



The following *draft* Minutes of the meeting of the Toronto Police Services Board held on February 24, 2016 are subject to adoption at its next regularly scheduled meeting.

The Minutes of the meeting held on January 20, 2016, previously circulated in draft form, were approved by the Toronto Police Services Board at its meeting held on February 24, 2016.

MINUTES OF THE PUBLIC MEETING of the Toronto Police Services Board held on **FEBRUARY 24, 2016** at 1:00 PM in the Auditorium, 40 College Street, Toronto, Ontario.

PRESENT:

Mr. Andrew Pringle, Chair
Mr. Chin Lee, Councillor & Vice-Chair
Dr. Dhun Noria, Member
Ms. Marie Moliner, Member
Mr. Ken Jeffers, Member

ABSENT:

Ms. Shelley Carroll, Councillor & Member
Mr. John Tory, Mayor & Member

ALSO PRESENT:

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 24, 2016**

#P16. MOMENT OF SILENCE

The Board observed a moment of silence in memory of Police Constable Thierry Leroux of the Lac-Simon Aboriginal Police Force who was killed while on duty on February 13, 2016.

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TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 24, 2016**

**#P17. RESPONSE TO TORONTO POLICE SERVICES BOARD'S AUDIT
REQUESTS**

The Board was in receipt of the following report February 03, 2016 from Beverly Romeo-Beehler, Auditor General, City of Toronto:

SUMMARY

The purpose of this report is to advise the Toronto Police Services Board of the Auditor General's plan to address the Board's recent audit requests.

In response to the Board's request, the Auditor General has incorporated an audit of the level 3 and 4 searches of persons into her 2016 Audit Work Plan. The audit is planned to start in the fall of 2016.

Also in 2016, the Auditor General's Office will extend its existing Continuous Controls Monitoring (CCM) program to include the Toronto Police Service's accounts payable transactions. Results of the CCM process will be reported to the Board in 2017.

An audit of the Police Service's management of capital projects will be considered for 2017 Audit Work Plan.

RECOMMENDATION

The Auditor General recommends that:

1. The Board forward this report to the City's Audit Committee for information.

Financial Impact

The recommendation in this report has no financial impact.

ISSUE BACKGROUND

The Toronto Police Services Board, at its June 18, 2015 meeting, requested the City of Toronto Auditor General to conduct an audit of the level 3 and 4 searches of persons carried out by members of the Toronto Police Service.

In addition, at its meeting on November 12, 2015, the Board requested the Auditor General to consider including the Toronto Police Service as part of the following three specific City-wide audits:

- long term disability
- capital project management
- accounts payable.

COMMENTS

After considering the Board's requests, the Auditor General has decided the following:

Audit of Level 3 and 4 Searches

An audit of the level 3 and 4 searches has been included in the Auditor General's 2016 work plan. The Auditor General plans to commence the audit in the fall of 2016.

The 2016 Audit Work Plan, adopted by the City Council at its November 2015 meeting, is available at:

<http://www.toronto.ca/legdocs/mmis/2015/au/bgrd/backgroundfile-84582.pdf>

Audit of Management of Long Term Disability (LTD) Benefits

In October 2015, the Auditor General completed a Phase I audit of the City's management of LTD benefits. The audit report and confidential attachment were adopted by the City's Audit Committee and City Council at their respective October 2015 and November 2015 meetings.

When conducting the Phase I audit, we consulted staff of the Toronto Police Service regarding its management of LTD benefits. Based on data provided by police staff, we noted that the Service has a significantly lower percentage of employees on LTD leave when compared with the City. Unlike the City which uses a third-party carrier to administer LTD claims, the Police Service has been using an in-house team to administer the majority of LTD claims. For comparative purposes, our Phase I audit report includes high-level information on how the Police Service manages its LTD benefits. The Phase I audit report is available at:

<http://www.toronto.ca/legdocs/mmis/2015/au/bgrd/backgroundfile-84556.pdf>

In light of the Service's significantly lower incidence of LTD, as compared to the rest of the City, an audit of LTD benefits is not considered a priority at this time.

Capital Project Management

An audit of the Police Service's management of capital projects will be considered for 2017 audit work plan.

Accounts Payable

The Auditor General's Office has recently completed a Continuous Controls Monitoring (CCM) report on the City's accounts payable. The objective of the Auditor General's CCM Program is to provide management with periodic reports that assist in proactively monitoring financial transactions, detecting unusual expenses and identifying areas where internal controls could be strengthened. Exception reports are produced using specialized data analysis software.

The Auditor General's CCM process will be extended in 2016 to include the Police Service's accounts payable transactions, and the results will be provided to the Board in 2017.

CONTACT

Jane Ying, Assistant Auditor General, Auditor General's Office
Tel: 416-392-8480, Fax: 416-392-3754, Email: jying@toronto.ca

The Board approved the foregoing report.

Moved by: C. Lee

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#P18. USE OF C8 CARBINE ASSAULT RIFLES

The Board was in receipt of the following correspondence dated February 10, 2016 from John Sewell, Toronto Police Accountability Coalition:

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

February 10, 2015.

To: Toronto Police Services Board

We request this letter to be placed on the Board agenda for February 24, as a deputation item.

Media has reported that the police service has purchased, or is in the process of purchasing, Carbine semi-automatic guns to be placed in police cruisers.

We wish to know how many such guns are being purchased, how much money is allocated to this purchase, and the account from which the funds will be secured. We also wish to see any report justifying this purchase and when it was approved by the Board or by senior management.

We are very concerned about making such military-style equipment available to officers other than those in the Emergency Task Force. Officers have not always used their pistols with proper care, and they can have very adverse health effects on officers who use them. We fear the consequences to members of the public of these guns being available to supervisors or other general officers.

The Board held a very public debate on the general availability of energy-conducted weapons (tasers) in 2013, and the Board decided tasers would be restricted to supervisors. That kind of public debate is needed about the Carbines, a much more lethal weapon. We ask the Board to schedule times for the public to present on this issue. We request the Board to restrict the availability of Carbines to the Emergency Task Force until the public debate occurs and the Board decides on a course of action.

Yours very truly,

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

John Sewell for
Toronto Police Accountability Coalition

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

- **Margaret Beare, Toronto Police Accountability Coalition; and**
- **Kris Langenfeld.**

Following the deputations, Chief Saunders responded to questions by the Board.

The Board approved the following Motions:

- 1. THAT the Chief provide a report and presentation for the Board's March 2016 meeting which identify the benefits of the C8 carbine assault rifles as compared to the shotguns as well as details of the training for the use of the C8 assault rifles; the quantity that will be purchased and how they will be assigned throughout the TPS; and**
- 2. THAT the Board receive the correspondence from TPAC and the deputations.**

Moved by: D. Noria

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**#P19. MOBILE CRISIS INTERVENTION TEAM – UPDATE AND RESULTS
OF PROGRAM EVALUATION BY CENTRE FOR RESEARCH ON
INNER CITY HEALTH**

The Board was in receipt of the following report January 07, 2016 from Mark Saunders, Chief of Police:

Recommendation:

It is recommended that Board receive this report for information.

Financial Implications:

There are no financial implications to the Toronto Police Service (Service) relating to the recommendations contained within this report.

Background/Purpose:

At its public meeting on November 12, 2015, the Board was informed that during 2014-15 the Mobile Crisis Intervention Team (MCIT) program expanded to include all geographical areas of the City of Toronto, with the addition of a new team supported by North York General Hospital serving the central north areas of the city. At this meeting the Board also received a presentation on the results of an evaluation of the program conducted by the Centre for Research on Inner City Health (CRICH). Deputations by members of the public were also received.

As a result the Board approved the following Motions:

1. THAT the Board receive the presentation, deputations, written submissions and the Chief's report; and
2. THAT the Chief provide a report to the Board which contains a copy of the CRICH report on the evaluation of the MCIT program and a list of all the recommendations indicating which recommendations have been addressed, how they were addressed and which recommendations have not yet been addressed (Min. No. #P281/15 refers).

Discussion:

After a review, the Service has concluded that substantially all of the recommendations in the CRICH report accord or align with the recommendations that were made by retired Supreme Court Justice Frank Iacobucci in his report Police Encounters with People in Crisis, and the Coroner's Inquest into the deaths of Reyal Jardine-Douglas, Sylvia Klbingaitis and Michael

Eligon known as the JKE Inquest. Indeed, the CRICH Toronto Mobile Crisis Intervention Team Outcome Evaluation report notes that:

In his independent review of police encounters with people experiencing mental health crises, The Honourable Frank Iacobucci offered a series of 84 recommendations to Toronto Police Service to grow capacity in this area of their work (20). There are some noted areas of alignment with recommendations developed from the current study. These include further attention to training for both newly recruited and current officers on communication and de-escalation skills specific to EDP interactions, as well as a review of usage of police equipment including handcuffs in Procedure 06-04 “Emotionally Disturbed Persons”. Additionally, increased attention to efforts to decrease stigma of mental health challenges and enhanced community engagement amongst people with lived experience of mental health challenges will be valuable investments. Justice Iacobucci’s report highlighted that continual improvement of work culture around mental health is paramount in making space for positive change in frontline practices (p. 40).

Justice Iacobucci made 84 recommendations directed to the Service, while the Service was assigned 46 out of 74 recommendations from the JKE inquest. Although not assigned all of the JKE recommendations, the Service considered them all. In total, the Service reviewed and responded to 158 recommendations. Overall, the Service implemented or undertook to implement, in some form, 133 of the 140 recommendations that were applicable - or 95% of them. To these can now be added the 17 recommendations from the CRICH report.

The Service believes that it has substantially implemented, in some form, all the recommendations in the CRICH report. It should be noted, however, that while the Service believes that the recommendations are implemented, they are by no means completed. Most of the recommendations are works-in-progress and the Service’s responses represent a commitment to continual development.

Attached is a chart of Service responses to the CRICH recommendations (Appendix A) along with a copy of the CRICH report (Appendix B).

Conclusion:

The Service reviewed the recommendations arising from the CRICH evaluation and found that they align with the recommendations from the Iacobucci report and the JKE inquest. Because the Service has implemented or undertaken to implement 95% of the applicable recommendations from Iacobucci’s report and the JKE inquest, it believes it has in effect, addressed the recommendations from the CRICH evaluation.

Deputy Chief Mike Federico, Community Safety Command, will be in attendance to answer questions the Board may have.

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

- **Margaret Beare, Toronto Police Accountability Coalition *; and**
- **Kris Langenfeld.**

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

Following the deputations, Deputy Chief Mike Federico, Community Safety Command, responded to questions by the Board.

The Board received the foregoing report, the correspondence from TPAC and the deputations.

Moved by: C. Lee

Copies of Appendices A and B noted in the foregoing report are on file in the Board office.

EXECUTIVE SUMMARY

Background

Police are often first responders to mental health emergencies that take place at home and other community settings (1, 2). These calls for service are often termed Emotionally Disturbed Persons (EDP) calls. The Toronto Police Service (TPS) received 22,386 such calls for service in 2014.¹ However, the literature suggests that police officers find responding to these types of situations challenging. This may be due to a number of factors including perceived lack of training on how to respond effectively to mental health crises and uncertainty in referrals to appropriate community services (3, 4). To begin to address these challenges, the City of Toronto (Toronto) Mobile Crisis Intervention Teams (MCITs), comprising a mental health clinician and a police officer trained in crisis intervention, were implemented to act as secondary responders to crises in Toronto (5, 6).

Toronto's MCIT program provides clients with prompt assessment and support. MCIT may also refer clients to community services and follow up with clients to verify their safety following a crisis. In accomplishing these tasks, the program aims to avert escalation and injury to both individuals in crisis and crisis responders, and reduce pressure on justice and health systems (5). MCIT operates as a collaborative partnership between TPS, St. Michael's Hospital (SMH), St. Joseph's Health Centre (SJHC), The Scarborough Hospital (TSH), Humber River Hospital (HRH), Toronto East General Hospital (TEGH), and North York General Hospital (NYGH), and is jointly funded by TPS and three Local Health Integration Networks (LHINs).

Each MCIT is comprised of one police officer specially trained in mental health crisis intervention and one mental health nurse. MCIT is not the first response sent to a person in crisis. Rather, MCIT acts as secondary responders following an assessment by Toronto Police Service Primary Response Unit (PRU) officers and their conclusion that there is no risk of violence. Less frequently, MCIT may be sent to transport a client to hospital under a Mental Health Act (MHA) form apprehension or may happen upon a person in crisis and engage in an interaction.

Purpose and methods

The current study aimed to understand client experiences and outcomes of crisis interactions with MCIT and TPS Primary Response Unit (PRU) officers, explore MCIT's role in Toronto's crisis response system, and learn from the MCIT Steering Committee's implementation of a coordinated MCIT program. This was a mixed-methods evaluation, involving 15 qualitative interviews with individuals who have experienced MCIT and/or PRU crisis responses and 4 focus groups with 46 varied stakeholders across Toronto's mental health crisis response system.

¹ This includes all calls for service formally classified as *emotionally disturbed person, attempt suicide, threaten suicide, jumper, overdose, or elopee*. Information provided to the study by Toronto Police Service Business Intelligence and Analytics, July 22 2015.

Additionally, de-identified administrative records created by MCIT and PRU responders through July 2014 – March 2015 were accessed and analyzed to examine impact of the program on key outcomes. This included 4,314 MCIT service activities and 19,254 calls for PRU service.

Findings: Qualitative interview and focus group data

Experiences of people in crisis:

Regarding client experiences with crisis response services, two key themes emerged. First, clients highly value crisis responders who adopt a supportive and empowering stance, enabling them where possible to regain control. Second, clients value providers who have knowledge of mental health challenges and resources. These interpersonal and practical skills were regularly experienced in MCIT interactions, whereas clients reported greater variability in interactions with PRU and less knowledge of mental health challenges and resources by PRU officers. In general, people in crisis:

- Reported more positive experiences when MCIT and PRU were flexible, responsive to their needs and preferences, and offered non-criminalizing, measured, and appropriate responses.
- Preferred when there were fewer responders rather than more – they often felt overwhelmed or intimidated by larger groups of crisis personnel.
- Felt criminalized by the use of handcuffs and marked police vehicles.
- Emphasized the value of de-escalation and calming communication, which is possible when more time is invested in an interaction. PRU seemed to be under time pressure in these situations.
- Preferred having a choice of hospital. Current policies encourage MCIT to offer this choice.

The role of MCIT in the broader mental health crisis response system:

Key findings include:

- As a component of TPS crisis response processes, MCIT is seen as a valued asset due to:
 - Their ability to complement the work of PRU and existing police processes;
 - The expertise of mental health nurses both in terms of frontline care and referral to resources;
 - Building TPS capacity in relation to mental health skill sets as trained MCIT officers work with and transfer to other units.
- Currently there are limitations to MCIT's effectiveness within TPS due to:
 - Internal confusion about MCIT's mandate;
 - Limited staffing and hours of operation;
 - Challenges in supervising and supporting MCIT officers.
- MCIT is a small but valued component of the broader crisis system, and most clients and stakeholders agree MCIT is better suited to respond to moderate to serious mental health crises.
- Discussions of the crisis response system as a whole repeatedly drew attention to a perceived inadequacy in crisis prevention, and perceptions that timely and high-quality mental health services, including crisis services, are insufficiently available in hospital and community settings.

Findings: Administrative data

MCIT and PRU teams document their contacts with people in crisis. Several key findings can inform future planning of an adequate crisis response system:

- From July 2014 to March 2015, the Toronto MCIT attended 2,774 crisis interactions and completed more than 525 follow-up contacts, compared to 16,226 crisis interactions attended by PRU.
- MCIT facilitated approximately 1,256 connections to community-based services, including completion of 891 referrals for new health and social services.
- 29% of MCIT crisis interactions were with repeat clients.
- Clients were transported to a hospital ED for further assessment in 38-45% of MCIT crisis interactions, compared to 27% of PRU interactions.
- Compared to PRU crisis interactions, MCIT was less likely to make a Section 17 apprehension, that is, to obligate a client to attend a hospital Emergency Department (ED) under the Mental Health Act, and more likely than PRU to bring a client to hospital voluntarily.
- ED wait times were shorter for MCIT, who reported a mean wait time of 56 minutes, compared to 85 minutes for PRU.
- Over 38% of MCIT escorts to the MCIT's home hospital resulted in hospitalization.
- Though comparable data on PRU interactions are not currently available, MCIT interactions demonstrate positive outcomes in several other key indicators. Injuries to clients, crisis responders, or others occurred in only 2% of MCIT crisis interactions, and charges were laid in less than 2% of MCIT crisis interactions.

Summary of Recommendations

Study findings support a series of recommendations for policy and practice relevant to MCIT and crisis response services. Recommendations are organized within five themes: training and education; matching crisis needs to appropriate and measured responses; availability and flexibility of crisis responders; referrals to community based services; and crisis response planning and community engagement. It is recommended that:

- Training and education:
 - TPS conduct an assessment of PRU training curricula relevant to mental health, focusing on materials and processes on trauma-informed and anti-oppressive approaches to crisis response, as well as practical communication and de-escalation skills in crisis situations.
 - MCIT mandate be thoroughly communicated to all PRU officers.
- Matching crisis need to appropriate and measured response:
 - Handcuff use be reduced in police interactions involving mental health.
 - MCIT program consider shifting MCIT responders' dress to plainclothes.
- Availability and flexibility of crisis responders:
 - MCIT hours of operation be increased.
 - Supervisors of PRU officers encourage investment of adequate time into interactions involving mental health.

- Clients' choice of hospital be considered when transporting clients to hospital EDs.
- Referrals to community-based services:
 - MCIT strengthen referral processes through improving MCIT responders' access to information on local mental health and social services.
 - MCIT explore partnership with a centralized service referral organization.
- Crisis response planning and community engagement:
 - MCIT Steering Committee include representation from participating hospitals' consumer advisory panels and community-based consumer initiatives.
 - MCIT teams host or attend events for mental health service users and their support networks.
 - TPS explore possibility of designating a subset of PRU officers to attend interactions where mental health may be relevant.

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**#P20. MONTHLY REPORT: BODY-WORN CAMERA PILOT PROJECT –
FEBRUARY 2016**

The Board was in receipt of the following report January 27, 2016 from Mark Saunders, Chief of Police:

Subject: BODY WORN CAMERA PILOT PROJECT: FEBRUARY 2016

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

The Board at its meeting of July 16, 2015, approved the following motion:

- (1) The Chief be requested to provide a monthly public report to the Board, starting with the August 2015 meeting of the Board, on the implementation of the Body-Worn Camera Pilot Project, including any issues, emerging patterns, member feedback and community response (Min. No. P183/2015 refers).*

Discussion:

On May 18, 2015, the Service implemented a 12-month pilot project to explore the benefits, challenges, and issues surrounding the use of Body Worn Cameras (BWC) in Toronto.

Using both quantitative and qualitative data, the pilot project will be evaluated to assess how the project was implemented and what results it achieved. If appropriate, it will offer recommendations on possible adjustments to assist in achieving the project's stated goals and assist with wider implementation, if such expansion is shown to be desirable and feasible.

The Service's evaluation is being assisted by an external Evaluation Advisory Committee, comprised of evaluation and data specialists. This independent panel of experts is providing advice on, and is monitoring the quality of the evaluation.

The following information is submitted in response to the Board's request for a monthly update on any issues, emerging patterns, member feedback and community response on the BWC pilot project.

Issues:

There have been no new issues arising since the last report. The pilot project is continuing with the assistance of the two remaining vendors, Panasonic Canada and Reveal Media (Integritys).

Emerging Patterns:

As of January 15, 2016, the total number of videos recorded was 21,534, using 7 TB of storage. This is a total of 2,660 hours recorded.

Member Feedback:

On January 7, 2016, members of the BWC pilot project met with the Traffic Services, Motor Squad. The meeting was held to discuss the general experience of the participants and any issues that have arisen during the pilot.

The following topics in relation to BWCs were discussed:

- Technical issues arising from the use of the cameras, including the companion equipment and software
- Impacts experienced on daily operations and duties
- General feedback
- Questions and comments

In general, officers expressed a positive experience with using the cameras and that the training for the pilot has been appropriate to guide them during daily operations. Additionally, officers remarked that they have experienced a general acceptance of the BWCs when interacting with members of the public.

Ministry of the Attorney General (MAG) Feedback:

On January 13, 2016, members of the BWC pilot project met with representatives from MAG who have been engaged in the pilot from its inception. The meeting was held to discuss the general experience of Crown Attorneys and any issues that have arisen during the pilot.

The following topics were discussed:

- Technical issues arising from the use of the BWC videos, including the companion equipment and software
- Administrative improvements identified to assist Crowns during the bail vetting process
- Support for continued communications between MAG and TPS to strengthen processes.

Community Response:

The Service's BWC website contains a link to two online surveys for ongoing community input during the pilot. One survey is for general members of the public and one survey is specifically for members of the public who have had contact with a BWC equipped officer.

The link can be accessed at: <http://www.torontopolice.on.ca/bodyworncameras>.

The surveys will remain available until March 17, 2016.

Conclusion:

The BWC pilot project implementation team will continue to report to the Board on a monthly basis with regard to any issues, emerging patterns, member feedback and community response.

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

The Board received the foregoing report.

Moved by: C. Lee

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**#P21. QUARTERLY REPORT: OCCUPATIONAL HEALTH & SAFETY
UPDATE: OCTOBER TO DECEMBER 2015**

The Board was in receipt of the following report February 05, 2016 from Mark Saunders, Chief of Police:

Subject: QUARTERLY REPORT: OCCUPATIONAL HEALTH AND SAFETY
UPDATE: OCTOBER 1, 2015 TO DECEMBER 31, 2015 AND YEAR-END
SUMMARY

Recommendations:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

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

The purpose of this report is to update the Board on matters relating to occupational health and safety issues for the fourth quarter of 2015 and includes a year-end summary.

Discussion:

Fourth Quarter 2015 Report:

Accident and Injury Statistics:

From October 1, 2015 to December 31, 2015, there were 324 reported workplace accidents/incidents involving Service members resulting in lost time from work or health care which was provided by a medical professional. These incidents were reported as claims to the Workplace Safety and Insurance Board (WSIB). During this same period, 26 incidents were reported as recurrences of previously approved WSIB claims. Recurrences can include, but are

not limited to: on-going treatment, re-injury, and medical follow-ups ranging from specialist appointments to surgery.

A workplace incident may have several attributes and can be reported in more than one category. For example, an officer can be assaulted and sustain a laceration injury at the same time. Each attribute would be reported. For this reporting period, the workplace or work-related accidents/incidents were categorized according to the following classifications:

- Struck/Caught/ Contact
- Overexertion
- Repetition
- Fire/Explosion
- Harmful Substances /Environmental
- Assaults
- Slip/Trip/Fall
- Motor Vehicle Incident
- Bicycle Incident
- Motorcycle Incident
- Emotional/Psychological
- Animal Incident
- Training/Simulation Incident
- Other

As a Schedule 2 Employer, the Toronto Police Service (Service) paid \$41,110.85 in health care costs for civilian members and \$213,320 in health care costs for uniform members for the fourth quarter of 2015.

Critical Injuries:

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

For the fourth quarterly report for 2015, there were five Critical Injury Incidents reported to the MOL. The incidents were confirmed by the MOL to be Critical Injury Incidents which resulted from a cause in the workplace as defined in Regulation 834.

Communicable Diseases:

As part of the Communicable Disease Exposure Surveillance Program, members of the Occupational Health and Safety Unit (OHS) reviewed reported exposures during the months indicated. The majority of these reports did not result in claim submissions to WSIB. However, there is an obligation to ensure the surveillance program maintains its administrative requirements and that there is a communication dispatched to members of the Service from a qualified designated officer from the Medical Advisory Services team.

MEMBER EXPOSURE TO COMMUNICABLE DISEASES

Reported Exposures	October	November	December	Q4 Total	Q4 2014
1. Hepatitis A, B, & C & HIV	0	0	2	2	16
2. Influenza	0	0	0	0	0
3. Tuberculosis (TB)	2	0	3	5	14
4. Meningitis (All)	0	0	0	0	6
5. Lice and Scabies	5	0	1	6	4
6. Bodily Fluids (blood, saliva, vomit, etc.)	15	11	4	30	n/a*
7. Other **	14	6	9	29	155
Total	36	17	19	72	195

* Please note that the “Bodily Fluids” category was included in the “Other” category for 2014.

** The “Other” category can include, but is not limited to, exposures to:

- infectious diseases not specified above including smallpox, rubella, and measles;
- respiratory conditions/irritations;
- bites (human, animal or insect);
- varicella (chickenpox); and
- Methicillin-Resistant Staphylococcus Aureus (MRSA), also known as multidrug-resistant bacteria.

As a result of a determination made at the Central Joint Health and Safety Committee meeting on March 29, 2010, OHS monitors incidents where members report exposure to bed bugs. There were 16 reported exposures to bed bugs in the fourth quarter.

Medical Advisory Services:

The statistics provided below are limited to a consideration of non-occupational cases. By definition, short-term refers to members who are off work for greater than fourteen days, but less than six months. Long-term refers to members who have been off work for six months or greater.

An examination of disability distribution amongst Service members revealed the following:

MEMBER DISABILITIES: NON-OCCUPATIONAL

Disability	October	November	December
Short-Term	41	53	71
Long-Term - LTD	4	4	4
Long-Term - CSLB	65	65	63
Total Disability per Month 2015-Q4	110	122	138
Total Disability per Month 2014-Q4	154	157	145

Workplace Violence and Harassment:

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

In the fourth quarter of 2015, there was one new documented complaint which was categorized by Professional Standards as having the potential to meet the criteria of workplace harassment as defined in the *Occupational Health and Safety Act*. This complaint is currently under investigation.

Other Occupational Health and Safety Matters:

The Chief Prevention Officer at the Ontario Ministry of Labour certifies Joint Health & Safety Committee members upon completion of Parts 1 and 2 of the certification training required under the Occupational Health & Safety Act. Currently the Service has 468 certified Joint Health & Safety Committee members, comprised of 297 worker representatives and 171 management representatives. For administrative purposes, uniform management representatives consist of members holding the rank of Staff/Detective Sergeant and above.

Seasonal Influenza Vaccination Clinics:

The Service, in partnership with the Toronto Paramedic Services (EMS), hosted eleven seasonal influenza vaccination clinics at various police facilities across the Service. A total of 248 members of the Service were immunized during these clinics.

Annual X-ray Safety Inspections:

The Toronto Police Service operates a number of X-ray machines which are used for both member and public safety. The X-ray sources include baggage scanners operated in select courthouses, and a portable source used by the Emergency Management and Public Order Unit for certain emergency applications. On December 15 and 16, 2015, annual inspections of all X-ray equipment operated by the Service were facilitated by the Occupational Health & Safety Unit. The assessments were conducted with an external Radiation Safety Consultant. Inspections included a comprehensive review of safe operating practices, safety equipment and signage, member training, and radiation leakage testing. No radiation leakage was detected in any of the machines.

Year-End Summary:

Annual Workplace Safety and Insurance Board Claims and Costs:

For the year 2015, the Service processed 2,207 Injured on Duty (IOD) reports, of which 914 were reported to WSIB as workplace injury or illness claims or recurrences. For 2013 and 2014,

there were 1,280 and 1,029 claims and recurrences reported respectively. In 2015, there was a decrease of 11.1% in reportable claims when compared to 2014.

