grants and other agreements received from other levels of government. Funding received from Provincial and Federal governments has the potential to be impacted by governments' changing priorities, causing budget uncertainty. The 2019 budget assumes a similar level of funding from other levels of government that was received in 2018.
- Legislative Impacts: There are a number of legislations that will impact the Service in 2019. These legislations include the Workplace Safety and Insurance

Board (W.S.I.B.) Chronic Mental Stress Policy, Cannabis Legislation, Next Generation 911, *R. v. Jordan Decision* and disclosure of “911 tapes” decision (*R.v.M.G.T, 2017*). Each of these legislations represents additional cost and/or resource pressures to the Service.

- Transformational Task Force: 2019 represents year three of implementing of the Transformational Task Force’s recommendations in The Way Forward Report. Of the 33 recommendations, seven are completed and the remaining is in various stages of planning, design and implementation. Information on the status of the recommendations can be found in The Way Forward Quarterly Update reports (Min. No. P215/2018 refers). The Way Forward priorities for 2019 include the following, for which 2019 work is funded in this operating budget:
 - continuing the move to a district model of policing and civilianization of uniform positions
 - increasing the use and transparency of data and analytics
 - completing the transfer of the School Crossing Guard Program to the City
 - implementing the HR transformation and culture change recommendations
 - improving officers’ mobility by maturing the Connected Officer program
 - enhancing the Strategy Management Office resources to ensure The Way Forward plan is executed effectively
- Changing Landscape of Policing: The nature of crime has changed over time. In the last few decades, the internet has influenced the way traditional crime is conducted (e.g., drug trafficking), how it is investigated and has led to new types of crime. The nature of calls for service has also been dramatically changing. For example, the calls for service involving a person in crisis have increased by 16.1% from 2016 to 2018, and the calls for service involving an overdose have increased by 37.3% during the same time period. This changing environment has created the need for more neighborhood and community-oriented policing and focus on enhancing the public trust in the Service. As a result, the budget reflects costs related to the Neighborhood Officer Pilot, continued investment in Connected Officer, and other technology enabled policing initiatives.
- Major Crime Indicators: Seven major crime indicators are used as a key barometer of crime within the City. All of these indicators can, and are used, to measure how safe a city is, which in turn, is one of the dynamics that impacts quality of life, entertainment, economic development, investment and tourism in a city. A safe city is therefore an important factor in terms of where people live, play, invest, do business and visit. Toronto is one of the safest cities in North America, and the Service has, and will continue to work hard with its community partners and other stakeholders to keep it that way.

Table 3 below highlights that, overall, crime has increased by 3% in 2018 compared to 2017.

Table 3 – Major Crime Indicators – as at December 31

Seven Major Crime Indicators						
Offence	December 2016		December 2017		December 2018	
	Total	*% Change	Total	*% Change	Total	*% Change
Murder	75	0%	65	-13%	96	48%
Sexual Violation	1,998	-2%	2,113	6%	2,154	2%
Assault	18,794	4%	19,337	3%	18,997	-2%
Robbery	3,717	5%	3,982	7%	3,635	-9%
Break and Enter	6,432	-7%	6,929	8%	7,569	9%
Auto Theft	3,302	3%	3,607	9%	4,665	29%
Theft Over	1,034	0%	1,169	13%	1,181	1%
Total	35,352	2%	37,202	5%	38,297	3%

*% Change represents the change over the previous year

The table above shows that crime is down in two of the seven categories – assault and robbery. However, there has been a significant increase in murders, auto thefts, and break and enters.

The 2019 operating budget request has been prepared with the objective of keeping the City safe, balancing this goal with the need to fund current public safety activities and deal with the changing nature of crime (e.g., cyber, national security), while transitioning to a modernized service delivery model that embraces partnerships and puts communities at its core.

2019 Budget Direction, Development and Approval

In June 2018, the Interim City Manager issued directions and guidelines for the 2019 budget with the aim of addressing the City’s estimated operating budget shortfall.

To this end, targets were issued for all City Programs, Agencies and Accountability Officers to achieve a 0% net budget increase for the 2019 operating budget.

In April of each year, the Service’s Budget & Financial Analysis Unit begins to develop the capital and operating budgets for the next year. The development of budgets is guided by the Service’s strategic goals and priorities, as well as the City’s directions.

For the preparation of the Operating Budget, the Budget & Financial Analysis Unit collaborates with each unit within the Service to determine service levels, challenges and risks to be addressed to determine the upcoming year’s financial requirements as well as the most cost effective way to complete unit specific goals in line with the Service’s strategic direction. As part of this process, changes to any relevant legislation, processes and technologies are also identified and reviewed.

Using the approved 2018 budget as the starting point, a number of actions were undertaken in order to develop the 2019 budget request. These included:

- Reviewing staffing requirements and related trends;
- Reviewing historical spending trends and reducing funds historically underspent;
- Flat-lining certain discretionary spending;
- Consolidating equipment and contracted services funds for central management based on Service priorities and goals; and
- Planning for the funding of expected contractual cost increases from within existing budgets by decreasing the budget in other accounts where possible.

The preliminary budget request has undergone comprehensive line-by-line administrative reviews at many levels, both internally with Command, and with City representatives and staff from the Board office. These reviews resulted in adjustments to the budget as new information became known, and as requirements and cost savings opportunities were identified.

The next steps in the budget process include the following:

- Toronto Police Services Board Approval: January 24
- City Budget Committee Review: February 4, 6, 11 and 13
- City Executive Committee Review: March 4
- City Council Approval: March 7

2019 Budget Cost Drivers

The Service's 2019 operating budget net request of \$1,026.8M (\$1,172.8M gross) is \$30.3M or 3.0% above the 2018 approved budget.

Table 4 - Summary of 2019 Budget Request Changes

(\$M)	2018 Budget	2019 Budget	\$ Change over 2018	% Change over Total 2018 Budget
a) Salary Requirements	751.8	758.6	\$6.8	0.7%
b) Premium Pay	43.9	52.4	\$8.5	0.9%
c) Statutory Deductions & Benefits	208.3	208.5	\$0.2	0.0%
d) Contributions to Reserves	47.6	51.3	\$3.7	0.4%
e) Other Expenditures (\$6M offset by increased Revenues)	85.1	101.9	\$16.8	1.7%
f) Revenues	(140.4)	(146.0)	(\$5.6)	(0.6%)
Net Budget Request	996.5	1,026.8	\$30.3	3.0%

a) Salary Requirements (\$758.6M)

The total salary requirements for 2019 (exclusive of the potential impact of salary settlements as noted below), are \$758.6M, up \$6.8M from the previous budget. The budget for salaries reflects both the savings from efficiencies to be gained through the civilianization of positions, as well as the funds to fill several critical vacant civilian positions gapped in previous budgets.

The current collective agreement with the T.P.A. and S.O.O. expired on December 31, 2018 and there are no agreements yet in place for 2019. Therefore, the impact of the salary settlement is not included in the 2019 Operating Budget Request, and the City will make an estimated provision in its corporate accounts until a settlement is reached.

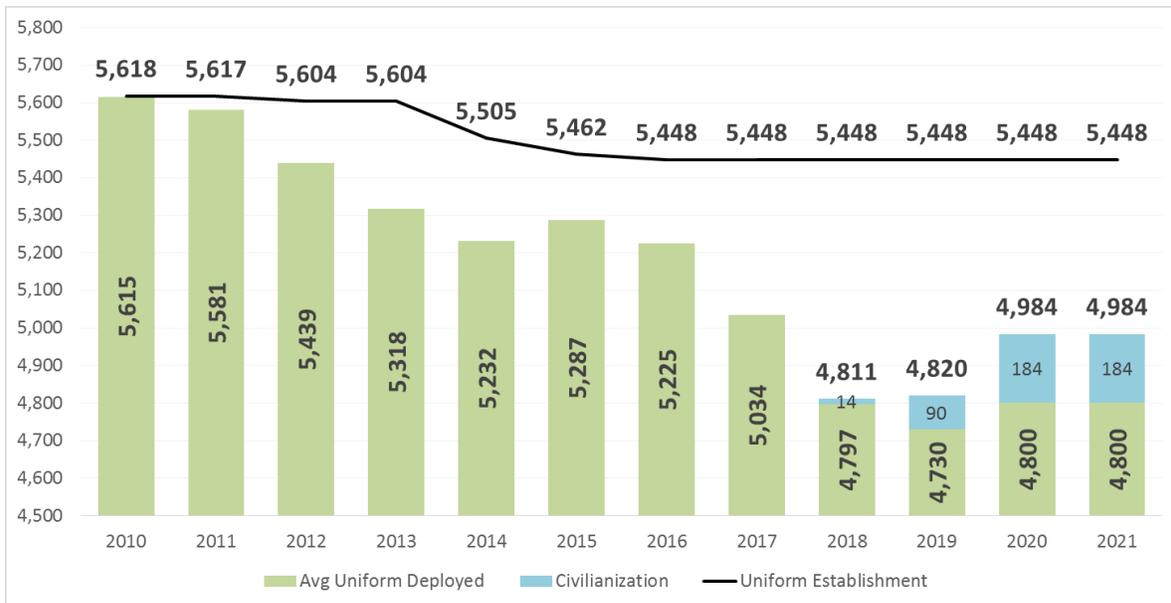
Service Delivery Model

As part of its modernization efforts, the Service has started to staff positions using more cost-effective approaches such as civilianizing uniform positions. To move forward, the Service must look at roles that provide maximum utility and economy while maintaining high quality service. The term “civilianization” refers to the use of a civilian employee (typically at a lower cost) to perform police-related activities, that are currently performed by an officer, that do not require the authority or special training of a police officer. Deploying civilian staff with the appropriate training, education and experience to perform the job, frees up frontline officers for core policing duties.

To make more efficient and effective use of police resources, the Service and the City have collaborated to redirect some non-policing calls to other city departments and service providers. A review of non-emergency calls found that thousands of these calls can be diverted to 311 for follow-up with various city departments. As a result, the Service and City rolled out a public education campaign to ensure the public is aware

that the 311 service, not 911, is the place to call for non-emergency issues, such as a broken water main. Other changes include, the administration of the Toronto's School Crossing Guards program being transferred to the City by July 2019 as well as the ability to submit parking complaints online instead of handled by 911 call takers. All these changes will free up priority response policing resources and increase frontline capacity.

Figure 2: Uniform Establishment and Deployment History



Note: Above graph excludes part-time retirees

Figure 2 shows the uniform establishment and deployment history from 2010 to 2018 and the projected deployment levels from 2019 to 2021. In 2018, the projected average number of deployed officers decreased to 4,797, which are 651 officers below the approved establishment of 5,448 officers.

In 2018, 295 officers separated from the Service. To mitigate the high number of uniform officer separations, more than 300 uniform hires are planned over the three intake classes in 2019. The Service is also pursuing lateral hires from other police services. This strategy considers an estimated 250 officers will leave in 2019 and any variance to that is considered in adjusting the number of hires to be made in each class.

The average number of deployed positions is estimated to be 4,730 officers in 2019.

The Service's delivery model includes both uniform positions, as well as civilian positions to deliver some services that were previously performed by officers, creating greater capacity for priority work. These positions include Crime Analysts, Bookers, Senior Court personnel and Special Constables. The use of part-time retired officers is also being pursued in 2019 as a stop-gap/temporary measure due to anticipated staff shortages this year, and until staffing levels increase to more sustainable levels.

Hiring of these positions will be completed gradually over the year. As the graph above shows, the effective amount of supplemented resources translates to 90 F.T.E.s in 2019, for a total of 4,820 members delivering policing services. These 90 F.T.E.s will annualize to 184 full time equivalents for a total of 4,984 police delivery resources in 2020 (excluding part-time retirees). This number is still 464 below the approved establishment of 5,448 officers. Further details regarding these positions included in the budget can be found in the following section.

The salary changes included in the 2019 operating budget request are described below:

Prior Year Impacts – the salaries budget has increased by \$5.4M to include the impacts of the Board’s previously approved initiatives:

- 53 Communications positions to address increased calls for service and to reduce a significant increase in call processing times back to response standards (Min. No. P65/18 refers).
- The transformation and modernization of H.R. transformation plan was approved by the Board in 2017 (Min. No. P228/17 refers) and included two phases for hiring approved positions, with implementation starting in 2018 and continuing into 2019.

Civilianization Initiatives - This budget assumes the civilianization of 184 uniform positions, some are vacant and others that are filled and could be redeployed to core policing duties. 140 of the 184 positions are offset by a reduction in the uniform average deployed strength, for a net savings of \$0.5M in 2019. The following positions will be civilianized in 2019

- 136 Special Constables: The creation and approval by the Board of the Special Constable position in 2018 (Min. No. P26/2018 refers), provides relief to frontline policing where emergency situations have been brought under control and no longer require armed officers. Special Constables perform the duties of prisoner management, basic report taking, document service, assisting with crime scene security, canvassing, assisting with searching for evidence and missing persons, assisting community members with crime prevention through environmental design, evidence collection and processing, parking infractions (tag and tow authority), mental health apprehension authority, and the de-escalation of people in crisis. The Special Constables will be deployed to supplement existing resources and therefore create capacity to allow frontline officers to focus on higher priority and emergency situations. In 2018, 40 positions were approved for hiring and this budget request includes the expansion of this program to an additional 96 Special Constables. To-date, the Service has hired 14 special constables and plans to hire an additional 122 special constables in 2019.
- 28 Crime Analysts: As the Service transitions to the district policing model and Neighbourhood Officer Program, enhanced crime analysis and improved capabilities related to data analytics contributes to a sustainable intelligence-led approach, to reduce gun violence and strategically achieve enhanced

divisional/district crime management and traffic analysis. The civilianization of these critical positions will allow for the strategic redeployment of the uniform officers currently performing this role to core public safety duties, thereby contributing to a reduction in staffing pressures on the frontline while simultaneously providing highly trained and specialized civilian resources to conduct advanced analysis for the Service.

- 18 Bookers: At its meeting of October 2015, the Board approved the civilianization of the uniform booking officer positions in all of the divisions (Min. No. P165/15 refers). While this function has traditionally been performed by a police officer, a review of the position indicated that the booker position does not require a police officer for the management of the prisoners or the completion of paperwork. The Service started staffing the Booker position on a permanent basis at the beginning of 2016; however, due to the hiring moratorium the Service was unable to fully staff this role and only 45 positions were filled, which resulted in police officers having to fill this role. The 2019 Operating Budget Request includes the civilianization of an additional 18 Bookers, bringing the total budgeted number of civilian booker positions to 63.
- 2 Senior Courts positions: The Court Services section will civilianize 2 uniform positions by replacing two Location Administrator positions with civilians.

Backfilling Vacant Positions That Were Previously Gapped – The Service is facing a vacancy rate of over 12% for 2018. Vacancies over the last few years have put a strain on remaining staff that have been required to take on additional critical responsibilities and workload due to unfulfilled vacant positions. Hiring to fill 104 vacancies that were previously gapped is therefore required to modernize, achieve strategic priorities, comply with legislative requirements, and provide the necessary internal and external direct and support services. These positions will be hired in a staggered approach over the next 12 months, and into 2020 in order of priority. Included in the 104 positions are 52 court officers, 13 positions for Information Technology, and a net 39 other civilian positions that were previously unfunded in prior years to achieve 0% targets. All of these positions are within the approved complement, and will require funding of \$7.2M in 2019.

Gapping Adjustments – Gapping represents the savings that can be achieved as a result of vacancies that are not intended to be filled in a particular year, staff turnover for positions funded in the budget and taking a staged hiring approach. In 2016, a hiring moratorium was introduced and this helped the Service to save more than \$70.0M in salaries and benefits from 2016 to 2018. The 2019 Operating Budget Request includes gapping of \$13.6M for civilian positions, representing 7% gapping.

New Positions – The 2019 Operating Budget Request includes funding of \$7.9M for 9 new positions and 186 part-time retirees, as follows:

- 9 Corporate Communications: The Operating Budget Request includes funding to expand the Corporate Communications Unit by nine positions from 16 to 25 positions, resulting from an April 2018 request by the Board to externally review

the Service's Corporation Communications function. These nine positions will help increase capabilities in public relations, internal communication and digital strategy.

- 186 Part-Time Retirees: The 2019 Operating Budget Request includes funding of to hire 186 part-time retirees who will work 30 hours per week (this equates to 81 F.T.E.s. in 2019 based on the timing of hiring and 140 in 2020). The part-time retirees will be deployed Primary Report Intake, Management and Entry (P.R.I.M.E.) unit and Community Investigative Support Units (C.I.S.U.) to supplement existing resources as a stop-gap to current staffing shortages and will allow frontline officers to focus on higher priority and emergency situations. The purpose of part-time officers will be to deal with time consuming non-emergency calls for service, walk-ins, taking reports over the phone and online.