WSIB claims must be reported when workers receive medical attention, lose time or are absent from work, or when any recurrences of work-related injury or illness occur. First Aid incidents do not meet the threshold for reporting to the WSIB.

The following chart lists IOD reports for the Service for the past three years for comparison purposes. As the chart shows, IOD reports have decreased significantly since 2013.

Claim Description	2013	2014	2015*
Health Care	584	450	372
Lost Time	483	416	413
First Aid or No Injury	1915	1757	1293
Recurrences	213	163	129
Total	3195	2786	2207

* Claims can be reported at any time. This is accurate as of the date of this report.

The cost to the Service for workplace injuries and illnesses, as a Schedule 2 employer, including income replacement, healthcare costs, administration fees and all other pensions and awards for the last three years is as follows:

WSIB Costs	2013	2014	2015*
Total	\$8.5M	\$8.21M	\$8.02M

* The cost is accurate as of the date of this report.

The chart above indicates WSIB costs have decreased by almost \$0.5M since 2013. This can be attributed to a decrease in the number of claims and recurrences reported to the WSIB as well as the expanded prevention efforts and the improved return to work practices conducted by the Occupational Health & Safety Unit.

Annual Year-end Accident and Injury Statistics:

The following table summarizes Injured on Duty statistics for the past two years organized by type:

Description	2014 Percentage	2015 Percentage
Struck/Caught/Contact	13%	18%
Overexertion	5%	7%
Repetition	1.3%	0.9%
Fire/Explosion	4%	1.7%
Harmful Substance / Environmental Exposure	20%	17.9%

Description	2014 Percentage	2015 Percentage
Assaults	17%	12.8%
Slip/Trip/Fall	15%	10.6%
Motor Vehicle Incident	4%	4%
Bicycle Incident	1.5%	1.2%
Motorcycle Incident	0.2%	0.6%
Emotional/Psychological	6.8%	16.8%
Animal Incident	1.3%	1.4%
Training/Simulation Incident	7.6%	5.6%
Other	3.3%	1.5%

The increase in emotional/psychological claims supports the importance of implementing further mental health programs like Road to Mental Readiness and suicide prevention.

Annual Year-end Communicable Disease Statistics:

For the year 2015, as part of the Communicable Disease Exposure Surveillance Program, OHS processed all reported incidents involving exposures or possible exposures. These would include both WSIB claims and non-reportable First Aid incidents. The following table details the types of exposures arising from the 460 reported incidents.

Reported Exposures	Number
Hepatitis A, B & C & HIV	52
Influenza	0
Tuberculosis	48
Bodily Fluids (blood, saliva, vomit, etc.)	104
Lice and Scabies	39
Meningitis	14
Other*	203
TOTAL	460

* This category can include, but is not limited to exposure to:

- infectious disease not specified above including smallpox, rubella and measles;
- respiratory condition/irritations;
- bites (human, animal or insect);
- varicella (chickenpox); and
- Methicillin-Resistant Staphylococcus Aureus (MRSA, also known as multidrug-resistant bacteria).

Annual Year-end Critical Injury Statistics:

Description	2013	2014	2015
Critical Injury Incidents reported to the MOL	14	11	18
Critical Injury Incidents Confirmed	14	11	17

The Service continually monitors critical injury incidents and follows up, as required.

Annual Year-end Workplace Violence and Harassment:

In 2015, there were fourteen documented complaints which were categorized by Professional Standards to meet the criteria of workplace harassment as defined in the *OHSA*. As a result of the investigations, one complaint was withdrawn, two were deemed to be unsubstantiated, and misconduct was identified in one case. The remaining complaints are still under investigation.

Conclusion:

This report updates the Board on matters relating to occupational health and safety issues for the fourth quarter in 2015 and provides year-end summary information.

The next quarterly report for the period of January 1, 2016 to March 31, 2016 will be submitted to the Board for its meeting in April 2016.

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

The Board received the foregoing report.

Moved by: C. Lee

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 24, 2016**

**#P22. QUARTERLY REPORT: TORONTO POLICE SERVICES BOARD
SPECIAL FUND UNAUDITED STATEMENT: OCTOBER TO
DECEMBER 2015**

The Board was in receipt of the following report January 29, 2016 from Andy Pringle, Chair:

Subject: QUARTERLY REPORT: TORONTO POLICE SERVICES BOARD SPECIAL
FUND UNAUDITED STATEMENT: OCTOBER TO DECEMBER 2015

Recommendation:

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

Financial Implications:

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

Background/Purpose:

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

Discussion:

Enclosed is the un-audited statement of receipts and disbursements with respect to the Toronto Police Services Board's Special Fund for the period October 01, 2015 to December 31, 2015.

As at December 31, 2015, the balance in the Special Fund was \$1,955,172. During the fourth quarter, the Special Fund recorded receipts of \$197,234 and disbursements of \$3,658. There has been a net decrease of \$239,538 against the December 31, 2014 fund balance of \$2,194,710.

Auction proceeds have been estimated for the months of October to December 2015 as the actual deposits have not yet been made.

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

- TPAAA NASPT San Diego \$11,600
- Toronto Police Service, Get Lit Campaign \$6,000

- TPAAA Women’s NAPST San Diego \$5,200
- TPAAA Rugby New York \$1,200
- TPAAA Golf Classic \$400

The following unused funds were returned:

- Citizen Empowerment Project \$56,500
- Toronto Police Service CPLC \$7,636
- Toronto Police Service United Way \$5,923
- Chief Pride Reception \$2,176
- CPC Conference \$992
- LGBT \$548
- National Aboriginal Day \$416
- Toronto Caribbean Carnival \$364
- Youth Justice \$300
- Auxiliary Appreciation Evening \$13

In addition, the Board approved and disbursed the following:

- Governance Retreat \$27,768
- Recognition of Service Members \$18,443
- Recognition of Community Members \$875

Conclusion:

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

Mr. Kris Langenfeld was in attendance and delivered a deputation with respect to the foregoing report.

Following the deputation, Ms. Joanne Campbell, Executive Director, responded, on behalf of the Board, to two specific points raised by Mr. Langenfeld.

The Board received the foregoing report and Mr. Langenfeld’s deputation.

Moved by: C. Lee

THE TORONTO POLICE SERVICES BOARD SPECIAL FUND								
2015 THIRD QUARTER RESULTS WITH INITIAL PROJECTIONS								
PARTICULARS	2015					2014	JAN 01 TO DEC 31/14 ACTUAL	COMMENTS RELATING TO THIS QUARTER
	INITIAL PROJ	JAN 01 TO MAR 31/15	APR 01 TO JUN 30/15	JUL 01 TO SEPT 30/15	OCT 01 TO DEC 31/15	JAN 01 TO DEC 31/15 TOTALS		
BALANCE FORWARD	2,194,710	2,194,710	1,969,764	1,872,107	1,761,596	2,194,710	1,792,411	
REVENUE								
PROCEEDS FROM AUCTIONS	150,000	18,735	37,722	63,778	8,042	128,276	130,945	Auction proceeds for the third quarter are based on
LESS OVERHEAD COST	(40,500)	(5,058)	(10,185)	(17,220)	(2,172)	(34,635)	(36,655)	estimates. Overhead is at 27% of the proceeds.
UNCLAIMED MONEY	330,000	20,853	22,888	83,237	179,315	305,893	831,375	
LESS RETURN OF UNCLAIMED MONEY	(42,000)	(590)	(6,391)	(16,524)	(1,432)	(24,937)	(59,699)	
INTEREST	15,000	2,832	3,183	2,985	2,975	11,955	14,923	Interest income is based on the average
LESS BANK SERVICE CHARGES	(3,000)	(168)	(189)	(170)	(628)	(1,155)	(2,785)	monthly bank balance.
OTHERS	30,000	0	288	0	11,135	11,422	32,559	Mutilated Bank Notes
TOTAL REVENUE	439,500	36,404	47,096	116,084	197,234	396,819	810,664	
BALANCE FORWARD BEFORE EXPENSES	2,634,210	2,231,114	2,018,860	1,988,191	1,958,831	2,691,528	2,703,075	
DISBURSEMENTS								
POLICE COMMUNITY INITIATIVES								
SERVICE								
CPLC & COMM OUTREACH ASSISTANCE	29,000	0	0	29,000	0	29,000	29,000	
UNITED WAY	10,000	0	0	10,000	0	10,000	11,207	
OTHER	0	0	0	0	0	0	2,000	
COMMUNITY								
VICTIM SERVICES PROGRAM	129,000	29,000	0	4,000	0	33,000	75,330	
VARIOUS ORGANIZATIONS	540,000	225,300	112,500	71,500	6,000	415,300	176,000	Several Division Policing Support initiatives Toronto Police Service GET LIT CAMPAIGN
FUNDS RETURNED - SPONSORSHIPS	(4,500)	0	0	0	0	0	0	
VOLUNTEER APPRECIATION NIGHT	0	0	0	0	0	0	(303)	
BLACK HISTORY MONTH	0	0	(801)	0	0	(801)	(232)	
ASIAN HERITAGE	0	0	0	(273)	0	(273)	(469)	
NATIONAL ABORIGINAL DAY	0	0	0	0	(416)	(416)	(15)	
FRANCOPHONE	0	0	0	(568)	0	(568)	(3,127)	
LGBT	0	0	0	0	(548)	(548)	(33,584)	
TORONTO CARIBBEAN CARNIVAL	0	0	0	0	(384)	(384)	(303)	
CPLC & COMM OUTREACH ASSISTANCE	0	0	0	0	(7,636)	(7,636)	(7,016)	
UNITED WAY	0	0	0	0	(5,923)	(5,923)	(5,176)	
VICTIMS OF CRIME	0	0	0	(12)	0	(12)	0	
CHIEF PRIDE RECEPTION	0	0	0	0	(2,176)	(2,176)	0	
YOUTH JUSTICE	0	0	0	0	(300)	(300)	0	
AUXILIARY APPRECIATION EVENING	0	0	0	0	(13)	(13)	0	
POLICING & RIGHTS EDUCATION VIDEO	0	0	0	0	(56,500)	(56,500)	0	
TPAA ASSISTANCE	20,000	1,000	400	22,600	10,400	42,400	10,600	
RECOGNITION OF SERVICE MEMBERS								
AWARDS	115,000	1,600	4,688	68,123	(215)	74,196	91,862	Replacement 25 year watch
CATERING	25,000	4,450	13,491	759	18,857	37,357	23,721	Old Mill 25 Year Long Service Award
RECOGNITION OF COMMUNITY MEMBERS								
AWARDS	5,000	0	1,772	112	0	1,884	2,989	
CATERING	4,000	0	1,053	0	875	1,928	2,287	
RECOGNITION OF BOARD MEMBERS								
AWARDS	1,000	0	0	0	0	0	0	
CATERING	1,000	0	0	5,353	0	5,353	(29)	
CONFERENCES								
COMM POLICE LIAISON COMMITTEES	8,500	0	0	8,500	0	8,500	6,778	
ONT. ASSO OF POLICE SERVICES BOARD	7,500	0	0	0	0	0	15,132	
CDN ASSO. OF POLICE GOVERNANCE	10,000	0	0	7,500	0	7,500	0	
FUNDS RETURN- CONFERENCES								
COMM POLICE LIAISON COMMITTEES	0	0	0	0	(992)	(992)	0	
DONATIONS - IN MEMORIAM	800	0	0	0	0	0	400	
TPSB/TPA RETIREMENT DINNER	10,500	0	6,101	0	0	6,101	9,005	
DINNER TICKETS	8,000	0	4,050	0	0	4,050	632	
PROFESSIONAL FEES	0	0	0	0	0	0	86,622	
INTERNAL CONTROL REVIEW FEE	7,042	0	0	0	7,042	7,042	7,042	Pricewaterhouse Cooper
OTHER EXPENSES	30,000	0	1,500	0	27,768	29,268	0	KPMG LLP Governance Retreat
TOTAL DISBURSEMENTS	964,842	261,350	144,753	226,594	3,658	636,356	508,365	
SPECIAL FUND BALANCE	1,679,368	1,969,764	1,872,107	1,761,596	1,955,172	1,955,172	2,194,710	

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 24, 2016**

**#P23. ANNUAL REPORT – 2013, 2014 AND 2015 DOMESTIC VIOLENCE
STATISTICS**

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

Subject: DOMESTIC VIOLENCE REPORT: JANUARY 1, 2013 – DECEMBER 31, 2015.

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

At its meeting of October 20, 2011, the Board approved a recommendation to revise the reporting schedule for Domestic Violence Quality Control reports to be provided annually (Min. No. P259/11 refers).

The last report provided to the Board was at its meeting of October 7, 2013, with domestic violence statistics for the period of July 2011 - December 2012 (Min. No. 242/13 refers).

The Service's Business Intelligence Unit compiles yearly domestic violence statistics and the data is reviewed on a yearly basis to identify emerging trends as they relate to domestic violence. This report provides the statistical data for the period of January 2013 - December 2015. There was a break in reporting primarily attributable to the implementation of the new records management system.

Discussion:

Focusing on violence against women continues to be an important Service Priority - Safe Communities and Neighbourhoods. The primary goal in relation to domestic violence is to improve the support, follow-up information, referrals to victims and increase reporting by victims. This is fundamental in developing a victim based support strategy. The Service's procedure that governs our response to domestic violence reflects legislative requirements and also the input of community based consultations by stakeholders.

The Service's relationship with the community continues to work towards creating locally led community based initiatives. The Service's Domestic Violence Advisory Committee (DVAC), is presently represented by thirty external agencies and twenty internal members. The committee through cooperative and collaborative engagement continues to develop appropriate corporate outreach with the community to educate them on healthy relationships.

The ten year partnership with domestic violence shelters involved with the Toronto Recreational Out Tripping Outreach Program (TROOP), is an example of an established and proven initiative. This experience allows for children currently residing in domestic violence shelters to enjoy the outdoors with police, community members and youth who find themselves in similar life circumstances as a result of domestic violence.

At present, we are engaged in a number of new initiatives that are led from a corporate level and implemented by front-line divisions. The Written and Revocable Consent (WRC), is a pilot project in which domestic violence victims may, when deemed appropriate, choose to contact the offending party and may later decide to revoke their consent. This program is comprised of Toronto West Courts, Victim / Witness Assistance Program, Probation and Parole and the Ministry of the Attorney General. The Service has developed an administrative process to formalize WRC to empower the victim(s). This project has now been implemented throughout the Service.

The Service and its community partners continue to develop innovative initiatives to enhance victim support. An example of this can be found in the Scarborough Family Justice Initiative, which operated out of 41 Division from November 2012 to October 2014. This initiative brought Victim Services of Toronto, the Service, and twenty external agencies together to work collaboratively to address domestic violence with the aim of supporting victims. The initiative has enabled police to focus on core policing responsibilities when investigating domestic violence. This allows a victim services advocate to engage victims with support and needs assessment shortly after an offence occurs. The advocate then coordinates the appropriate resources with external agencies to assist victims and their families as required. This initiative has now been developed into the Family Access Services Toronto (FAST) program. FAST was launched in November 2014 and is presently in Phase 2.

Another program that is being worked on is the Community Response Program (CRP). This program began in 11 Division, and is an officer initiated referral program for domestic violence offenders to the John Howard Society of Toronto (JHST). The JHST case worker will engage and assist male offenders who are not eligible for the Partner Assault Responses Program (PARS). JHST will assist offenders in seeking counseling, shelter and employment which will help in reducing recidivism.

The Divisional Policing Support Unit (DPSU), has also been working with the Multilingual Community Interpreter Services (MCIS) on a Language Services Video Interpretation Pilot Project. This initiative assists investigating officers with victim(s) of domestic violence, sexual assault or human trafficking that require interpretative services during the investigative process. The MCIS video interpreter will be available via video conferencing technology within approximately 30 to 60 minutes after the interpretation request is made to MCIS.

The Service has also developed a number of initiatives to help increase reporting, including presentations to schools, colleges, and universities; presentations to cultural organizations; presentations to shelters; community workshops; and domestic violence training for officers.

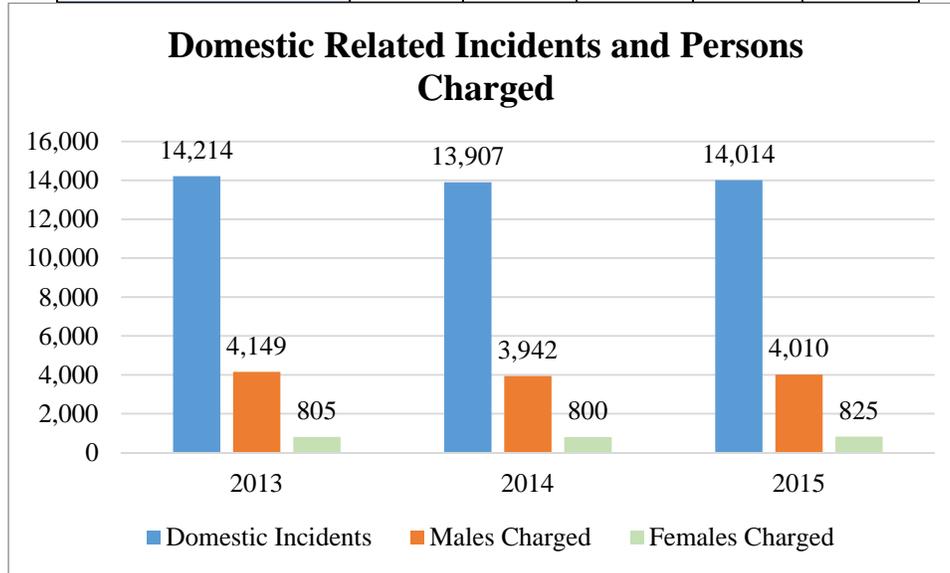
From January 1, 2013 to December 31, 2015, the Service engaged in a number of diverse community committees in relation to domestic violence education and awareness campaigns. The following are some examples:

- 31 Division delivers domestic violence presentations at the Youth Resource Centre / Homewood House for teen mothers in a program called Survivor Girl. The workshop focuses on healthy relationships and provides an introduction into domestic violence issues. This initiative is on-going.
- In June 2014, the Service received the Victims Assistance Award from the Ontario Association of Chiefs (OACP). This award recognizes the contributions made by members of an Ontario police service, alone or in partnership with private or public community agencies for improving the level of service provided to victims of crime, tragic events or other unfortunate circumstances. Members of DPSU attended the presentation in Ottawa on behalf of the Service.
- The Service’s domestic violence procedure, which is located on our external website, has been translated into 11 different languages including, Arabic, Korean, Persian, Punjabi, Somali, Spanish, Tamil, Traditional Chinese, Urdu, and French. Any member of the public can access this information on the internet.
- The *Domestic Violence - Protect Yourself - Are you in an abusive relationship?* pamphlet was translated into 11 languages and can be found on the Service website under Community Safety. The pamphlets are also available in a printed format at each of 17 divisions.

The following statistical information provides a comparison of the core statistical domestic violence data for 2013- 2015.

Domestic Related Statistics			
	2013	2014	2015
Domestic Incidents	14,214	13,907	14,014
Males Charged	4,149	3,942	4,010
Females Charged	805	800	825

Domestic Related Statistics					
	2013	2014	% Chg	2015	% Chg
Domestic Incidents	14,214	13,907	-2.2%	14,014	0.8%
Males Charged	4,149	3,942	-5.0%	4,010	1.7%
Females Charged	805	800	-0.6%	825	3.1%



Domestic incidents and charges laid from 2013 to 2014 have decreased. No specific strategy can be attributed to the decrease, however, the decrease could be contributed to domestic violence community outreach programs and initiatives, awareness - education compains and early intervention strategies.

Conclusion:

The Service is committed to community mobilization and community engagement strategies, thereby actively engaging the Violence Against Women (VAW) service providers and the greater community through ongoing education, public presentations and awareness campaigns, continued outreach, and progressive stakeholder partnerships.

Effective policing can only be achieved through the partnership between the police and the community it serves. Complex social issues, such as domestic violence, cannot be addressed effectively through enforcement measures only. The collaboration between law enforcement personnel, VAW service providers, education officials and corporate support is critical to the success of these initiatives.

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

The Board received the foregoing report.

Moved by: D. Noria

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 24, 2016**

**#P24. ANNUAL REPORT – 2014 TORONTO TRANSIT COMMISSION –
SPECIAL CONSTABLES**

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

Subject: 2014 ANNUAL REPORT: TORONTO TRANSIT COMMISSION – SPECIAL
CONSTABLES

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

Section 8.9 of the agreement between the Toronto Police Services Board and Toronto Transit Commission (TTC) regarding special constables states that:

“The TTC shall provide to the Board an annual report with statistical information including information regarding enforcement activities, training, use of force, supervision, complaints and other issues of concern to the Parties and such further categories of information as may be requested by the Board or the Chief, from time to time”.

Discussion:

As directed by the Board, appended to this report is the 2014 Annual Report from the TTC regarding special constables. The report is consistent with the reporting guidelines established by the Board.

Conclusion:

The Toronto Police Service has established a strong working relationship with the Toronto Transit Commission. The mandate of the TTC Transit Enforcement Unit is to protect the integrity of the transit system, perform security functions with respect to TTC properties and assets and to ensure that the transit system remains a safe and reliable form of transportation.

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

The Board received the foregoing report.

Moved by: C. Lee

A copy of the Executive Summary to the 2014 Annual Report is appended to this Minute for information. A copy of the complete report is on file in the Board office.



EXECUTIVE SUMMARY

Within the transit policing and security framework, the Toronto Transit Commission (TTC) is working closely with the Toronto Police Service to maintain a meaningful and mutually beneficial relationship.

Transit Enforcement Officers focused much of their activities on the TTC's corporate interests and business needs including: customer service, fare enforcement, bylaw enforcement, asset protection and addressing customer and employee safety and security needs.

With the execution of a new Special Constable Agreement between the TTC and the Toronto Police Services Board (the Board) on May 15, 2014, Transit Enforcement Officers will exercise the powers and authorities granted by the Board in a responsible, efficient manner to ensure they provide a duty of care and maintain community expectations of safety and security on the transit system. Transit Enforcement Officers will provide a consistent standard of service accountable to both the TTC and the Board.

The activities of Transit Enforcement Officers will remain consistent with the Ministry of Community Safety and Correctional Services guidelines and enable the TTC to more effectively serve the special interests of the organization, and also the public interest in preservation of order, protecting property, and providing limited law enforcement.

The 2014 TTC Transit Enforcement Unit Annual Report provides the Toronto Transit Commission and the Toronto Police Services Board with information on the TTC's Special Constable Program, Transit Fare Inspection Program, and more specifically: the structure of the department, effective supervision, current staffing, ongoing training, uniform standards and distinction, the use of the authorities granted by the Toronto Police Services Board, governance, occurrence reporting as well as a summary of public complaints. The report concludes with some highlights of the reporting year.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 24, 2016**

#P25. ANNUAL REPORT – 2015 NAME BADGES

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

Subject: ANNUAL REPORT: 2015 NAME BADGES

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

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

Background/Purpose:

At its meeting held on November 14, 2012, the Board approved a new Board policy entitled *Name Badges* and requested that the Chief of Police provide an annual report to the Board concerning incidents of non-compliance with this policy and any actions taken to remedy such incidents (Min. No. P284/12 refers).

The purpose of this report is to provide the Board with the details about the incidents of non-compliance in 2015 and the remedies in those incidents.

Discussion:

A member's requirement to wear the issued name badge is prescribed in Service Procedure 15-16 entitled *Uniform, Equipment and Appearance Standards* and Appendix 'H' to the procedure entitled *Wearing of Name Badges*. The appendix requires that the name badge shall be clearly visible and worn on the outermost garment with the only exception being that a name badge is not required on rainwear.

A review of the Professional Standards Information System (PSIS) has shown that there were no incidents of non-compliance in 2015.

This report has been prepared annually for the years 2013 through 2015. A three year comparison is included in the table below. The table shows that there have been two allegations of non-compliance in the past three years, only one of which was substantiated. The unsubstantiated matter was an officer in full uniform, including his name badge, but with a rain jacket over top.

YEAR	SUBSTANTIATED	UNSUBSTANTIATED	TOTAL
2013	0	0	0
2014	1	1	2
2015	0	0	0

Conclusion:

In summary, this report provides the Board with the details regarding the incidents of non-compliance by Service members with the Board policy on the wearing of name badges in 2015 as well as a comparison of the past three years.

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

The Board received the foregoing report.

Moved by: M. Moliner

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 24, 2016**

#P26. ANNUAL REPORT – 2015 SUMMARY OF GRIEVANCES

The Board was in receipt of the following report January 26, 2016 from Jeanette May, Director, Human Resources:

Subject: ANNUAL REPORT: 2015 SUMMARY OF GRIEVANCES

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

All fees with respect to the legal representation and arbitration of grievances are funded through the Legal Reserve.

Background/Purpose:

At its confidential meeting on February 20, 2003, the Board requested that an annual summary report on grievances be provided for the public meeting in February of each year (Min. No. C30/03 refers). The Board further requested that the public report include the cost of the grievances, the total costs for the year and the number of arbitrations where the Board, Association or both were successful. Grievances are managed by the Labour Relations Unit on behalf of the Board. Grievance activity and resolutions are reported semi-annually to the Board (Min. No. C159/2015).

Discussion:

During the year 2015, there were 17 new grievances filed. Of this number, 10 grievances were either withdrawn or settled by the parties, and 7 are outstanding.

In addition to the above, 17 grievances that were outstanding from previous years were resolved in 2015. One grievance dismissed at the Ontario Court of Appeal was resolved and withdrawn. The remaining 16 grievances were settled or withdrawn. There were no arbitration awards issued in 2015.

Total number of grievances as of January 1, 2015	29
Number of new grievances filed in 2015	17
Total number of grievances settled, withdrawn or dismissed in 2015	27
Total number of outstanding grievances as of December 31, 2015	19

As the above chart indicates, the total number of outstanding grievances at the end of 2015 has decreased by ten since the start of the year.

The total legal costs expended in 2015 for all grievance activity, including matters which commenced prior to 2015, amounted to \$119,829.54. The following is an itemization of costs by type of grievance:

Number	Type of Grievance	Costs Expended in 2015
4	Policy Issues	\$18,755.21
2	Abuse of Benefits (Sick, WSIB, CSLB)	\$67,272.12
1	Accommodation	\$4,561.71
1	Harassment	\$27,529.50
1	Suspensions	\$1,288.00
1	Terminations	\$423.00
10	TOTAL COSTS IN 2015 *	\$119,829.54

* These costs include interim or final billings for cases filed prior to 2015, as well as new cases filed in 2015 and include fees for legal counsel, disbursements and arbitrator fees related to the arbitration hearings. The breakdown is as follows:

- Legal Counsel and Disbursement Fees - \$95,361.89
- Arbitrator Fees - \$24,467.65

Conclusion:

In summary, this report provides the Board with the total number of grievances and total costs for the year 2015.

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

The Board received the foregoing report.

Moved by: C. Lee

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 24, 2016**

#P27. ANNUAL REPORT – 2015 UNIFORM PROMOTIONS

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

Subject: ANNUAL REPORT: 2015 UNIFORM PROMOTIONS

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

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

Background/Purpose:

At its meeting on May 29, 2003, the Board approved giving standing authority to the Chair, Vice Chair, or their designates, to sign, authorize and approve all uniform promotions to the ranks of Sergeant and Staff/Detective Sergeant. The Board further approved the receiving of a summary report at its February meeting each year on the promotions made to these ranks in the previous year (Min. No. P136/03 refers). Also at its meeting on March 22, 2007, the Board requested that future employment equity statistics provide an analysis of the success rate of female and racial minority officers in the promotional process by comparing the number of such officers at all stages of the process with the number of those who were promoted (Min. No. P124/07 refers).

Discussion:

In 2015, 61 Police Constables were promoted to the rank of Sergeant. Forty (40) of them were promoted from the 2014 Sergeant eligibility list for the promotion of Sergeant thereby exhausting the 2014 eligibility list. The other 21 Police Constables were promoted from the 2015 Sergeant eligibility list leaving 130 members on an eligibility list for promotion to the rank of Sergeant. In 2015, 20 Sergeants/Detectives were promoted to the rank of Staff/Detective Sergeant. Eight (8) of them were promoted from the 2014 Staff/Detective Sergeant eligibility list for the promotion to the rank of Staff/Detective Sergeant thereby exhausting the 2014 eligibility list. The other 12 Sergeants/Detectives were promoted from the 2015 Staff/Detective Sergeant eligibility list leaving 29 members on an eligibility list for promotion to the rank of Staff/Detective Sergeant.

Appendix 'A' lists the number of members promoted to the rank of Sergeant during 2015. Appendix 'B' lists the number of members promoted to the rank of Staff /Detective Sergeant during 2015.

An employment equity analysis of the processes for promotion to the rank of Sergeant which concluded in 2015 is attached (see Appendix C). One hundred and fifty one members were placed on an eligibility list at the end of this Sergeant process. Male visible minorities and aboriginals comprised roughly 30% of the total males on the eligibility list. Female members made up approximately 15% of this list, 22% of which were visible minorities.

An employment equity analysis of the Staff/Detective Sergeant process which concluded in 2015 is also attached (see Appendix D). Forty-one members were placed on an eligibility list at the conclusion of this process. Male visible minorities comprised roughly 12% of the total males on this list. Female members made up roughly 37% of the list, an increase of 16% over last year's process. Thirteen percent of these were visible minorities and aboriginals.

All officers have been promoted in accordance with Service Procedure 14-10 entitled "Uniform Promotional Process – Up To and Including the Rank of Inspector" which was approved by the Board (Min. No. P49/01 refers). In addition, the officers have been the subject of an extensive vetting process that included background checks conducted through Professional Standards, Diversity and Inclusion and Labour Relations.

Conclusion:

This report lists the members of the Toronto Police Service who were promoted to the ranks of Sergeant and Staff/Detective Sergeant during the year 2015, along with an employment equity analysis of the processes.

Mr. Tony Veneziano, Chief Administrative Officer, Corporate Services Command, will be in attendance to respond to any questions that the Board may have in regards to this report.

The Board received the foregoing report.

Moved by: M. Moliner

Appendix A

Promotions to the rank of Sergeant in 2015	
Number Promoted	Effective Date
6	2015.01.12
9	2015.01.26
3	2015.02.09
1	2015.02.23
1	2015.03.23
9	2015.04.20
1	2015.05.04
10	2015.05.18
21	2015.12.14
TOTAL: 61	

*All promotions to the rank of Sergeant have a one year probationary period.

Appendix B

Promotions to the rank of Detective /Staff Sergeant in 2015		
Number	Promoted to Rank	Effective Date
4	Staff Sergeant	2015.01.12
1	Staff Sergeant	2015.01.26
2	Detective Sergeant	2015.02.09
2	Detective Sergeant	2015.02.23
4	Staff Sergeant	2015.03.23
2	Staff Sergeant	2015.04.20
1	Staff Sergeant	2015.06.25
1	Detective Sergeant	2015.08.10
2	Staff Sergeant	2015.08.10
1	Staff Sergeant	2015.09.07
Total: 20		
15 promotions	Staff Sergeant	
5 promotions	Detective Sergeant	

Appendix C

2015 Sergeant Promotional Process Employment Equity Results					
	Eligible	Applied	Wrote Exam	Interview	Promotion
Female					
Female Aboriginal	11	0	0	0	0
Female Visible Minority					
Black	16	4	4	2	2
Central & S. American	6	0	0	0	0
Chinese	11	3	3	1	0
Filipino	2	0	0	0	0
Japanese	1	0	0	0	0
Korean	5	1	1	1	1
Mixed Race or Colour	13	1	1	0	0
Other Southeast Asian	3	0	0	0	0
S. Asian (Indo Pakistani)	12	3	3	2	1
West Asian/N. African	6	2	1	1	1
Total Female Visible Minority & Aboriginal	86	14	13	7	5
Female White	341	29	23	17	7
Non Respondent Female	276	48	43	24	11
Total Female	703	91	79	48	23
% Female VM & Aboriginal of Total Female	12.23%	15.38%	16.46%	14.58%	21.74%
% Female of Total Members	18.97%	14.75%	14.50%	15.53%	15.23%
Male					
Male Aboriginal	43	6	3	2	2
Male Visible Minority					
Black	197	45	39	15	7
Central & S. American	49	6	6	3	1
Chinese	130	15	13	5	1
Filipino	46	10	9	3	3
Japanese	10	3	2	2	1
Korean	46	10	8	4	3
Mixed Race or Colour	79	13	12	8	2
Other Southeast Asian	27	6	6	1	1

S. Asian (Indo Pakistani)	224	38	35	20	12
West Asian/N. African	61	20	17	13	5
Total Male Visible Minority & Aboriginal	912	172	150	76	38
Male White	1067	122	105	62	24
Non Respondent Male	1023	232	211	123	66
Total Male	3002	526	466	261	128
% Male VM & Aboriginal of Total Male	30.38%	32.70%	32.19%	29.12%	29.69%
% Male of Total Members	81.03%	85.25%	85.50%	84.47%	84.77%
Total Members (Male & Female)	3705	617	545	309	151

Employment Equity - Summary					
	Eligible	Applied	Wrote Exam	Interview	Promotion
% Female VM & Aboriginal of Total Members	2.32%	2.27%	2.39%	2.27%	3.31%
% Male VM & Aboriginal of Total Members	24.62%	27.88%	27.52%	24.60%	25.17%
Total VM & Aboriginal (Male & Female)	998	186	163	83	43
% Total VM & Aboriginal of Total Members	26.94%	30.15%	29.91%	26.86%	28.48%

Appendix D

2015 Staff Sergeant Promotional Process Employment Equity Results					
	Eligible	Applied	Wrote Exam	Interview	Promotion
Female					
Female Aboriginal	1	1	1	1	1
Female Visible Minority					
Black	5	4	4	1	1
Central & S. American					

Chinese	2	1	1		
Filipino					
Japanese					
Korean					
Mixed Race or Colour					
Other Southeast Asian					
S. Asian (Indo Pakistani)					
West Asian/N. African					
Total Female Visible Minority & Aboriginal	8	6	6	2	2
Female White					
Non Respondent Female	41	39	32	22	13
Total Female	49	45	38	24	15
% Female VM & Aboriginal of Total Female	16.33%	13.33%	15.79%	8.33%	13.33%
% Female of Total Members	18.08%	18.07%	17.35%	28.24%	36.59%
Male					
Male Aboriginal	2	2	1		
Male Visible Minority					
Black	22	21	19	3	
Central & S. American					
Chinese	7	7	6		
Filipino	1	1	1		
Japanese					
Korean					
Mixed Race or Colour	2	2	1		
Other Southeast Asian	2	2	2	1	1
S. Asian (Indo Pakistani)	9	6	4	3	1
West Asian/N. African	1	1	1	1	1
Total Male Visible Minority & Aboriginal	46	42	35	8	3
Male White	3	2	2	2	
Non Respondent Male	173	160	144	51	23
Total Male	222	204	181	61	26
% Male VM & Aboriginal of Total Male	20.72%	20.59%	19.34%	13.11%	11.54%
% Male of Total Members	81.92%	81.93%	82.65%	71.76%	63.41%
Total Members (Male & Female)	271	249	219	85	41

Employment Equity - Summary

	Eligible	Applied	Wrote Exam	Interview	Promotion
% Female VM & Aboriginal of Total Members	2.95%	2.41%	2.74%	2.35%	4.88%
% Male VM & Aboriginal of Total Members	16.97%	16.87%	15.98%	9.41%	7.32%
Total VM & Aboriginal (Male & Female)	54	48	41	10	5
% Total VM & Aboriginal of Total Members	19.93%	19.28%	18.72%	11.76%	12.20%

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 24, 2016**

#P28. ANNUAL REPORT – 2015 SECONDMENTS

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

Subject: 2015 SECONDMENT LISTING

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

At its meeting of January 25, 2001, the Board directed that the Chief of Police report annually on secondments of Service members (Min. No. P5/01 refers). This report is submitted in compliance with the Board's direction.

Discussion:

As per the Board's direction, a list of secondment positions filled by Service members during 2015 is appended to this report (see Appendix 'A').

In 2015, forty three (43) uniform members and five (5) civilian members were seconded to various agencies at full or partial cost recovery for salaries and benefits to the Service.

In addition, for the same time period, twelve (12) uniform members were seconded to various agencies with no cost recovery to the Service.

The unfunded secondment positions include partnerships with federal and provincial government agencies operating in the Greater Toronto area, with both the Service and the partner agencies benefitting from the efficiencies arising from the working relationship.

Conclusion:

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

The Board received the foregoing report.

Moved by: M. Moliner

APPENDIX A

No. of Members	RANK	LOCATION	TERM			COST
				to		
2	Detective	Royal Canadian Mounted Police Asian Organized Crime	2011.04.15	to	Ongoing	UFD
2	D/Constable	Royal Canadian Mounted Police Asian Organized Crime	2011.04.15	to	Ongoing	UFD
1	D/Sergeant	Royal Canadian Mounted Police Combined Forces Special Enforcement Unit (CFSEU)/ Project OPhoenix	2014.03.26	to	Ongoing	CR
2	Detective	Royal Canadian Mounted Police CFSEU/Project OPhoenix	2014.03.26	to	Ongoing	CR
4	D/Constable	Royal Canadian Mounted Police CFSEU/Project OPhoenix	2014.03.28	to	Ongoing	CR
1	Inspector	Royal Canadian Mounted Police Integrated National Security Team (INSET)	2013.04.01	to	2016.03.31	FCR
1	Detective	Royal Canadian Mounted Police INSET	2013.04.01	to	2016.03.31	CR
1	PC	Royal Canadian Mounted Police INSET	2013.04.01	to	2016.03.31	GFD
1	D/Constable	Royal Canadian Mounted Police INSET	2013.04.01	to	2016.03.31	CR
2	PC	Royal Canadian Mounted Police IPOB	2015.05.08	to	2015.11.03	FCR
1	PC	Royal Canadian Mounted Police Marine Security Emergency Response Team (MSERT)	2014.01.01	to	2016.01.01	FCR
1	PC	Royal Canadian Mounted Police MSERT	2014.09.29	to	2016.01.01	FCR
1	A11	Royal Canadian Mounted Police National Weapons Enforcement Support Team (NWEST)	2012.11.02	to	2015.11.01	FCR
2	D/Constable	Royal Canadian Mounted Police Pearson International Airport	2007.02.22	to	Ongoing	UFD
1	Detective	Royal Canadian Mounted Police Toronto Airport Drug Enforcement Unit (TADEU)	2011.11.08	to	Ongoing	UFD
1	PC	Corrections Canada Community Corrections Liaison Officer (CCLO Liaison Officer)	2015.04.01	to	2017.04.01	UFD
1	D/Sgt	Ministry of Community Safety & Correctional Services Provincial Anti-Terrorism	2015.03.10	to	2018.03.18	UFD

No. of Members	RANK	LOCATION	TERM			COST
				to		
2	Detective	Ministry of Community Safety & Correctional Services Biker Enforcement	2012.09.03	to	Ongoing	FCR
1	PC	Ministry of Community Safety & Correctional Services Biker Enforcement	2012.09.03	to	Ongoing	FCR
2	D/Constable	Ministry of Community Safety & Correctional Services Chief Firearms Office	2013.02.01	to	2016.03.31	FCR
4	D/Constable	Ministry of Community Safety & Correctional Services Child Exploitation	2014.11.14	to	2015.03.31	CR
1	D/Sergeant	Ministry of Solicitor General Criminal Intelligence Service Ontario (CISO)	2014.03.01	to	2017.02.28	CR
1	A/D/Sergeant	Ministry of Solicitor General CISO	2014.04.25	to	2017.04.25	FCR
1	A/D/Sergeant	Ministry of Solicitor General CISO	2014.09.30	to	2016.09.30	FCR
1	PC	Ministry of Solicitor General Provincial Violent Crime Linkage Analysis System Centre (VICLAS)	2015.09.11	to	2016.09.10	FCR
1	PC	Ministry of Solicitor General VICLAS	2014.05.05	to	2017.05.05	FCR
1	Sergeant	Ontario Police College Basic Constable Training	2015.04.26	to	2017.04.26	FCR
1	Sergeant	Ontario Police College Basic Constable Training	2014.09.01	to	2016.09.01	FCR
1	A/Sergeant	Ontario Police College Basic Constable Training	2014.09.01	to	2016.09.01	FCR
1	D/Constable	Ontario Chief Coroner Coroner's Inquest	2015.03.13	to	2016.03.15	UFD
1	Inspector	Ontario Provincial Police Provincial Repeat Offender Parole Enforcement (ROPE)	2012.08.31	to	2015.08.31	FCR
2	Detective	Ontario Provincial Police ROPE	2012.08.31	to	2015.08.31	FCR
7	D/Constable	Ontario Provincial Police ROPE	2013.11.04	to	2015.08.31	FCR
1	C04	Ontario Provincial Police ROPE	2012.08.31	to	2015.08.31	FCR
1	T/C04	Ontario Provincial Police ROPE	2012.08.31	to	2015.08.31	FCR
1	Detective	U.S. Immigration & Customs United States Immigration and Customs Enforcement Unit (ICE)	2015.01.01	to	2015.12.31	UFD

No. of Members	RANK	LOCATION	TERM			COST
				to		
1	Detective	New York Police Department NYPD Liaison	2015.04.01	to	2016.04.01	UFD
1	D/Constable	United States Postal Service Telemarketing	2015.02.01	to	2016.02.01	CR
1	T/04	United States Postal Service Telemarketing	2015.02.01	to	2016.02.01	CR
1	T/A04	Miziwe Biik Aboriginal Peacekeeping Unit	2015.04.21	to	2016.04.21	CR

Legend:

FCR - Full Cost Recovery
GFD - Grant (Partial Recovery)
UFD - Unfunded
CR - Cost Recovery

File: 2015 Secondment Board Report Smith.doc

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 24, 2016**

**#P29. RATIFICATION OF BOARD DECISION: RESPONSE TO CITY'S
BUDGET COMMITTEE MOTION TO REDUCE THE REVISED 2016
TORONTO POLICE SERVICE'S OPERATING BUDGET REQUEST**

The Board was in receipt of the following report February 08, 2016 from Andy Pringle, Chair:

Subject: Ratification of Board Decision:
Toronto Police Services Board's Response to City's Budget Committee Motion to
Reduce the 2016 Revised Toronto Police Service Operating Budget Request

Recommendation:

It is recommended that the Board ratify the decision made by a quorum of the Board on February 5, 2016 to submit a report to the City's Executive Committee, for consideration at its February 9, 2016 meeting, containing a response to a request to reduce the Toronto Police Service's 2016 operating budget request by a further \$3M.

Financial Implications:

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

Background/Purpose:

At its meeting held on January 20, 2016, the Board authorized me to prepare a response to the City's Budget Committee's Motion that requested a reduction to the Board-approved 2016 TPS 2016 operating budget request in the amount of "\$3 million gross and net" (Min. No. C04/16 refers). It was anticipated that the City's Executive Committee would consider the Board's response at its February 9, 2016 meeting, which is prior to the Board's next regularly-scheduled meeting to be held on February 24, 2016.

On February 3, 2016, an email communication was sent to the Board containing a report with a proposed response to the Budget Committee's Motion. Given the limited time available to submit a response to the Executive Committee, I recommended that the Board approve my report via an email poll on the basis that the decision would be formally ratified at the next regular meeting.

Discussion:

On February 5, 2016, a quorum of the Board approved my report. A copy is attached as Appendix A.

Conclusion:

It is, therefore, recommended that the Board ratify the decision made by a quorum of the Board on February 5, 2016.

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

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

Moved by: D. Noria

APPENDIX "A"

Report dated February 03, 2016 from Andy Pringle, Chair:

To: Members
Toronto Police Services Board

From: Andy Pringle
Chair

Subject: TORONTO POLICE SERVICE – 2016 OPERATING BUDGET – BUDGET COMMITTEE MOTION

Recommendation:

It is recommended that:

1. the Toronto Police Services Board approve a further \$3Million (M) net reduction, as requested by the City of Toronto Budget Committee, to the previously Board-approved 2016 Toronto Police Service net operating budget of \$1,006.7M (\$1132.3M gross), for a revised 2016 net operating budget of \$1,003.7M (\$1129.3M gross), an increase of \$24M or 2.45% over the 2015 net approved operating budget; and
2. this report be forwarded to the City of Toronto Executive Committee for approval.

Financial Implications:

The recommended reduction of \$3M to the Board-approved budget is in response to the City Budget Committee's request at its January 26, 2016 meeting.

To achieve this reduction, the Toronto Police Service's discretionary-type accounts (conferences, training, office supplies) will be reduced by \$0.2M.

The remaining reduction of \$2.8M will be made to the Service's 2016 contribution to the Vehicle and Equipment Reserve. This reduction will reduce the balance available in the reserve to fund planned replacement of the Service's vehicles and information technology equipment.

Background/Purpose:

At its meeting on January 26, 2016 the City's Budget Committee approved the following motion:

"...the Toronto Police Services' (sic) 2016 Preliminary Operating Budget be reduced by \$3 million gross and net; further request Toronto Police Services (sic) to explore opportunities to find savings from freezing discretionary expenditures, including but not limited to business travel; conferences, consulting contracts; purchase of equipment, furniture, supplies, advertising, promotion and production of materials except where it is critically required for service delivery;"

The above motion will be considered by the City of Toronto Executive Committee at its meeting on February 9, 2016. The purpose of the report is to respond to the City Budget Committee motion so that it can be considered by the Executive Committee at the same meeting.

Discussion:

At its public meeting held on November 12, 2015 the Toronto Police Services Board (Board) approved a revised 2016 net operating budget request of \$1,006.7M for the Service, an increase of \$27M or 2.76% over the 2015 net approved budget (Minute P292/15 refers and is attached).

In order to address the City Budget Committee's request, the Board Chair asked the Service to identify areas where the Service's Board-approved budget could be reduced further to achieve the \$3M reduction.

The Board-approved budget, submitted to the City Budget Committee, has undergone a thorough review by the Board's budget sub-committee and City staff. As 89% of the budget is for salary and benefits, the Service's budget development and review process focused on keeping these costs as low as possible. To this end, the Service:

- is only replacing the number of uniform officers (150) estimated to separate from the Service in 2016, and will be operating, on average, 213 officers below its approved uniform establishment of 5448 officers, and 35 officers below the average number of officers it operated with in 2015;
- has gapped civilian salaries by 6.5%, which is significantly higher than the 2.5% gapping rate the City uses; and
- has reduced premium pay by a further \$1.5M.

Nonetheless, in order to achieve the \$3M reduction requested by the City Budget Committee, two areas have been identified as discussed below.

Discretionary Accounts:

The City Budget Committee requested that all City agencies, boards, commissions and divisions review various discretionary accounts to determine if any reductions could be achieved in these accounts. With the benefit of year end actuals, the Service has identified a reduction of \$0.2M in these accounts.

Reserve Contributions:

In order to keep budget increases to a minimum over the last several years, the Service, in consultation with City Finance staff has continually deferred required incremental contributions to various reserves. The 2016 budget process was no different as the Service eliminated the required \$5.6M incremental contributions to various reserves in order to keep the budget increase over the 2015 approved budget as low as possible. This action simply defers the pressure to future years, since the funds required to pay for planned expenditures will not be available in the reserve.

However, in order to meet the City Budget Committee's reduction, the only area the Service can look at for a further \$2.8M reduction is in the level of annual contribution it makes to the Vehicle and Equipment Reserve. This reduction may necessitate a deferral of some of the replacements, many of which have already been deferred beyond recommended lifecycles, placing even greater pressure on future years' budgets.

It is important to note that this reduces the base budget contribution for this reserve and further increases the pressure deferred to future years. While this is not financially prudent, it is the only way the Service can achieve the City Budget Committee reduction at this time.

To minimize the impact on the Reserve balance, approval will be requested to contribute any surpluses achieved in 2015 and future years to the reserve accounts, as required. The Service will also continue to review the planned expenditures from the Reserve to determine if any sustainable adjustments can be achieved in future.

Furthermore, as the year progresses, if any sustainable savings and or revenue increases are identified and achieved, the Service will work with City Finance staff to at least restore the base budget for the contributions to the Vehicle and Equipment Reserve by the amount reduced to achieve the City Budget Committee requested reduction.

Conclusion:

The Service has further reduced its 2016 operating budget request in order to meet the City Budget Committee's requested reduction. This reduction reduces the Service's net budget request to \$1,003.7M, an increase of \$24M or 2.45% over the 2015 net approved operating budget. The 2016 impact of the Board's current collective agreement with the Toronto Police Association represents 2.16% of the 2.45% increase. The remaining 0.3% increase is for other expenses, which is well below the rate of inflation.

• Attachment -

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 12, 2015**

**#P292 TORONTO POLICE SERVICE – 2016 OPERATING BUDGET –
REVISED REQUEST**

The Board was in receipt of the following report November 09, 2015 from Mark Saunders, Chief of Police:

Subject: TORONTO POLICE SERVICE 2016 OPERATING BUDGET – REVISED
REQUEST

Recommendations:

It is recommended that:

- (1) the Board approve a revised 2016 net operating budget request of \$1,006.7 Million (M), an increase of \$27M or 2.76% over the 2015 net approved budget;
- (2) the Board approve a revised uniform establishment of 5,448 officers, a reduction of 14 from the current establishment;
- (3) the Board approve a revised civilian establishment of 2,230, an increase of 12 from the current establishment;
- (4) the Board forward a copy of this report to the City's Deputy City Manager and Chief Financial Officer for information; and
- (5) the Board forward a copy of this report to the City Budget Committee for approval.

Financial Implications:

The Toronto Police Service's (Service) 2016 net operating budget request of \$1,015.8M (\$1,138.9M gross) was presented to the Board at its October 19, 2015 meeting (Min. No. P273/15 refers), with a recommendation for approval. This request was an increase of \$36.1M or 3.69% over the 2015 approved budget. A copy of the report submitted to the Board is attached to this report, and provides detailed information on the Service's 2016 operating budget request.

At the October meeting, the Board requested that additional reductions be made to the Service's 2016 operating budget request. In response to the Board's request, the Service has reviewed all areas of its budget submission to identify potential cost reductions, as well as any increases to revenue estimates.

As a result, the revised 2016 operating budget request is \$1,006.7M net (\$1,132.3M gross). This is an increase of \$27M (2.76%) over the 2015 net approved budget of \$979.7M, and a decrease of \$9.1M over the original 2016 budget request presented to the Board at its October 2015 meeting. A breakdown of the recommended \$9.1M reduction is provided below.

Item	Reduction/ (Increase) (\$000s)	Comments
Leap year cost	\$1,900	To be funded from City Tax Rate Stabilization Reserve, as per City Finance staff
TAVIS premium pay	\$1,000	Reduced based on loss of TAVIS Provincial funding
Medical, dental, administrative fee	\$616	Anticipated impact of new cap on physiotherapy services negotiated by the Board in the recent collective agreement, and premium reductions just recently negotiated by the Service
Other benefits	\$423	Change in estimates and assumptions, based on more up-to-date information
Reserves	\$2,100	Further reduced to prior year contribution levels – however, this is not in line with Service's increased contribution strategy and creates future budget pressures
Facility custodial costs	\$500	Renegotiation of costs with City Facilities that provides these services to the Service
Other expenditures – hiring impacts	\$251	Related impacts of reduced hiring
Other expenditures	(\$134)	Net increase in expenditures based on more up-to-date information
Change in revenue estimates	\$2,424	Increased revenue based on further review of all revenue sources
Total	\$9,080	

The Service has identified significant savings and cost avoidance in the last five years, in order to keep budget increases to an absolute minimum. Higher costs due to collective agreement related increases from 2011 to 2015 were effectively mitigated through no or reduced uniform hiring, significant cuts to premium pay and non-salary increases which were kept for the most part below zero, during that period. Specifically, the Service's payroll costs (including the impact of reduced premium pay) are approximately \$30M lower than in 2011.

Consequently, significant additional reductions are difficult to make without impacting service levels and effectively respond to a changing type of crime (cyber) and other emerging threats to

public safety, as well as meet collective agreement and vendor contractual obligations. More up-to-date information and additional analysis, combined with the City funding the leap year impact (\$1.9M) from its Tax Rate Stabilization Reserve have allowed the Service to find further potential budget reductions totalling \$9.1M. However, it is important to note that a good part of this reduction is not sustainable, given that some of the recommended amounts are driven by assumptions about market prices and revenues, and/or create future pressures on reserves. For example, the \$2.1M reduction to reserves simply defers the required additional contributions to future years.

Background/Purpose:

In developing the original 2016 budget request, the Service considered all known information at the time, including staffing levels required to provide public safety services, collective agreement and vendor contract obligations, as well as previous years' spending trends, including 2015 expenditure projections. The 2016 budget request is also reflective of actions taken over the last several years to reduce the funds required by the Service to provide adequate and effective policing. The Service does not control collective agreement related impacts that the Board negotiates, including employee benefit provisions. Since 89% of the Service's budget is for salaries and benefits, the actions the Service can take to reduce its budget are somewhat limited. Accordingly, some of the measures taken over the last several years to reduce its budget and program costs have included among other things, a 10% reduction in senior management positions, no or reduced uniform hiring, an increase in civilian gapping, significant reductions to premium pay, the on-going deferral of required reserve contributions, and most recently the civilianization of 142 uniform positions.

The preliminary 2016 budget request for the Service included the cost to ramp up the uniform establishment to recover from declining average uniform deployments. However, as in previous years, in order to reduce the budget request, the planned average deployment for 2016 falls well below the approved establishment (5,235 vs. 5,448), reducing the original budget request by \$13M.

In considering the Service's 2016 operating budget request at its October 2015 meeting, the Board passed the following motions:

- (1) *“THAT the Chief seek to identify additional reductions and efficiencies in the proposed operating budget;*
- (2) *THAT the Chief together with the Chair working with the Mayor attempt to achieve adjustments to currently proposed provincial funding changes;*
- (3) *THAT the Chief seek to identify further increases to the revenue estimates contained in the proposed operating budget’*
- (4) *THAT the Chief consult with City Staff in carrying out items 1-3 above;*
- (5) *THAT a revised operating budget proposal be presented to the Board for approval at its November 12, 2015 meeting; and*
- (6) *THAT the Board receive the written submission from the Toronto Police Accountability Coalition.”*

Accordingly, this report focuses on proposed further reductions to the Service's operating budget request, including any proposed changes to revenue estimates contained within the budget, for the Board's consideration.