Other Net Salary Changes – The other net changes to salaries require additional funding of \$0.6M in 2019. This category represents all other salary changes including items such as salary step progressions for staff, grant funding for salaries (offset by grant revenue), as well as savings of \$3.8M for the transfer of the School Crossing Guard Program occurring on July 1, 2019. A corresponding decrease of \$3.8M is included in revenues, as the City provides reimbursement for the function while delivered by Service personnel.

b) Premium Pay (\$52.4M)

Premium pay is incurred when staff are required to work beyond their normal assigned hours for extended tours of duty (e.g., when officers are involved in an arrest at the time their shift ends), court attendance scheduled for when the officer is off duty, or call-backs (e.g. when an officer is required to work additional shifts to ensure appropriate staffing levels are maintained or for specific initiatives). The Service's ability to deal with and absorb the impact of major unplanned events (e.g. demonstrations, emergency events, and homicide / missing persons) relies on the utilization of off-duty officers which results in premium pay costs.

Since the staffing levels have been decreasing over the years, there has been a significant pressure on premium pay to accommodate critical workload issues. The 2017 and 2018 operating budgets were not increased to reflect the requirements for premium pay in order to achieve 0% target. Premium pay is subject to the exigencies of policing and the aforementioned staffing pressures, as well as continued police presence required at planned and ad hoc events. The Service is projecting an unfavourable variance of \$22M in premium pay in 2018 which is mostly attributed to uniform premium pay over-expenditure, mainly a result of reduced staffing levels and high profile/extraordinary cases and events.

The total premium pay requirements for 2019 are \$52.4M representing a 19.4% or \$8.5M increase from the 2018 budget. This increase is estimated as the minimum requirement and is \$13.5M less than the projected 2018 year end actuals. This amount takes into consideration anticipated staffing levels and takes into account the 2018 expenditure for extraordinary events. As the number of average deployed uniform

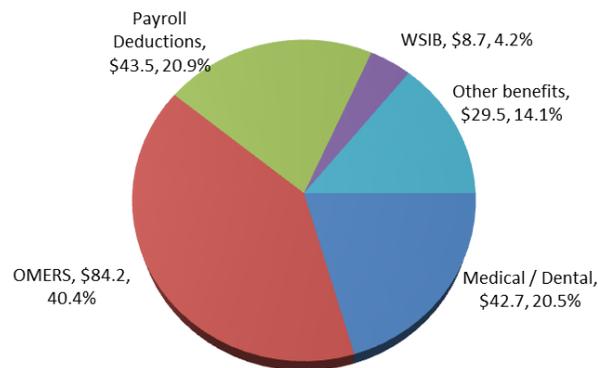
officers is expected to decrease further in 2019 primarily due to a large number of retirements, an increase is required in the premium pay budget to help meet policing service demands on the frontline, support and investigative units of the Service.

Additional premium pay is also incurred as units address critical workload issues resulting from a significant number of civilian staff vacancies across the Service. Although 2018 civilian premium pay expenditures will be overspent by approximately \$3.2M, the civilian premium pay budget remains flat in 2019, as funds have been included to fill some critical civilian vacant positions.

c) Statutory Payroll Deductions and Employee Benefits (\$208.5M)

Statutory payroll deductions and employee benefits expenditures of \$208.5M are \$0.2M or 0% higher than the previous year budget and are a major component (20.3%) of the Service’s total 2019 Budget request. These expenditures include the following items:

Figure 3: Breakdown of Statutory Deductions and Fringe Benefits



Payroll Deductions (\$0.9M reduction): Statutory payroll (E.I., C.P.P. and E.H.T.) and pension (O.M.E.R.S.) benefits are based on specific formulae that are affected by gross salaries.

Medical/Dental Coverage (\$2.6M reduction): The budget for the Board’s benefit plan is based on the cost of drugs and services, dental fee schedule, utilization rates and administration fees. Historically, this category of expenditure has come under budget, but the actuals have been increasing year over year. This account has been brought in line with historical actuals. This will be monitored very closely as the demands for these benefits continue to increase.

Reserve Expenditures (\$3.3M increase, offset by reserve draws in revenue): The Service has experienced significantly more retirements in 2018 than in previous years, which resulted in greater Sick Pay Gratuity (S.P.G.) payments. As separations are expected to continue at a high rate, the 2019 budget includes an increase of \$3M to cover S.P.G. payments. This is offset by draws from the S.P.G. reserve, for a net zero impact on the 2019 budget.

Net other changes to benefits (\$0.4M increase): Various changes in costs in other accounts such as retiree medical/dental, group life insurance and W.S.I.B.

The Service is projecting an increase in W.S.I.B. costs, with an estimated \$1.7M pressure, primarily due to impacts of Bill 163, Supporting Ontario's First Responders Act regarding Post Traumatic Stress Disorder (P.T.S.D.). As the Service will be undertaking a comprehensive review of W.S.I.B. claims, greater oversight and controls will help mitigate some of the increase. As a result, \$0.6M is included in the budget to cover these increases, offset by other benefit savings of \$0.2M.

d) Reserve Contributions (\$51.3M)

The Service contributes to a number of reserves through provisions in the operating budget. All reserves are established by the City of Toronto. The City manages the S.P.G. and Insurance reserves, while the Service manages the remaining reserves such as Vehicle & Equipment, Legal, Central Sick Bank, Health Care Spending and Modernization.

The total reserve contribution for 2019 is \$51.3M, up \$3.7M or 7.7% from last year, mostly to ensure the sustainability of the Vehicle & Equipment Reserve and Sick Pay Gratuity Reserve. The contributions to Reserves are calculated based on a detailed analysis of the current year's Reserve balance, budgeted draws and projected future year draws. Further details of these reserves follow:

- Sick Pay Gratuity Reserve: The S.P.G. is paid upon termination of employment with the Service to every member who has been in the employ of the Board for an aggregate period of at least ten years. The payment schedule is outlined in the Service's collective agreements. The Sick Pay Gratuity reserve provides the Service with the annual contribution amount that matches contributions with required payments/draws. The Service has been taking action over the last several years to increase the annual contributions to this Reserve, and in 2019 is adding \$1.0M to its contribution in order to better meet annual obligations.
- Vehicle & Equipment Reserve: This reserve funds the lifecycle replacement of the Service's fleet of vehicles, information technology equipment, and various other equipment items. Each category of assets funded from this reserve is analysed to determine how often it should be replaced as well as specific replacement requirements, which in turn determines the level of contribution required annually to enable the replacement. The lifecycle for vehicles and computer equipment have been extended as much as possible without negatively impacting operations and officer safety, or causing significant repair and maintenance costs. A detailed review of this reserve indicated that the Service's annual contribution is much less than the current annual draws/payment. As a result, an increase to the contribution in the amount of \$3.0M is required to meet future annual obligations.
- Legal Reserve: This reserve has been established to fund indemnification of Service members, as required by the collective agreement, and other legal costs

incurred by the Service. The reserve has accumulated sufficient funds over the years and, as such, its annual contribution is reduced by \$0.8M in 2019. The expenditures and balance will be closely monitored and the annual contribution revised accordingly in future years, as needed.

- Central Sick Bank Reserve: This reserve funds the T.P.A. long-term disability benefit provided by the collective agreement. There are currently sufficient funds in this reserve and no increase to the annual contribution is required.
- Health Care Spending Account: This reserve funds the post-retirement health care benefit negotiated in the collective agreements. The 2019 contribution for this reserve is increasing by \$0.4M since the annual draw continues to increase.
- Modernization Reserve: This reserve was established in 2017 to provide a source of funding to help enable modernization and transformation initiatives so that the Service can achieve a more effective, efficient and value added police service. In Council's approval of this reserve, the purpose statement allowed contributions to be made only through any year-end surplus funds of the Service. Therefore, no additional contributions to this reserve are included in the 2019 operating budget request.

e) Other Expenditures (\$101.9M)

Other expenditures represent 10% of total expenditures and include items such as caretaking and utility costs, ammunition, vehicle parts, computer equipment and maintenance, gasoline, operating impact of completed capital projects and contracted services. These expenditures will require additional funding of \$16.8M or 19.7% in 2019 with the biggest increases attributed to the following items:

- Contracted Services will require additional funding of \$5.9M in 2019. This includes \$4.0M for modernization initiatives that will be fully recovered from the Modernization Reserve for a net zero impact. Funding for modernization initiatives cover such costs as project management services; technological, strategic, financial and procurement expertise; feasibility studies, Culture Change, Public Engagement Strategy, and Service Engagement Strategy. Also, there are additional requirements for telecommunication for the remaining site installation of Cogeco (\$0.8M), review of business partnership and wellness strategy (\$0.1M), Employee Services (\$0.1M) and Occupational Health and Safety nurse (\$0.1M).
- Computer maintenance will require additional funding of \$1.5M for various software licenses. The cost of computer maintenance is impacted by current contract costs, determined through a procurement process. Technological advances and the additional of new systems have enhanced communication, information and efficiencies, and come with increased costs for maintenance and support.
- The operating budget impact of completed capital projects will require additional funding of \$1.2M. As capital projects are implemented, they often have operating

budget impacts such as computer maintenance, additional staffing requirements, facility maintenance, etc. For 2019, operating impacts are comprised mainly of five positions for the Enterprise Business Intelligence (E.B.I) project, as well as data plans, licences and maintenance for 700 mobile devices funded in the Connected Officers capital project.

- Recruit hiring costs will require additional funding of \$2.2M. Recruit hiring costs include such items as uniforms, courses at the Toronto Police College and required checks which include medical and psychological testing.
- Caretaking, maintenance and utility costs for Service facilities will require additional funding of \$0.6M. The City provides facility caretaking and maintenance services for the Service and administers the Service's utility costs. The City and Service review the costs for all facilities in detail to determine where efficiencies or changes to internal service levels can be applied. This estimate was provided by the City.
- Psychological Assessments will require additional funding of \$0.3M, due to an increase in the assessment rate.
- Additional funding of \$0.3M will be required due to a 10 cent increase in gasoline prices (according to City estimates).
- \$1.8M in non-salary costs related to Federal and Provincial grants that are fully recovered by Revenue.

f) Revenues

Approximately 88% of the Total Expenditures are funded by the City of Toronto property taxes. The remaining 12% are funded as follows: 4% by Provincial grants, 5% by User Fees and Donations, 2% by Reserve funding and 1% by Interdepartmental Recoveries.

The 2019 Total Revenue budget for items other than property taxes is \$146.0M which represents an increase of \$5.6M or 4.0% compared the Service's budgeted revenue in 2018. Revenues include the following:

- Interdepartmental Recoveries (I.D.R.s.) represent approximately 10% of the total revenues for the Service and include recoveries for such items as paid duties, gasoline, police record checks and security for special events that are requested by other City Agencies or Divisions. The I.D.R.s. for 2019 is estimated at \$14.0M which represents a decrease of \$3.6M from 2018. The reduction reflects the transfer of the School Crossing Guard Program to the City of Toronto with a corresponding reduction in cost recovery.
- Provincial Grants represent 33% of the total revenues for the Service. The most significant grants include:
- Court Security and Prisoner Transportation (C.S.P.T.) – \$40.8M: The Province uses an expenditure-based funding model to determine the annual allocations for

each municipality based on each municipality's relative share of the total provincial court security and prisoner transportation costs. The Service expenditures represent approximately 37% of the total court security and prisoner transportation costs across the Province which equated to \$42.8M in 2018. This funding pays for approximately 70% of 505 Court Services staff and covers 272 courtrooms in 2018. The contract between the City of Toronto and the Province expired on December 31, 2018. Consequently, there is a level of uncertainty around 2019 funding for court security and prisoner transportation. Nonetheless, as the Service has not heard otherwise it is assuming that the Province will continue to subsidize the court costs which are expected to decrease by \$2.0M from \$42.8M in 2018 to \$40.8M in 2019 due to reduced staffing costs, resulting in a decreased grant allocation. This funding is vital, especially given the expanding security needs for court facilities, including the new courthouse that is being built.

- Guns and Gangs Provincial Grant - \$4.9M: The budget increase for grants also reflects the new provincial grant of \$4.9M to combat guns and gangs in Toronto. The province will provide this annual amount over four years, ending March 31, 2022, for a total of \$19.6M over the grant term. The grant allocates funding for additional digital, investigative and analytical resources.
- The Service is also assuming that the Province will provide at least \$10M through the Policing Effectiveness and Modernization (P.E.M.) grant to cover the cost of Public Safety Response Team salaries.
- User Fees, Rentals and Donations: This category represents 37% of the total revenues for the Service and includes revenues generated from false alarm fees, sale of accident reports, reference checks, rental of pay duty equipment and various donations. User Fees, Rentals and Donations for 2019 are estimated at \$54.5M which represents a \$1.6M reduction from 2018. The reduction is comprised of \$1.4M due to the Service no longer responding to alarms until they have been verified as not false, \$0.2M due to reduced prisoner transportation recoveries, \$0.1M due to lost recoveries from Ministry of Attorney General (M.A.G.) for transcribing the accused statements.
- Funding from Reserves: This represents 20% of the total revenues for the Service and include draws from reserves such as S.P.G., Central Sick Pay, Post-Retirement Health Care, Legal and Modernization Reserve. Contributions from Reserves for 2019 are estimated at \$29.8M which represents an increase of \$7.3M from 2018. \$4M of the increase is for a draw from the Modernization Reserve in order to cover T.T.F. related costs already discussed in the Reserves section, \$3.0M represents the increase to the draw from the Sick Pay Gratuity Reserve with the remaining \$0.3M representing the increase to the draw from the Health Care Spending Account.

Unfunded Initiatives

Funding for a number of initiatives are not included in the 2019 Operating Budget Request because they are either not sustainable within an affordable budget or the required funding cannot be determined due to unknown information at this point in time. The following items are not addressed in this budget request:

- Neighbourhood Officer Program (N.O.P.) Expansion: In 2013, the Service implemented the Neighbourhood Officer Program in order to reduce crime, increase public safety and improve trust in the police. With increasing gun and gang violence, the N.O.P. has become a critical resource of the Service and an important vehicle for disrupting gang activity and bettering the lives of community members who are involved in gang activity or vulnerable to gang inclusion. Currently, there are 96 Neighbourhood Officers (N.O.s.) deployed in 33 neighbourhoods across the City. To reduce the gun and gang violence associated to youth in Toronto, an immediate expansion of the N.O.P. is required. This will require an expansion of N.O. coverage from 33 current priority neighbourhoods to 60 total priority neighbourhoods. To staff 60 priority neighbourhoods with N.O.s., additional 108 Neighbourhood Officer – Constables and 12 Neighbourhood Officer Supervisors – Sergeants will be required in addition to uniform, smartphones and bicycles. Additional annual funding of approximately \$16.4M would be required for the expansion of this program. As requested, the Service has made requests for funding for this initiative to both the Provincial and Federal governments; however, no funding has been approved to date.
- Cannabis Legislation: The *Cannabis Act* was enacted on October 17, 2018. This legislation creates a legal and regulatory framework for controlling the production, distribution, sale and possession of cannabis in Canada.

Although it is anticipated that implementation of this legislation will result in impacts to the Service, the extent of these impacts are not fully known at this time. Building on the work already done by the Service, other Canadian police services, and other agencies, the Service is in the process of developing a comprehensive measurement framework to measure and track the impact of this legislation on the Service.

Information received from various areas of the Service has identified the following preliminary impacts to the Service, which will be explored further during the development of the measurement framework:

- The development of training to educate members on this new legislation, as well as the time required for members to complete the training. This training is mandatory for all officers and for all Communications Services personnel.
- The purchase of the oral fluid screening devices and other equipment necessary for enforcement.

- Training additional Drug Recognition Evaluators and increasing the number of officers trained in Standardized Field Sobriety Testing.
- Enforcement of illegal dispensaries and of drug impaired driving.
- Since legalization, Health Canada may no longer cover the cost to physically destroy seized cannabis. Should this prove to be true, the Service will incur this additional cost. Increased enforcement of illegal dispensaries may also result in increased storage requirements.
- The development and ongoing adaptation of Service governance to address the legalization of cannabis as it applies to members.

While some data on cannabis-related occurrences and charges are available, the relatively short period of time since the October 17 implementation of the legislation makes it difficult to determine any trends or estimate increased requirements as a result of the legalization. Only \$0.4M has been included in the 2019 Operating Budget Request related to drug recognition and field sobriety training and equipment, as well as specialty pay for drug recognition experts.