Discussion:

2016 Operating Budget:

The Service's operating budget process started in April 2015. This process includes continual reviews and updates as more up-to-date information becomes available and is based on meetings with City staff and the Board's Budget Sub-Committee. The review process resulted in an original budget request being reduced from \$1,036.7M (5.8% increase) to the request put before the Board Budget Sub-Committee in September of \$1,023.1M (4.4% increase) to a further reduced budget of \$1,015.8M (3.69% increase) being presented to the Board at its October 2015 meeting. Therefore, the budget request submitted to the Board in October was \$21M less than the original budget request.

As previously mentioned, in order to mitigate the budget increase, the Service is not budgeting to its approved uniform establishment. Furthermore, the Service has reduced its hiring strategy in 2016 to take into account the loss of TAVIS funding, which was used to subsidize the cost of 30 school resource officers, and the additional civilianization of 14 uniform positions. As a result, the average uniform deployment in 2016 is 5,235 officers, which is below the projected 2015 average uniform deployment of 5,282 officers, and 213 below the revised uniform establishment of 5,448.

The operating budget process also included a detailed review of anticipated premium pay requirements, collective agreement and other contractual obligations, and expenditure trends in categories such as gasoline and benefits, and took into account the impact of the continued civilianization of some uniform positions. It included a review of all revenue sources. All cost drivers that were known or could be reasonably anticipated were considered in the development of the budget. The Service's budget request was developed with the objective to start from a zero-base where possible, keep non-salary requests at a minimum and include no new initiatives unless they saved or avoided costs, increased efficiencies or were necessary to mitigate risk.

As a result of the Board's motions noted above, the Service re-examined various areas of the budget submission, to determine if there were any further reductions that could be made, with the benefit of more up-to-date information. The following adjustments were identified.

Salaries (\$1.9M Reduction):

The salaries budget is driven by salary rates established by the various collective agreements negotiated by the Board with the Toronto Police Association (TPA) and the Senior Officers' Organization (SOO). It also takes into account the average actual uniform deployment, which is based on the anticipated number of officers on payroll at the end of the year, the estimated number of officers expected to separate from the Service in 2016 and the number of officers expected to be hired. With respect to civilian salaries, the budget is developed based on the

approved civilian establishment, reduced by estimated gapping (i.e. number of vacant positions expected and the average length of time they are expected to be vacant).

Leap year has an impact every four years on the Service budget, as salaries are budgeted based on the number of days in the year. As 2016 is a leap year, there is a one-time impact of \$1.9M for the additional day of salaries. Given the one-time nature of this pressure, the City has advised that leap year impacts will be funded from its Tax Rate Stabilization reserve. This results in a \$1.9M reduction to the Service's original budget request.

No further reductions are possible in the salary category, as these would impact service delivery.

The 2016 uniform salaries budget is premised on maintaining an average deployment of 5,235, based on 2015 average staffing levels, plus the related impact of hiring 44 less officers than originally planned in the December 2015 (30 less) and April 2016 (14 less) recruit classes. As a result, the Service's human resource strategy planned for the following classes of recruits: 11 in December 2015; 16 in April; 45 in August; and 79 in December, 2016, plus six transfers of officers from other police services during the year. Any further reduction to the salary budget would require a reduction in classes planned for the 2016 year, which would impact the number of officers that would be available to provide public safety services across the City. It would also create a budget pressure in 2017, in order to at least replace the number of officers that separated from the Service in 2016 and 2017.

It is also important to note that provincial grants are impacted by the average complement of officers in the Service, as a certain threshold of officers must be maintained. Any additional decrease in average deployment may therefore impact grant revenue, reducing the amount of the actual salary savings.

Civilian salaries are based on established positions, adjusted for gapping expectations. The 2016 budget contains the annualized impact of the 2015 civilianization initiatives. In addition, the Service has been actively staffing the backlog of vacancies that resulted during the 2013 Board-imposed hiring freeze and that continue to occur as individuals separate or retire. Any reductions to civilian staffing would impair the Service's ability to re-deploy uniform members as the work activities for which civilianization was recommended would continue to be performed by uniform members. In addition, the backlog of other civilian vacancies if not addressed, would continue to put significant pressure on existing civilian members, requiring significant amounts of overtime or increase temporary staff hiring, which is not sustainable. It would also increase the risk of errors and other deficiencies, and seriously affect services performed by the impacted units, in support of business units.

Revised Uniform and Civilian Approved Establishment:

In 2014, the Director, Finance and Business Management split the Service's Financial Management unit, consolidating Payroll with Benefits Administration and making Accounting Services, which includes the Central Paid Duty Office, into its own unit. As a result of this initiative, two established civilian positions were deleted. While the \$250,000 saved was reduced from the Service's 2015 budget, the positions have not yet been deleted from the

approved civilian establishment. Consequently, the establishment should be adjusted downward by two. This adjustment, combined with an increase of 14 positions for civilianization initiatives referenced in the original budget request report to the October 2015 board meeting, results in an increase of 12 positions, for a revised civilian establishment of 2,230. The corresponding reduction of 14 positions for the civilianization initiatives should be made to the approved uniform establishment, for a revised approved uniform establishment of 5,448 officers.

Premium Pay (\$1.0M Reduction):

The Service has made a concerted effort to monitor and manage premium pay, despite the need for overtime or call-backs as part of regular operations or as a result of the impact of major unplanned events, such as demonstrations, high profile homicide/missing persons and emergency situations. Between 2011 and 2015, premium pay budgets were reduced by a total of \$8.4M (after adjusting for salary settlements, and excluding the impact of off-duty court attendance). This represents a reduction of 22.5% in base premium pay.

Further reductions in base premium pay would be difficult to accommodate at this time, based on work pressures and service requirements. However, in order to reduce the 2016 budget request, a reduction to the TAVIS program premium pay of \$1M is being recommended. The TAVIS program has been funded by the Province of Ontario since 2006, and a lack of funding commitment for this program by the Province beyond December 31, 2015, has caused a significant pressure on the 2016 budget. Although the program has become an integral part of the delivery of policing services to the City, it is recommended that a reduction be made to the premium pay to assist in further reducing the Service's 2016 budget request. This will have a direct impact on the Service's ability to develop and implement intelligence-led strategies, utilizing premium pay to deliver activities to achieve these strategies, as well as respond to unanticipated events. The Service will have to monitor the impact of this further reduction in premium pay and develop strategies to address and manage any unanticipated events it must respond to, recognizing that these actions could impact our ability to pro-actively meet other public safety requirements.

Statutory Payroll Deductions and Benefits (\$1.0M Reduction):

The majority of the 2016 budget in this category is mandated by legislation or collective agreement obligations. Legislated rate changes have already been factored into the budget.

Medical and dental expenses are major cost drivers in this category. The budget for these benefits is based on the cost of drugs and services, dental fee schedule, utilization rates and administrative fees. Costs for drugs and dental services are based on the average increase experienced over the last four years. In 2016, based on a significant increase in the use of medical coverage, the estimate for medical and dental costs was increased by \$4.1M in the original budget request. These estimates have been re-evaluated based on recently completed negotiations of premium rate increases and pooling charges with the Board's benefits services provider, and also following a further analysis of the impact of the physiotherapy benefits cap negotiated in the collective agreement. Based on revised assumptions, it is estimated that the budget can be reduced by \$0.6M for medical and dental costs.

Furthermore, it has been determined that a total reduction of \$0.4M can be made to other benefit costs such as WSIB costs and group life insurance.

Reductions totalling \$1M can therefore be made in this cost category.

Reserve Contributions (\$2.1M Reduction):

The Service contributes to reserves through provisions in the operating budget. All reserves are established by the City. The City manages the Sick Pay Gratuity and Insurance reserves, while the Service manages the remaining reserves (Vehicle & Equipment, Legal, Central Sick Bank and Health Care Spending). The health of all reserves utilized by the Service is dependent on regular contributions to meet on-going expenditure obligations. In order to mitigate budget pressures, the Service in consultation with City Finance staff, has continually deferred required contributions to reserves, either through reduced contributions or by phasing in required increases over longer periods of time. In order to reduce its 2016 budget request, the Service reduced the planned contributions for reserves by \$3.5M in the original budget submission to the Board. In order to respond to the Board's request for additional funding reductions, the Service is reducing the required incremental reserve contributions by a further \$2.1M, for a total of \$5.6M in reductions in the 2016 budget request. Although this reduction is being made, the contributions are ultimately still required, as a part of the Service's reserve strategy to maintain enough funds to cover reserve draws, and meet the Service's obligations. The Service will work with the City in an attempt to reduce some of this pressure at least in the short-term, through a one-time injection of any Service budget surpluses. However, as one-time contributions from surplus are not in the Service's budget base, the reductions to the 2016 budget request still create a significant future budget pressure in order to increase the Service's contributions to the level required to meet future obligations.

Other Expenditures (\$0.6M Reduction):

The remaining expenditure categories include the materials, equipment and services required for day-to-day operations, much like those incurred by regular business entities. Wherever possible, accounts within this category were flat-lined to the 2015 level or reduced even further. Increases were only included where considered mandatory and/or to meet contractual obligations, and one-time reductions were taken into account where applicable.

After discussions with City staff, who provide caretaking and maintenance service for Service facilities, it was agreed that a \$0.5M reduction would be made to the interdepartmental charges for these services. To accommodate the reduction, City staff plan to review the preventative maintenance schedule for Service facilities and will be reducing part time staff allocations to Service facilities, which could lead to service level impacts. The Service and City will monitor these impacts in 2016 to determine if this reduction is sustainable.

In light of reduced hiring, all related expenditures have been reviewed and a further \$0.25M reduction in the request has been identified. There are, however, other expenditure items that, based on more up-to-date information, are expected to increase. The largest anticipated increase

is based on a change to foreign exchange rate estimate assumed in the original budget request. Due to the declining value of the Canadian dollar, the budget impact is estimated at \$0.2M. This cost is partially offset by other minor decreases for a net increase in other expenditures of \$0.1M.

Reductions totalling \$0.6M can be made in this cost category, as summarized in the table below.

Item	Reduction/ (Increase) (\$000s)	Explanation
Facility custodial costs	\$500	Renegotiation of costs with City Facilities that provides these services to the Service
Other expenditures – hiring impacts	\$251	Related impacts of reduced hiring
Other expenditures	<u>(\$134)</u>	Net increase in expenditures based on more up-to-date information
Total net reduction	\$617	

Revenues (\$2.4M increase):

The Service revenue budget includes fees, cost recoveries, grants and draws from reserves. The Service regularly reviews fee prices which are set to values that cover the costs of the service provided. The 2016 operating budget request reflects the direct and indirect costs of providing services. The cost recoveries budget represents reimbursements of expenses incurred by the Service and generally results in a net zero budget impact. Grant budgets are tied to specific contractual provisions regarding uniform officer staffing levels and/or specific expenditures. Other in-year grant funding opportunities are generally tied to new expenditures and therefore cannot be used to fund existing expenditures. Draws from reserves are tied to expenditures and cannot be increased to fund unrelated costs.

The Service is generally conservative with respect to the assumptions it makes to develop the various revenue budgets. However, after a further review of the revenue assumptions, it is recommended that overall revenues be increased by \$2.4M. This increase represents changes in estimates in various revenue sources for the Service.

Conclusion:

The Service submitted a 2016 budget request to the Board at its October meeting which met collective agreement and vendor contract obligations. It also included funding for staffing levels and infrastructure requirements to provide adequate and effective policing to the City, and help address ever evolving and increasing cybercrime, as well as other threats in public safety and victimization.

In response to the Board’s request for additional budget reductions, the Service worked with City staff and the Board’s financial consultant, to further review all areas of the original budget submission, with the benefit of more up-to-date information.

This report provides \$9.1M in recommended reductions to the 2016 operating budget request tabled at the Board's October 2015 meeting.

The revised request of \$1,006.7 Million (M) represents an increase of \$27M or 2.76% over the 2015 net approved budget. It is important to note, that included in the 2.76% increase is an increase of \$21.6M (2.16%) to cover the 2016 collective agreement impact, as well as a \$5M (0.5%) negative impact from the loss of TAVIS funding from the Province.

In considering this request, it is also important to note that the Service has reduced its budget significantly over the last 5 years mainly through reductions to both uniform and civilian hiring and premium pay, as well as non-salary and discretionary type accounts. Therefore, the ability to find additional savings, without impacting service delivery is very much limited, particularly given the fact that 89% of the Service's budget is still required to meet salary and benefit obligations.

Equally important is that some of the reductions that have been made and are being recommended are not sustainable (e.g. incremental contributions to reserves) and will create budget pressures that must be dealt with and funded in 2017 and future years. Finally, the Service budget has benefited from grant funding which, if not sustained, will put significant pressure on future budget requests.

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

Mr. Tony Veneziano, Chief Administrative Officer, was in attendance and delivered a presentation to the Board on the revised 2016 operating budget request. A copy of the presentation is on file in the Board office.

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

- **John Sewell ***
- **Kris Langenfeld ***

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

Mr. Veneziano responded to questions by the Board.

The Board approved the following Motions:

- 1. THAT the Board receive the deputations; and**
- 2. THAT the Board approve the foregoing report.**

Moved by: S. Carroll



TORONTO POLICE SERVICES BOARD REPORT



October 19, 2015

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: TORONTO POLICE SERVICE – 2016 OPERATING BUDGET REQUEST

Recommendations:

It is recommended that:

- (1) the Board approve the Toronto Police Service's 2016 net operating budget request of \$1,015.8 Million (M), which is a \$36.1M or 3.69% increase over the 2015 approved budget;
- (2) the Board approve a revised uniform establishment of 5,448 officers, a reduction of 14 from the current establishment;
- (3) the Board approve a revised civilian establishment of 2,230, an increase of 12 from the current establishment;
- (4) the Board forward a copy of this report to the City's Deputy City Manager and Chief Financial Officer for information; and
- (5) the Board forward a copy of this report to the City Budget Committee for approval.

Financial Implications:

The Toronto Police Service's (Service) 2016 operating budget net request of \$1,015.8M (\$1,138.9M gross) is \$36.1M or 3.69% above the 2015 approved budget.

A summary of the Service's 2016 changes in the net operating budget request is provided in Table 1. Attachment A provides a detailed summary of the information provided in the remainder of this report and the 2017 and 2018 budget outlooks.

The collective agreement between the Toronto Police Services Board (Board) and the Toronto Police Senior Officers' Organization (SOO), which expired on December 31, 2014, has not been settled as of this date. Therefore, the Service's 2016 operating budget request does not include the financial impact of this salary settlement, as it is not known at this time.

Table 1- 2016 Summary of Changes

	\$M's	\$ change over 2016 Request	% change over 2015 Request
2015 Net Budget	979.7		
2016 Target	969.9		
Impact of 2016 Salary Settlement – Toronto Police Association (TPA)		\$21.2	2.16%
Net impact of salary and benefit costs		\$10.1	1.03%
Reserve Contributions		\$2.1	0.21%
Other Expenditures		\$1.9	0.19%
2016 Gross Budget Increase		\$35.2	3.59%
Revenues		\$0.9	0.09%
2016 Net Budget Increase		\$36.1	3.69%

Background/Purpose:

The purpose of this report is to provide the Board with the Service's recommended 2016 operating budget request. The report includes information on the level of funding required in 2016 to provide public safety services to the City of Toronto. The recommended request has been developed with a focus on achieving as many reductions as possible towards the City's target request of a 1% decrease over the 2015 approved budget, and is based on, among other things:

- Current 2016 plans and staffing strategy, anticipated increases/decreases in employee benefits, vendor contracts and revenue sources (e.g. fees, grants);
- Pressures in mandatory accounts; and
- The application of economic (e.g. price indexes) factors and guidelines provided by the City.

Discussion:

This report contains the following sections:

- Managing the Toronto Police budget – budget drivers and sustainable savings
- Police Governance – Adequate and Effective Policing
- Significant 2015 Accomplishments

- Retention of the School Crossing Guard and Lifeguard Programs
- Crime Evolution and the Changing Face of Policing
- Major Crime Indicators
- 2016 City and Service Budget Guidelines
- 2016 Operating Budget Development Process
- 2016 Operating Budget Request – Details

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

The 2016 operating budget request cannot be looked at strictly on its own. It must also be reviewed and considered in the context of previous years’ requests (in particular the last four years), and the action taken to sustainably reduce the Service’s request over the last few years, as well as the on-going pressures the Service has and continues to face.

The Service’s net operating budget has increased by \$263.4M since 2006, growing from \$752.4M to \$1,015.8M in 2016.

Table 2 summarizes budget increases between 2006 and 2016. Attachment C provides more detailed information with respect to the breakdown of the overall increases.

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

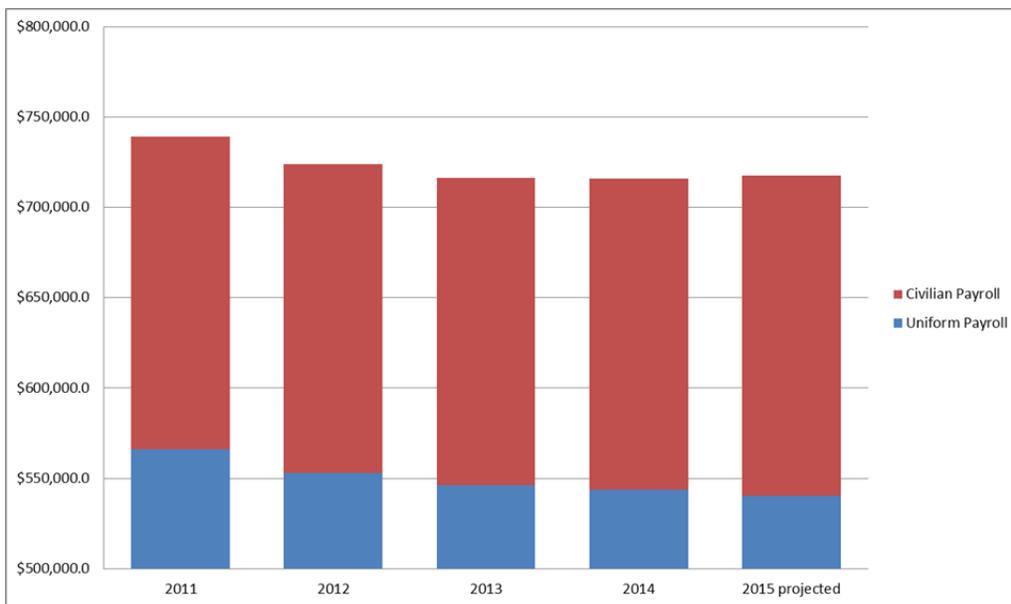
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016 Req.
Net Budget	752.4	786.2	822.0	854.8	888.2	930.4	935.7	936.4	965.5	979.7	1015.8
\$ Increase		33.8	35.8	32.8	33.4	42.2	5.3	0.8	29.1	14.2	36.1
Total % increase		4.5%	4.6%	4.0%	3.9%	4.7%	0.6%	0.1%	3.1%	1.5%	3.7%
Collective Agreement (% impact)		2.8%	3.1%	2.0%	3.2%	3.4%	2.5%	2.7%	2.9%	1.9%	2.2%
Other (% impact)		1.7%	1.5%	2.0%	0.7%	1.3%	-1.9%	-2.6%	0.2%	-0.4%	1.5%

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

- Approximately \$235.1M or 89% of the total budget increase of \$263.4M from 2006 to 2016 is attributable to salary and benefit increases that have arisen from negotiated and arbitrated collective agreement settlements between the Board and the TPA and SOO. These significant increases are beyond the Service’s control.
- \$28.4M or 11% is related to non-collective agreement related increases. These increases are in non-salary accounts, such as caretaking/utilities, information system maintenance contracts, gasoline, telephones, uniforms and vehicle/communication equipment parts. The non-salary percentage increases from 2006 to 2016 averages only 0.4% annually over that period, which is well below the average rate of inflation over that same period.

Over the past four years, the Service has exercised a number of measures to manage the budget and mitigate significant increases. This was done while continuing to provide public safety services as efficiently, effectively and economically as possible, in the face of changing demographics (e.g. aging population) and crime evolution (e.g. cyber). To this end, with the exception of 2014, where the non-collective agreement increase represented 0.2% of the annual increase, the budget impact within the Service’s actual control was below zero. Specifically, 2012 included -1.9% (\$17.7M), 2013, -2.6% (\$24.33M) and 2015, -0.4% (\$3.86M) in reductions, achieved through heightened resource and contract management and lower actual uniform and civilian staffing levels and premium pay reductions as outlined.

Significant savings have been achieved since 2011 in payroll costs, which when translated into 2015 dollars, indicate that total payroll costs decreased by \$21.4M (which includes a 10% reduction in senior management and one Deputy Chief position) from 2011 to 2015.



	2011	2012	2013	2014	2015 projected
Uniform Payroll	\$566,154.6	\$552,879.7	\$545,998.4	\$543,533.6	\$540,258.0
Civilian Payroll	\$172,979.8	\$171,017.8	\$170,279.0	\$172,341.5	\$177,476.4
Uniform Staff - Average Deployed	5,553	5,378	5,285	5,249	5,282
Civilian Staff - Year End Deployed	1,967	1,945	1,912	1,937	1,978

Payroll savings were achieved by hiring uniform members at reduced average deployment numbers, which are well below the Service’s approved establishment, along with other measures such as reducing premium pay by \$8.5M, joint procurements with the City and other police agencies, and enhanced vendor negotiations, saved a further \$2M+.

It is important to note that given the budget cuts that have accumulated over the past four years, the flexibility required to manage within these reductions, despite unplanned public safety events is considerably diminished.

Police Governance – Adequate and Effective Policing:

The Ontario *Police Services Act* (PSA) 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 PSA, the Board is required to submit operating and capital estimates to the 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 Toronto Police Service, the Toronto Police Services Board is responsible for the provision of adequate and effective policing services in Toronto, working with the Chief of Police, to establish objectives and priorities with respect to police services and establishing policies that ensure effective management within the Toronto Police 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 2016 operating and capital budgets, presented to the Board for approval, include amounts that will be required to maintain the level of police personnel, along with the requisite equipment and facilities that are mandatory in the provision of adequate and effective policing. The 2016 budget submission is a responsible accumulation of expenditures that will maintain an average deployment of uniform members (slightly below the 2015 deployment – 5235 vs. 5260), along with the essential infrastructure and direct and administrative support, that ensures public safety, as mandated in the *PSA*, is maintained.

Significant 2015 Accomplishments:

The Service is committed to being a world leader in policing, and is committed to optimizing police service delivery that is sensitive to the needs of the community. For this reason, every three years, the Board and Service determine the priorities that will be given extra emphasis over the three year period. To this end, the 2014 to 2016 Service priorities focus on:

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

Over and above the core policing services that framework adequate and effective policing of the City, the priorities provide strategic areas where resources and efforts will be focused. Through the 2014 to 2016 priorities, the Service is continuously looking for ways to improve the delivery of public safety, support and infrastructure services, within a sustainable financial envelope. Consideration of the Service priorities contributed to the following 2015 accomplishments:

2015 Pan American/Parapan American Games:

The Toronto 2015 Pan American/Parapan American Games (Games) were held in the City of Toronto and surrounding municipalities in July and August of 2015. The Toronto Police Service's Pan Am Games Planning Team prepared for the Games' operational phase (June 24 to August 21, 2015), working cooperatively with multiple internal and external stakeholders, such as TO2015, local businesses and City of Toronto partnerships. At the peak Games period, between 1,200 and 1,500 individual officers were provided PanAm specific assignments.

Business continuity planning team members extensively analyzed resource obligations required to meet the demands of the Games' operational phase, while ensuring the continuity of regular policing services to the City. Operational success can be attributed to the following:

- Effective planning, responsible for designing a security plan that considered an assessment of risk and the needs associated with each individual venue;
- A centralized logistics hub, which ensured the smooth and seamless flow of people and equipment assets;
- Proper supply chain management, which allowed the tracking and monitoring of all issued assets, internally and externally. It should be noted that the Service achieved a 100% return rate on all external issued equipment;
- Constant evaluation of personnel and details as the games progressed, allowing for the reassignment of members or cancellation of details when positions became obsolete; and
- Partnerships and collaborations, which included a strong communication strategy for the public relating to events and traffic.

There were no major incidents at the Games and operations proceeded according to plans. At this time, final costs are being determined, for invoicing to the Province.

Customer Service Initiative:

Customer service excellence is an on-going initiative that will tap into and change the culture of the Service and mindset of our members, to ensure all of our members, uniform and civilian, interact and engage with members of the public, and each other, in a professional, respectful manner that is free from any bias.

In 2014, the Service engaged external consultants with an expertise in customer service to review internal and external interactions and make recommendations that would improve customer service within the organization.

In 2015, the Service executed a number of initiatives that considered the critical areas. Work is proceeding well on the creation of internal and external customer service charters, which will define what internal members can expect from each other and what the public we serve can expect from Service members. Social media is being used more extensively, through standardized handles and responses. Members have received tips that will help them enhance the customer service experience and are receiving training that promotes personal leadership through the change.

An important component in the planning for the PanAm/ParaPan Games was the development of a video which delivered a message about the role of Service officers during the Games, not just as providers of public safety and security, but as Ambassadors for the City. The video was not only well received by Service members, but obviously delivered a clear message as many compliments were received from members of the public that commented on the excellence of the service and assistance provided by our officers.

Police And Community Engagement Review (PACER):

The PACER initiative, which began in 2012, is in Phase IV, the Implementation and Evaluation stage. Although ten of the recommendations are dependent, directly or indirectly on the forthcoming Police Services Act regulation and/or publication of the Service's revised Procedure on Community Engagements, 14 of the 31 PACER recommendations have been fully implemented and most of the remaining 17 recommendations are substantially complete and/or in progress.

The PACER team continues to work with two of the four established sub-committees to address several of the outstanding recommendations.

In addition, members continue to attend a two day In-Service Training Program, which focuses on PACER and Iacobucci report recommendations in the areas of Human Rights, Customer Service, and Mental Health. A third day of training will be added in 2016, following finalization of content and format.

Iacobucci Report – Police Encounters with People in Crisis:

The Iacobucci Report was categorized by ten themes, which are detailed in the above noted Board report. It should be noted that recommendations have been implemented in the following categories:

- Mental Health System and Toronto Police;
- Police Culture;
- Training and Supervision;
- Use of Force;
- Major Crime Intervention Team and Other Crisis Intervention Models;

An implementation team was tasked with reviewing recommendations from the Honourable Frank Iacobucci's report entitled "Police Encounters with People in Crisis" (Iacobucci Report)

and the jury recommendations from the Coroner's inquest into the deaths of Reyal Jardine-Douglas, Sylvia Klibingaitis and Michael Eligon (JKE Inquest).

Throughout 2015, the Service committed staffing resources and worked diligently with major stakeholders to assess the recommendations, determine the impact and implement. A status update, advising that most of the recommendations had or were in the process of being implemented, was presented and received by the Board at its September 17, 2015 meeting (Min. No. P232/15 refers).

Body Worn Camera Pilot Project

A number of police services throughout North America are looking to implementing body worn cameras. In addition, Justice Iacobucci, in his report entitled "Police Encounters with People in Crisis" recommended that Toronto Police Officers be equipped with body worn cameras. As a result, in keeping with its commitment to maintaining public trust, to provide professional and unbiased service delivery and to be a world leader in policing, the Service is considering the use of body worn cameras for all uniformed members. However, in order to approach this initiative responsibly and ensure that the implementation would actually bring value to the Service and the public, the Service began a Body Worn Camera Pilot Project to test, evaluate and report on equipping front line officers with body worn cameras. In 2014, a competitive procurement process was conducted, with transparent evaluation criteria that selected three vendors (reduced to two) to provide 100 body wearable cameras. The pilot has started and will operate until March 2016 with selected members from four Service units testing all vendor equipment on a rotational basis.

To ensure proper governance and a thorough evaluation that considers all factors is conducted, a Working Group has been established to develop guiding principles for the pilot that include:

- Consideration to Human Rights, privacy and legislation;
- Rules of engagement; and
- Evaluation criteria and performance measurement indicators.

Next steps will be determined following the results of the pilot project.

Retention of the School Crossing Guard and Lifeguard Programs:

Both the Lifeguard Program and School Crossing Guard Program, which are non-core policing services, were the subject of comprehensive reviews as part of the CIOR. The programs were also reviewed by City Staff, in terms of the City potentially taking over the management of these programs. In both cases, the City determined that the programs could be more effectively delivered by the Service at a lower cost than City divisions.

Lifeguard Program

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

The City's Parks, Forestry & Recreation (PF&R) performed a comprehensive review and financial analysis to determine the cost of transferring administration of the program to the City. The proposed location for the group was in the PF&R's Aquatic Section. The City took the direct cost of the program, such as supervisory salaries, materials and equipment into account, as well as the indirect costs such as human resources, labour relations, and financial/administrative services. In addition, the analysis recognized the significant coordination with the Service's Marine Services unit that is required to successfully carry out rescue-related tasks.

The City concluded that it would be more expensive for its PF&R division to administer the program, and has therefore recommended that the lifeguard program continue to be delivered by the Service. The cost of this program was moved back to the Service's operating budget in 2015, through an in-year adjustment.

Crossing Guard Program

Approximately 700 crossing guards are currently managed by 16 Service members, mostly police officers working at divisions and Traffic Services. A CIOR Review assessed this model and recommended that management of this function should be civilianized and centralized.

Although the Service recommended civilianization of the program management, a determination of where the overall administration of the school crossing guard program should reside was the subject of continuing discussions with the City. Therefore, the implementation of this initiative was put on hold pending further direction from the City and the Board. During 2014, the City conducted their own review of the program, to determine if there was any cost/benefit to moving the program to the City Transportation Services division.

The City took the direct cost of the program, such as supervisory salaries, materials and equipment, into account, along with indirect administrative costs, such as human resource and financial requirements. The City concluded that it would be more expensive for its Transportation Services division to manage the crossing guard program, and has recommended that the program continue to be administered by the Service. This also enables the current arrangement, whereby a police officer can cover a crossing guard location in an emergent situation, to continue. The cost of this program was moved back to the Service's operating budget in 2015, through an in-year adjustment.

Given that the Service will now retain this program, the 2016 operating budget request contains a recommendation to action the civilianization of this program, which will then enable uniform officers to be re-deployed to front-line duties. Details of this recommendation are contained further along in this report.

Crime Evolution and the Changing Face of Policing:

One of the main challenges of the Service is keeping up with the evolution of crime in the face of changes experienced in society and the way it functions. This challenge runs from keeping up with the pace of technological changes, which continue to be embraced by the criminal element, to the growing concerns of human trafficking and elder abuse in Canada.

Cybercrime

Since the creation of information technology, digital information or data is used in the everyday lives of all Canadian citizens and businesses. Not only has the everyday citizen embraced computerization, but the criminal element has as well. As technological companies strive to create the newest, feature packed technological gadget, the forensic law enforcement community struggles to decode it. Given the anonymity provided by the internet, cybercrime is a growing area of concern for police services as the type of criminal activity is so diverse and extends beyond geographical boundaries.¹ Cybercrime is any crime that is committed via the internet or computer network. Types of crimes encompassing cybercrime include financial crimes such as online frauds (i.e. advanced fee loan scams, job scams, romance scams etc.), exploitation/luring children via the internet and attacks against computer hardware and software (i.e. installation of malware).² In order to tackle such far reaching crimes, the Service has created a Computer Cyber Crime unit (C3) whose mandate is to provide online investigative support and guidance regarding current best practices for members of the Service. C3 members will also support investigations involving social media platforms, website analytics, and photo deconstruction.

High profile events such as the “Ashley Madison hack” and the subsequent police response have highlighted the effects and scope of cybercrime and the need for a coordinated effort amongst police agencies.

Human Trafficking

Human Trafficking for a sexual purpose is a heinous crime that can render the victim with horrifying physical, social and emotional scars.

The Human Trafficking Enforcement Team (HTET) of the Toronto Police Service is committed to developing and maintaining a victim-centered approach to human trafficking investigations, ensuring that victims are rescued and their recovery is a priority. This approach places emphasis on Prevention, Protection, Prosecution and Partnerships.

¹ Interpol. Cybercrime. Accessed 2015.10.08. <http://www.interpol.int/Crime-areas/Cybercrime/Cybercrime>

² Interpol. Cybercrime. Accessed 2015.10.08. <http://www.interpol.int/Crime-areas/Cybercrime/Cybercrime>

In 2014, members of the Human Trafficking Enforcement Team (HTET) conducted an extensive investigation into two local street gangs involved in the sexual human trafficking of two female underage victims. Eleven residential search warrants were executed resulting in the arrest of 12 parties, who were subsequently charged with over 80 human trafficking-related and criminal code offences. Project Dove was the first human trafficking joint investigation between members of Sex Crimes and Divisional officers (D43) of this scope and magnitude.

In January 2014, the mandate and operating procedures of the Sex Crimes - Special Victims Unit were re-evaluated, revised and expanded, with an increased proactive approach towards investigations involving elements of human trafficking for a sexual and labour purpose. A comprehensive educational campaign was designed and delivered by HTET members to both internal and external stakeholders in order to disseminate the new mandate and familiarize Service members to the frequency and violence associated to human trafficking. The improved level of customer service and victim management has led to strong partnerships with governmental and non-governmental organizations as well as national and international recognition.

Crimes Against Seniors

The abuse of elderly persons is a growing concern for the Service due to an increasing senior's population and its reliance on caregivers to maintain levels of independence. The elderly are hesitant to report their victimization for a variety of reasons. In conjunction with the community agencies serving the elderly, the Service is working to encourage the reporting of abuse and to ensure that all complaints of abuse are fully investigated in a timely manner.

Elder abuse may happen to any older person regardless of gender, culture, race, financial status, mental or physical condition. Abuse may occur more frequently to those older persons who are socially isolated and types of abuse include physical, emotional, financial and neglect.

The goals of the Service regarding the abuse of elderly persons are to reduce the incidence of the abuse of the elderly persons in the community, to investigate all occurrences thoroughly and to bring offenders to justice wherever possible and to ensure the safety of victims through prompt action including referrals to other community partners.

Major Crime Indicators:

Seven major crime indicators are used as a key barometer of crime within the City. Table 3a indicates that overall major crime indicators have decreased significantly (27%) from 2005 to 2014.

Offence	2014		
	2005	2014	
	Total	% Chg	Total
Murder	80	-29%	57
Sex Assault	1,657	33%	2,209
Assault	19,164	-15%	16,378
Robbery	4,540	-18%	3,721
Break and Enter	10,997	-35%	7,162
Auto Theft	9,191	-62%	3,517
Theft Over	1,133	-11%	1,014
Total	46,762	-27%	34,058

Table 3b below highlights that, although overall crime has increased by 3% in 2015 compared to 2014 (as of September 30, 2015), most categories except for break and enters, auto left, theft over and shooting incidents are lower than 2014.

Offence	2015				
	2013	2014		2015	
	Total	% Chg	Total	% Chg	Total
Murder	47	-13%	41	-7%	38
Sex Assault	1,584	4%	1,650	7%	1,761
Assault	12,072	1%	12,191	8%	13,182
Robbery	3,149	-13%	2,732	-6%	2,578
Break and Enter	5,256	1%	5,320	-5%	5,071
Auto Theft	2,332	12%	2,609	-5%	2,486
Theft Over	753	-6%	711	8%	771
Shooting Incidents	165	-15%	140	34%	187
Total	25,358	0%	25,394	3%	26,074

As the table above shows, crime is down in four of the seven categories, but the significant increase in shooting incidents over the same time last year is of concern to the Service.

All of these indicators can, and are used, to measure how safe a city is, which in turn, is one of the dynamics that impact 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.

The 2016 operating budget request has therefore been prepared with the objective of keeping the City safe, and balancing this goal with the need to keep our funding request as low as possible, taking into account the various financial and other pressures we face.

2016 City and Service Budget Guidelines:

In 2016, Divisions and Agencies are required to manage and offset their own pressures as well as make a contribution toward mitigating corporate pressures. As a result, the 2016 operating target is equivalent to a 1% decrease from the 2015 approved budget with 2% efficiency / productivity target to reach the overall target of -1%.

City Finance guidelines also instructed that the following factors be considered:

- Implementation of Efficiency Review savings;
- Implementation of user fee changes;
- Historical spending patterns;
- Continuous improvements; and
- Operating impacts from capital.

Additional, specific guidelines that pertain to the Service include:

- budget for known wage settlements;
- the budget for benefit requirements should be aligned to each position;
- adjust salary budgets for known and unplanned gapping; and
- apply economic factors provided by the City for specific accounts (e.g. gasoline, hydro).

2016 Operating Budget Development Process:

The Service has taken all of the City's guidelines into consideration, and in addition to those guidelines, has developed the 2016 operating budget request based on the following actions and directions:

- hiring of uniform officers to maintain the same level of actual uniform officers as 2015 (i.e. only hire to replace the number of officers we estimate will separate from the Service in 2016;
- budget for non-salary accounts based on year-end 2014 information, year-to-date 2015 information, and known changes;
- no new/enhanced services/initiatives other than civilianization and other efficiency and cost-effectiveness opportunities; and
- operating impacts from capital be reviewed and minimized wherever possible.

The Service began its 2016 operating budget development in April 2015. A preliminary budget, serving as the starting point for City Finance staff review, was provided to City staff in July. The initial increase over the approved 2015 budget was \$57M, or 5.8%.

From May to August 2015, a detailed budget development and review process continued within the Service, with budgets developed at the unit level, reviewed by respective Staff Superintendents and Directors, and Command Officers, and then collectively by the Chief and Command.

On September 2 and 3, 2015 the Board Budget Subcommittee (BSC) was presented with a budget estimate that reflected a 4.44% increase over 2015. Concurrently, meetings with City Finance staff, the City's CFO and City Manager occurred on September 14 and October 6 as well as a Budget Committee Informal Review on October 13, 2015. Throughout this review period, Service staff continued to fine-tune the budget request with more up-to-date information and analysis. This resulted in a revised 2016 budget request of 3.69% increase over 2015 approved budget.

2016 Operating Budget Request - Details:

The 2016 net operating budget request of \$1,015.8M will result in the Service operating with an average deployed strength of 5,235 officers in 2016 (which is 213 below the revised establishment of 5,448, and 25 below the average actual deployment in 2015), as well as services, supplies, equipment and internal services required to effectively support public safety operations.

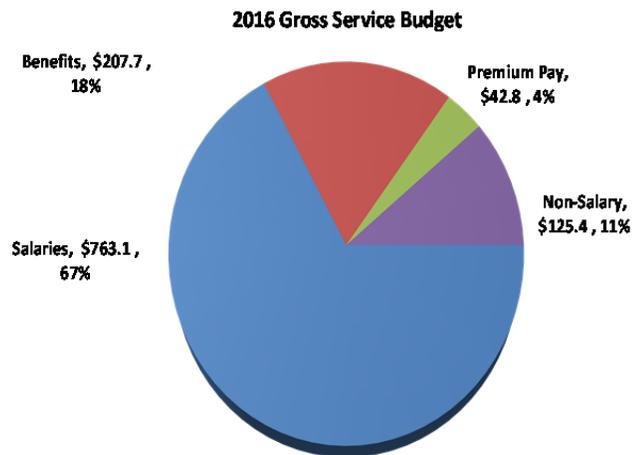


Figure 1. Overall Budget Request

Figure 1 indicates that, on a gross basis, 89% of the Service's budget is for salaries, benefits, and premium pay (court attendance, call-backs and required overtime). The remaining 11% is required for the support of our human resources in terms of the replacement/maintenance of vehicles, equipment, technology and information they use, facilities they work in, mandatory training they require, along with the materials and associated costs incurred by any regular business entity.

Table 4 summarizes the current 2016 request by category of increase/decrease, followed by a discussion on each category.

Table 4 - Summary of 2016 Budget Request Changes by Category

	2016 Request \$Ms	\$ Increase / (Decrease) over 2015 Budget	% Increase / (Decrease) over 2015 Budget
2015 Net Budget - \$979.7M			
(a) Estimated Impact of 2016 Salary Settlement	\$21.2	\$21.2	2.16%
(b) Salary Requirements	\$745.0	\$4.1	0.41%
(c) Premium Pay	\$41.8	-\$0.4	-0.04%
(d) Statutory Deductions and Fringe Benefits	\$205.1	\$6.2	0.63%
(e) Reserve Contributions	\$40.2	\$2.1	0.21%
(f) Other Expenditures	\$84.8	\$1.9	0.19%
(g) Civilianization	\$0.3	\$0.3	0.03%
(h) Revenues	-\$122.6	\$0.9	0.10%
Net Request/Amount above target	\$1,015.8	\$36.1	3.69%

The 2016 budget does not include the collective agreements impact for Senior Officers as currently it's being negotiated.

a) Estimated Impact of 2015 Salary Settlement

The 2016 operating budget request includes estimated impacts for the TPA contract, but excludes the cost impact from the SOO contract, as it is still under negotiation. The 2016 net impact for the TPA contract is estimated at \$21.2M. City Finance has indicated an amount will be set aside in the City's non-program budget to fund any potential settlement from the SOO.

b) Salary Requirements

The total salary requirements for 2016 (exclusive of the impact of the salary settlements), including civilianization, is \$745.3M. This budget represents an increase of \$4.4M (a 0.45% increase over the Service's total 2015 operating budget). Table 5 provides a summary of changes in this category, each of which is discussed in detail below.

Table 5 - Breakdown of Salary Requirements

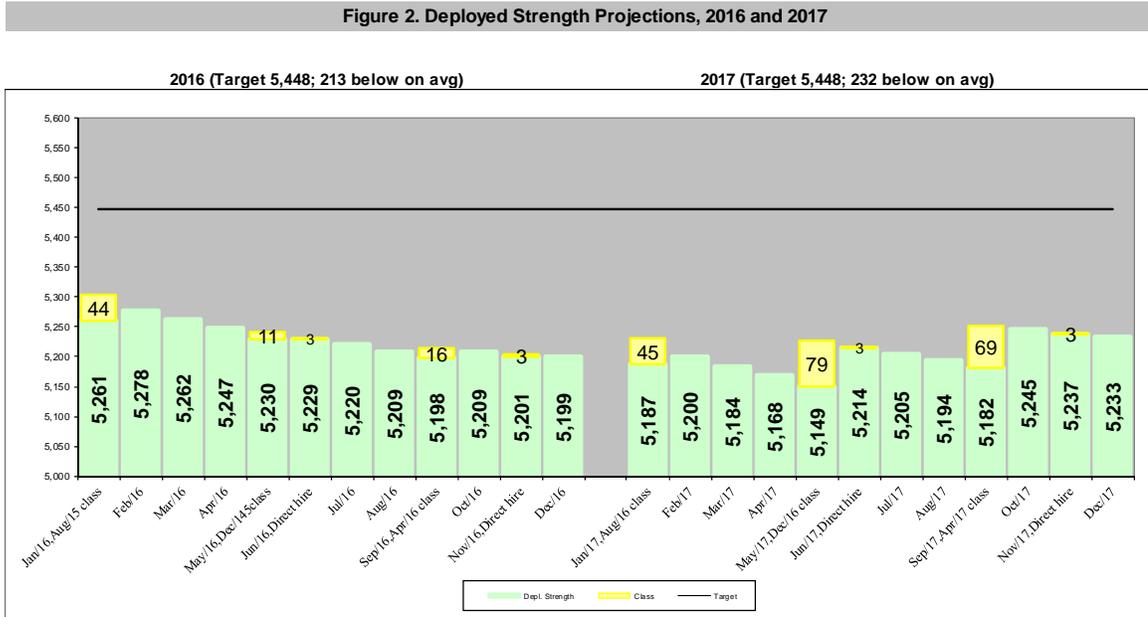
	Change \$Ms
- Human Resource strategy for uniform members	
- 2016 impact of 2016 replacements	\$3.0
- 2016 part-year savings from separations (estimated at 150 officers)	-\$8.9
- 2016 annualized savings from 2015 separations (projected at 150)	-\$7.1
- 2016 annualized impact of 2015 replacements	\$3.1
- 2015 annualized and 2016 part-year reclassification costs	\$8.2
- Annualization of civilian hiring strategy	\$2.4
- Change in gapping experience	\$1.3
- Civilianization	\$0.3
- Leap Year	\$1.9
- Net Other Changes (e.g., in-year job reclassifications, chg in leaves, etc.)	<u>\$0.2</u>
Total	\$4.4

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

In light of budget pressures, the Service is not budgeting to its approved uniform establishment. Furthermore, Service has reduced the current hiring strategy in 2016 that takes into account the loss of TAVIS funding for school resource officers and the additional civilianization of 14 uniform positions. As a result, the average uniform deployment in 2016 is 5,235 officers, which is below the average uniform deployment in 2015. To achieve this deployment level, class sizes have been established at 11 for December 2015 and 30 (April), 45 (August) and 79 (December) for 2016. The annualized impact of the 2016 replacements is \$3.1M. The part-year cost of the 2016 hires is \$3.0M. The proposed civilianization initiatives results in a reduction of the April class from 30 to 16 recruits. It is important to note that the Service has made a conscious decision to not ramp up hiring to the revised establishment of 5,448, in order to help minimize the budget request increase over 2015.

2015 separations are projected at 150 (compared to 180 as budgeted for in 2015). Resignations and retirements occur throughout the year. Given that the Service budget is based on the timing of hires and separations, the impacts from 2015 must be annualized in the following year. The 2016 annualized net impact of 2015 separations results in a budget reduction of \$7.1M. The part-year savings of 150 officers anticipated to leave in 2016 is estimated at \$8.9M.

Figure 2 shows the impact of the proposed civilianization initiatives in 2016 on the Service’s approved establishment of 5,462 to 5,448. In addition, it depicts the Service’s uniform HR strategy, which includes anticipated classes in December 2015 and the 2016 year. Figure 2 also depicts the net impact of separations and hires in each month for 2016 and 2017, based on the assumptions identified above.



Officers are hired at a recruit salary rate, receiving pay increases as they continue to move up through the ranks. This “reclassification” creates annual budget pressures until officers become first-class constables (a four-and-a-half year process from date of hire for cadets hired prior to the ratification of the 2015 to 2018 collective agreement). The 2016 cost of reclassifications for officers hired in 2015 and in previous years, is \$4.5M.

- HR Strategy for Civilian Members:** In 2014, the Director, Finance and Business Management split the Service’s Financial Management unit, consolidating Payroll with Benefits Administration and making Accounting Services, which includes the Central Paid Duty Office, into its own unit. As a result of this initiative, two established civilian positions were deleted, and the savings (\$250,000) were reflected in the 2015 budget request. However, these two positions were inadvertently not deleted from the 2015 approved civilian establishment. As a result, the 2016 approved civilian establishment has been reduced from 2,218 to 2,216. However, opportunities for civilianization recommended in 2016 increase the Service’s approved civilian establishment from 2,216 to 2,230 (Note that uniform establishment would be reduced by the same number). For the purposes of this discussion, all comparisons are made to the current Board and City-approved establishment of 2,218. This establishment pertains to the permanent full-time complement of the Service and excludes part-time and temporary personnel. Permanent staffing for the Board office and members of the Parking Enforcement unit are also excluded, as these units have separate operating budgets.

The 2015 budget contained only part year funding for previous civilianization initiatives; the annualized pressure of these initiatives in 2016 amounts to \$2.4M. It must be noted that had these initiatives not been approved, there would have been a greater funding pressure on the 2016 operating budget for the costs of the required uniform staffing that the civilians are replacing. It should also be noted that civilianization can cause an immediate pressure as a result of the civilian hiring, but reduces the overall program cost once fully implemented.

The Service gapping and hiring strategy generally assumes civilian hiring at a rate that would keep pace with separations, assuming an average six-month salary gap for each anticipated vacancy, with the exception of positions that must be fully staffed, such as Communication Operators and Court Officers. As part of the 2013 budget approval, the Board directed that, with the exception of communication operators, there be no civilian hiring, except where warranted and approved by resolution of the Board. The Board's direction resulted in a significant reduction in 2013 hires. Following the lift of the hiring freeze in 2014, efforts have been made to fill the significant backlog of positions resulting from the freeze and new vacancies resulting from civilian separations in 2014 and 2015. As a result, the civilian gapping budget increased from an average historical rate of 4.9% to a budgeted rate of 7.4% in 2015. Due to the significant number of vacancies, efforts to catch up will continue into 2016 and 2017. Civilian staffing levels are currently well below establishment with approximately 240 vacancies. Civilian separations in 2016 are estimated at 85, based on historical experience. This necessary increased hiring pace results in a \$1.3M pressure on the 2016 budget request. Although this funding represents a large pressure, the Service will still be significantly short of its historical gapping level of 4.9%, as this increase will allow the Service to reduce its gapping rate to just 6.5%.

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

To this end, in 2016, the Service will embark on a review of civilian staffing, particularly in the area of administrative support, focusing on the current workforce available within the organization, workload demands and efficiencies, in order to identify opportunities to reduce staffing through attrition and the realignment of positions to better achieve Service objectives in the future.

- Civilianization Initiatives (increase of \$0.3M): Civilianization is a long-term Service strategy that will continue to review the authority and skills set required to perform jobs and functions, with the goal of providing the respective services in the most efficient and cost-effective way possible. In 2014, a number of positions (99) historically staffed with uniform members, were civilianized. This resulted in a lower uniform establishment, with a corresponding increase to the civilian establishment. As a result, longer term benefits will be experienced, including an overall reduction in the cost of affected programs. In 2015, the Service continued its review of how service is provided, with the goal of identifying initiatives that will allow the Service to provide more efficient, effective or economical services, ensuring that individuals with the right skill set perform the required function. As a result a further 43 positions were recommended and approved by the Board for civilianization. Table 6 summarizes the civilianization initiatives that have been recommended for implementation in 2016, and their staffing impacts.

Table 6 - Summary of Civilianization Initiatives				
<u>Command</u>	<u>Unit</u>	<u>Job Title</u>	<u># of Uniform Positions</u>	<u># of Civilian Positions</u>
Specialized Operations Command	Traffic Services	Unit Clerk Typist (2), Administrator (1), Supervisor (9) Crossing Guard Program	-12	12
Corporate Services	Diversity & Inclusion	Diversity & Inclusion Analyst	-1	1
Specialized Operations Command	Intelligence	Intelligence Analyst	-1	1
			<u>-14</u>	<u>14</u>

As a result of the civilianization initiatives, the Service has recommended a decrease to the uniform establishment of 14 (down to 5,448) and an increase to the civilian establishment by the same amount (up to 2,230). The civilianization of an additional 14 positions in 2016 will result in the total civilianization of 156 positions from 2014 to 2016, with further opportunities currently being assessed.

- Leap Year: Leap year has an impact every four years, as salaries are budgeted based on the number of days in the year. The \$1.9M one-time increase for the 2016 year will be reduced in the 2017 operating budget request.
- Net Other Changes: The mix of personnel in the Service changes from year-to-year. For example, as officers with retention pay retire from the organization, the average salary becomes slightly lower. The salary budgets are also comprised of various other expenditures

(e.g., acting pay and other premiums on salaries, as well as temporary salaries for school crossing guards, lifeguards, etc.). In total, net other changes in all salary accounts result in an increase of \$0.2M in 2016.

c) Premium Pay

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

Premium pay budgets have been reduced by a total of \$8.4M (after adjusting for salary settlements, and excluding the impact of off-duty court attendance) from 2011 to 2015 to address budget pressures. The Service's ability to deal with and absorb the impact of major unplanned events (e.g. demonstrations, emergency events, high profile homicide/missing persons) relies on the utilization of off-duty officers which results in premium pay costs. Given the significant reductions already taken, further reductions are not recommended and premium pay has been flat-lined to 2015 levels, excluding the premium pay costs incurred for officer attendance at traffic court while off-duty, which has been decreased by \$0.4M.

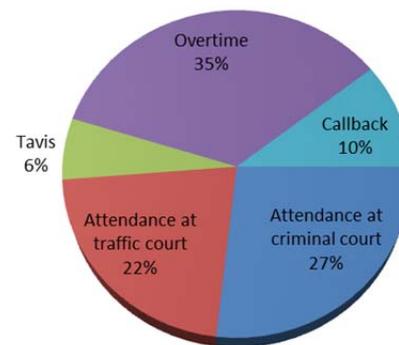


Figure 3. Premium Pay by Reason for Expenditure

Although the 2016 premium pay budget request has been reduced by \$0.4M to reflect a lower anticipated cost of off-duty traffic court attendance, it is important to note that this reduction has a net zero impact on the Service's operating budget, as the Service has reduced its recovery from the City by the same amount. The reduction taken in the Service's budget reflects a corresponding reduction in the City Court Services Division's budget of an equivalent amount. This reduction is based on plans to schedule more officers on duty and to continue to realize efficiencies in court attendance by bundling several court appearances for officers on one occasion, where possible.

d) Statutory Payroll Deductions and Employee Benefits

Total 2016 request for this category is \$205.1M. This category of expenditure represents an increase of \$6.2M (0.63% increase over the Service's total 2015 budget), and is a major component of the budget increase being requested in 2016. As shown in Figure 4, benefits for the Service are comprised of statutory payroll deductions and requirements as per the collective agreements. A break down of the increase follows, and it is important to note that the Service has little control over the significant increase that is required in these accounts. However, we are and will continue to work with our benefits service provider to analyse and better understand the reasons for the increase so as to determine any action possible to mitigate the increase.

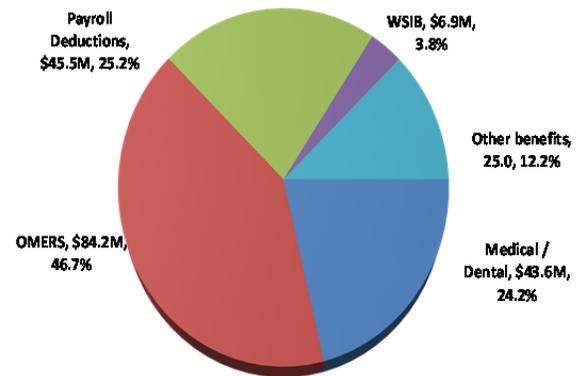


Figure 4. Breakdown of Statutory Deductions and Fringe Benefits

- **Payroll Deductions:** Statutory payroll (EI, CPP and EHT) and pension (OMERS) benefits are based on specific formulae that are affected by gross salaries. A small increase to the rates applied to the Yearly Maximum Pensionable Earnings (YMPE) level for uniform staff for 2016 has been included, consistent with rate increases applied at the City of Toronto. Employment Insurance and Canada Pension Plan rates have been updated to reflect estimated levels for 2016. Total costs are projected to increase by \$1.9M over 2015 budget.
- **Medical/Dental Coverage:** The budget for these benefits is based on the cost of drugs and services, dental fee schedule, utilization rates and administration fees. Costs for drugs and dental services are based on the average increase experienced over the last four years. In 2015, the Service observed a significant increase for medical coverage. This has been considered in the 2016 request, resulting in an increased request of \$4.1M.
- **Net other changes to benefits:** The various changes in costs in other accounts such as retiree medical/dental, group life insurance and Workplace Safety and Insurance Board (WSIB) resulted in a net increase of \$0.2M.

e) Reserve Contributions

The Service contributes to reserves through provisions in the operating budget. All reserves are established by the City. The City manages the Sick Pay Gratuity and Insurance reserves, while the Service manages the remaining reserves (i.e., Vehicle & Equipment, Legal, Central Sick Bank and Health Care Spending). The total 2016 budget for contribution to reserves is \$40.2M. This budget represents an increase of \$2.1M over the 2015 contribution amount (a 0.21% increase over the Service's total 2015 operating budget). The 2016 reserve contribution increase is due to the following:

- **Sick Pay Gratuity Reserve (increase of \$1.5M):** The Sick Pay Gratuity reserve is managed by the City, which provides the Service with the annual contribution amount in order to match contributions with required payments/draws. A detailed review of this reserve indicated that the Service's annual contribution to the Sick Pay Gratuity reserve should be

increased by \$6.5M annually to meet current annual draws/payments. As part of the 2014 budget approval process, it was agreed to phase in this increase from 2014 to 2016.