- ShotSpotter: ShotSpotter is gunshot detection technology that uses sophisticated acoustic sensors to detect, locate and alert police about illegal gunfire incidents in real-time. The digital alerts include a precise location on a map with corresponding data such as the address, number of rounds fired, type of gunfire, and delivered to any mobile device. Additional annual funding of approximately \$0.6M would be required for this technology. The Service has made requests for funding for this initiative to both the Provincial and Federal governments. Funding has not been approved to date.

Council Decisions Impacting the Service

A number of Council decisions, made during 2018, reference requirements for the Service to take actions and/or to report back to Council through the 2019 Budget Process:

- Rec. 12: City Council authorize the City Manager to request, enter into any necessary agreements, receive, and allocate Provincial or Federal Government funding up to \$15.0 million to support enforcement initiatives, including enhanced surveillance activities and enhanced community security in local communities most impacted by gun violence as detailed in Revised Appendix B, #18 (C.C.T.V.), #19 (ShotSpotter) and #20 (Gun Violence Reduction Plan) to the report (July 17, 2018) from the Interim City Manager.
 - *The 2019 Operating Budget Request does not include any funding for ShotSpotter or C.C.T.V. expansion program and to date neither level of government has responded to this request. See discussion on ShotSpotter (#19) in the section on Unfunded Initiatives. The expansion of the C.C.T.V. program is discussed in the Capital Budget Request.*

- Rec. 14: City Council direct the City Manager to report through the 2019 budget process on the impact of these investments and any additional resources required to implement a proactive safe summer plan in 2019.
 - *The Service spent \$2.7M on the Summer Safety Program during the summer of 2018. There has been no decision to implement a proactive safe summer plan in 2019 and, as such, no funding has been included in the 2019 Operating Budget Request for this purpose.*

- Rec. 17: City Council request the Toronto Police Services Board to immediately hire 100 new police officers, funded in 2018 through the Tax Rate Stabilization Fund, with the 2019 costs to be considered as part of the 2019 Budget Process.
 - *In December 2018, the Service hired 134 uniform recruits. The ongoing costs of these officers are built into the 2019 Operating Budget Request.*

- Rec. 18: City Council request the Toronto Police Services Board to request the Chief of Police to:
 - b. accelerate the implementation of a sustainable Neighbourhood Policing Model City-wide recommended through the Toronto Police Service modernization plan and to report to the Budget Committee through the 2019 budget process to address if any additional funding is required.
 - *The 2019 Operating Budget Request includes the continuation of the enhanced pilot program. Further expansion of the Neighbourhood Officer Program is not included in the 2019 Operating Budget Request. See further discussion on the Neighbourhood Officer Program expansion in the section on Unfunded Initiatives.*

2020 and 2021 Outlooks:

The outlooks in Table 5, below, demonstrate that the Service anticipates a 2.6% pressure in 2020 and a 1.7% pressure in 2021 based on expected staffing levels, continued grant funding levels, economic indicators and contractual and legislative obligations known at this time. Service staffing levels are expected to increase during 2019 resulting in a significant annualized impact in 2020. These pressures do not include salary settlements, the operating impact of the full expansion of the Connected Officer program and the potential Body Worn Camera initiative, or investments that may be required to enable transformational initiatives, as these are not known at this time.

Table 5– 2020 & 2021 Outlooks (\$M)

	2020	2021
Starting Request	\$1,026.8	\$1,053.4
Salary requirements	\$11.3	\$7.9
Benefit cost increases	\$2.6	\$2.5
Reserve contributions	\$3.7	\$2.6
Non Salary – inflationary and contract increases	\$5.3	\$4.4
Revenues	\$3.7	\$0.0
Total change before salary settlement	\$26.6	\$17.4
Salary settlement	n/a	n/a
Net Change	\$26.6	\$17.4
Outlook	\$1,053.4	\$1,070.8
Percentage change over prior year	2.6%	1.7%

Conclusion:

The Service, guided by The Way Forward Plan, has taken on the challenging task of changing the way the Service operates – civilianization, service delivery changes as well as investments to move the Service to intelligence and technology enabled policing.

The Service’s 2019 net operating budget request of \$1,026.8M (\$1,172.8M gross) is \$30.3M or 3.0% above the 2018 approved budget. This budget follows two years of a 0% budget increase and a budget that is at or below the rate of inflation on average over the last five years.

The request includes the hiring of over 300 uniform officers, 122 special constables, 186 part-time retirees and over 200 other civilian roles. These figures do not include any additional hiring as a result of additional vacancies created in-year.

This budget increase reflects significant savings generated since 2015, a reduction of about 300 positions and accommodating increasing levels of work with a reduced workforce.

Outcomes that can be expected from this funding level include:

- Maintaining an average deployed uniform strength of 4,730 or 4,820 including civilianized positions;
- Hiring to fill over 800 uniform and civilian positions, excluding Auxiliaries and grant funded programs such as the Youth in Policing Initiative;
- Achieving an overall improvement in response times;
- Providing security for 272 Provincial courtrooms within the City of Toronto and prisoner transportation;

- Addressing community safety issues, particularly those related to pedestrian and traffic safety, and police interactions with persons in crisis;
- Allocating additional digital, investigative and analytical resources to combatting gangs and gun criminals; and
- Continuing with the modernization initiatives and recommendations identified in The Way Forward Report.

It must be noted that this budget is not without risks and dependencies that are not within the Service's control. Ongoing discussions are occurring regarding additional funding for Cannabis legalization and initiatives such as Shot Spotter and expansion of the Neighbourhood Officer program. The Service is also reliant on funding commitments from the Province regarding Court Security Prisoner Transportation (\$40M) and P.E.M. (\$10M). The Service is assuming that it will continue to receive this funding and if one or both are not received, a significant budget pressure will result in 2019. The premium pay budget is correlated with staffing levels and level of crime and therefore it is subject to police exigencies and cannot be fully predicted. These risk areas will be monitored and changes to assumptions will be reported to the Board.

Overall, with the 2019 Budget Request, the Service continues its commitment to fiscal discipline and accountability, while ensuring the Service is adequately resourced with people, technology, analytics and professional capabilities to enable our modernization journey while still delivering adequate and effective policing.

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



Toronto Police Services Board Report

January 10, 2019

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Toronto Police Service 2019-2028 Capital Program Request

Recommendation(s):

It is recommended that the Toronto Police Services Board (Board):

- (1) approve the Toronto Police Service's (Service) 2019-2028 Capital Program with a 2019 net request of \$29.6 Million (excluding cash flow carry forwards from 2018), and a net total of \$218.0 Million for the 10 year period 2019-2028, and as detailed in Attachment A;
- (2) forward a copy of this report to the City of Toronto's (City) Chief Financial Officer for information;
- (3) consult with the City's Chief Financial Officer prior to the 2020 budget process to develop funding options and solutions to provide for unfunded capital projects in the 2020-2029 capital program; and
- (4) forward a copy of this report to the City Budget Committee for approval.

Financial Implications:

Corporate targets for Agencies, Boards, Commissions and Departments (A.B.C.D.s) are allocated by the City's Chief Financial Officer (C.F.O.). The debt targets for the 2019-2028 capital program are status quo and are based on current debt targets for A.B.C.D.s.

In addition to using debt to fund its capital requirements, the Service is continuing its strategy to adequately fund the replacement of vehicles, technological and other equipment through contributions to the Vehicle and Equipment Reserve that is funded from the Service's operating budget. The use of this reserve, along with the allocation of City Development Charges (D.C.), which are fees charged to developers to help pay for the cost of infrastructure required to provide municipal services in growing areas to qualifying Service projects, reduces the Service's reliance on debt funding.

Table 1 below provides a summary of the Service's 2019-2028 Capital Program request compared to the City of Toronto's ten-year debt target. The Service's 2019-2028

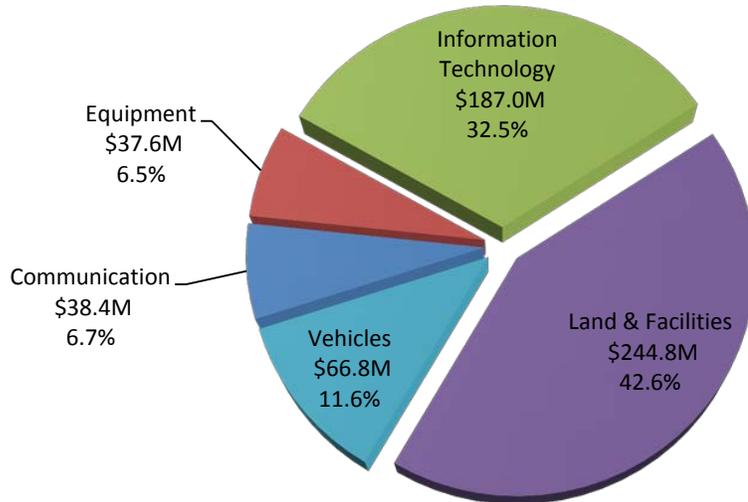
Capital Program meets the City's five-year and ten-year debt-affordability target, on average. Additional details on debt-funded and reserve-funded projects can be found in Attachments A and B respectively.

Table 1: Summary of the 2019-2028 Capital Program Request (000's)

Projects	2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028
Projects in Progress	20,865	40,173	36,949	17,192	9,097	124,276	43,839	168,115
Upcoming Projects	10,053	13,227	6,507	9,171	18,730	57,688	66,253	123,941
Reserve Projects	34,878	28,759	24,110	27,254	25,330	140,332	142,755	283,088
Total Gross Projects	65,796	82,159	67,566	53,617	53,157	322,296	252,847	575,144
Vehicle & Equipment Reserve Funding	(34,878)	(28,759)	(24,110)	(27,254)	(25,330)	(140,332)	(142,755)	(283,088)
Development Charges	(1,342)	(16,214)	(16,110)	(8,612)	(6,776)	(49,054)	(25,009)	(74,063)
Total Funding Sources	(36,220)	(44,973)	(40,220)	(35,866)	(32,106)	(189,386)	(167,764)	(357,151)
Total Net Debt-Funding Request	29,576	37,186	27,346	17,751	21,051	132,910	85,083	217,993
City Target	40,137	33,125	28,740	20,768	10,140	132,910	85,083	217,993
Variance to Target	10,561	(4,061)	1,394	3,017	(10,911)	0	0	0

The capital program provides funding for projects in categories outlined in the following

2019-2028 Capital Program - What the Money Funds



As can be seen from the above graph, facilities and information technology projects make up approximately 75% of the Service's Capital program request. Vehicle replacement (11.6%) and communications (6.7%) and equipment replacement (6.5%) projects make up the remainder.

Capital projects and investments usually require maintenance and operational support beyond the initial one-time project cost. Where additional infrastructure and equipment are required, operating budget increases are required to replace the assets in accordance with their life cycle. As a result, capital spending decisions are not made independently of the operating cost impact. Rather, the total cost of ownership is considered. The incremental operating impact from capital is estimated at \$1.2M for 2019.

The capital plan is reviewed and adjusted annually, which could result in timing as well as cost and cash flow estimate changes on projects such as the Facility Realignment/District Policing Model project.

It is important for the Board to note that the financial requirements to complete three key large projects (Connected Officer, Body Worn Cameras and Next Generation 911) are not fully included in the 2019-2028 capital program. The capital program request includes \$0.8M, \$3.0M and \$5.0M respectively for these projects. At this time, there is not enough information to properly determine the additional capital investments that will be required to fully fund these projects.

In the case of the Connected Officer Program, the first phase included the purchase of 700 devices which were funded from the provincial Police Effectiveness Modernization

grant. In addition, the operating impact for data plans and other requirements for the devices were included in the Service's operating budget. Before moving forward with an expansion of this important program, the Service is working to stabilize the current program and functionalities with the estimated cost of \$0.8M.

A non-binding Request for Proposal (R.F.P.) for the Body Worn Camera program will be issued in the first quarter of 2019. Until a solution and cost estimates that come out of this process are known, as well as the impact on both the capital and operating budgets, the proposed Capital Program includes funding of \$3M for 2019 and 2020 for project management, business analysis services, as well as initial design and hardware requirements.

The N.G. 9-1-1 project, which is based on legislated Canadian Radio- television and Telecommunications (C.R.T.C.) requirements, includes funding of \$5M to meet the June 2020 deadline of moving fully from analog to digital. However, further investments will be required beyond the 2023 deadline for items such as additional space for Communication Centre personnel and increased staffing as well as a storage solution for pictures, videos, etc. The Service plans to work with the City on the second phase.

As the above noted projects are not fully funded, the 2020-2029 capital program will require either an increase in the Service's debt targets to provide required funding to fully implement these projects and/or a reprioritization of other projects in the Service's capital program.

Discussion

Capital projects, by their nature, require significant initial financial investments. However, they also provide longer-term organizational benefits and impacts. The Service's strategic direction is outlined in the Transformational Task Force's (T.T.F.) final report, Action Plan: The Way Forward – Modernizing Community Safety in Toronto (The Way Forward report). This report includes initiatives that will require capital investments that modernize the Service.

Historically projects have addressed and improved the Service's aging facility infrastructure, updated or replaced core systems and maintained existing equipment. The need to maintain facilities and equipment continues to exist. However, the need to improve and modernize how the Service delivers public safety and internal support services is important, and is part of the overall strategic objective of the Service and the Board.

The capital plan will enable the Service's modernization efforts through the funding of the following types of projects:

Facilities:

The Way Forward report outlined a phased realignment of divisional boundaries and facilities and the transition to a District Policing model. The location and number of facilities are being carefully examined with the objective to enhance operational

flexibility, improve aging facility infrastructure, optimize resources, and where possible, reduce the Service's facilities footprint.

Information Technology:

In the last decade, there have been many important developments with respect to information technologies (I.T.) that the Service has embraced and implemented. Specifically mobile technologies, analytical information systems, video surveillance, in-car camera systems, facial recognition and other technologies have far-reaching implications for policing.

The Service is also working on other web-based tools, such as a Public Safety Data Portal and parking complaints reporting aimed at creating workflow efficiencies through advanced technology by the elimination of costly and manual processes. This will allow the Service to reallocate resources to higher priority and value added activities.

Intelligence driven policing is also a focus for the Service and the capital program includes investments to continue the Enterprise Business Intelligence (E.B.I.) project with the goal of creating efficiencies with reporting, information gathering and analytics.

Vehicles and Equipment:

Past investments in technology require ongoing support, maintenance, replacement and upgrades so that they continue to deliver value for the Service. Some of the main projects in this category are Vehicles, Workstations/laptops, Servers, IT Business Resumptions, Mobile Workstations, In-Car Camera, Wireless Parking/Photo System, etc. Asset custodians continue to maximize the use of current assets and prolong lifecycle replacements as much as possible, to ensure the sustainability of the Reserve on a long-term basis. However, at some point the assets must be replaced in order to ensure uninterrupted business operations.

As new systems are implemented or existing systems are enhanced, the inventory of computer equipment grows which, in turn, increases the level of funding required for the replacement of this equipment. Data storage requirements are increasing exponentially and the proliferation of video storage has further increased equipment needs and replacement requirements. The Service also maintains a fleet of 1,637 vehicles and over 400 bicycles that must always be in good working condition. In addition, a necessary shift towards the use of Police Interceptor Utility Patrol vehicles, instead of sedans, has created a cost pressure on the Reserve.

Mobile Devices – Connected Officer - Enabling increased Officer mobility and efficiencies:

The Way Forward report recommended a move towards neighbourhood policing - an approach that will see officers be more accessible to and engaged with people in various Toronto neighbourhoods. Included in the capital program is a continued investment to stabilize the Connected Officer program, before a request is made to expand the program. Portable devices enable field data collection and record keeping,

quick access to vehicle records, and ability to securely receive and share information (including images) without delay. Officers will be able to document incident, record witness statements, retrieve information, fill out forms, and quickly perform other tasks that could not previously be done outside of a vehicle.

In summary, the 2019-2028 Capital Program contains projects that fund continuing needs; advance technology and information related capabilities, as well as realign and optimize the Service's facilities infrastructure, with the overall goal of enabling more modern and efficient public safety operations.

Development of Cost Estimates and Project Management:

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

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

The Board and City are kept apprised of any material changes to estimates as soon as they become known. Any required transfers from other projects in the program are justified and reported to the Board and City Budget Committee for approval. The Service strives to deliver projects on or below budget, and has been very successful in achieving this objective in the last 10+ years. However, civilian staffing shortages in recent years, as a result of hiring moratorium has put pressure on the ability to effectively manage projects. The Service is also mindful of operating budget impacts that could result from capital projects, and some projects not yet started are routinely revisited to ensure they are still a priority and viable from an overall budget and service delivery perspective.

Major Projects completed in 2018

Major project accomplishments in 2018 include:

- Peer to Peer Site (Disaster Recovery) – substantial completion achieved; minor deficiencies will be addressed in 2019
- 54/55 Division – Site selection
- Connected Officer – Development infrastructure, initial system design and roll out of 700 devices
- Wireless Parking System / Parking Handheld Administrative Penalty System (A.P.S.)
- Transforming Corporate Support – Human Resource Management System (H.R.M.S.) upgrade, workforce analytics
- Radio Replacement – continue to lifecycle mobile and portable radios
- Various projects in State of Good Repair (S.O.G.R.)
- Various Reserve funded projects such as vehicle replacement, servers, IT business resumption hardware, computer/laptop/printer, network equipment, Digital Video Asset Management (D.V.A.M.), In-Car Camera (I.C.C.), security system replacement
- Body Worn Camera – initial phase, Request for Information (R.F.I)

More information about these projects can be found in the 2018 Capital variance reports posted on the Board's website.

2019-2028 Capital Program Request:

The 2019-2028 Capital Program is segregated into five categories for presentation purposes:

- A. On-Going Projects
- B. Up-coming Projects 2019-2028
- C. Projects funded through Reserves
- D. Operating Impact from Capital
- E. Potential Projects outside of the proposed capital program

A. On-Going Projects

There are seven projects in this category; not including projects with carryforward funding only:

Table 2: On-Going Projects (000's)

Projects	Plan To end of 2018	2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Total Project Cost
State of Good Repair		4,400	4,400	4,400	4,400	4,400	22,000	22,000	44,000	44,000
Transforming Corporate Support	5,735	1,700	1,000	0	0	0	2,700	0	2,700	8,435
54/55 Amalgamation	6,203	0	6,252	11,625	7,000	4,697	29,574	3,448	33,022	39,225
32/33 Amalgamation	200	4,790	5,950	1,000	0	0	11,740	0	11,740	11,940
41 Division	395	4,561	16,622	14,850	2,500	0	38,533	0	38,533	38,928
Enterprise Business Intelligence	9,417	1,300	0	0	0	0	1,300	0	1,300	10,717
Radio Replacement	19,720	4,114	5,949	5,074	3,292	0	18,429	18,391	36,820	56,540
On-going Projects	41,670	20,865	40,173	36,949	17,192	9,097	124,276	43,839	168,115	209,785

State of Good Repair (S.O.G.R.)

This project includes on-going funding for the S.O.G.R. requirements that are the responsibility of the Service. By definition, S.O.G.R. funds are used to maintain the safety, condition and requirements of existing Service buildings. Beginning in 2016, some of these funds have also been utilized to enhance existing technological assets in order to optimize service delivery and increase efficiencies. In light of the future plans for Service facilities, planned use of these funds will be aligned with the Facilities Realignment/District Policing Model initiative, with priority being given to projects in the backlog that must continue and that will not be impacted by the transformation of the Service's facility footprint.

Transforming Corporate Support

Closely aligned with the ongoing restructuring of the Service's human resource function, the 2019 capital budget includes funding for Phase III of this project, the consolidation of the current H.R.M.S. and a new time and labour management solution into one "cradle to grave" system. The new time and labour management solution will be more efficient and cost-effective and include greater time management, analysis and reporting capabilities of the Service's single greatest asset, its people. This project will also result in improved customer service to our members and improved member understanding and satisfaction with human resources, payroll and benefit services.

54/55 Divisions Amalgamation (Part of Facility Realignment/District Model)

The amalgamation of these divisions into one district facility will reduce the long-term costs of operating and maintaining two structures, and will support the recommendations for a modernized, economical and more efficient public safety delivery model. The current plan is to return the 54 and 55 Division properties to the City once the new consolidated facility is built.

The Board and City Council approved the recommended site (current Toronto Transit Commission's (T.T.C.) Danforth Garage located at 1627 Danforth Avenue), for the consolidated district facility as part of an overall community revitalization program. The master planning exercise is underway.

Consultant selection and design phase will be completed in 2019. Procurement will be initiated in the first quarter of 2020, followed by construction later in 2020.

32/33 Amalgamation (Part of Facility Realignment/District Model)

The Service's long term facilities plan included the required renovation of the 32 Division facility to enable new technologies and required building improvements, such that the facility is more operationally effective and compliant with the Accessibility for Ontarians with Disabilities Act (A.O.D.A).

Subsequently, as a result of recommendations in The Way Forward report, the Service also commenced exploring the feasibility of amalgamating 32 and 33 divisional operations into a new 32/33 District operation, to be located ideally on the existing 32 Division site.

The initial project scope encompasses a major interior retrofit to the existing building, as well as upgrades to the base building. The Service has secured an interior design consulting firm to redesign the building interior in an effort to optimize the use of available space and to improve the movement of both personnel and persons in custody.

The main issue with respect to housing both 32 and 33 members in the 32 Division facility is the availability of parking for Service and member vehicles on the one site. The cost of additional parking required is not known at this time and is, therefore, not included in this budget. Accordingly, a feasibility study is underway for the existing site, parking area and building access to determine the most appropriate strategy to potentially increase parking and determine whether it is cost-effective or viable to do so from a cost and operations perspective, as the 32/33 divisions can still function as a District model operating out of the existing two facilities. The final report, with the estimated costs for additional parking required is pending. The Board will be kept apprised as necessary.

41 Division (Part of Facility Realignment/District Model)

Due to its aging infrastructure, 41 Division was identified as a priority for the Long Term Facility Replacement Program a number of years ago. Cost assessments have confirmed that it is not economically feasible to address the ongoing building deficiencies or to retrofit the existing 41 Division to accommodate the current needs of the Service.

The phased construction and demolition approach for a new building on existing lands will provide the Service with a new district facility at the corner of Birchmount and Eglinton Avenues, an optimal site that is easily accessible with ample area for future expansion. During the construction, personnel will continue to occupy a portion of the existing building and portable offices, when required, to allow for uninterrupted business continuity.

Enterprise Business Intelligence (E.B.I.)

The objectives of this project include developing a consolidated database, architecture and analytical tools across multiple disparate source systems. This will create efficiencies in accessing data, improved analysis and customer service and effective business decisions.

The contract for this initiative was awarded to I.B.M. on a fixed price basis in December 2016. Hardware and software was successfully procured and implemented; however, the professional services portion of the project has experienced delays for various reasons.

Over the life of this project, the Service made significant efforts to manage the project challenges and worked with I.B.M. to resolve the issues and maintained regular steering committee meetings. The project delivery has improved over time and resources and approach was stabilized. However, recovering from initial delay was not possible.

The Service has reviewed all costs within the E.B.I original budget of \$10.2M in detail and reduced various requirements where possible. As a result, it is estimated that an additional \$500,000 for this project will be required to complete the project. This will be provided by utilizing D.C. funding, with no impact on the Service's debt target.

A separate report will be provided to the Board for E.B.I. project in January 2019 meeting which will include a more detail project update and roadmap.

Radio Replacement

Currently, the Service's Telecommunications Services Unit (T.S.U.) maintains approximately 5,000 mobile and portable radio units.

Radio replacement cash flow of \$1.5M has been accelerated to 2019 and 2020, while maintaining the overall total cost of this project, in response to the proposed district boundary changes. The new district model will require a reconfiguration of the radio tower infrastructure systems to accommodate the combination of radio channels that

are currently handled in different radio systems. A radio traffic study will be conducted to determine whether the capacity of the existing systems can cope with the anticipated changes.

In order to avoid costs relating to tower relocations or augmentation work at the existing towers (estimated at \$14.6M), the roll out of the new radio equipment has been accelerated as the new model radios will increase the capacity of the system by 50-60%, and would not require large additional expenditures and time relating to infrastructure change.

B. Up-Coming Projects 2019-2028

There are eleven projects in this category:

Table 3: Up-coming Projects (000's)

Projects	2019	2020	2021	2022	2023	Total	Total	Total
						2019-2023	2024-2028	2019-2028
Automated Fingerprint Identification System (A.F.I.S.) Replacement	3,053	0	0	0	0	3,053	3,053	6,106
Next Generation 911	500	4,000	500	0	0	5,000	0	5,000
Body Worn Camera - Phase II	1,000	2,000	0	0	0	3,000	0	3,000
Connected Officer	800	0	0	0	0	800	0	800
Facility Realignment/District Model (attachment C)	4,700	7,187	6,007	9,171	17,730	44,795	63,200	107,995
Property & Evidence Warehouse Racking	0	40	0	0	1,000	1,040	0	1,040
Total, Upcoming Capital Projects:	10,053	13,227	6,507	9,171	18,730	57,688	66,253	123,941

Automated Fingerprint Identification System (A.F.I.S.)

The A.F.I.S. system is a biometric identification (I.D.) methodology that uses digital imaging technology to obtain, store, and analyze fingerprint data. A.F.I.S. systems are primarily used by law enforcement agencies for criminal identification initiatives. This includes identifying a person suspected of committing a crime or linking a suspect to unsolved crimes. Fingerprinting, as a form of personal identification, is proven in practice and is accepted in courts of law. It also allows the Service to be compatible with external systems like the Royal Canadian Mounted Police (R.C.M.P.) and communicate electronically for fingerprint submissions, searches and criminal record updates.

The current A.F.I.S. system was purchased and implemented in late 2012. The lifecycle of this system is five years and replacement is scheduled to be implemented in early 2019. Replacement of this system maintains vendor support, incorporates all updates and provides functionality that is more efficient.

Next Generation (N.G.) 9-1-1

On June 1, 2017, the C.R.T.C. issued a decision for N.G. 9-1-1: Modernizing 9-1-1 networks to meet the public safety needs of Canadians. This decision lays out the path to transition of telecommunication networks to Internet Protocol (I.P.) technology.

N.G.9-1-1 is to enhance emergency number services for the Service creating a Public Safety Answering Point (P.S.A.P.) that is modern and resilient and allows voice, real time text messages to flow seamlessly from the public, through the new Canada wide N.G.9-1-1 network, directly to first responders.

Critical voice communications must be available on the new Emergency Services Internet Protocol (I.P.) network (ESInet) by June 30, 2020.

By 2020, P.S.A.P.s must ensure compatibility with ESInet systems and networks and have mechanisms in place to push text data to responders.

Standards for photo and videos are being developed but are yet to be defined, and the legacy network must be decommissioned by June 30, 2023. P.S.A.P.s that have not made the necessary adjustments will no longer be equipped to manage 9-1-1 calls.

It is expected at some point in future, that there will also be a requirement for P.S.A.P. to disseminate and store content such as photos, videos, as N.G.9-1-1 evolves.

At this point the estimated cost of the first phase of this project is \$5.0M, and is included in the Service's Capital Program request. These funds will be used for the planned replacement of the telephone switches and hardware needed to make the system N.G.9-1-1 compliant. Further discussions are required with other City stakeholders on funding solutions for the remaining phase and ongoing maintenance of 9-1-1.

Commencing in December 2018, the Service will participate in the first voice trials of the new network being constructed across Canada. These trials will provide valuable insight

into the systems operations and enable the Service to design the new systems needed to support the N.G.9-1-1 network.

Body Worn Camera (B.W.C.) - Phase II

In keeping with the Service's commitment to maintaining public trust and providing professional and unbiased policing, the Service started a 12-month pilot project that was conducted between February 2015 and March 2016, to explore the benefits, challenges, and issues surrounding the use of body worn cameras. A report and presentation was received at the Board's September 2016 meeting, concluding that B.W.C.s was strongly supported by the community as well as our officers. However, the estimated cost to implement and operate a B.W.C. program was very high at that time. Technology advancements have led the Service to believe more affordable solutions are now available. (e.g. cloud vs on-premise solutions)

A Request for Information (R.F.I.) process was completed in 2018 and a non-binding Request for Proposal (R.F.P.) is scheduled to be issued in first quarter of 2019.

The proposed Capital Program includes sufficient funding for 2019 and 2020 to carry out the procurement process including an initial trial deployment. Implementing a B.W.C. program within the Service will involve significant one-time (capital) and on-going (e.g., camera and infrastructure replacement, transcription image storage management, including retrieval, administration, etc.) operating costs. The Service is therefore moving forward very carefully with a potential body worn camera solution, including consideration of cloud storage as part of a potential solution and evaluation of cost savings and process optimization opportunities. The 2020-2029 Capital Program will include the total cost of this project based on the solution and system selected.

Connected Officer

The T.T.F. recommended an investment in the potential transition from mobile workstations in vehicles to smart devices carried by officers. This allows officers to be connected at all times to the most current operational information and be where the public needs them the most. Members will be more directly accessible through all forms of communication and be able to perform additional functions from wherever they are located.

The initial phase of the project, costing \$2.6M in 2017, included a Proof of Concept (P.O.C.) and the acquisition of 700 devices, and was funded from the Ministry of Community Safety and Correctional Services - the Police Effectiveness and Modernization (P.E.M.) grant. In addition, the operating impact for data plans and other requirements for the devices were included in the Service's operating budget.

The total capital project cost is estimated at \$11.1M, including the \$2.6M grant funding. The 2019-2028 Capital Program includes \$0.8M in the program to stabilize the program and enhance functionalities. The 2019 investment request will provide funding to mature and evaluate the current device deployment, develop efficiency-creating mobile applications, and enhance accessibility to information to optimize the degree of

officer mobility and collaboration that can be achieved. The remaining balance of an estimated \$7.7M to fully implement the program service-wide is not yet included in the program (below the line, unfunded request). Based on the 2019 evaluation results, the 2020-2029 Capital Program and the 2020 operating budget requests will include funds for additional device requirements (capital) and the appropriate lifecycle and operating budget impact of the program.

District Policing Model Program

Includes 12 Division renovation, 13 Division new build, 22 Division new build, 51 Division major expansion, 43 Division major expansion plus other non- facility related items such as Information Technology, Communication Center system changes, Telecom, etc. Please refer to attachment C for detail breakdown.

The Way Forward report included a city-wide boundary and facilities realignment with a mandate to improve service delivery by aligning the new model of policing with Toronto's neighbourhoods and its services. Currently, the Service is organized into 17 divisional boundaries, a model which has been in existence for a long time. The new operational boundaries will align with the City of Toronto neighbourhoods. The new operational structure allows for more flexible deployment and sharing of resources, while reducing overhead costs. It also encompasses ancillary unit changes, such as Traffic Operations and Parking Enforcement to accommodate facility requirements as these units implement their modernization efforts.

The requested funding allows the Service to commence the transition to a new service delivery model, that makes use of appropriate technology and that is supported by strategically located facilities in order to optimize the delivery of policing services.

The implementation of this project will occur in a phased approach by consolidating divisions and/or functions within the existing boundaries first, and then, once Information and Communications Centre systems are ready, the district boundaries will be adjusted. It is also foreseen that the realignment of the facilities and further process improvements will happen in parallel and will also continue after the boundaries have been adjusted.

Property and Evidence Warehouse Racking

The relocation of files previously held in the City Archives to the Service's 330 Progress location has reduced the original 25-year lifespan of the facility. As a result, higher density and push-back racking will need to be purchased in order to regain space lost as a result of the move of files from City Archives. Funding is required for the 10 year expansion of the property racks/shelving system. The funding requirement of \$40,000 in 2020 is for a feasibility study of what is required for the long term racking. Funding of \$1.0M in 2023 will be utilized for the actual cost of racking.

C. Vehicle and Equipment Lifecycle Replacements

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

It is important to note that as new systems are implemented or existing systems are being enhanced, the inventory of computer equipment grows, and over time, increases the level of funding required for the replacement of the equipment. For example, increasing data storage requirements and the proliferation of video storage have increased the equipment needs and replacement requirements. Also, the transition to Ford Police Interceptor Utility Patrol vehicles as the Service's new police patrol vehicle, as a result of the discontinuation of the Ford Taurus sedan patrol vehicle also required a funding increase (Min. No. P169/2018 refers). These factors put significant pressure on the operating budget, as increased contributions are required.

Asset custodians continue to maximize the use of current assets and prolong lifecycle replacements as much as possible, to ensure the viability of the Reserve on a long-term basis.

Some of the main projects in this category are Vehicles, Workstations/laptops, Servers, IT Business Resumption hardware, Mobile Workstations, In Car Camera, Wireless Parking System, etc.