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

- Legal Reserve (increase of \$0.5M): This reserve has been established to fund on-going indemnification of Service members, as required by the *Police Services Act*, and other legal costs incurred by the Service. During 2015, there has been a considerable focus and resources devoted to legal claims to clean up the longstanding backlog of unpaid files dating as far back as 2010. As a result, it is anticipated that 2015 cost will be about \$6.2M. In order to replenish this reserve an increased contribution of \$0.5M will be required. The Service is working collaboratively with the Toronto Police Association on a 12 month pilot that is currently underway to test a more efficient manner in which claims are processed once they have been submitted for payment. In addition, to help mitigate the cost for these services, the Board has now capped the hourly rates legal firms can charge for these services.
- Contribution to Vehicle and Equipment Reserve (increase of \$0.0M): This reserve is used to fund the lifecycle replacement of the Service fleet of vehicles, information technology equipment, and various other equipment items. Each category of assets funded from this reserve is analyzed to determine how often it should be replaced as well as specific replacement requirements, which in turn determines the level of contribution required annually to enable the replacement. Life cycles for vehicles and computer equipment have been extended as much as possible without negatively impacting operations and officer safety, or causing significant repair and maintenance costs. The Service continues to perform a line-by-line review of lifecycle items in the Reserve to determine if any sustainable reductions can be achieved. Based on current financial constraints, the 2016 request is being maintained at 2015 levels, with planned annual increases of \$1.0M in 2017 and 2018. It should be noted that at the current level of contribution this reserve will be in a significant deficit starting in 2017.
- Contribution to Health Care Spending Account (increase of \$0.1M): This reserve funds the post-retirement health care benefit negotiated in the collective agreements. The 2016 contribution for this reserve is increasing by \$0.1M. It is anticipated that this contribution will continue to increase at a modest level for several years in future.

f) Other Expenditures

The remaining expenditure categories include the materials, equipment and services required for day-to-day operations, which are similar to those incurred by regular business entities. Wherever possible, accounts within this category have been flat-lined to the 2015 level or reduced even further. 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 \$1.9M (a 0.19% increase over the Service's total 2015 operating budget). The following summarizes the most significant changes:

- Legal Costs (increase of \$2.0M): Although the total increase in legal expenditures over 2015 is \$2M, it is important to note that this increase is offset by a draw from the legal reserve for a net zero impact on the operating budget request. The reserve is established to fund on-going indemnification of Service members and other legal costs of the Service. In 2015, there has been considerable focus and resources devoted to legal claims to clean up a longstanding backlog of unpaid files dating as far back as 2010. This focus is expected to continue into 2016, resulting in increased legal costs. The Service is working collaboratively with the Association to develop and test a more efficient claims process for the future.
- Computer Maintenance (increase of \$1.1M): The cost of computer maintenance is impacted by current contract values, determined through a procurement process, as well as market rates when existing contracts expire. Technological advances and the addition of new systems (e.g. Toronto Radio and Infrastructure Project) have allowed the Service to enhance communication abilities, as well as increase officer safety and accountability. However, the increase in equipment required for these systems and related software/hardware has caused increased cost pressures. The 2016 increase is due to various contract increases for the Service's maintenance of hardware and software.
- Caretaking, Maintenance and Utility Costs for TPS facilities (increase of \$0.5M): The City provides caretaking and maintenance services for the Service, and administers the Service's utility costs. The City and Service staff have reviewed the costs for all facilities in detail and, taking into consideration appropriate service levels for caretaking and maintenance, as well as historical spending for utilities, the budget has been increased by \$0.5M. This increase is primarily attributed to an increase in utilities, specifically hydro and water, which are expected to increase by 6% and 8% respectively. A small increase is also included pertaining to anticipated increases in City staffing costs and contracted costs. Service and City staff will closely monitor expenditures and service levels during the year to ensure this spending level is not exceeded and service levels remain unchanged. Reducing the Service's facility footprint, which is a key objective in the Service's 2016 to 2025 capital program, will ultimately help mitigate custodial and utility costs, as well as other administrative overheads.
- Gasoline (decrease of \$0.4M): The Service obtains its gasoline based on a joint contract coordinated by the City. The City establishes a cost-per-litre for budgeting purposes, and the Service applies this cost to its anticipated consumption levels. In addition, the City's Toronto Paramedic Services staff utilize the Service's fuel sites for their gasoline requirements and, in return, reimburse the Service for the actual cost of gas used. Based on the City's estimated

cost-per-litre, it was originally estimated that the Service's budget for gasoline would require an increase of \$0.4M over the 2015 budget. However, with the assistance of the City, the Service was recently able to execute three hedge contracts on gasoline for 2016, reducing the estimated cost for gasoline in 2016 by \$0.8M, for a net budget reduction over 2015 of \$0.4M. It should also be noted that the Service has started the transition to more fuel efficient patrol cars (movement from 8 cylinder to 6 cylinder engines) which should help reduce vehicle fuel consumption.

- Telephone/Data lines (decrease of \$0.5M): As the Service transitions from an analog telephone system to the new digital VOIP system, savings continue to be realized. The current network is being upgraded from the old circuits to new high speed circuits, allowing the cost of the old circuits to be eliminated, and contributing to a decrease in costs of \$0.5M in 2016 over the 2015 budget.
- Net other changes (decrease of \$0.8M): In addition to the specific accounts listed above, the non-salary accounts are comprised of many different type of expenditures, including materials and supplies (such as office supplies, health and safety supplies, and fingerprinting supplies) and services (such as repairs to equipment, telephone lines, courses and conferences, etc.). In all cases, any increases have been justified during the budget process to ensure that they are operationally required. Through the budget process, these accounts have been reviewed and reductions were made wherever possible, for a net reduction of \$0.8M.

g) Revenues

Total revenue has been decreased by \$0.9M, resulting in a 0.1% increase over the Service's total 2015 net budget.

- Toronto Anti-Violence Intervention Initiative (TAVIS) Grant (decrease of \$5.0M): Since 2006, the Service has received over \$47M in funding from the Ministry of Community Safety and Correctional Services (Ministry) for TAVIS. This funding helps cover costs of the TAVIS program, including premium pay, School Resource Officers (30 partially funded positions), Rapid Response Team operational costs (supporting teams totalling 74 officers) and neighbourhood TAVIS initiatives. This program has become an integral part of the delivery of policing services to the City of Toronto. In 2012, Premier Dalton McGuinty announced secured, permanent funding for the TAVIS and Provincial Anti-Violence Intervention Programs. This funding has assisted the Service in achieving the goals of TAVIS to reduce violence, increase community safety and improve the quality of life for members of the community in Toronto.

In a June 30, 2015 letter from the Honourable Yasir Naqvi, Minister of Community Safety and Correctional Services, the Board and Service were advised that the Province's TAVIS funding commitment would be only \$2.6M for the Province's 2015-2016 fiscal year. This funding to the Service, which is supported by a grant agreement, expires on December 31, 2015, with no known future funding commitment. While the Service anticipated the usual two-year, \$10M contract with the Ministry, commencing July 1, 2015, the contract covers only a six month period. The Chair has written to the Minister seeking funding commitments

regarding TAVIS and other Provincial grants; however, to-date, no response has been received. In the absence of a firm funding commitment from the Province, the Service is anticipating the loss of the \$5M in TAVIS grant revenue in 2016, creating a significant pressure on the Service and City's overall budget for 2016.

- Grants Tied to Staffing (decrease of \$2.1M): The Service receives two grants from the Ministry of Community Safety and Correctional Services that require the Service to maintain uniform staffing at specified levels to maximize grant funding: the Community Policing Partnership (CPP) Grant and the 1,000 Officers – Safer Communities Grant (Safer Communities). Attachment B provides a summary of the CPP and Safer Communities grants with respect to the staffing thresholds assumed for each.

As the Service continues to dip below the threshold number of uniform officer required to maintain the grant funding, grant revenue continues to be impacted. In 2015, the Service lost approximately \$1M of funding from the Safer Communities grant. Based on the current hiring strategy, the Service will lose an additional \$2.1M in funding for a total of \$3.1M in lost grant funding. Any further reduction in the number of uniform officers will have an additional impact on this funding.

- Recovery from PanAm 2015 (decrease of \$1.6M): In preparation for the Pan American and Parapan American Games in Toronto, the Service established a team of Service members to develop operational plans to provide security for the events. As these salaries for these members were recoverable by the Province, to allow for backfilling of the positions, the Service budgeted for the recovery in the 2015 budget. As this revenue will no longer be received in 2016, a \$1.6M budget pressure results in the 2016 budget.
- Off-Duty POA Court Attendance (\$0.4M decrease): As discussed in the premium pay section of this report, there is an anticipated decrease in City recoveries for this initiative, in the amount of \$0.4M.
- Provincial funding for Court Security Costs (increase of \$7.0M): In 2011, the Ontario government announced that it will be removing up to \$125M in court security and prisoner transportation costs from municipal budgets by 2018, phasing in the upload of these costs starting in 2012. The Service's share to be phased-in over the seven year period is about \$45M. An increase of \$7.0M is therefore anticipated and has been budgetted for 2016.
- Net other changes (increase of \$1.2M): Changes in various other accounts (e.g. recoveries and draws from Reserves to offset increased expenditures) result in a net increase in revenues.

2017 and 2018 Outlooks:

Attachment A provides the 2017 and 2018 outlook budgets for the Service. It should be noted that the financial impact of Senior Officer Organization contract settlement in place after December 2014 is not known at this time and is therefore not factored into the current or outlook budgets. The outlooks demonstrate that the Service anticipates a 2.4% pressure in 2017 and a 2.4% pressure in 2018, based on economic indicators and contractual and legislative obligations known at this time.

Conclusion:

The Service’s 2016 net operating budget request is \$1,015.8M, which is a \$36.1M or 3.69% increase over the 2015 approved budget. Despite significant efforts to reduce anticipated expenditures, where possible, the Service is unable to meet the City’s target of a negative 1% decrease from the 2015 approved budget.

The 2016 budget request includes the funding required to achieve an average uniform officer deployed strength of 5,235 in 2016, which is 213 below the recommended approved establishment of 5,448, given the recommendation to civilianize 14 positions in 2016.

The budget also provides funding for the necessary supporting infrastructure (e.g., civilian staffing, equipment, services), and assumes that civilian hiring will resume at a pace that will at least address the significant staffing shortages in critical operations across the Service.

As shown in Figure 5, the majority of the Service’s budget is allocated to front-line activities such as responding to calls, investigations and traffic enforcement. This allocation of resources allows the Service to focus on activities which meet the Service and Board’s strategic priorities.

Other policing activities include community-based foot and bicycle patrol, and provision of court services. Only 14% of the budget is allocated to internal services like Fleet, Information Technology (IT) and Communications, areas which directly support front-line policing operations. The remaining 4% is required for administrative activities and training.

It is important to note that the Service has faced on-going pressures to reduce its operating budget requirements over the last several years, while dealing with significant collective agreement impacts, which are beyond the Service’s control. The Service has also had to address and fund inflationary and other pressures, such as benefit increases, gasoline costs, etc., while attempting to meet budget targets imposed by the City. As the business of policing evolves, new equipment and staff training are required to meet the Service’s public

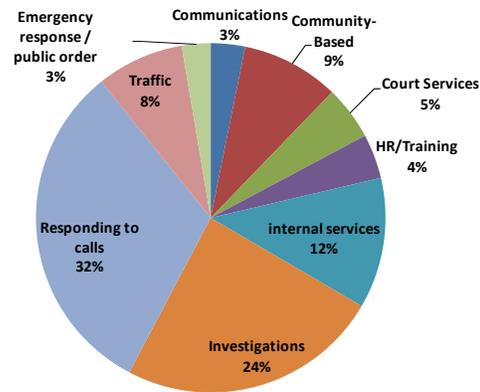


Figure 5 - How Does the Service Use the Taxpayer's Investment in Public Safety

safety mandate, all of which comes at a cost.

The main reason for the large increase in the Service's budget over the last 10 years has been the impact of the collective agreement settlements. This factor alone has accounted for \$235.1M or 89% of the \$263.4M net budget increase from 2006 to 2016. The current collective agreements between the Board and the SOO expired on December 31, 2014, and the impact of any future settlement is not known at this time.

In preparing the 2016 budget request, the Service has taken various actions, as identified in this report, in an effort to achieve the City target of a negative 1% decrease over 2015. The Service is committed to continuing initiatives that will enable more sustainable, effective and value-added public safety services, so that taxpayers get the greatest return from their investment in public safety services. However, despite considerable efforts, any further reductions would significantly risk the Chief's ability to provide adequate and effective policing services.

As 89% of the Service budget relates to human resource requirements, the Service has been and continues to provide services with a uniform deployment that is well below the approved uniform establishment, and with a civilian component that is operating with a very high number of vacant positions.

The Service has therefore strived to produce a responsible budget that balances, to the extent possible, the need to provide required core public safety services with the need to meet the fiscal pressures of the City.

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

Preliminary Request								
2016 REQUEST - TORONTO POLICE SERVICE								
2016 Request, 2017-2018 Outlook								
	# unif.	# civ.	2016 Request	% chg	2017 Outlook	% chg	2018 Outlook	% chg
Total Budgeted Establishment (Note: 1)	5,260	2,218						
2015 Approved Budget			952,661.2					
In-Year Insurance Reserve Adjustment			1,399.8					
In-Year Collective Agreement Adjustment			17,750.9					
In-Year Crossing Guard and Lifeguard Revenue Adjustment			7,851.0					
2015 Adjusted Budget			979,662.9					
				2016 Request:	1,015,799.8	2017 Outlook:	1,040,556.8	
Salary Requirements								
A Annual'd impact-last year's separations (150(P))			(7,132.2)	2016 sepn:	(9,083.8)	2017 sepn:	(9,981.8)	
B Annualized impact of last year's replacements			3,063.4	2016 rept:	9,281.9	2017 rept:	8,214.8	
C Savings from current year's separations (150(B))			(8,928.7)	2017 sepn:	(9,832.0)	2018 sepn:	(9,832.0)	
D Cost of current year's hires			3,034.6	2017 rept:	4,928.7	2018 rept:	4,691.9	
E Annualized impact of previous year's reclassification costs			4,532.1		2,802.9		4,539.2	
F Part-year current year reclassification costs			3,706.8		2,761.5		3,397.2	
G Leap year			1,900.0		(1,900.0)		0.0	
I Annualization of civilian hiring strategy			2,361.6		500.0		0.0	
J Movement towards historical gapping levels			1,250.0		1,867.0		900.0	
L Net other (chg in retention pay, classifications, etc.)			275.7		133.0		0.0	
			4,363.1	0.45%	1,459.2	0.14%	1,929.3	0.19%
Premium Pay								
A POA Off-Duty Court Attendance (change in estimate)			(440.0)		0.0		0.0	
			(440.0)	-0.04%	0.0	0.00%	0.0	0.00%
Fringe Benefits								
A Medical / dental / admin changes			4,079.3		2,059.3		2,209.5	
B Retiree benefits			(169.2)		368.1		414.0	
C Benefit costs funded from Reserve (offset by draws)			123.1		5.4		5.7	
D EHT, EI, CPP, OMERS - estimated rates for budgeted salaries			1,911.2		757.3		848.7	
G WSIB Medical, Pension, Admin			133.5		200.0		204.4	
H Net Other			86.6		8.6		10.6	
			6,164.5	0.63%	3,398.7	0.33%	3,692.9	0.35%
Contributions to Reserve								
A Increased contribution to Health Care Spending Account			100.0		100.0		100.0	
B Increased contribution to Sick Pay Gratuity			1,500.0		2,000.0		2,000.0	
C Planned growth - Vehicle/Equip			0.0		1,000.0		1,000.0	
D Increased contribution to legal reserve			500.0		0.0		0.0	
F Change in contribution to Central Sick Bank			0.0		1,000.0		0.0	
			2,100.0	0.21%	4,100.0	0.40%	3,100.0	0.30%
Other Expenditures								
A Caretaking / maintenance / utilities (facilities)			544.9		1,604.1		652.2	
B Uniform cleaning contract			(113.0)		(113.0)		0.0	
C Telephone / data lines			(517.2)		0.0		0.0	
D Uniforms			135.3		150.0		100.0	
E Vehicles - prep, parts, tires			239.7		13.4		14.1	
F Computer maintenance			1,084.8		500.0		525.0	
G Computer hardware / software			(622.3)		0.0		0.0	
K Gasoline			(354.3)		0.0		0.0	
L Legal costs			2,010.0		0.0		0.0	
M Other equipment			(267.1)		0.0		0.0	
N Operating impact from capital			0.0		558.0		1,212.0	
O Recruit hiring costs			0.5		0.0		0.0	
Q Communication parts / radio, pager rentals			13.2		(120.0)		0.0	
R Contracted Services			(387.3)		0.0		0.0	
Z Net other			84.2		1,993.7		2,056.4	
			1,851.4	0.19%	4,586.2	0.45%	4,559.7	0.44%
Revenues								
A Grant impact of hiring strategy			2,135.8		0.0		0.0	
D Provincial funding for court services			(7,037.0)		(6,292.3)		(6,292.3)	
H Changes to reserve draws (offsets expenditures)			(2,034.7)		0.0		0.0	
I Changes in other fees			100.0		0.0		0.0	
K Loss of TAVIS			5,000.0		0.0		0.0	
M Recovery from PanAm 2015			1,613.2		0.0		0.0	
N Miscellaneous revenue			1,160.1		(241.7)		0.0	
			937.4	0.10%	(6,534.0)	-0.64%	(6,292.3)	-0.60%
BUDGET INCREASE (DECREASE):	0	0	14,976.4	1.53%	7,010.1	0.69%	6,989.6	0.67%
TOTAL BUDGET REQUEST	5,260	2,218	994,639.3		1,022,809.9		1,047,546.4	
Estimated salary settlement impact			21,160.5	2.16%	17,746.9	1.81%	18,190.4	1.86%
TOTAL BUDGET REQUEST, including salary settlement	5,260	2,218	1,015,799.8	3.69%	1,040,556.8	2.44%	1,065,736.8	2.42%

Grants Tied to Uniform Staffing Levels

The Service receives two (2) grants from the Ministry of Community Safety and Correctional Services that require the Service to maintain uniform staffing at specified levels to maximize grant funding.

Community Policing Partnership Grant - 251 positions

- Established in 1998
- Provincial cost-sharing of additional officers across Ontario; Province pays half of salary and benefits, up to \$30,000 per officer
- Officers must be assigned to community policing functions (primary response, foot patrol, bike patrol, school liaison)
- Program indefinite

1,000 Officers - Safer Communities Grant – 250 positions

- Established in 2005
- Provincial cost-sharing of 1,000 additional officers across Ontario; province pays half of salaries and benefits, up to \$35,000 per officer
- Province-wide, half of the officers must be assigned to community policing functions and the other half to target some of 5 key areas established by the province including youth crime, guns and gangs, marijuana grow operations, domestic violence and child pornography
- TPS program allocation to the target areas is as follows:

Category	Allocation
Community Policing	175
Targeted Areas:	
Youth Crime	16
Guns and Gangs	27
Organized Crime (Marijuana Grow Ops)	18
Protecting Children from Internet Luring and Child P.	9
Court Efficiencies	5
Total	250

Officers must be allocated according to the activities outlined in our application for the program. This allocation was approved by the Ministry and forms a part of the Agreement, which indicates that “the Ministry agrees to cost-share 250 police officers of which 175 have been allocated to community policing and 75 to the targeted areas/court efficiencies.” No officers were allocated to two of the categories – Dangerous Offenders and Domestic Violence.

- Program indefinite

Attachment B (continued)

Benchmarks:

The Province has established a benchmark complement of sworn officers for each grant; funding is provided for each officer in excess of the benchmark for the number of officers allocated to the Service under the grant:

Grant	Benchmark		# Officers Funded over Benchmark	Min. # Officers to Maintain Funding	Funding per Officer	Total Annual Grant Funding
CPP	Jun.15, 1998	4,929	251	5,180	\$30,000	\$7,530,000
Safer Communities	Oct. 23, 2003	5,260	250	5,510	\$35,000	\$8,750,000

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

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016 Req.	2006- 2016	Avg.
Net Budget	752.4	786.2	822.0	854.8	888.2	930.4	935.7	936.4	965.5	979.7	1015.8		
\$ Increase		33.8	35.8	32.8	33.4	42.2	5.3	0.7	29.1	14.2	36.1	263.4	
Total % increase		4.5%	4.6%	4.0%	3.9%	4.8%	0.6%	0.1%	3.1%	1.5%	3.7%	35.0%	
Collective Agreement (\$ impact)		21.2	24.7	16.7	27.2	30.2	23.2	25.6	27.3	17.8	21.2	235.1	23.5
Hiring (\$ Impact)		12.6	4.6	1.8	3.5	0.2	-9.4	-10.0	-2.2	-2.2	4.4	3.3	0.3
Other (\$ impact)		0.0	6.5	14.2	2.7	11.8	-8.5	-14.8	4.0	-1.4	10.5	25.1	2.5
Collective Agreement (% impact)		2.8%	3.1%	2.0%	3.2%	3.4%	2.5%	2.7%	2.9%	1.9%	2.2%	31.2%	2.7%
Hiring (% Impact)		1.7%	0.6%	0.2%	0.4%	0.0%	-1.0%	-1.1%	-0.2%	-0.2%	0.5%	0.4%	0.1%
Other (% impact)		0.0%	0.8%	1.7%	0.3%	1.3%	-0.9%	-1.6%	0.4%	-0.1%	1.0%	3.3%	0.3%
Collective Agreement (% of total increase)		62.7%	69.0%	50.9%	81.4%	71.6%	437.7%	3657.1%	93.8%	125.4%	58.7%	89.3%	
Hiring (% of total increase)		37.2%	12.9%	5.6%	10.5%	0.4%	-177.4%	-1428.6%	-7.6%	-15.5%	12.2%	1.3%	
Other (% of total increase)		0.1%	18.2%	43.3%	8.2%	28.0%	-160.4%	-2114.3%	13.7%	-9.9%	29.1%	9.5%	

Note: For comparison purposes, the 2013 to 2014 Net Budgets have been restated to reflect the recovery of the Lifeguard and Crossing Guard Programs

-Attachment-

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2015**

#P273 TORONTO POLICE SERVICE – 2016 OPERATING BUDGET REQUEST

The Board was in receipt of the following report October 19, 2015 from Mark Saunders, Chief of Police:

Subject: TORONTO POLICE SERVICE – 2016 OPERATING BUDGET REQUEST

Recommendations:

It is recommended that:

- (1) the Board approve the Toronto Police Service's 2016 net operating budget request of \$1,015.8 Million (M), which is a \$36.1M or 3.69% increase over the 2015 approved budget;
- (2) the Board approve a revised uniform establishment of 5,448 officers, a reduction of 14 from the current establishment;
- (3) the Board approve a revised civilian establishment of 2,230, an increase of 12 from the current establishment;
- (4) the Board forward a copy of this report to the City's Deputy City Manager and Chief Financial Officer for information; and
- (5) the Board forward a copy of this report to the City Budget Committee for approval.

Financial Implications:

The Toronto Police Service's (Service) 2016 operating budget net request of \$1,015.8M (\$1,138.9M gross) is \$36.1M or 3.69% above the 2015 approved budget.

A summary of the Service's 2016 changes in the net operating budget request is provided in Table 1. Attachment A provides a detailed summary of the information provided in the remainder of this report and the 2017 and 2018 budget outlooks.

The collective agreement between the Toronto Police Services Board (Board) and the Toronto Police Senior Officers' Organization (SOO), which expired on December 31, 2014, has not been settled as of this date. Therefore, the Service's 2016 operating budget request does not include the financial impact of this salary settlement, as it is not known at this time.

Table 1- 2016 Summary of Changes

	\$M's	\$ change over 2016 Request	% change over 2015 Request
2015 Net Budget	979.7		
2016 Target	969.9		
Impact of 2016 Salary Settlement – Toronto Police Association (TPA)		\$21.2	2.16%
Net impact of salary and benefit costs		\$10.1	1.03%
Reserve Contributions		\$2.1	0.21%
Other Expenditures		\$1.9	0.19%
2016 Gross Budget Increase		\$35.2	3.59%
Revenues		<u>\$0.9</u>	0.09%
2016 Net Budget Increase		\$36.1	3.69%

Background/Purpose:

The purpose of this report is to provide the Board with the Service's recommended 2016 operating budget request. The report includes information on the level of funding required in 2016 to provide public safety services to the City of Toronto. The recommended request has been developed with a focus on achieving as many reductions as possible towards the City's target request of a 1% decrease over the 2015 approved budget, and is based on, among other things:

- Current 2016 plans and staffing strategy, anticipated increases/decreases in employee benefits, vendor contracts and revenue sources (e.g. fees, grants);
- Pressures in mandatory accounts; and
- The application of economic (e.g. price indexes) factors and guidelines provided by the City.

Discussion:

This report contains the following sections:

- Managing the Toronto Police budget – budget drivers and sustainable savings
- Police Governance – Adequate and Effective Policing
- Significant 2015 Accomplishments
- Retention of the School Crossing Guard and Lifeguard Programs
- Crime Evolution and the Changing Face of Policing
- Major Crime Indicators
- 2016 City and Service Budget Guidelines
- 2016 Operating Budget Development Process
- 2016 Operating Budget Request – Details

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

The 2016 operating budget request cannot be looked at strictly on its own. It must also be reviewed and considered in the context of previous years' requests (in particular the last four years), and the action taken to sustainably reduce the Service's request over the last few years, as well as the on-going pressures the Service has and continues to face.

The Service's net operating budget has increased by \$263.4M since 2006, growing from \$752.4M to \$1,015.8M in 2016.

Table 2 summarizes budget increases between 2006 and 2016. Attachment C provides more detailed information with respect to the breakdown of the overall increases.