Table 4: Vehicle and Equipment Reserve (000's)

Projects	Prior Years	2019	2020	2021	2022	2023	Total 2019 - 2023	Total 2024 - 2028	Total 2019 - 2028
Equipment	16,776	818	2,568	1,761	7,293	1,483	13,923	13,533	27,456
Information Technology	143,644	26,561	18,569	13,873	12,426	16,312	87,741	91,546	179,287
Facilities related costs	12,023	548	668	1,040	1,040	1,040	4,336	5,200	9,536
Vehicles	81,247	6,951	6,954	7,436	6,495	6,495	34,332	32,476	66,809
Total Vehicle and Equipment Reserve Projects	253,690	34,878	28,759	24,110	27,254	25,330	140,332	142,755	283,088

D. Operating Impact from Capital

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

Table 5: Incremental Operating Impact from Capital (000's)

Projects	2019	2020	2021	2022	2023	Total 2024-2028	Total 2019-2028	Comments
Transforming Corporate Support	45	(159)	3	3	3	13	(92)	Maintenance cost
Connected Officer	307	0	0	0	0	0	307	700 Devices, data plan, licenses and maintenance
Radio Replacement	150	25	0	0	0	0	175	Battery management and radio management system
E.B.I.	661	0	0	0	0	0	661	\$1.1M for salaries of 5 positions and \$0.6M for system maintenance
Body Worn Camera	0	23	(23)	0	0	0	0	The operating impact is unknown and this is only an estimate from Phase I
Total Projects Operating Impact	1,163	(112)	(20)	3	3	13	1,051	

E. Unfunded Project Requirements

Due to funding constraints and a stage-gating approach towards evaluating capital projects as they progress, the following future project requirements remain partially or totally unfunded in the current capital program submission.

Some of these projects are new and others have been partially funded in the current Capital Program or from grants from other levels of government.

Table 6: Unfunded project requirements (000's)

Projects	Prior Years	2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028
Next Generation 911 - Additional space and system requirements	0	0	0	0	0	0	0	22,250	22,250
Facility realignment - Other costs	0	0	4,904	3,710	1,574	1,040	11,228	0	11,228
Body Worn Camera	0	0	8,179	0	0	0	8,179	0	8,179
Connected Officer	2,632	0	1,026	3,259	3,424	0	7,709	0	7,709
Global Search	0	0	2,000	5,000	0	0	7,000	0	7,000
Body Scanners - Place holder	0	0	0	0	0	0	0	0	0
Enterprise Document Management - Place holder	0	0	0	0	0	0	0	0	0
Total Unfunded Projects	2,632	0	16,109	11,969	4,998	1,040	34,116	22,250	56,366

N.G.9-1-1 - Additional space and system requirements

The capital program includes the cost of meeting the first milestone (June 2020) of N.G.9-1-1. Not included in the current program are:

- Costs to support the 2023 milestone to decommission the legacy network;
- Requirement for hardware and software and storage for content such as videos and photos;
- Requirement for additional space. The primary and alternate locations for Communications Services (C.O.M.) have reached the maximum capacity for personnel, work space and technology. These facilities will have difficulty accommodating growth or future expansion as well as any advanced requirements of N.G.9-1-1 beyond the initial milestone.

Although critical and legislatively mandated, this project has been placed below the line as costs and requirements need further review and current estimates for additional space cannot be accommodated within our debt target. This project and its funding should also be jointly coordinated with other Emergency Services such as Toronto Fire and Toronto Paramedic Services

Facility Realignment / District Model – Other costs

The District Model/Facilities Realignment project will require non-facilities related costs that are currently not in the capital program as they cannot be accommodated within our target. This includes alignment of all systems, processes and organizational structure, preparation of the Communication Services and Telecommunication infrastructure, updating all I.T. applications and systems and future state processes. This program and its capital requirements continue to be reviewed and adjusted to accommodate the full cost of implementing this project.

Body Worn Camera

The proposed Capital Program includes sufficient funding for 2019 to carry out the procurement process including an initial trial deployment. Implementing a B.W.C. program within the Service will involve significant one-time (capital) and /or on-going operating costs. The Service is therefore moving forward very carefully with a potential body worn camera solution. The 2020-2029 Capital Program will include the total cost of this project based on the solution selected.

Connected Officer

The 2019 investment included in the capital program request will provide funding to mature and evaluate the current device deployment, develop efficiency-creating mobile applications, and enhancing accessibility to information to optimize the degree of officer mobility and collaboration that can be achieved.

Based on the results of 2019 evaluation, the 2020-2029 Capital Program will include the remaining costs of deploying the Connected Officer program service-wide.

Global Search

A modernized police agency requires common and consistent access to information through a central portal to increase investigative efficiencies.

Global Search is a web-based content search tool that is designed for front-line, investigative, analytics and administrative members to access all of the organizations data/information in a seamless search.

To date, a trial and proof of concept for this project was funded through the P.E.M. grant. Upon successful completion of this phase, the results and business case will be evaluated for inclusion into the 2020-2029 capital program.

Body Scanners – Place holder

The Service recognizes the inherent risk faced with level 3 searches (strip searches) and is committed to increasing the level of dignity and respect during search processes, while also minimizing the Service's risk of receiving complaints, civil claims and related investigations. The Full Body Scanner (F.B.S.) is capable of scanning the body using x-ray technology in order to detect metallic and non-metallic objects located on a person. The increased capacity to detect weapons and other contraband will increase safety of

all persons. Currently the Service is conducting a pilot project in one division. The pilot will be evaluated. Depending on the results, inclusion into the capital program in future years will be considered. Cost estimates are not available at this time.

Enterprise Document Management – Place holder

An enormous collection of paper-based information exists throughout the Service. It is expensive and inefficient to create, collect, file, archive, retrieve, reproduce and transport the information. The primary goal of an Enterprise Document Management (E.D.M.) system is to store, control, monitor, and report on a repository of document files. This digital technology is expected to generate significant administrative and cost efficiencies and greater information accessibility and transparency.

Closed-Circuit Television (C.C.T.V.) Expansion – Place holder

The expansion of the C.C.T.V. program from 34 to 74 cameras was tabled at the TPSB at the July 19, 2018 meeting and at the July 23, 2018 City Council meeting as one of the measures to reduce Guns and Gang violence in the City. The TPSB approved the project subject to funding being provided by the City or other levels of government. City Council approved a motion to enter into the necessary agreements with other levels of government to fund this project. An application to fund this project was submitted to the Provincial Guns and Gang Reduction grant and Federal National Crime Prevention Strategy grant. The expansion of C.C.T.V. was not approved by the Province as part of Guns and Gangs grant. The Service is waiting to hear back from the Federal government before pursuing additional funding from the City for this program.

Conclusion:

A detailed review of all projects in the Service's 2019-2028 Capital Program request has been conducted to ensure the Capital Program reflects the priorities of the Service and is consistent with the Service's strategic objectives. The Capital Program request is also in line with City provided debt targets. The 2019 - 2028 Capital Program has a 2019 net request of \$29.6M (excluding cash flow carry forwards from 2018), and a net total of \$218M for the ten-year period.

The Service's 2019-2028 Capital Program request continues to be in a transitional state, as the Service awaits information that will allow more informed decision making regarding our facilities and technological requirements.

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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PRELIMINARY 2019-2028 Capital Program Request (\$000s)

Project Name	Plan	2019	2020	2021	2022	2023	Total	2024	2025	2026	2027	2028	Total	Total	Total
	to end of 2018						2019-2023 Request						2024-2028 Forecast	2019-2028 Program	Project Cost
Projects In Progress															
State-of-Good-Repair - Police		4,400	4,400	4,400	4,400	4,400	22,000	4,400	4,400	4,400	4,400	4,400	22,000	44,000	44,000
Transforming Corporate Support (HRMS, TRMS)	5,735	1,700	1,000				2,700		0	0	0	0	0	2,700	8,435
54/55 Amalgamation	6,203	0	6,252	11,625	7,000	4,697	29,574	3,448	0	0	0	0	3,448	33,022	39,225
32/33 Amalgamation	200	4,790	5,950	1,000	0	0	11,740	0	0	0	0	0	0	11,740	11,940
41 Division	395	4,561	16,622	14,850	2,500	0	38,533	0	0	0	0	0	0	38,533	38,928
Enterprise Business Intelligence	9,417	1,300	0	0	0	0	1,300	0	0	0	0	0	0	1,300	10,717
Radio Replacement	19,720	4,114	5,949	5,074	3,292		18,429			0	14,141	4,250	18,391	36,820	56,540
Total, Projects In Progress	41,669	20,865	40,173	36,949	17,192	9,097	124,276	7,848	4,400	4,400	18,541	8,650	43,839	168,115	209,784
Upcoming Projects															
Automated Fingerprint Identification System (A.F.I.S.) Replacement	0	3,053	0	0	0	0	3,053	3,053	0	0	0	0	3,053	6,106	6,106
NG 911		500	4,000	500	0	0	5,000	0	0	0	0	0	0	5,000	5,000
Body Worn Camera - Phase II	500	1,000	2,000	0	0	0	3,000	0	0	0	0	0	0	3,000	3,500
Connected Officer		800	0	0	0	0	800	0	0	0	0	0	0	800	800
12 Division Renovation		1,800	5,200	2,000	0	0	9,000	0	0	0	0	0	0	9,000	9,000
13 Division New Build		0	0	372	6,500	17,330	24,202	14,170	2000	0	0	0	16,170	40,372	40,372
22 Division New Build		0	0	0	0	400	400	6,500	18500	13,000	2,000	0	40,000	40,400	40,400
51 Division Major Expansion		0	0	0	0	0	0	0	0	1,500	3,000	2,530	7,030	7,030	7,030
District Model		2,900	1,687	1,535	1,071	0	7,193	0	0	0	0	0	0	7,193	7,193
43 Division Major Interior Renovation			300	2,100	1,600	0	4,000	0	0	0	0	0	0	4,000	4,000
Property & Evidence Warehouse Racking	0	0	40	0	0	1,000	1,040	0	0	0	0	0	0	1,040	1,040
Total, Upcoming Capital Projects:	500	10,053	13,227	6,507	9,171	18,730	57,688	23,723	20,500	14,500	5,000	2,530	66,253	123,941	124,441
Total Reserve Projects:	0	34,878	28,759	24,110	27,254	25,330	140,332	37,866	23,825	27,003	31,665	22,395	142,755	283,088	283,088
Total Gross Projects	42,169	65,796	82,159	67,566	53,617	53,157	322,296	69,437	48,725	45,903	55,206	33,575	252,847	575,144	617,313
Funding Sources:															
Vehicle and Equipment Reserve	0	(34,878)	(28,759)	(24,110)	(27,254)	(25,330)	(140,332)	(37,866)	(23,825)	(27,003)	(31,665)	(22,395)	(142,755)	(283,088)	(283,088)
Grant Funding- Connected Officer	(2,632)						0						0	0	(2,632)
Funding from Development Charges	(30,610)	(1,342)	(16,214)	(16,110)	(8,612)	(6,776)	(49,054)	(6,776)	(6,789)	(6,367)	(4,000)	(1,077)	(25,009)	(74,063)	(104,673)
Total Funding Sources:	(33,242)	(36,220)	(44,973)	(40,220)	(35,866)	(32,106)	(189,386)	(44,642)	(30,614)	(33,370)	(35,665)	(23,472)	(167,764)	(357,151)	(390,393)
Total Net Debt-Funding Request:		29,576	37,186	27,346	17,751	21,051	132,910	24,795	18,111	12,533	19,541	10,103	85,083	217,993	226,920
5-year Average:							26,582						17,017	21,799	
City Target:		40,137	33,125	28,740	20,768	10,140	132,910	14,229	16,507	17,306	18,541	18,500	85,083	217,993	
City Target - 5-year Average:							26,582						17,017	21,799	
Variance to Target:		10,561	(4,061)	1,394	3,017	(10,911)	0	(10,566)	(1,604)	4,773	(1,000)	8,397	0	0	
Cumulative Variance to Target			6,500	7,894	10,911	0		(10,566)	(12,170)	(7,397)	(8,397)	0			
Variance to Target - 5-year Average:							0						0	0	

PRELIMINARY 2019-2028 VEHICLE AND EQUIPMENT RESERVE(\$000s)

Project Name	Plan											Total	Total	Total	
	to end of 2018	2019	2020	2021	2022	2023	2019-2023 Request	2024	2025	2026	2027	2028	2024-2028 Forecast	2019-2028 Program	Project Cost
Other than debt expenditure (Draw from Reserve) for Life Cycle Replacement															
Vehicle and Equipment	81,247	6,951	6,954	7,436	6,495	6,495	34,332	6,495	6,495	6,495	6,495	6,495	32,476	66,809	66,809
Remote Operated Vehicle (ROV) Marine unit	0	0	0	0	0	0	0	0	110	0	0	0	110	110	110
Workstation, Laptop, Printer	43,855	3,904	4,364	3,369	3,278	2,170	17,085	5,551	5,247	3,453	2,381	3,600	20,232	37,317	37,317
Servers	37,819	5,930	4,441	3,634	2,325	4,113	20,443	6,512	4,678	3,825	3,825	3,825	22,665	43,108	43,108
IT Business Resumption	19,479	3,980	787	2,297	660	2,716	10,440	2,163	831	2,824	2,824	2,824	11,466	21,906	21,906
Mobile Workstations	15,552	9,144	1,000	0	0	300	10,444	9,144	1,000	0	0	300	10,444	20,888	20,888
Network Equipment	16,656	2,400	2,900	1,750	2,250	3,750	13,050	4,350	0	5,500	5,500	1,750	17,100	30,150	30,150
Locker Replacement	3,513	48	168	540	540	540	1,836	540	540	540	540	540	2,700	4,536	4,536
Furniture Replacement	8,510	500	500	500	500	500	2,500	500	500	500	500	500	2,500	5,000	5,000
Automatic Vehicle Locator (A.V.L.)	1,498	0	1,750	0	0	0	1,750	0	1,750	0	0	0	1,750	3,500	3,500
In - Car Camera	4,263	0	0	500	2,750	2,250	5,500	0	0	0	0	0	0	5,500	5,500
Voice Logging	1,111	350	0	0	0	0	350	350	0	0	0	0	350	700	700
Electronic Surveillance	1,905	350	0	0	0	0	350	550	0	0	0	0	550	900	900
Digital Photography	758	0	292	316	0	0	608	0	292	316	0	0	608	1,216	1,216
eTicketing	125	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Voicemail / Call Centre	852	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Digital Video Asset Management (D.V.A.M. I & II)	3,092	1,045	1,060	1,890	665	855	5,515	385	326	1,825	650	650	3,836	9,351	9,351
Asset and Inventory Mgmt. System	23	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Property & Evidence Scanners	23	40	0	0	0	0	40	40	0	0	0	0	40	80	80
Divisional Parking Lot Network (D.P.L.N.)	499	0	1,500	0	0	0	1,500	0	0	0	1,600	0	1,600	3,100	3,100
Small Equipment (e.g. telephone handset)	1,220	0	750	750	0	0	1,500	0	0	750	750	0	1,500	3,000	3,000
Small Equipment - test analyzers	870	0	0	580	580	0	1,160	0	0	0	0	0	0	1,160	1,160
Small Equipment - In Car Camera (I.C.C.)	156	158	150	158	150	158	774	150	158	150	158	150	766	1,540	1,540
Microphones	788	78	20	70	64	78	310	40	72	82	58	70	322	632	632
Small Equipment - Video Recording Equipment	17	0	47	30	17	0	94	81	0	17	30	0	128	222	222
Small Equipment - Auditorium Audio and Visual Equipment	0	0	0	0	500	0	500	0	0	0	0	0	0	500	500
Radar Unit Replacement	1,017	0	9	15	12	195	231	78	176	52	231	99	636	867	867
Livescan Machines	797	0	0	0	0	0	0	540	0	0	0	0	540	540	540
Wireless Parking System	4,238	0	0	0	5,523	0	5,523	0	0	0	5,523	0	5,523	11,046	11,046
Closed Circuit Television (C.C.T.V.)	752	0	275	275	0	0	550	0	300	300	0	0	600	1,150	1,150
Automated External Defibrillator (A.E.D.s.)	24	0	100	0	12	0	112	42	0	12	0	12	66	178	178
Fleet Equipment	500	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Security System	1,600	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Conducted Energy Weapon (CEW)	1,302	0	1,350	0	0	1,210	2,560	0	1,350	0	0	1,210	2,560	5,120	5,120
Marine Vessel Electronics	481	0	0	0	585	0	585	0	0	0	600	0	600	1,185	1,185
911 PBX Replacement	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Connected/Mobile Officer - 700 Devices	0	0	342	0	348	0	690	355	0	362	0	370	1,087	1,777	1,777
Total Reserve Projects:	254,542	34,878	28,759	24,110	27,254	25,330	140,332	37,866	23,825	27,003	31,665	22,395	142,755	283,088	283,088

2019-2028 CAPITAL BUDGET REQUEST (\$000s)

ATTACHMENT C

UP-COMING PROJECTS - FACILITY REALIGNMENT/DIVISIONAL MODEL

Projects	2019	2020	2021	2022	2023	Total	Total	Total
						2019-2023	2024-2028	2019-2028
District Model - 12 Division Renovation	1,800	5,200	2,000	0	0	9,000	0	9,000
District Model - 13 Division New Build	0	0	372	6,500	17,330	24,202	16,170	40,372
District Model - 22 Division New Build	0	0	0	0	400	400	40,000	40,400
District Model - 51 Division Major Expansion	0	0	0	0	0	0	7,030	7,030
District Model - other (IT, Communication, Telecom, Other)	2,900	1,687	1,535	1,071	0	7,193	0	7,193
District Model - 43 Division Major Interior Renovation		300	2,100	1,600	0	4,000	0	4,000
Total, Upcoming Capital Projects:	4,700	7,187	6,007	9,171	17,730	44,795	63,200	107,995



Toronto Police Services Board Report

January 11, 2019

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

**Subject: Toronto Police Service Parking Enforcement Unit – 2019
Operating Budget Request**

Recommendation(s):

It is recommended that the Toronto Police Services Board (Board):

- (1) approve a 2019 net Operating Budget request of \$46.7 Million (M), a zero increase from the 2018 net budget;
- (2) forward a copy of this report to the City of Toronto's (City) Chief Financial Officer for information; and
- (3) forward a copy of this report to the City Budget Committee for approval.