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

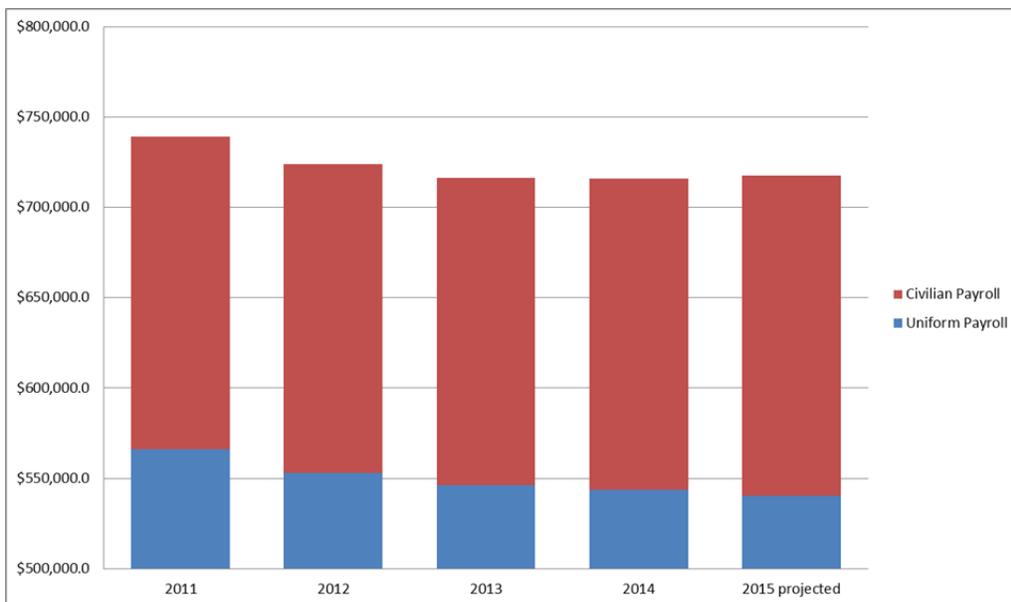
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016 Req.
Net Budget	752.4	786.2	822.0	854.8	888.2	930.4	935.7	936.4	965.5	979.7	1015.8
\$ Increase		33.8	35.8	32.8	33.4	42.2	5.3	0.8	29.1	14.2	36.1
Total % increase		4.5%	4.6%	4.0%	3.9%	4.7%	0.6%	0.1%	3.1%	1.5%	3.7%
Collective Agreement (% impact)		2.8%	3.1%	2.0%	3.2%	3.4%	2.5%	2.7%	2.9%	1.9%	2.2%
Other (% impact)		1.7%	1.5%	2.0%	0.7%	1.3%	-1.9%	-2.6%	0.2%	-0.4%	1.5%

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

- Approximately \$235.1M or 89% of the total budget increase of \$263.4M from 2006 to 2016 is attributable to salary and benefit increases that have arisen from negotiated and arbitrated collective agreement settlements between the Board and the TPA and SOO. These significant increases are beyond the Service's control.
- \$28.4M or 11% is related to non-collective agreement related increases. These increases are in non-salary accounts, such as caretaking/utilities, information system maintenance contracts, gasoline, telephones, uniforms and vehicle/communication equipment parts. The non-salary percentage increases from 2006 to 2016 averages only 0.4% annually over that period, which is well below the average rate of inflation over that same period.

Over the past four years, the Service has exercised a number of measures to manage the budget and mitigate significant increases. This was done while continuing to provide public safety services as efficiently, effectively and economically as possible, in the face of changing demographics (e.g. aging population) and crime evolution (e.g. cyber). To this end, with the exception of 2014, where the non-collective agreement increase represented 0.2% of the annual increase, the budget impact within the Service’s actual control was below zero. Specifically, 2012 included -1.9% (\$17.7M), 2013, -2.6% (\$24.33M) and 2015, -0.4% (\$3.86M) in reductions, achieved through heightened resource and contract management and lower actual uniform and civilian staffing levels and premium pay reductions as outlined.

Significant savings have been achieved since 2011 in payroll costs, which when translated into 2015 dollars, indicate that total payroll costs decreased by \$21.4M (which includes a 10% reduction in senior management and one Deputy Chief position) from 2011 to 2015.



	2011	2012	2013	2014	2015 projected
Uniform Payroll	\$566,154.6	\$552,879.7	\$545,998.4	\$543,533.6	\$540,258.0
Civilian Payroll	\$172,979.8	\$171,017.8	\$170,279.0	\$172,341.5	\$177,476.4
Uniform Staff - Average Deployed	5,553	5,378	5,285	5,249	5,282
Civilian Staff - Year End Deployed	1,967	1,945	1,912	1,937	1,978

Payroll savings were achieved by hiring uniform members at reduced average deployment numbers, which are well below the Service’s approved establishment, along with other measures such as reducing premium pay by \$8.5M, joint procurements with the City and other police agencies, and enhanced vendor negotiations, saved a further \$2M+.

It is important to note that given the budget cuts that have accumulated over the past four years, the flexibility required to manage within these reductions, despite unplanned public safety events is considerably diminished.

Police Governance – Adequate and Effective Policing:

The Ontario *Police Services Act* (PSA) 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 PSA, the Board is required to submit operating and capital estimates to the 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 Toronto Police Service, the Toronto Police Services Board is responsible for the provision of adequate and effective policing services in Toronto, working with the Chief of Police, to establish objectives and priorities with respect to police services and establishing policies that ensure effective management within the Toronto Police 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 2016 operating and capital budgets, presented to the Board for approval, include amounts that will be required to maintain the level of police personnel, along with the requisite equipment and facilities that are mandatory in the provision of adequate and effective policing. The 2016 budget submission is a responsible accumulation of expenditures that will maintain an average deployment of uniform members (slightly below the 2015 deployment – 5235 vs. 5260), along with the essential infrastructure and direct and administrative support, that ensures public safety, as mandated in the *PSA*, is maintained.

Significant 2015 Accomplishments:

The Service is committed to being a world leader in policing, and is committed to optimizing police service delivery that is sensitive to the needs of the community. For this reason, every three years, the Board and Service determine the priorities that will be given extra emphasis over the three year period. To this end, the 2014 to 2016 Service priorities focus on:

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

Over and above the core policing services that framework adequate and effective policing of the City, the priorities provide strategic areas where resources and efforts will be focused. Through the 2014 to 2016 priorities, the Service is continuously looking for ways to improve the delivery of public safety, support and infrastructure services, within a sustainable financial envelope. Consideration of the Service priorities contributed to the following 2015 accomplishments:

2015 Pan American/Parapan American Games:

The Toronto 2015 Pan American/Parapan American Games (Games) were held in the City of Toronto and surrounding municipalities in July and August of 2015. The Toronto Police Service's Pan Am Games Planning Team prepared for the Games' operational phase (June 24 to August 21, 2015), working cooperatively with multiple internal and external stakeholders, such as TO2015, local businesses and City of Toronto partnerships. At the peak Games period, between 1,200 and 1,500 individual officers were provided PanAm specific assignments.

Business continuity planning team members extensively analyzed resource obligations required to meet the demands of the Games' operational phase, while ensuring the continuity of regular policing services to the City. Operational success can be attributed to the following:

- Effective planning, responsible for designing a security plan that considered an assessment of risk and the needs associated with each individual venue;
- A centralized logistics hub, which ensured the smooth and seamless flow of people and equipment assets;
- Proper supply chain management, which allowed the tracking and monitoring of all issued assets, internally and externally. It should be noted that the Service achieved a 100% return rate on all external issued equipment;
- Constant evaluation of personnel and details as the games progressed, allowing for the reassignment of members or cancellation of details when positions became obsolete; and
- Partnerships and collaborations, which included a strong communication strategy for the public relating to events and traffic.

There were no major incidents at the Games and operations proceeded according to plans. At this time, final costs are being determined, for invoicing to the Province.

Customer Service Initiative:

Customer service excellence is an on-going initiative that will tap into and change the culture of the Service and mindset of our members, to ensure all of our members, uniform and civilian, interact and engage with members of the public, and each other, in a professional, respectful manner that is free from any bias.

In 2014, the Service engaged external consultants with an expertise in customer service to review internal and external interactions and make recommendations that would improve customer service within the organization.

In 2015, the Service executed a number of initiatives that considered the critical areas. Work is proceeding well on the creation of internal and external customer service charters, which will define what internal members can expect from each other and what the public we serve can expect from Service members. Social media is being used more extensively, through standardized handles and responses. Members have received tips that will help them enhance the customer service experience and are receiving training that promotes personal leadership through the change.

An important component in the planning for the PanAm/ParaPan Games was the development of a video which delivered a message about the role of Service officers during the Games, not just as providers of public safety and security, but as Ambassadors for the City. The video was not only well received by Service members, but obviously delivered a clear message as many compliments were received from members of the public that commented on the excellence of the service and assistance provided by our officers.

Police And Community Engagement Review (PACER):

The PACER initiative, which began in 2012, is in Phase IV, the Implementation and Evaluation stage. Although ten of the recommendations are dependent, directly or indirectly on the forthcoming Police Services Act regulation and/or publication of the Service's revised Procedure on Community Engagements, 14 of the 31 PACER recommendations have been fully implemented and most of the remaining 17 recommendations are substantially complete and/or in progress.

The PACER team continues to work with two of the four established sub-committees to address several of the outstanding recommendations.

In addition, members continue to attend a two day In-Service Training Program, which focuses on PACER and Iacobucci report recommendations in the areas of Human Rights, Customer Service, and Mental Health. A third day of training will be added in 2016, following finalization of content and format.

Iacobucci Report – Police Encounters with People in Crisis:

The Iacobucci Report was categorized by ten themes, which are detailed in the above noted Board report. It should be noted that recommendations have been implemented in the following categories:

- Mental Health System and Toronto Police;
- Police Culture;
- Training and Supervision;
- Use of Force;
- Major Crime Intervention Team and Other Crisis Intervention Models;

An implementation team was tasked with reviewing recommendations from the Honourable Frank Iacobucci's report entitled "Police Encounters with People in Crisis" (Iacobucci Report) and the jury recommendations from the Coroner's inquest into the deaths of Reyal Jardine-Douglas, Sylvia Klibingaitis and Michael Eligon (JKE Inquest).

Throughout 2015, the Service committed staffing resources and worked diligently with major stakeholders to assess the recommendations, determine the impact and implement. A status update, advising that most of the recommendations had or were in the process of being implemented, was presented and received by the Board at its September 17, 2015 meeting (Min. No. P232/15 refers).

Body Worn Camera Pilot Project

A number of police services throughout North America are looking to implementing body worn cameras. In addition, Justice Iacobucci, in his report entitled "Police Encounters with People in Crisis" recommended that Toronto Police Officers be equipped with body worn cameras. As a result, in keeping with its commitment to maintaining public trust, to provide professional and unbiased service delivery and to be a world leader in policing, the Service is considering the use of body worn cameras for all uniformed members. However, in order to approach this initiative responsibly and ensure that the implementation would actually bring value to the Service and the public, the Service began a Body Worn Camera Pilot Project to test, evaluate and report on equipping front line officers with body worn cameras. In 2014, a competitive procurement process was conducted, with transparent evaluation criteria that selected three vendors (reduced to two) to provide 100 body wearable cameras. The pilot has started and will operate until March 2016 with selected members from four Service units testing all vendor equipment on a rotational basis.

To ensure proper governance and a thorough evaluation that considers all factors is conducted, a Working Group has been established to develop guiding principles for the pilot that include:

- Consideration to Human Rights, privacy and legislation;
- Rules of engagement; and
- Evaluation criteria and performance measurement indicators.

Next steps will be determined following the results of the pilot project.

Retention of the School Crossing Guard and Lifeguard Programs:

Both the Lifeguard Program and School Crossing Guard Program, which are non-core policing services, were the subject of comprehensive reviews as part of the CIOR. The programs were also reviewed by City Staff, in terms of the City potentially taking over the management of these programs. In both cases, the City determined that the programs could be more effectively delivered by the Service at a lower cost than City divisions.

Lifeguard Program

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

The City's Parks, Forestry & Recreation (PF&R) performed a comprehensive review and financial analysis to determine the cost of transferring administration of the program to the City. The proposed location for the group was in the PF&R's Aquatic Section. The City took the direct cost of the program, such as supervisory salaries, materials and equipment into account, as well as the indirect costs such as human resources, labour relations, and financial/administrative services. In addition, the analysis recognized the significant coordination with the Service's Marine Services unit that is required to successfully carry out rescue-related tasks.

The City concluded that it would be more expensive for its PF&R division to administer the program, and has therefore recommended that the lifeguard program continue to be delivered by the Service. The cost of this program was moved back to the Service's operating budget in 2015, through an in-year adjustment.

Crossing Guard Program

Approximately 700 crossing guards are currently managed by 16 Service members, mostly police officers working at divisions and Traffic Services. A CIOR Review assessed this model and recommended that management of this function should be civilianized and centralized.

Although the Service recommended civilianization of the program management, a determination of where the overall administration of the school crossing guard program should reside was the subject of continuing discussions with the City. Therefore, the implementation of this initiative was put on hold pending further direction from the City and the Board. During 2014, the City conducted their own review of the program, to determine if there was any cost/benefit to moving the program to the City Transportation Services division.

The City took the direct cost of the program, such as supervisory salaries, materials and equipment, into account, along with indirect administrative costs, such as human resource and financial requirements. The City concluded that it would be more expensive for its Transportation Services division to manage the crossing guard program, and has recommended that the program continue to be administered by the Service. This also enables the current arrangement, whereby a police officer can cover a crossing guard location in an emergent situation, to continue. The cost of this program was moved back to the Service's operating budget in 2015, through an in-year adjustment.

Given that the Service will now retain this program, the 2016 operating budget request contains a recommendation to action the civilianization of this program, which will then enable uniform officers to be re-deployed to front-line duties. Details of this recommendation are contained further along in this report.

Crime Evolution and the Changing Face of Policing:

One of the main challenges of the Service is keeping up with the evolution of crime in the face of changes experienced in society and the way it functions. This challenge runs from keeping up with the pace of technological changes, which continue to be embraced by the criminal element, to the growing concerns of human trafficking and elder abuse in Canada.

Cybercrime

Since the creation of information technology, digital information or data is used in the everyday lives of all Canadian citizens and businesses. Not only has the everyday citizen embraced computerization, but the criminal element has as well. As technological companies strive to create the newest, feature packed technological gadget, the forensic law enforcement community struggles to decode it. Given the anonymity provided by the internet, cybercrime is a growing area of concern for police services as the type of criminal activity is so diverse and extends beyond geographical boundaries.³ Cybercrime is any crime that is committed via the internet or computer network. Types of crimes encompassing cybercrime include financial crimes such as online frauds (i.e. advanced fee loan scams, job scams, romance scams etc.), exploitation/luring children via the internet and attacks against computer hardware and software (i.e. installation of malware).⁴ In order to tackle such far reaching crimes, the Service has created a Computer Cyber Crime unit (C3) whose mandate is to provide online investigative support and guidance regarding current best practices for members of the Service. C3 members will also support investigations involving social media platforms, website analytics, and photo deconstruction.

High profile events such as the “Ashley Madison hack” and the subsequent police response have highlighted the effects and scope of cybercrime and the need for a coordinated effort amongst police agencies.

Human Trafficking

Human Trafficking for a sexual purpose is a heinous crime that can render the victim with horrifying physical, social and emotional scars.

The Human Trafficking Enforcement Team (HTET) of the Toronto Police Service is committed to developing and maintaining a victim-centered approach to human trafficking investigations, ensuring that victims are rescued and their recovery is a priority. This approach places emphasis on Prevention, Protection, Prosecution and Partnerships.

In 2014, members of the Human Trafficking Enforcement Team (HTET) conducted an extensive investigation into two local street gangs involved in the sexual human trafficking of two female underage victims. Eleven residential search warrants were executed resulting in the arrest of 12 parties, who were subsequently charged with over 80 human trafficking-related and criminal

³ Interpol. Cybercrime. Accessed 2015.10.08. <http://www.interpol.int/Crime-areas/Cybercrime/Cybercrime>

⁴ Interpol. Cybercrime. Accessed 2015.10.08. <http://www.interpol.int/Crime-areas/Cybercrime/Cybercrime>

code offences. Project Dove was the first human trafficking joint investigation between members of Sex Crimes and Divisional officers (D43) of this scope and magnitude.

In January 2014, the mandate and operating procedures of the Sex Crimes - Special Victims Unit were re-evaluated, revised and expanded, with an increased proactive approach towards investigations involving elements of human trafficking for a sexual and labour purpose. A comprehensive educational campaign was designed and delivered by HTET members to both internal and external stakeholders in order to disseminate the new mandate and familiarize Service members to the frequency and violence associated to human trafficking. The improved level of customer service and victim management has led to strong partnerships with governmental and non-governmental organizations as well as national and international recognition.

Crimes Against Seniors

The abuse of elderly persons is a growing concern for the Service due to an increasing senior's population and its reliance on caregivers to maintain levels of independence. The elderly are hesitant to report their victimization for a variety of reasons. In conjunction with the community agencies serving the elderly, the Service is working to encourage the reporting of abuse and to ensure that all complaints of abuse are fully investigated in a timely manner.

Elder abuse may happen to any older person regardless of gender, culture, race, financial status, mental or physical condition. Abuse may occur more frequently to those older persons who are socially isolated and types of abuse include physical, emotional, financial and neglect.

The goals of the Service regarding the abuse of elderly persons are to reduce the incidence of the abuse of the elderly persons in the community, to investigate all occurrences thoroughly and to bring offenders to justice wherever possible and to ensure the safety of victims through prompt action including referrals to other community partners.

Major Crime Indicators:

Seven major crime indicators are used as a key barometer of crime within the City. Table 3a indicates that overall major crime indicators have decreased significantly (27%) from 2005 to 2014.

Offence	2014		
	2005	2014	
	Total	% Chg	Total
Murder	80	-29%	57
Sex Assault	1,657	33%	2,209
Assault	19,164	-15%	16,378
Robbery	4,540	-18%	3,721
Break and Enter	10,997	-35%	7,162
Auto Theft	9,191	-62%	3,517
Theft Over	1,133	-11%	1,014
Total	46,762	-27%	34,058

Table 3b below highlights that, although overall crime has increased by 3% in 2015 compared to 2014 (as of September 30, 2015), most categories except for break and enters, auto left, theft over and shooting incidents are lower than 2014.

Offence	2015				
	2013	2014		2015	
	Total	% Chg	Total	% Chg	Total
Murder	47	-13%	41	-7%	38
Sex Assault	1,584	4%	1,650	7%	1,761
Assault	12,072	1%	12,191	8%	13,182
Robbery	3,149	-13%	2,732	-6%	2,578
Break and Enter	5,256	1%	5,320	-5%	5,071
Auto Theft	2,332	12%	2,609	-5%	2,486
Theft Over	753	-6%	711	8%	771
Shooting Incidents	165	-15%	140	34%	187
Total	25,358	0%	25,394	3%	26,074

As the table above shows, crime is down in four of the seven categories, but the significant increase in shooting incidents over the same time last year is of concern to the Service.

All of these indicators can, and are used, to measure how safe a city is, which in turn, is one of the dynamics that impact 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.

The 2016 operating budget request has therefore been prepared with the objective of keeping the City safe, and balancing this goal with the need to keep our funding request as low as possible, taking into account the various financial and other pressures we face.

2016 City and Service Budget Guidelines:

In 2016, Divisions and Agencies are required to manage and offset their own pressures as well as make a contribution toward mitigating corporate pressures. As a result, the 2016 operating target is equivalent to a 1% decrease from the 2015 approved budget with 2% efficiency / productivity target to reach the overall target of -1%.

City Finance guidelines also instructed that the following factors be considered:

- Implementation of Efficiency Review savings;
- Implementation of user fee changes;
- Historical spending patterns;
- Continuous improvements; and
- Operating impacts from capital.

Additional, specific guidelines that pertain to the Service include:

- budget for known wage settlements;
- the budget for benefit requirements should be aligned to each position;
- adjust salary budgets for known and unplanned gapping; and
- apply economic factors provided by the City for specific accounts (e.g. gasoline, hydro).

2016 Operating Budget Development Process:

The Service has taken all of the City's guidelines into consideration, and in addition to those guidelines, has developed the 2016 operating budget request based on the following actions and directions:

- hiring of uniform officers to maintain the same level of actual uniform officers as 2015 (i.e. only hire to replace the number of officers we estimate will separate from the Service in 2016);
- budget for non-salary accounts based on year-end 2014 information, year-to-date 2015 information, and known changes;
- no new/enhanced services/initiatives other than civilianization and other efficiency and cost-effectiveness opportunities; and
- operating impacts from capital be reviewed and minimized wherever possible.

The Service began its 2016 operating budget development in April 2015. A preliminary budget, serving as the starting point for City Finance staff review, was provided to City staff in July. The initial increase over the approved 2015 budget was \$57M, or 5.8%.

From May to August 2015, a detailed budget development and review process continued within the Service, with budgets developed at the unit level, reviewed by respective Staff Superintendents and Directors, and Command Officers, and then collectively by the Chief and Command.

On September 2 and 3, 2015 the Board Budget Subcommittee (BSC) was presented with a budget estimate that reflected a 4.44% increase over 2015. Concurrently, meetings with City Finance staff, the City's CFO and City Manager occurred on September 14 and October 6 as well as a Budget Committee Informal Review on October 13, 2015. Throughout this review period, Service staff continued to fine-tune the budget request with more up-to-date information and analysis. This resulted in a revised 2016 budget request of 3.69% increase over 2015 approved budget.

2016 Operating Budget Request - Details:

The 2016 net operating budget request of \$1,015.8M will result in the Service operating with an average deployed strength of 5,235 officers in 2016 (which is 213 below the revised establishment of 5,448, and 25 below the average actual deployment in 2015), as well as services, supplies, equipment and internal services required to effectively support public safety operations.

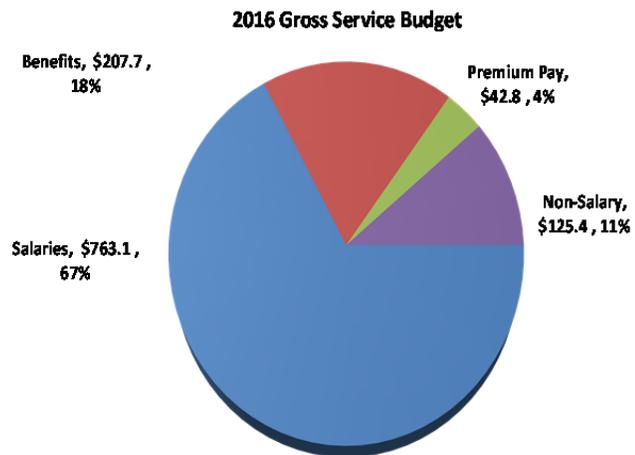


Figure 1. Overall Budget Request

Figure 1 indicates that, on a gross basis, 89% of the Service's budget is for salaries, benefits, and premium pay (court attendance, call-backs and required overtime). The remaining 11% is required for the support of our human resources in terms of the replacement/maintenance of vehicles, equipment, technology and information they use, facilities they work in, mandatory training they require, along with the materials and associated costs incurred by any regular business entity.

Table 4 summarizes the current 2016 request by category of increase/decrease, followed by a discussion on each category.

	2016 Request \$Ms	\$ Increase / (Decrease) over 2015 Budget	% Increase / (Decrease) over 2015 Budget
2015 Net Budget - \$979.7M			
(a) Estimated Impact of 2016 Salary Settlement	\$21.2	\$21.2	2.16%
(b) Salary Requirements	\$745.0	\$4.1	0.41%
(c) Premium Pay	\$41.8	-\$0.4	-0.04%
(d) Statutory Deductions and Fringe Benefits	\$205.1	\$6.2	0.63%
(e) Reserve Contributions	\$40.2	\$2.1	0.21%
(f) Other Expenditures	\$84.8	\$1.9	0.19%
(g) Civilianization	\$0.3	\$0.3	0.03%
(h) Revenues	-\$122.6	\$0.9	0.10%
Net Request/Amount above target	\$1,015.8	\$36.1	3.69%

The 2016 budget does not include the collective agreements impact for Senior Officers as currently it's being negotiated.

a) Estimated Impact of 2015 Salary Settlement

The 2016 operating budget request includes estimated impacts for the TPA contract, but excludes the cost impact from the SOO contract, as it is still under negotiation. The 2016 net impact for the TPA contract is estimated at \$21.2M. City Finance has indicated an amount will be set aside in the City's non-program budget to fund any potential settlement from the SOO.

b) Salary Requirements

The total salary requirements for 2016 (exclusive of the impact of the salary settlements), including civilianization, is \$745.3M. This budget represents an increase of \$4.4M (a 0.45% increase over the Service's total 2015 operating budget). Table 5 provides a summary of changes in this category, each of which is discussed in detail below.

Table 5 - Breakdown of Salary Requirements

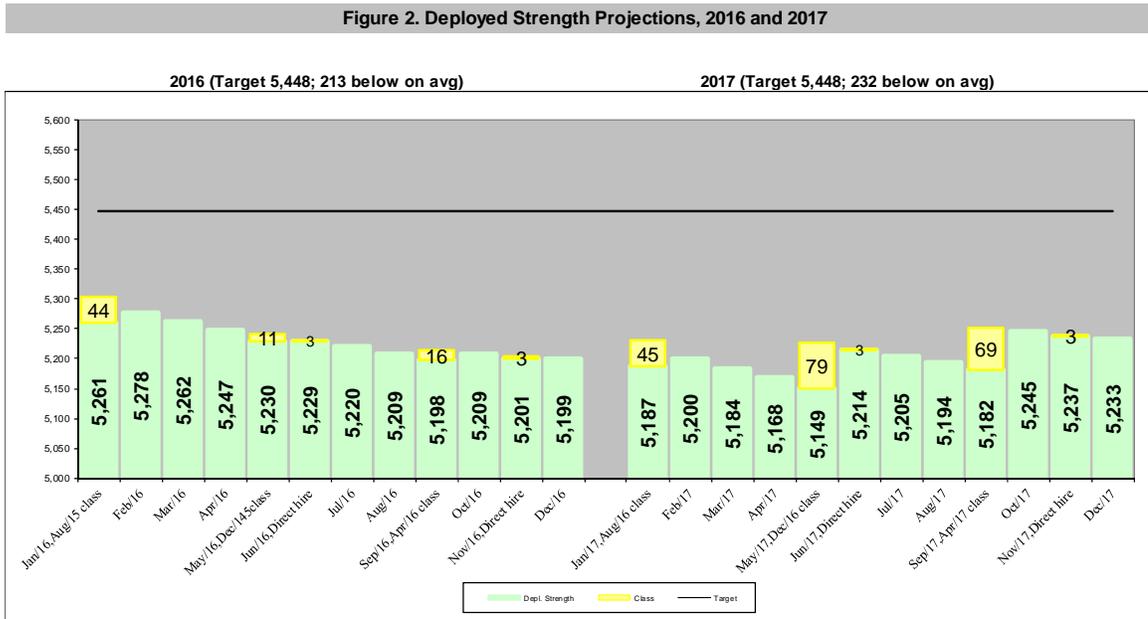
	Change \$Ms
- Human Resource strategy for uniform members	
- 2016 impact of 2016 replacements	\$3.0
- 2016 part-year savings from separations (estimated at 150 officers)	-\$8.9
- 2016 annualized savings from 2015 separations (projected at 150)	-\$7.1
- 2016 annualized impact of 2015 replacements	\$3.1
- 2015 annualized and 2016 part-year reclassification costs	\$8.2
- Annualization of civilian hiring strategy	\$2.4
- Change in gapping experience	\$1.3
- Civilianization	\$0.3
- Leap Year	\$1.9
- Net Other Changes (e.g., in-year job reclassifications, chg in leaves, etc.)	<u>\$0.2</u>
Total	\$4.4

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

In light of budget pressures, the Service is not budgeting to its approved uniform establishment. Furthermore, Service has reduced the current hiring strategy in 2016 that takes into account the loss of TAVIS funding for school resource officers and the additional civilianization of 14 uniform positions. As a result, the average uniform deployment in 2016 is 5,235 officers, which is below the average uniform deployment in 2015. To achieve this deployment level, class sizes have been established at 11 for December 2015 and 30 (April), 45 (August) and 79 (December) for 2016. The annualized impact of the 2016 replacements is \$3.1M. The part-year cost of the 2016 hires is \$3.0M. The proposed civilianization initiatives results in a reduction of the April class from 30 to 16 recruits. It is important to note that the Service has made a conscious decision to not ramp up hiring to the revised establishment of 5,448, in order to help minimize the budget request increase over 2015.