Financial Implications:

The Toronto Police Service Parking Enforcement Unit's (P.E.U.) 2019 net operating budget request is \$46.7M (\$48.3M gross) which is a 0.0% increase over 2018 net operating budget. This request does not include the 2019 impact of the labour contract settlements for Toronto Police Association (T.P.A.) members.

Background / Purpose:

The purpose of this report is to provide the Board with P.E.U.'s recommended 2019 operating budget request. The report includes information on the level of funding required in 2019 to provide parking enforcement services to the City of Toronto (City), based on the current service delivery model.

Discussion:

The P.E.U. assists with the safe and orderly flow of traffic by responding to parking concerns and enforcing applicable municipal by-laws. The unit also provides operational support to the Toronto Police Service (Service). The P.E.U. operating budget is separate from the Service's operating budget, and is included in the City's consolidated Parking Tag Enforcement Operations budget, which is comprised of the following:

1. Police P.E.U. – responsible for the enforcement program, based on municipal by-laws, community based parking programs and Municipal Law Enforcement Officer (M.L.E.O.) training and oversight;
2. Revenue Processing – responsible for processing and collecting fines for all parking tickets issued in the City;
3. City Court Services, Judicial Processing – responsible for supporting and administering the Administrative Penalty Tribunal. Council appointed Hearing Officers have final authority in the review of Screening Officer decisions; and
4. City Legal Services – responsible for administering the dispute review process at screening offices.

Parking Enforcement Unit Responsibilities:

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

Parking Tag Revenues:

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

2019 Parking Assumptions:

In preparing the 2019 operating budget for the P.E.U., the following assumptions were made:

- No additional positions added to P.E.U.'s staffing complement;
- Replacement of P.E.O.s continues, based on attrition estimates;
- Where possible, required budget increases were absorbed into existing funding amounts; and
- Budget request took into account historical spending, where appropriate.

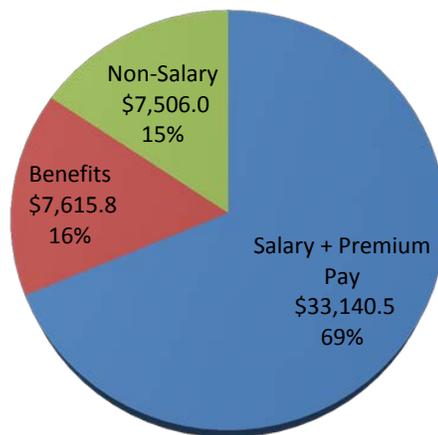
It should be noted that the Transformational Task Force's The Way Forward report includes a recommendation regarding possible alternate service delivery models for Parking Enforcement, and an external consultant has been engaged by the City to conduct this review. Accordingly, at this time, the 2019 request is based on the current service delivery model. However, in order to improve the effectiveness and efficiency of enforcement activities, a pilot is currently underway wherein 23 parking enforcement officers were moved from 330 Progress to the Service's facility at 9 Hanna. This move was made to reduce unproductive travel time by bringing the officer closer to where they enforce in the downtown core. Assuming the pilot is successful, this approach will be expanded to other areas of the City.

2019 Operating Budget Request:

The 2019 operating budget request of \$46.7M (\$48.3M gross) includes the funding required to maintain an average deployed strength of 357 P.E.O.s (the approved deployment target), as well as services and equipment required to effectively support operations. In order to ensure optimal staffing levels to meet operational demands, the Unit works to maintain the approved staffing target, on average, throughout the year.

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

2019 Gross Parking Enforcement Budget (000s)



The following summarizes the key cost pressures included in the 2019 Operating Budget Request.

Summary of 2019 Budget Request Changes by Category

	Request \$000s	\$ Increase / (Decrease) over 2018	% Increase / (Decrease) over 2018
2018 Net Budget - \$46,722,600			
(a) Impact of 2019 Salary Settlement	\$0.0	\$0.0	0.00%
(b) Salary Requirements	\$30,769.8	-\$114.2	-0.24%
(c) Premium Pay	\$2,370.7	-\$187.3	-0.40%
(d) Statutory Deductions and Employee Benefits	\$7,615.8	\$226.0	0.48%
(e) Reserve Contributions	\$2,813.4	\$0.0	0.00%
(f) Other Expenditures	\$4,692.6	\$75.5	<u>0.16%</u>
2019 Gross Budget Request	\$48,262.3	\$0.0	0.00%
(g) Revenues	-\$1,539.7	\$0.0	<u>0.00%</u>
2019 Net Budget Request	\$46,722.6	\$0.0	0.00%

(a) Impact of 2019 Collective Agreement

The current collective agreement with the Toronto Police Association (T.P.A.) and Senior Officers' Organization (S.O.O.) was expired on December 31, 2018, and as a result, there is no agreement yet in place for 2019 for parking enforcement members. As the cost of the salary settlement is not known at this time, the impact is not included in the 2019 P.E.U. Operating Budget Request. However, the City will make an estimated provision in its corporate accounts for this purpose.

(b) Salary Requirements (\$30.8M)

The 2018 operating budget submission took into account savings from the hiring moratorium. The 2019 requested budget still maintains gapping, but will to allow the P.E.U. to work towards an average deployed strength of 357 P.E.O.s.

(c) Premium Pay (\$2.4M)

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

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

- Provide a fair and equitable dispute resolution process for parking disputes, ensuring that individuals who contest an administrative penalty (i.e. parking fines) for a parking violation will receive an impartial review in a timely manner, ideally within 60 days.

- Provide customers with greater access to dispute resolution services through the implementation of processes and technologies, including on-line options for disputing or paying a penalty, that are more accessible and efficient than those currently allowed under the Provincial Offences Act.
- Allow the City sufficient flexibility to respond to fluctuating parking dispute levels, while building capacity within the court system for the processing of offences that are more serious.
- Help the City regulate the flow of traffic by promoting compliance with its by-laws respecting the parking, standing, or stopping of motor vehicles.

The total premium pay budget request for 2019 is \$2.4M. This budget represents a \$0.2M or 0.4% decrease over P.E.U.'s total 2018 budget, as a result of an anticipated decrease in required court attendance due to the implementation of the A.P.S.

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

This category of expenditure represents an increase of \$226,000 or 0.48% over P.E.U.'s total 2018 budget. Employee benefits are comprised of statutory payroll deductions and requirements as per the collective agreements. Canada Pension Plan rates have increased from 2018 and costs have increased slightly for employee benefits.

(e) Reserve Contributions (\$2.8M):

The P.E.U. contributes to reserves and reserve funds through provisions from its operating budget. All reserves and reserve funds are established by the City. The City manages the Sick Pay Gratuity and Insurance reserves, while the Service manages the remaining reserves (the Vehicle and Equipment and Central Sick Bank reserves). The total 2019 budget for contributions to the reserves is \$2.8M. This budget is the same as P.E.U.'s 2018 budget.

(f) Other Expenditures (\$4.7M)

Other expenditure categories include the materials, equipment and services required for day-to-day operations. Wherever possible, accounts within this category have been flat-lined or reduced from the 2018 level. Changes have only been included where considered mandatory, and one-time reductions have been taken into account where applicable. The total increase for these expenditures is \$0.1M or 0.2% over the 2018 budget, and is mainly due to increased maintenance costs for the handheld ticketing devices.

(g) Revenues (\$1.5M)

Revenue is comprised of draws from reserves and towing/pound administrative recoveries. This budget is the same as P.E.U.'s total 2018 budget.

2019 and 2020 Outlooks:

City Finance has requested that budget outlooks for 2020 and 2021 be provided for each budget. Based on known pressures and inflationary increases, the current estimate for 2020 is \$47.5M (a \$0.8M or 1.7% increase over 2019) and for 2021 is \$47.7M (a \$0.2M or 0.3% increase over 2020). The 2020 and 2021 outlooks do not include collective agreement impacts, as they are not known at this time.

Conclusion:

The P.E.U.'s 2019 net operating budget request is \$46.7M, which is the same funding level as the 2018 approved budget.

The 2019 budget request includes the funding required to maintain the approved establishment of P.E.O.s, as well as the necessary supporting infrastructure. This budget request will allow the P.E.U. to provide enforcement services to promote compliance and improve the traffic flow within the City.

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

January 16, 2019

To: Toronto Police Services Board

From: Andy Pringle
Chair

Subject: Toronto Police Services Board 2019 Operating Budget Request

Recommendation(s):

It is recommended that the Toronto Police Services Board:

1. Approve 2019 net Operating Budget of \$2,458,300, over a 2018 adjusted budget of \$2,309,100;
2. Forward a copy of this report to the City of Toronto Budget Committee for approval; and,
3. Forward a copy of this report to the City of Toronto's Chief Financial Officer for information.

Financial Implications:

The Board is seeking a 2019 operating budget request of \$2,458,300, which amounts to a moderate increase of \$149,200 for 2019. With this request, the Board's operating budget would contain no increase in any area as compared to its 2018 operating budget, with the exception only of salary and benefits increases to hire 1.5 new staff and reclassify an existing position to meet new demands.

Background / Purpose:

Last year, the Board's budget contained a 0% increase, and in addition, was actually lower than the Board's budget in previous years (e.g. 2014). The Board has also previously eliminated existing full-time positions within the Board Office. The Board has taken these steps to prudently control and reduce its costs, where possible. However, the more complex and demanding nature of police boards' role requires some investment for the Board to meet its statutory obligations.

The Board's legislative responsibilities

Among its core legislative responsibilities under the *Police Services Act*, the Board must:

- ensure the provision of adequate and effective policing within the City of Toronto;
- generally determine the objectives and priorities for police services in the City, after consultation with the chief of police;
- approves a budget for submissions to the City;
- negotiates the collective agreements with the associations that represent the employees of the police service;
- establish policies for the effective management of the police service;
- appoint the members of the police service; and
- recruit the chief of police, deputy chiefs of police and monitor the performance of the chief of police.

Robust and independent governance

The need for robust and independent civilian police governance is core to the legislative system in the *Police Services Act*. As the report of the Honourable John W. Morden described:

The responsibility of police boards is considerable. Through their policy-making and resource allocation powers, police boards shape the way in which policing is done. Therefore, effective fulfillment of the governance role that police boards play ensures that decisions made and actions taken by police are reflective of the community's values. (Hon. John W. Morden, *Independent Civilian Review into Matters Relating to the G20 Summit* (June 2012) at p. 6).

The important role and function of a police board in providing independence to the governance process, while being proactive on issues impacting members of the municipality's community, was more recently underscored in the report by the Ontario Civilian Police Commission concerning the Thunder Bay Police Services Board:

These problems can be traced back to an absence of leadership from the Board. Under the authority of the PSA, police service boards are mandated to provide civilian oversight and to develop policies and plans reflecting the entire community's best interests. While no board has a mandate to engage in operational matters, it is clearly the responsibility of the TBPSB to identify critical issues and trends, and to address them through direction,

proactive policy development, and planning. (Ontario Civilian Police Commission, *Thunder Bay Police Services Board Investigation – Final Report* (November 2018) at vii.)

The need for some investment to meet increasing demands and complexity

Given the increased demand on police services, a significant modernization agenda that serves as the Board's business plan for 2017 to 2020, and the emphasis on independent police governance in leading recent reports, it is necessary to invest in the Board Office so it can continue to provide the professional services the Board depends on. The Board, as the employer of the police service, currently discharges its legislative duties for a police service that has:

- 5,012 uniform employees and 2,365 civilian employees;
- a total operating budget of \$996.5M (2018) for Police, \$44.7M for Parking and a ten-year capital expenditure budget of \$263.9M (2018-2027);
- a new collective agreement with the Toronto Police Association that will be negotiated in 2019; and
- a changing legislative environment with a review of the *Safer Ontario Act* and other key policing legislation currently in progress.

In addition, all metrics suggest that the demand for police services in Toronto has increased alongside the increasing municipal population. As the largest city in the country, Toronto is not only home to over 2.7 million residents, but also a place to which people from across the Greater Toronto Area come daily to work, enjoy entertainment and spend time. As a result, the Service had approximately 5 million contacts with members of the public in 2018.

Investment in continuing to push the transformation agenda forward

An increased demand on the delivery of adequate and effective police services will require robust, professional and effective governance from the Board. This is especially so in an environment that has embraced transformation, flowing from the work of the Transformational Task Force and its final report, *The Way Forward*. The Board has committed, "as governors...to hold the Service accountable for action that results in real change" and transformation in the manner police services are delivered in Toronto (*The Way Forward* (January 2011) at p. 4).

As the demand on policing grows and the implementation of transformation continues, the governance issues the Board must address have become more complex.

Therefore, some increase to the Board Office to support the Board's legislative function and maintain its commitment to the public has become necessary.

Discussion:

A table outlining the 2019 Board operating budget request is included at the end of this report.

Non-salary Accounts

The requested budget does not include any new initiatives or programs.

In terms of non-salary accounts, when the amounts allocated for (i) the City Legal chargeback, (ii) chargeback for external labour relations legal counsel, and (iii) ongoing consulting costs arising from a Memorandum of Settlement with the Ontario Human Rights Commission are factored out of the budget, the total non-salary costs proposed in the 2019 budget amount to approximately \$100,000.

Based on this proposal, there will be no funds available should the Board require legal advice from counsel outside of the City's Legal Division or from the Board's contracted labour relations law firm. Similarly, no funds will be available should the Board require any additional external consulting advice or professional services. Legal expenditures are difficult to predict as they are often incurred in response to an action or event that cannot be predicted. Recent settlement statistics related to labour disputes and grievances do indicate that fewer matters proceed to a hearing; however, the matters that do proceed to hearings are increasingly complex. With the implementation of projects and initiatives from *The Way Forward*, it is anticipated that there will be an increased frequency of labour relations legal expenditures in 2019. Due to the complexity and in many cases novel features of these files, they will likely consume substantial legal resources, including time for hearing preparation.

The proposed 2019 budget also includes limited funding for important professional development and learning opportunities for Board members and Board Office staff, including funds for their attendance at annual conferences hosted by the Ontario Association of Police Services Boards and the Canadian Association of Police Governance. These events provide opportunities to learn about best practices in the police governance field, consult with colleagues across the province about common issues, and create learning opportunities for application.

Independent Missing Persons Review

In 2018, the Board approved terms of reference for an independent review of the policies, practices and actions of the Board and the Toronto Police Service in relation to missing person reports and investigations ("the Review"). The Board also approved a request to the City of Toronto's Executive Committee to allocate and transfer to the Board funding for the review in an amount not to exceed \$3.0M and that such funds be made available to the Board beginning in 2018 and until the conclusion of the Review. Subsequently, Toronto City Council, at its July 23, 2018 meeting, approved up to \$3.0M for the Review, including an increase to the 2018 operating budget of the Board by \$0.6M on a onetime basis funded from the Tax Rate Stabilization Reserve for the 2018 costs. The Board will only draw on the reserve to the extent needed to fund the expenditure associated with the Review.

The funds associated with the Review are reflected in the "Other Expenditures" and "Revenue" line items on the chart that is found at the conclusion of this report. These line items fluctuate based on when the funds are expected to be needed for the Review and result in a net zero impact to the Board budget.

Salary and Benefit Accounts

The budget request in the Board's salary and benefit accounts, totalling \$1,176,000 (an annualized cost of \$1,280,200) includes salary/benefits for its approved staff complement, for the Council-established Board Member remuneration, and for some additional staffing costs.

i. Current Board Office and staff functions

The Board Office's current staffing complement is six, comprised of: an Executive Director; Senior Advisor; Board Administrator; Researcher; Executive Assistant to the Chair; and, Administrative Assistant. Together, these staff members provide all of the governance, policy, research, communications, government relations and administrative support the Board requires to deliver its legislative civilian oversight function. The work performed by the staff is fundamentally linked to the Board's ability to provide adequate and effective police services to the community.

The volume of Board work over the course of the year is significant. All of this work requires professional services support delivered by the small Board Office staff. Some of these professional services include:

- organizing and facilitating monthly confidential and public Board meetings, often with agendas that include dozens of items for discussion and decision;
- supporting Board oversight of the complaints process, including reviewing the information provided by the Service with respect to complaints;
- engaging in the oversight of litigation and other legal matters, including Coroner's Inquests and other public interest inquiries;

- supporting the Board's review, approval and/or modification of the Service's operating and capital budget submissions, as well as the submissions for Parking Enforcement;
- engaging with the Toronto Police Association and Senior Officers' Organization concerning labour relations and collective agreement matters;
- conducting research and work to support the development of policies and policy positions for the Board's consideration;
- reviewing best practices across Ontario and other jurisdictions as the Board develops its priorities and objectives;
- serving as the point of contact for members of the public on a wide variety of issues, complaints and where information is sought; and
- acting as a liaison to the municipal, provincial and federal government on a range of policing issues impacting the Board and the Service.

The Board Office must maintain the capacity to deliver on statutory, regular business (e.g. Board meetings), but also on anticipated policy and other issues that require independent research and consideration. It falls to Board Office staff to discharge these professional services so that the Board is best-equipped to make the ultimate governance decisions required of it.

It is becoming increasingly difficult to meet the significant and evolving governance and public demands of the Board with the Board's limited staff. In addition, the Board's ability to provide support for proactive and strategic policy matters is increasingly challenged given the volume of day-to-day demands. As was noted in Justice Morden's *Independent Civilian Review into Matters Relating to the G20 Summit*:

The Board and its staff in the past have increasingly shouldered a heavy burden in carrying out their responsibilities. If my recommendations are implemented this burden will be increased. Likely, this will necessitate the devotion of further resources to support the Board's work. (Hon. John W. Morden, *Independent Civilian Review into Matters Relating to the G20 Summit* (June 2012) at p. 37)

Since receiving and approving Morden's report, the Board has reduced its staff complement by one position and has significantly reduced its budget in response to the City's budget pressures. At the same time, the range of complex policy issues the Board is addressing, communications and media relations demands it must meet, and public requests and correspondence that must be attended to have increased substantially.

- ii. Proposed moderate enhancements to Board Office and staff to meet Board's legislative mandate

The Board Office staff are critical to delivering professional, best-in-class services to support the Board's various functions. The Board Office must be able to function as a fully independent policy, quality assurance, audit, communications, stakeholder

engagement and government relations entity. To continue to support the Board's governance role, the following three staffing enhancements are proposed:

1. New, full-time role for Senior Advisor, Strategic Audit and Governance (2019 request would total \$104,000, annualized cost would total \$172,400)
 - Strategic audit and governance function that permits the Board Office to critically examine Service Procedures, Ministry standards and best practices to: evaluate compliance; identify organizational risks; develop governance strategies for mitigation and correction; and, provide an independent ability to examine international best practices on critical policing issues to inform the Board's perspectives as well as priority and objective-setting for the Service. This will assist the Board is developing its own 'in-house', independent perspective on a range of policing matters as it engages in its governance function.
 - Strategic quality management function that permits the Board Office to evaluate to what extent quality service delivery in both the Service's operation and administration is maintained, including by independently measuring: the implementation of external recommendations (e.g. Coroner's Inquests, Independent Reviews, Ontario Human Rights Commission reports; etc.); compliance with court or tribunal-ordered settlements; training standards and best practices; communication processes; and, the success of internal control mechanisms.
 - Provides the Board Office with a valuable independent perspective to the evaluation of Service compliance with operational, program, financial and administrative requirements. This independence would alleviate the need to rely on the Service for these functions, and better inform the Board's governance and oversight decisions.

2. New, half-time role for Administrative Assistant (2019 request would total \$26,300, annualized cost would total \$41,000)
 - Review and draft responses to an increasing volume of public correspondence and inquiries; organize and maintain Board Office files and develop electronic filing system; conduct general Board Office budget administration.
 - Will also provide administrative support to Board Office staff and Board Advisory Panels.
 - Provide general administrative support to Board members.

3. Reclassify existing Administrative Assistant role to Executive Assistant to the Executive Director (2019 request would total \$18,900, annualized cost would total \$32,800)
 - Provide high-level support to the Executive Director in relation to all new functions that role has assumed.
 - Provide day-to-day Board budget management; respond to public inquiries and complaints; follow up on action items and reports arising from Board meetings on behalf of the Executive Director.
 - Engage in all scheduling, review correspondence and draft responses for the Executive Director's review, and manage the interface with all stakeholders with whom the Executive Director engages on a regular basis (e.g. Chief's Office, Mayor's Office, City of Toronto offices and departments, Government of Ontario, etc.)
 - Provide support to Executive Director in relation to internal and external meeting preparation, and attend certain meetings to create record of meetings, action items, etc.

Safer Ontario Act and Possible Legislative Changes

Following the provincial election of 2018, the new government announced that it was reviewing the *Safer Ontario Act* to determine what changes it would make to this provincial policing legislation. No specific timeline has been announced as to when these changes would be consulted on or tabled.

The Board will assess the impact of any changes made by the provincial government. The Board's 2020 budget request will address any financial pressures that may arise from these changes.

Conclusion:

As policing becomes more complex in Toronto, so too does the governance function that supports it. In order to continue to provide the Board with robust and professional staff support, some moderate investment in the Board Office is required.

Respectfully submitted,



Andy Pringle
Chair

2019 Proposed Operating Budget

Toronto Police Services Board

	2018 Budget	2019 Request	Change	2020 Outlook	Change
Salaries & Benefits	1,037.2	1,176.0	138.8	1,280.2	104.2
Reserves	529.0	529.0	0.0	529.0	0.0
Other Expenditures	1,867.9	3,053.3	1,185.4	1,821.1	(1,232.2)
Total Gross Request	3,434.1	4,758.3	1,324.2	3,630.3	(1,128.0)
Revenue	(1,125.0)	(2,300.0)	(1,175.0)	(1,075.0)	1,225.0
Total Net	2,309.1	2,458.3	149.2	2,555.3	97.0



Toronto Police Services Board Report

November 29, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Special Constable Appointments - December 2018

Recommendation:

It is recommended that the Board approve the appointments and re-appointments of the individuals listed in this report as special constables for the Toronto Community Housing Corporation (T.C.H.C.) and the Toronto Transit Commission (T.T.C.), subject to the approval of the Minister of Community Safety and Correctional Services.

Financial Implications:

There are no financial implications relating to the recommendations 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 requests from T.C.H.C. and T.T.C. to appoint the following individuals as special constables:](#)

Table 1 Name of Agency and Special Constable Applicant

Agency	Name	Status Request
T.C.H.C.	Allan Britton	Appointment
T.T.C.	Jeffrey Green	Appointment
T.T.C.	Christopher Sheppard	Appointment
T.T.C.	Michael Gallagher	Appointment
T.T.C.	Tuan-Kiet Doan	Appointment
T.T.C.	Elton Wong	Appointment
T.T.C.	Liam Conway	Appointment
T.T.C.	Atanas Raffaello	Appointment
T.T.C.	Adrian Zemko	Appointment
T.T.C.	Omar Hardtman	Appointment
T.T.C.	Leonardo Polo	Appointment
T.T.C.	Nathaniel Robb	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 individuals who are being recommended for appointment or re-appointment as special constables. The Service’s Talent Acquisition 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 T.C.H.C. and T.T.C. have advised the Service that the above individuals satisfy all of the appointment criteria as set out in their agreement with the Board. The agencies’ approved strength and current complements are indicated below:

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

Agency	Approved Strength	Current Complement
T.C.H.C.	160	117
T.T.C.	N/A	54

Conclusion:

The 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.C.H.C. and T.T.C. 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:kb

BoardReportTCHCTTCDecember2018.docx



Toronto Police Services Board Report

December 21, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: 2019 Vehicle Purchases

Recommendation(s):

It is recommended that the Toronto Police Services Board (Board) approve a contract award to Yonge-Steeles Ford (for Ford vehicles) for the purchase of Parking Enforcement and unmarked vehicles for 2019.

Financial Implications:

The Toronto Police Service's (Service) approved 2018-2027 capital program (Min. No. P227/17 refers) includes \$5.6 Million (M) of funding in 2019 for the lifecycle replacement of vehicles from the Service's vehicle and equipment reserve (Reserve). This program included costs based on the current Service vehicle standard, the Ford Taurus that is no longer being manufactured. At its meeting of August 23, 2018 (Min. No. P169/2018 refers) the Board approved the purchase of Ford Police Interceptor Utility Patrol Vehicles from Yonge-Steeles Ford at an estimated cost of \$2.8M. This resulted in an incremental funding increase of \$672,000 that was included in the 2019-2028 capital program submission for a total of \$6.3M for 2019.

The purchase of Parking Enforcement and unmarked vehicles from Yonge-Steeles Ford, based on current lifecycles requirements is estimated at \$1.3M, including taxes. The remaining \$2.2M cash flow requirement in the Reserve will be utilized to purchase other vehicle makes.

Background / Purpose:

In the past, as per Financial By-Law 147 (By-Law), the Service reported annually on all purchases exceeding \$500,000, which were made utilizing agreements created through the Police Cooperative Purchasing Group (P.C.P.G.), the City of Toronto or Ontario Shared Services (e.g. piggybacks).

In 2018, Purchasing Services in conjunction with the City Solicitor reviewed the By-Law in detail and it was determined that the current By-Law requires Board approval each time the Service piggybacks onto an existing agreement with an anticipated overall value exceeding \$500,000.

Accordingly, the purpose of this report is to obtain Board approval for the purchase of unmarked and Parking Enforcement Ford Vehicles.

Discussion:

The P.C.P.G. is a group comprised of representatives from various police services within the province of Ontario. The Service is one of the founding agencies and a long-standing member of this collective purchasing group. On an annual basis, Canadian representatives of automotive manufacturers provide set pricing for members of the P.C.P.G. This pricing is based on bulk vehicle purchases by members.

The Service is requesting that it use the P.C.P.G based pricing for its Parking Enforcement and unmarked vehicles. Based on current pricing, it is anticipated that vehicles purchased from Yonge-Steeles Ford will total approximately \$1.3M (including taxes) for the 2019 vehicle lifecycle program.

All vehicle purchases are life-cycled based on the following criteria:

- Marked Vehicles - 7.8 years or 186,500 Kilometres (K.M.S.)
- Plain Vehicles (including Parking Enforcement) - 11 years or 159,000 K.M.S.
- Support - 6 to 11 years, 160,000 to 220,000 K.M.S.
- Motorcycles – 10 years, 80,000 K.M.S.

Conclusion:

It is recommended that the Board approve a contract award to Yonge-Steeles Ford for the purchase of Parking Enforcement and unmarked vehicles for 2019, at an estimated cost of \$1.3M.

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



Toronto Police Services Board Report

January 2, 2019

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Vendor Award – Office Supplies

Recommendation(s):

It is recommended that the Toronto Police Services Board (Board):

1. approve a 20 month contract for office supplies with Corporate Express (o/a Staples Business Advantage) under a provision of the Ontario Education Collaborative Marketplace (O.E.C.M.) Master Agreement (office supplies#2014-195-01) for the period commencing January 1, 2019 and ending August 31, 2020;
2. authorize the Chief of Police to extend this contract for one additional two-year term ending August 31, 2022, subject to satisfactory vendor performance.

Financial Implications:

The Toronto Police Service's (Service) cost for office supplies is approximately \$60,000 per month. Accordingly, the total cost, including taxes, for the initial 20 month contract is estimated at \$1.2 Million (M).

Funding of \$720,000 for 2019 is provided in the Service's 2019 annual operating budget request. Funding for office supplies required in 2020 and the extension years will be included the Service's operating budget request for those years, based on an estimated cost of \$60,000 per month.

These estimates are based on the Service's current requirements and historical spending. However, there is no contractual obligation to purchase any minimum quantities.

Background / Purpose:

As part of the Service's strategic procurement approach and to enable administrative efficiencies, the unit regularly seeks opportunities to piggyback on contracts initiated by other governmental agencies with enabling provisions.

The O.E.C.M. issued a Request for Proposal (R.F.P.) #2014-195 on April 24, 2014. The R.F.P. closed on June 10, 2014 and a total of four proposal submissions were received.

The R.F.P. contained a provision to enter into an agreement with up to three preferred suppliers. On September 1, 2014, O.E.C.M. executed agreements with Corporate Express and Grand & Toy.

The contracts with these preferred suppliers allow interested City agencies, boards, and commissions to participate (piggyback), if they so choose, in the agreements with these two suppliers.

The purpose of this report is to establish a vendor of record for the supply and delivery of office supplies to all units within the Service.

Discussion:

The stationery and office supplies typically fall in the following broad categories, namely;

Core Items – Most frequently ordered office supplies items such as pens, markers and highlighters.

Non-Core Items – Catalogue items ordered from time to time such as file folders, binders and notebooks.

Market Price Items – Typically Information Technology (I.T.) related products such as Universal Serial Bus (U.S.B.) storage devices and printer ink cartridges.

Corporate Express was the highest ranked proponent through the O.E.C.M. competitive process and provides the best percentage discounts on both core and non-core items. Additional advantages of working with Corporate Express are as follows:

- It is the incumbent supplier for stationery and office products. As a result, there will be minimal to no service disruption in staying with this vendor.
- Units will be able to maintain access to the wide variety of products they are already familiar with and have come to use.
- By sourcing all products through a single vendor, rebates on sales volumes can be leveraged. Volume rebates on annual dollar spend have been negotiated to align with the Service current spend pattern. This will result in additional 1.25% to 1.5% savings over and above the available discounts off the list price. Additional rebates in the range of 0.25% to 0.75% are also possible if orders are placed online.

Conclusion:

Corporate Express is the Service's current office supplies vendor, and has a strong track record of performance with the Service. Corporate Express was the highest scoring vendor in O.E.C.M.'s competitive process and offers the best overall value to the Service. It is therefore recommended that the contract for office supplies be awarded to Corporate Express from January 1, 2019 to August 31, 2020, with an option

to renew for one additional two-year term at the discretion of Chief of Police, and subject to satisfactory vendor performance.

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



Toronto Police Services Board Report

January 7, 2019

To: Chair and Members
Toronto Police Services Board

From: Andy Pringle
Chair

Subject: Independent Civilian Review into Missing Persons Investigations – Account for Professional Services

Recommendation(s):

It is recommended that the Board approve payment of an invoice dated November 30, 2018, in the amount of \$58,718.64 and that such payment be drawn from the Board's on-going operating budget for professional services rendered by Honourable Gloria Epstein and Cooper, Sandler, Shime and Bergman LLP.

Financial Implications:

The total amount invoiced to date is \$202,289.28.

Background / Purpose:

The Board established the Independent Civilian Review into Missing Persons Investigations and appointed the Honourable Gloria Epstein as the Reviewer ("the Independent Reviewer"). Ms. Epstein has appointed Cooper, Sandler, Shim and Bergman LLP as Counsel to the Review.

The City has agreed to provide funding to the Board to pay for the cost of the Review (Min.P112/18 refers). The Board has now received the Review's second account for services rendered up to and including November 30, 2018, in the amount of \$58,718.64.

Discussion:

I have attached a copy of the Review's detailed account for services renders, up to and including November 30, 2018, in the amount of \$58,718.64. A detailed statement is included on the in-camera agenda for information.

Conclusion:

It is, therefore, recommended that the Board approve payment of an invoice dated November 30, 2018, in the amount of \$58,718.64, and that such payment be drawn from the Board's on-going operating budget for professional services rendered by Honourable Gloria Epstein and Cooper, Sandler, Shime and Bergman LLP.

Respectfully submitted,



Uppala Chandrasekera

for Andy Pringle
Chair

November 30, 2018

PRIVATE AND CONFIDENTIAL

Mr. Ryan Teschner,
Executive Director
Toronto Police Services Board
40 College St.
Toronto, ON M5G 2J3

Re: The Independent Civilian Review into Missing Persons Investigations – Our File
#CTinv001

FOR SERVICES RENDERED: From November 1, 2018 to November 30, 2018

Total Fees	\$24,204.50	
HST on Fees (13%)	3,146.59	
Total Fees & HST		\$27,351.09
Disbursements Sub-total	\$27,758.89	
HST on Disbursements (13%)	3,608.66	
Total Disbursements & HST		\$31,367.55
TOTAL FEES AND DISBURSEMENTS		\$58,718.64

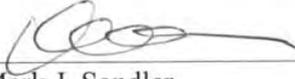
for this account dated November 30, 2018

OUTSTANDING BALANCE **\$45,493.89**

BALANCE OWING **\$104,212.53**

THIS IS OUR ACCOUNT HEREIN

Cooper Sandler Shime & Bergman LLP



Mark J. Sandler

E. & O.E.

Total HST:\$6,755.25
HST #:122552227



Toronto Police Services Board Report

January 10, 2019

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Request to Increase Establishment of Full-time Court Officers and Decrease the Establishment of Part-time Court Officers at Court Services

Recommendations:

It is recommended that the Toronto Police Services Board (Board) approve:

1. An increase in the establishment of full-time Court Officers (C.O.) from the current 380 to 475, which would be an increase by 95 positions;
2. A decrease in the part-time establishment by 95 positions, from 165 to 70.

Background / Purpose:

The Toronto Police Service (Service) currently fills vacancies for full-time C.Os. with part-time C.Os. as vacancies arise. However, the vast majority of part-time C.Os. work full-time hours. With a limited number of full-time positions available, it is recommended that consideration be given to modernizing and transitioning these positions to full-time status in order to reflect the reality of the work these members perform.

Financial Implications:

The budget impact will be negligible, as our current part-time C.Os. are working full-time hours and are therefore compensated at a similar amount as a full-time C.O. It must also be noted that part-time members receive the same employee benefits as full-time members, with the main difference being that employee benefits for part time members are prorated based on their hours worked; however, since part-time C.Os. are currently working full-time hours, the budget impact on employee benefits costs will be negligible as well.

Discussion:

As an element of the Service's modernization plan, the Special Constable program is currently being developed to maximize the utility and support of all aspects of policing operations. By putting the right member, with the right skills, in the right position, the Service is able to increase their capacity to provide a higher quality service.

There are a multitude of roles currently being fulfilled by Special Constables in positions held by Court Officers, Booking Officers, District Special Constables, and Document Servers. The roles played by Court Services members are ever increasing, and demand is at an all-time high. Court Services members are now stationed at Headquarters' security checkpoint, ensuring a safe environment for all in attendance. This new step towards ensuring a safer work environment for staff and visitors attending Headquarters places a strain upon staffing levels. The Ministry of the Attorney General recently installed 4 new security stations at 361 University Avenue, however, it is challenging for the Service to accommodate and staff these stations. A recent review of the new Toronto Court House also reveals that staffing demands are very likely to increase with the proposed plans in place. Based on these three recent developments alone, the retention and recruiting of Court Services members is critical as the Service's modernization plan unfolds and new demands are realized.

The current establishment in Court Services is 545 C.O.s. The C.O. cadre consists of 380 full-time positions and 165 part-time positions. There are currently 4 full-time vacancies, 50 part-time vacancies and 20 new recruits within Court Services for a total of 70 part-time positions. Future classes of approximately 26 C.Os. are anticipated in both February and May, optimistically satisfying the 54 current vacancies.

There are 115 current part-time members, 95 of whom have over 2 years of service, and 40 of that same group have more than 6 years of service. Recalibrating the full-time establishment from 380 to 475 and decreasing the part-time establishment by 95 is what is being proposed. The existing 95 part-time members with over 2 years of service will be reclassified to full-time positions in accordance with the existing reclassification process. Court Services part-time establishment will therefore be reduced to 70 to reflect these 95 reclassifications to full-time status.

The Service currently fills vacancies for full-time C.Os. with part-time C.Os. as vacancies arise. However, the vast majority of part-time C.Os. work full-time hours. The practical effect is that long serving part-time C.Os. are unable to secure a mortgage or obtain a loan based on the fact that they occupy part-time positions, when the reality is that they are working full-time hours. With a limited number of full-time positions available, the Service currently employs 23 part-time C.Os. who have patiently waited over 8 years for full-time employment status. With more than 40 of the part-time C.Os. working at the Service for over 6 years, it is recommended that consideration be given to modernizing and transitioning these positions to full-time status in order to reflect the reality of the work these members perform.

Ensuring that Service members are recognized for the work they perform is essential to safeguarding the talent and experience currently employed, while at the same time, appealing to a new generation in search of career stability. By ensuring C.Os are properly categorized in a way that reflects the nature of their work, the Service aims to retain the experience of the Service's current members, as well as attract potential candidates in a very competitive job market.

Conclusion:

The Service is proposing a full-time establishment increase in Court Services from 380 to 475 while simultaneously decreasing the part-time establishment by 95. With negligible financial implications, and no agility lost in the recalibration to full-time, the gains realized in member job satisfaction, retention, and recruitment are significant.

Deputy Chief Shawna Coxon, Priority Response Command, and Deputy Chief Barbara McLean, Human Recourses 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

MW: ky: sc

Filename: Request to increase full-time establishment at Court Services



Toronto Police Services Board Report

January 15, 2018

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 Toronto Police Services Board (Board):

- 1) approve a contract extension to Korn Ferry Hay Group (Korn Ferry) to continue providing required Human Resources Professional Services to the Toronto Police Service (Service) at an additional estimated cost of \$126,000 (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 Resources (H.R.) professional services to further the Service's initiatives towards a modern performance and talent management framework is estimated to cost \$126,000 (including tax). This initiative will be funded from an approved Policing Effectiveness and Modernization (P.E.M.) grant.

The Service will seek Board approval if a further extension of Korn Ferry is required in the future, to complete other Service initiatives that will enable a modern performance and talent management framework. Any additional work would need to be aligned with the current contract with and expertise of Korn Ferry, and subject to the availability of funds.

Background / Purpose:

In August 2017, the Board approved the Service's request for extending the contractual services of Korn Ferry for additional H.R. services required, which combined with the original contract value already awarded by the Service totalled \$553,445 (including tax).

The purpose of this report is to request Board approval for additional H.R. services required (promotional process review), which combined with the existing contract value

already awarded by the Service, totals \$679,446 (including tax), and therefore requires Board approval under the Board's Financial Control Bylaw 147.

Discussion:

The Way Forward Report outlined 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 professional services for the development of an Organizational Competency Framework for the Service.

The contract was awarded to Korn Ferry at a cost of \$222,582 (including taxes). The vendor commenced work on the Organizational Competency Framework assignment in February 2017 and completed this work in mid-2017.

In addition to the Competency Framework, on August 24, 2017, the Board approved the Service's request to extend the contract with Korn Ferry to continue providing required H.R. Professional Services, to assist with the core values refresh, training recruiting staff on competencies and tools, performance management process and evaluation tools, increasing the contract award to \$553,445 (including tax).

Initiatives Approved in the 2018/2019 P.E.M. Grant:

In January 2018, the Service applied to the Province of Ontario for funding under the 2018/19 P.E.M. grant, for funding for the continuation of the H.R. Transformation initiative to support a modern and sustainable policing organization. In late December 2018, the Service received approval for the funding under the condition that the funds are applied to services requested in the approved grant, and that the services are completed prior to March 31, 2019. The funds were requested to support the following specific initiatives:

- Develop a revamped process for promotion and advancement within the sworn ranks of the Service; and
- Develop a process for succession planning for the Service that would apply to both sworn and civilian ranks in the organization.

Because the Service was only advised in December 2018 that the grants were approved, there is simply not enough time to complete both initiatives. Accordingly, the Service will use approximately \$126,000 (including tax) from the P.E.M. grant to complete a review of the Service's promotional process, including providing analysis of our current process, a survey of best practices within the industry and other similar organizations, and the development of a high-level framework that will guide the building of the promotional program.

Extension of Contract with Korn Ferry for Additional Services:

Within the R.F.P., there was a provision that allows the Service 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 the additional services required are closely aligned with the competency framework and the performance management process developed in partnership with Korn Ferry, and based on the constraints and benefits summarized below, the services required would be best completed by Korn Ferry:

- P.E.M. grant funded initiatives are bound by the conditions of the grant. These conditions include the requirement that services must be delivered before March 31, 2019. 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, the new core values, the performance management process and all other services. The Service is also confident that it has the expertise to effectively deliver the additional services required to support the H.R. 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.

Conclusion:

In order to properly support the recommendations in The Way Forward report, key H.R. related investments are required. This includes the development of a revamped process

for promotion and advancement within the sworn ranks and a process for succession planning that would apply to both sworn and civilian ranks in the organization.

Given that approval of the grant was not received until December 2018, the Service does not have the time to go through a competitive process for the work to be completed. In addition, it can only complete one of the identified initiatives by the March 31, 2019 deadline. It is therefore recommending that the review of the promotional process be awarded to Korn Ferry, by extending the current contract with them, and based on the reasons outlined in this report.

Deputy Chief Barbara McLean, Human Resources Command, 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

January 15, 2019

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Toronto Police Service - Website Development and Integration with Mapping Solution Software and Professional Services – Esri Canada Ltd.

Recommendations:

It is recommended that the Toronto Police Services Board (Board):

1. Approve contract extensions to Esri Canada Ltd. totalling \$197,750, including tax, to provide additional software and professional services; 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 software and professional services to enable the Toronto Police Service's (Service) modernization initiatives is estimated at \$197,750, and will be funded from an approved Policing Effectiveness and Modernization (P.E.M.) grant.

Background / Purpose:

In February 2017, the Board approved the Service's request for a three-year extension of the Enterprise License Agreement contract with Esri Canada Ltd. to deliver Geographic Information Systems (G.I.S.) technology, at a cost of \$677,435 including taxes.

At that time, the Board also approved the Service's request for the use of Esri Canada Ltd. to continue to provide professional services for any required configuration, verification, integration, and regular reviews to ensure the optimal use of G.I.S. technology, at a cost not to exceed \$100,000 (excluding taxes) in any given year.

The G.I.S. technology provided by Esri Canada Inc. is foundational for public safety operations and management support. Members of the public and partners of the Service increasingly rely on map-based tools for accessing information about their communities and the Service is committed to enhancing the delivery of this service.

Esri G.I.S. technology has been integral to the support of the Service's modernization goals and the recommendations pertaining to transparency and the strategic use of information for operational decision-making processes.

The purpose of this report is to request Board approval for increases in the contracts with Esri G.I.S. totalling \$197,750 for:

- an additional software license for Geocortex software, at an estimated cost of \$56,500, including tax; and
- additional professional services to implement the Geocortex software and integrate the maps on www.tps.ca, at an estimated cost of \$141,250.

Discussion:

Building on the success of the Public Safety Data Portal, the Service would like to continue to integrate the mapping solution into our new public-facing website in order to present crime, social agency and neighbourhood maps to the public.

This work directly supports Recommendation #17 in the The Way Forward modernization report, to improve the user experience and understanding of the public about the community safety picture within the city, their own neighbourhood, and helps connect the public to officers in their communities.

The improvements to the website will allow for the direct injection of data throughout the website and enhance mapping for the Neighbourhood Officer and Connected Officer program.

Specifically, this technology is required to enable the implementation of recommendations that involve data analytics, evidence-based decision making, connected and neighbourhood officers, business intelligence, and open data.

Esri G.I.S. technology is the mapping foundation for Versadex, the Service's records management system and has also been essential to the development of the demand and workload modelling that will allow the Service to optimize resources, a key component of the Service's modernization objectives.

The Service's City of Toronto (City) partners also use Esri G.I.S. technology for delivering internal and external access to map-based information and decision support. The Service will continue to work closely with its City partners to ensure alignment and identify opportunities for mutual benefits and efficiencies.

This solution is a one-time cost, does not have ongoing subscription fees and fully integrates into existing G.I.S. technology.

Conclusion:

The Service has made a strategic investment in G.I.S. technology and now has the opportunity to leverage it to better communicate with the public through the new www.tps.ca website. The integration is a long-term solution that will improve communication with the public.

Mr. Tony Veneziano, Chief Administrative Officer, and Mr. Ian Williams, Manager of Business Intelligence and Analytics, will be in attendance to answer any questions that Board members may have regarding this report.

Respectfully submitted,

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

File name: TPS ESRI Mapping Solution



Toronto Police Services Board Report

January 16, 2019

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

**Subject: Toronto Police Service – Cloud Strategy Development –
Contract Award to Gartner Canada Inc.**

Recommendation(s):

It is recommended that the Toronto Police Services Board (Board):

1. approve a contract award to Gartner Canada Inc. totalling \$225,000, excluding taxes, to provide an independent, objective analysis of the Toronto Police Service's (Service) needs related to Cloud and to develop a Cloud strategy for the Service; 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 total cost associated with the proposal to develop a Cloud strategy for the Service is \$225,000 (excluding taxes). This cost will be funded from an approved 2018/2019 Policing Effectiveness and Modernization (P.E.M.) grant.

Background / Purpose:

Following a competitive process, in June 2017, the Service selected Gartner Canada Inc., (Gartner) as the successful vendor to provide the professional services required to develop an Information Technology (I.T.) Strategic Plan for 2018-2020. Gartner was subsequently retained to perform a capacity, demand and benchmark review of the Information Technology Services (I.T.S.) function within the Service. The latter assignment was in response to one of the recommendations in The Transformational Task Force's The Way Forward report (Recommendation 19). The engagements were completed on December 31, 2018, at a total cost of \$415,000, including taxes.

One of the key recommendations that came out from the I.T. Strategic Plan is to consider and develop a strategy for Cloud adoption. The Cloud strategy will provide the supporting frameworks like, but not limited to, risk management, workload assessment, business case template, that will enable the Service to adopt different Cloud operating and service models in a strategic manner that is informed, risk managed and consistent.

The purpose of this report is to request the Board to retain Gartner for additional professional services to provide an independent, objective analysis of the Service's needs related to Cloud and to develop a Cloud strategy for the Service, at a total cost of \$225,000.

As this award increases the total cost with Gartner to over \$500,000, Board approval is required.

Discussion:

Over the past few years, the evolution and proliferation of technology has exposed the Service to new operating models, like Private Cloud, Public Cloud, Community Cloud and Hybrid Cloud, as well as service acquisition models like Software as a Service (S.a.a.S.), Platform as a Service (P.a.a.S.) and Infrastructure as a Service (I.a.a.S.). The Service must position itself to leverage new platforms, specifically Cloud platforms, to meet business requirements. For example, a Cloud solution will be considered as one of the storage options, that may provide performance and economic viability for the Body Worn Camera (B.W.C.) project.

The development of a well-defined all-encompassing Cloud Strategy will enable the Service to venture into Cloud adoption. Through this request, the Service seeks to bring on-board external, independent professional expertise to develop the Cloud strategy and the supporting frameworks that will help the Service address business needs, with technology innovations, in the Cloud area.

The Service is proposing to continue using Gartner's services to develop the Cloud strategy/framework, for the following reasons:

1. Gartner is an independent vendor-neutral advisory firm that provides insights, advice, and tools for I.T. leaders across the world. They will deliver the Cloud strategy free from influences by any specific Cloud solution provider and vendor.
2. Gartner's Public Safety and Justice Team has a thorough knowledge of Public Safety technology, as well as leading practices for information management in Public Safety and Cloud delivery environments and operating models. They have experience in developing Cloud strategy for other Canadian government agencies such as R.C.M.P. and City of Toronto.
3. Through its recent previous engagements to develop the 2018-2020 I.T. Strategic Plan and bench marking assessment review of I.T.S., the Gartner team has gained significant insight of the Service's business needs as well as the I.T.

capabilities. Gartner will apply their experience and additional technical perspectives to help the Service to address the key challenges of developing the Cloud strategy.

One of the grant requests submitted to the Province's Police Effectiveness Modernization (P.E.M.) grant program was the development of a Cloud Strategy for the Service. The change in Provincial Government put many expenditures on hold including the P.E.M. grant. As a result, the grants applied for, including the grant for the Cloud Strategy development was not approved until December 2018. Under the P.E.M. grant program, all services and products purchases must be completed or received by March 31, 2019. This short timeline does not allow for a fully executed R.F.P. process to be followed and delivery of services by the March 31st deadline. Therefore, the Service is recommending a single source contract award to Gartner to develop a Cloud strategy and framework.

Conclusion:

The Service has partnered with Gartner to develop the I.T. strategic plan and benchmark assessment, and now would like to continue the engagement to complete one more high priority requirement – the development of a Cloud strategy. The deliverable will be a long-term strategy with supporting frameworks to enable the Service to adopt Cloud, where appropriate, in a strategic and well thought out manner, and where it provides additional value to the Service.

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

Respectfully submitted,

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