2015 separations are projected at 150 (compared to 180 as budgeted for in 2015). Resignations and retirements occur throughout the year. Given that the Service budget is based on the timing of hires and separations, the impacts from 2015 must be annualized in the following year. The 2016 annualized net impact of 2015 separations results in a budget reduction of \$7.1M. The part-year savings of 150 officers anticipated to leave in 2016 is estimated at \$8.9M.

Figure 2 shows the impact of the proposed civilianization initiatives in 2016 on the Service’s approved establishment of 5,462 to 5,448. In addition, it depicts the Service’s uniform HR strategy, which includes anticipated classes in December 2015 and the 2016 year. Figure 2 also depicts the net impact of separations and hires in each month for 2016 and 2017, based on the assumptions identified above.



Officers are hired at a recruit salary rate, receiving pay increases as they continue to move up through the ranks. This “reclassification” creates annual budget pressures until officers become first-class constables (a four-and-a-half year process from date of hire for cadets hired prior to the ratification of the 2015 to 2018 collective agreement). The 2016 cost of reclassifications for officers hired in 2015 and in previous years, is \$4.5M.

- HR Strategy for Civilian Members:** In 2014, the Director, Finance and Business Management split the Service’s Financial Management unit, consolidating Payroll with Benefits Administration and making Accounting Services, which includes the Central Paid Duty Office, into its own unit. As a result of this initiative, two established civilian positions were deleted, and the savings (\$250,000) were reflected in the 2015 budget request. However, these two positions were inadvertently not deleted from the 2015 approved civilian establishment. As a result, the 2016 approved civilian establishment has been reduced from 2,218 to 2,216. However, opportunities for civilianization recommended in 2016 increase the Service’s approved civilian establishment from 2,216 to 2,230 (Note that uniform establishment would be reduced by the same number). For the purposes of this discussion, all comparisons are made to the current Board and City-approved establishment of 2,218. This establishment pertains to the permanent full-time complement of the Service and excludes part-time and temporary personnel. Permanent staffing for the Board office and members of the Parking Enforcement unit are also excluded, as these units have separate operating budgets.

The 2015 budget contained only part year funding for previous civilianization initiatives; the annualized pressure of these initiatives in 2016 amounts to \$2.4M. It must be noted that had these initiatives not been approved, there would have been a greater funding pressure on the 2016 operating budget for the costs of the required uniform staffing that the civilians are replacing. It should also be noted that civilianization can cause an immediate pressure as a result of the civilian hiring, but reduces the overall program cost once fully implemented.

The Service gapping and hiring strategy generally assumes civilian hiring at a rate that would keep pace with separations, assuming an average six-month salary gap for each anticipated vacancy, with the exception of positions that must be fully staffed, such as Communication Operators and Court Officers. As part of the 2013 budget approval, the Board directed that, with the exception of communication operators, there be no civilian hiring, except where warranted and approved by resolution of the Board. The Board's direction resulted in a significant reduction in 2013 hires. Following the lift of the hiring freeze in 2014, efforts have been made to fill the significant backlog of positions resulting from the freeze and new vacancies resulting from civilian separations in 2014 and 2015. As a result, the civilian gapping budget increased from an average historical rate of 4.9% to a budgeted rate of 7.4% in 2015. Due to the significant number of vacancies, efforts to catch up will continue into 2016 and 2017. Civilian staffing levels are currently well below establishment with approximately 240 vacancies. Civilian separations in 2016 are estimated at 85, based on historical experience. This necessary increased hiring pace results in a \$1.3M pressure on the 2016 budget request. Although this funding represents a large pressure, the Service will still be significantly short of its historical gapping level of 4.9%, as this increase will allow the Service to reduce its gapping rate to just 6.5%.

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

To this end, in 2016, the Service will embark on a review of civilian staffing, particularly in the area of administrative support, focusing on the current workforce available within the organization, workload demands and efficiencies, in order to identify opportunities to reduce staffing through attrition and the realignment of positions to better achieve Service objectives in the future.

- Civilianization Initiatives (increase of \$0.3M): Civilianization is a long-term Service strategy that will continue to review the authority and skills set required to perform jobs and functions, with the goal of providing the respective services in the most efficient and cost-effective way possible. In 2014, a number of positions (99) historically staffed with uniform members, were civilianized. This resulted in a lower uniform establishment, with a corresponding increase to the civilian establishment. As a result, longer term benefits will be experienced, including an overall reduction in the cost of affected programs. In 2015, the Service continued its review of how service is provided, with the goal of identifying initiatives that will allow the Service to provide more efficient, effective or economical services, ensuring that individuals with the right skill set perform the required function. As a result a further 43 positions were recommended and approved by the Board for civilianization. Table 6 summarizes the civilianization initiatives that have been recommended for implementation in 2016, and their staffing impacts.

Table 6 - Summary of Civilianization Initiatives				
<u>Command</u>	<u>Unit</u>	<u>Job Title</u>	<u># of Uniform Positions</u>	<u># of Civilian Positions</u>
Specialized Operations Command	Traffic Services	Unit Clerk Typist (2), Administrator (1), Supervisor (9) Crossing Guard Program	-12	12
Corporate Services	Diversity & Inclusion	Diversity & Inclusion Analyst	-1	1
Specialized Operations Command	Intelligence	Intelligence Analyst	-1	1
			<u>-14</u>	<u>14</u>

As a result of the civilianization initiatives, the Service has recommended a decrease to the uniform establishment of 14 (down to 5,448) and an increase to the civilian establishment by the same amount (up to 2,230). The civilianization of an additional 14 positions in 2016 will result in the total civilianization of 156 positions from 2014 to 2016, with further opportunities currently being assessed.

- Leap Year: Leap year has an impact every four years, as salaries are budgeted based on the number of days in the year. The \$1.9M one-time increase for the 2016 year will be reduced in the 2017 operating budget request.

- Net Other Changes: The mix of personnel in the Service changes from year-to-year. For example, as officers with retention pay retire from the organization, the average salary becomes slightly lower. The salary budgets are also comprised of various other expenditures (e.g., acting pay and other premiums on salaries, as well as temporary salaries for school crossing guards, lifeguards, etc.). In total, net other changes in all salary accounts result in an increase of \$0.2M in 2016.

c) Premium Pay

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

Premium pay budgets have been reduced by a total of \$8.4M (after adjusting for salary settlements, and excluding the impact of off-duty court attendance) from 2011 to 2015 to address budget pressures. The Service's ability to deal with and absorb the impact of major unplanned events (e.g. demonstrations, emergency events, high profile homicide/missing persons) relies on the utilization of off-duty

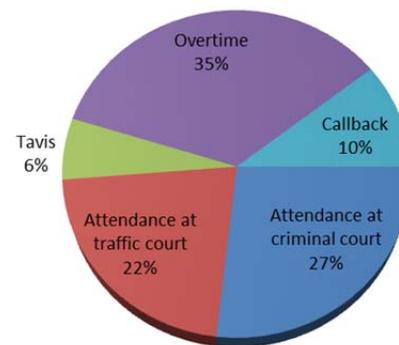


Figure 3. Premium Pay by Reason for Expenditure

officers which results in premium pay costs. Given the significant reductions already taken, further reductions are not recommended and premium pay has been flat-lined to 2015 levels, excluding the premium pay costs incurred for officer attendance at traffic court while off-duty, which has been decreased by \$0.4M.

Although the 2016 premium pay budget request has been reduced by \$0.4M to reflect a lower anticipated cost of off-duty traffic court attendance, it is important to note that this reduction has a net zero impact on the Service's operating budget, as the Service has reduced its recovery from the City by the same amount. The reduction taken in the Service's budget reflects a corresponding reduction in the City Court Services Division's budget of an equivalent amount. This reduction is based on plans to schedule more officers on duty and to continue to realize efficiencies in court attendance by bundling several court appearances for officers on one occasion, where possible.

d) Statutory Payroll Deductions and Employee Benefits

Total 2016 request for this category is \$205.1M. This category of expenditure represents an increase of \$6.2M (0.63% increase over the Service's total 2015 budget), and is a major component of the budget increase being requested in 2016. As shown in Figure 4, benefits for the Service are comprised of statutory payroll deductions and requirements as per the collective agreements. A break down of the increase follows, and it is important to note that the Service has little control over the significant increase that is required in these accounts. However, we are and will continue to work with our benefits service provider to analyse and better understand the reasons for the increase so as to determine any action possible to mitigate the increase.

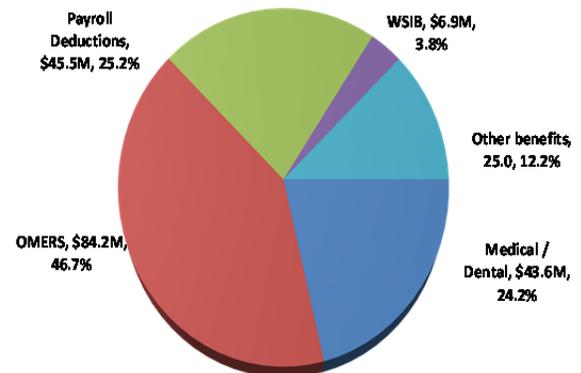


Figure 4. Breakdown of Statutory Deductions and Fringe Benefits

- **Payroll Deductions:** Statutory payroll (EI, CPP and EHT) and pension (OMERS) benefits are based on specific formulae that are affected by gross salaries. A small increase to the rates applied to the Yearly Maximum Pensionable Earnings (YMPE) level for uniform staff for 2016 has been included, consistent with rate increases applied at the City of Toronto. Employment Insurance and Canada Pension Plan rates have been updated to reflect estimated levels for 2016. Total costs are projected to increase by \$1.9M over 2015 budget.
- **Medical/Dental Coverage:** The budget for these benefits is based on the cost of drugs and services, dental fee schedule, utilization rates and administration fees. Costs for drugs and dental services are based on the average increase experienced over the last four years. In 2015, the Service observed a significant increase for medical coverage. This has been considered in the 2016 request, resulting in an increased request of \$4.1M.
- **Net other changes to benefits:** The various changes in costs in other accounts such as retiree medical/dental, group life insurance and Workplace Safety and Insurance Board (WSIB) resulted in a net increase of \$0.2M.

e) Reserve Contributions

The Service contributes to reserves through provisions in the operating budget. All reserves are established by the City. The City manages the Sick Pay Gratuity and Insurance reserves, while the Service manages the remaining reserves (i.e., Vehicle & Equipment, Legal, Central Sick Bank and Health Care Spending). The total 2016 budget for contribution to reserves is \$40.2M. This budget represents an increase of \$2.1M over the 2015 contribution amount (a 0.21% increase over the Service's total 2015 operating budget). The 2016 reserve contribution increase is due to the following:

- **Sick Pay Gratuity Reserve (increase of \$1.5M):** The Sick Pay Gratuity reserve is managed by the City, which provides the Service with the annual contribution amount in order to match contributions with required payments/draws. A detailed review of this reserve indicated that the Service's annual contribution to the Sick Pay Gratuity reserve should be

increased by \$6.5M annually to meet current annual draws/payments. As part of the 2014 budget approval process, it was agreed to phase in this increase from 2014 to 2016.

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

- Legal Reserve (increase of \$0.5M): This reserve has been established to fund on-going indemnification of Service members, as required by the *Police Services Act*, and other legal costs incurred by the Service. During 2015, there has been a considerable focus and resources devoted to legal claims to clean up the longstanding backlog of unpaid files dating as far back as 2010. As a result, it is anticipated that 2015 cost will be about \$6.2M. In order to replenish this reserve an increased contribution of \$0.5M will be required. The Service is working collaboratively with the Toronto Police Association on a 12 month pilot that is currently underway to test a more efficient manner in which claims are processed once they have been submitted for payment. In addition, to help mitigate the cost for these services, the Board has now capped the hourly rates legal firms can charge for these services.
- Contribution to Vehicle and Equipment Reserve (increase of \$0.0M): This reserve is used to fund the lifecycle replacement of the Service fleet of vehicles, information technology equipment, and various other equipment items. Each category of assets funded from this reserve is analyzed to determine how often it should be replaced as well as specific replacement requirements, which in turn determines the level of contribution required annually to enable the replacement. Life cycles for vehicles and computer equipment have been extended as much as possible without negatively impacting operations and officer safety, or causing significant repair and maintenance costs. The Service continues to perform a line-by-line review of lifecycle items in the Reserve to determine if any sustainable reductions can be achieved. Based on current financial constraints, the 2016 request is being maintained at 2015 levels, with planned annual increases of \$1.0M in 2017 and 2018. It should be noted that at the current level of contribution this reserve will be in a significant deficit starting in 2017.
- Contribution to Health Care Spending Account (increase of \$0.1M): This reserve funds the post-retirement health care benefit negotiated in the collective agreements. The 2016 contribution for this reserve is increasing by \$0.1M. It is anticipated that this contribution will continue to increase at a modest level for several years in future.

f) Other Expenditures

The remaining expenditure categories include the materials, equipment and services required for day-to-day operations, which are similar to those incurred by regular business entities. Wherever possible, accounts within this category have been flat-lined to the 2015 level or reduced even further. 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 \$1.9M (a 0.19% increase over the Service's total 2015 operating budget). The following summarizes the most significant changes:

- Legal Costs (increase of \$2.0M): Although the total increase in legal expenditures over 2015 is \$2M, it is important to note that this increase is offset by a draw from the legal reserve for a net zero impact on the operating budget request. The reserve is established to fund on-going indemnification of Service members and other legal costs of the Service. In 2015, there has been considerable focus and resources devoted to legal claims to clean up a longstanding backlog of unpaid files dating as far back as 2010. This focus is expected to continue into 2016, resulting in increased legal costs. The Service is working collaboratively with the Association to develop and test a more efficient claims process for the future.
- Computer Maintenance (increase of \$1.1M): The cost of computer maintenance is impacted by current contract values, determined through a procurement process, as well as market rates when existing contracts expire. Technological advances and the addition of new systems (e.g. Toronto Radio and Infrastructure Project) have allowed the Service to enhance communication abilities, as well as increase officer safety and accountability. However, the increase in equipment required for these systems and related software/hardware has caused increased cost pressures. The 2016 increase is due to various contract increases for the Service's maintenance of hardware and software.
- Caretaking, Maintenance and Utility Costs for TPS facilities (increase of \$0.5M): The City provides caretaking and maintenance services for the Service, and administers the Service's utility costs. The City and Service staff have reviewed the costs for all facilities in detail and, taking into consideration appropriate service levels for caretaking and maintenance, as well as historical spending for utilities, the budget has been increased by \$0.5M. This increase is primarily attributed to an increase in utilities, specifically hydro and water, which are expected to increase by 6% and 8% respectively. A small increase is also included pertaining to anticipated increases in City staffing costs and contracted costs. Service and City staff will closely monitor expenditures and service levels during the year to ensure this spending level is not exceeded and service levels remain unchanged. Reducing the Service's facility footprint, which is a key objective in the Service's 2016 to 2025 capital program, will ultimately help mitigate custodial and utility costs, as well as other administrative overheads.
- Gasoline (decrease of \$0.4M): The Service obtains its gasoline based on a joint contract coordinated by the City. The City establishes a cost-per-litre for budgeting purposes, and the Service applies this cost to its anticipated consumption levels. In addition, the City's Toronto Paramedic Services staff utilize the Service's fuel sites for their gasoline requirements and, in return, reimburse the Service for the actual cost of gas used. Based on the City's estimated

cost-per-litre, it was originally estimated that the Service's budget for gasoline would require an increase of \$0.4M over the 2015 budget. However, with the assistance of the City, the Service was recently able to execute three hedge contracts on gasoline for 2016, reducing the estimated cost for gasoline in 2016 by \$0.8M, for a net budget reduction over 2015 of \$0.4M. It should also be noted that the Service has started the transition to more fuel efficient patrol cars (movement from 8 cylinder to 6 cylinder engines) which should help reduce vehicle fuel consumption.

- Telephone/Data lines (decrease of \$0.5M): As the Service transitions from an analog telephone system to the new digital VOIP system, savings continue to be realized. The current network is being upgraded from the old circuits to new high speed circuits, allowing the cost of the old circuits to be eliminated, and contributing to a decrease in costs of \$0.5M in 2016 over the 2015 budget.
- Net other changes (decrease of \$0.8M): In addition to the specific accounts listed above, the non-salary accounts are comprised of many different type of expenditures, including materials and supplies (such as office supplies, health and safety supplies, and fingerprinting supplies) and services (such as repairs to equipment, telephone lines, courses and conferences, etc.). In all cases, any increases have been justified during the budget process to ensure that they are operationally required. Through the budget process, these accounts have been reviewed and reductions were made wherever possible, for a net reduction of \$0.8M.

g) Revenues

Total revenue has been decreased by \$0.9M, resulting in a 0.1% increase over the Service's total 2015 net budget.

- Toronto Anti-Violence Intervention Initiative (TAVIS) Grant (decrease of \$5.0M): Since 2006, the Service has received over \$47M in funding from the Ministry of Community Safety and Correctional Services (Ministry) for TAVIS. This funding helps cover costs of the TAVIS program, including premium pay, School Resource Officers (30 partially funded positions), Rapid Response Team operational costs (supporting teams totalling 74 officers) and neighbourhood TAVIS initiatives. This program has become an integral part of the delivery of policing services to the City of Toronto. In 2012, Premier Dalton McGuinty announced secured, permanent funding for the TAVIS and Provincial Anti-Violence Intervention Programs. This funding has assisted the Service in achieving the goals of TAVIS to reduce violence, increase community safety and improve the quality of life for members of the community in Toronto.

In a June 30, 2015 letter from the Honourable Yasir Naqvi, Minister of Community Safety and Correctional Services, the Board and Service were advised that the Province's TAVIS funding commitment would be only \$2.6M for the Province's 2015-2016 fiscal year. This funding to the Service, which is supported by a grant agreement, expires on December 31, 2015, with no known future funding commitment. While the Service anticipated the usual two-year, \$10M contract with the Ministry, commencing July 1, 2015, the contract covers only a six month period. The Chair has written to the Minister seeking funding commitments

regarding TAVIS and other Provincial grants; however, to-date, no response has been received. In the absence of a firm funding commitment from the Province, the Service is anticipating the loss of the \$5M in TAVIS grant revenue in 2016, creating a significant pressure on the Service and City's overall budget for 2016.

- Grants Tied to Staffing (decrease of \$2.1M): The Service receives two grants from the Ministry of Community Safety and Correctional Services that require the Service to maintain uniform staffing at specified levels to maximize grant funding: the Community Policing Partnership (CPP) Grant and the 1,000 Officers – Safer Communities Grant (Safer Communities). Attachment B provides a summary of the CPP and Safer Communities grants with respect to the staffing thresholds assumed for each.

As the Service continues to dip below the threshold number of uniform officer required to maintain the grant funding, grant revenue continues to be impacted. In 2015, the Service lost approximately \$1M of funding from the Safer Communities grant. Based on the current hiring strategy, the Service will lose an additional \$2.1M in funding for a total of \$3.1M in lost grant funding. Any further reduction in the number of uniform officers will have an additional impact on this funding.

- Recovery from PanAm 2015 (decrease of \$1.6M): In preparation for the Pan American and Parapan American Games in Toronto, the Service established a team of Service members to develop operational plans to provide security for the events. As these salaries for these members were recoverable by the Province, to allow for backfilling of the positions, the Service budgeted for the recovery in the 2015 budget. As this revenue will no longer be received in 2016, a \$1.6M budget pressure results in the 2016 budget.
- Off-Duty POA Court Attendance (\$0.4M decrease): As discussed in the premium pay section of this report, there is an anticipated decrease in City recoveries for this initiative, in the amount of \$0.4M.
- Provincial funding for Court Security Costs (increase of \$7.0M): In 2011, the Ontario government announced that it will be removing up to \$125M in court security and prisoner transportation costs from municipal budgets by 2018, phasing in the upload of these costs starting in 2012. The Service's share to be phased-in over the seven year period is about \$45M. An increase of \$7.0M is therefore anticipated and has been budgetted for 2016.
- Net other changes (increase of \$1.2M): Changes in various other accounts (e.g. recoveries and draws from Reserves to offset increased expenditures) result in a net increase in revenues.

2017 and 2018 Outlooks:

Attachment A provides the 2017 and 2018 outlook budgets for the Service. It should be noted that the financial impact of Senior Officer Organization contract settlement in place after December 2014 is not known at this time and is therefore not factored into the current or outlook budgets. The outlooks demonstrate that the Service anticipates a 2.4% pressure in 2017 and a 2.4% pressure in 2018, based on economic indicators and contractual and legislative obligations known at this time.

Conclusion:

The Service’s 2016 net operating budget request is \$1,015.8M, which is a \$36.1M or 3.69% increase over the 2015 approved budget. Despite significant efforts to reduce anticipated expenditures, where possible, the Service is unable to meet the City’s target of a negative 1% decrease from the 2015 approved budget.

The 2016 budget request includes the funding required to achieve an average uniform officer deployed strength of 5,235 in 2016, which is 213 below the recommended approved establishment of 5,448, given the recommendation to civilianize 14 positions in 2016.

The budget also provides funding for the necessary supporting infrastructure (e.g., civilian staffing, equipment, services), and assumes that civilian hiring will resume at a pace that will at least address the significant staffing shortages in critical operations across the Service.

As shown in Figure 5, the majority of the Service’s budget is allocated to front-line activities such as responding to calls, investigations and traffic enforcement. This allocation of resources allows the Service to focus on activities which meet the Service and Board’s strategic priorities.

Other policing activities include community-based foot and bicycle patrol, and provision of court services. Only 14% of the budget is allocated to internal services like Fleet, Information Technology (IT) and Communications, areas which directly support front-line policing operations. The remaining 4% is required for administrative activities and training.

It is important to note that the Service has faced on-going pressures to reduce its operating budget requirements over the last several years, while dealing with significant collective agreement impacts, which are beyond the Service’s control. The Service has also had to address and fund inflationary and other pressures, such as benefit increases, gasoline costs, etc., while attempting to meet budget targets imposed by the City. As the business of policing evolves, new equipment and staff training are required to meet the Service’s public safety mandate, all of which comes at a cost.

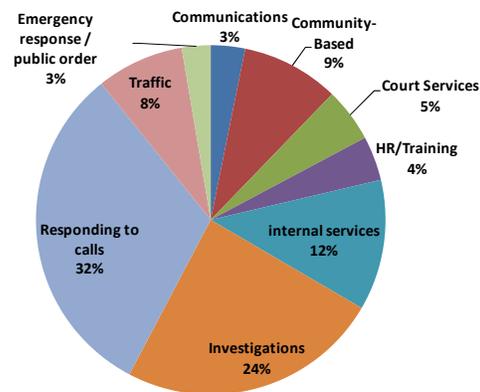


Figure 5 - How Does the Service Use the Taxpayer's Investment in Public Safety

The main reason for the large increase in the Service's budget over the last 10 years has been the impact of the collective agreement settlements. This factor alone has accounted for \$235.1M or 89% of the \$263.4M net budget increase from 2006 to 2016. The current collective agreements between the Board and the SOO expired on December 31, 2014, and the impact of any future settlement is not known at this time.

In preparing the 2016 budget request, the Service has taken various actions, as identified in this report, in an effort to achieve the City target of a negative 1% decrease over 2015. The Service is committed to continuing initiatives that will enable more sustainable, effective and value-added public safety services, so that taxpayers get the greatest return from their investment in public safety services. However, despite considerable efforts, any further reductions would significantly risk the Chief's ability to provide adequate and effective policing services.

As 89% of the Service budget relates to human resource requirements, the Service has been and continues to provide services with a uniform deployment that is well below the approved uniform establishment, and with a civilian component that is operating with a very high number of vacant positions.

The Service has therefore strived to produce a responsible budget that balances, to the extent possible, the need to provide required core public safety services with the need to meet the fiscal pressures of the City.

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

The Board was also in receipt of a written submission from John Sewell, Toronto Police Accountability Coalition, with respect to the 2016 operating budget. A copy of Mr. Sewell's written submission is on file in the Board office.

Mr. Tony Veneziano, Chief Administrative Officer, and Ms. Sandra Califaretti, Director, Finance and Business Management, were in attendance and delivered a presentation to the Board. A copy of the presentation slides is on file in the Board office.

Following the presentation, Mr. Veneziano responded to questions by the Board.

The Board approved the following Motions:

- (1) THAT the Board not approve the proposed Toronto Police Service Operating Budget request for 2016 and direct the Chief to:**
 - (a) seek to identify additional reductions and efficiencies in the proposed operating budget;**
 - (b) together with the Chair and working with the Mayor, attempt to achieve adjustments to currently proposed provincial funding changes;**
 - (c) seek to identify further increases to the revenue estimates contained in the proposed operating budget;**

- (d) consult with City staff in carrying out items (a) to (c) above; and**
- (e) present a revised operating budget proposal to the Board for approval at its November 12, 2015 meeting; and**

(2) THAT the Board receive the written submission from the Toronto Police Accountability Coalition.

Moved by: J. Tory

Preliminary Request								
2016 REQUEST - TORONTO POLICE SERVICE								
2016 Request, 2017-2018 Outlook								
	# unif.	# civ.	2016 Request	% chg	2017 Outlook	% chg	2018 Outlook	% chg
Total Budgeted Establishment (Note: 1)	5,260	2,218						
2015 Approved Budget			952,661.2					
In-Year Insurance Reserve Adjustment			1,399.8					
In-Year Collective Agreement Adjustment			17,750.9					
In-Year Crossing Guard and Lifeguard Revenue Adjustment			7,851.0					
2015 Adjusted Budget			979,662.9					
				2016 Request:	1,015,799.8	2017 Outlook:	1,040,556.8	
Salary Requirements								
A Annual'd impact-last year's separations (150(P))			(7,132.2)	2016 sepn:	(9,083.8)	2017 sepn:	(9,981.8)	
B Annualized impact of last year's replacements			3,063.4	2016 rept:	9,281.9	2017 rept:	8,214.8	
C Savings from current year's separations (150(B))			(8,928.7)	2017 sepn:	(9,832.0)	2018 sepn:	(9,832.0)	
D Cost of current year's hires			3,034.6	2017 rept:	4,928.7	2018 rept:	4,691.9	
E Annualized impact of previous year's reclassification costs			4,532.1		2,802.9		4,539.2	
F Part-year current year reclassification costs			3,706.8		2,761.5		3,397.2	
G Leap year			1,900.0		(1,900.0)		0.0	
I Annualization of civilian hiring strategy			2,361.6		500.0		0.0	
J Movement towards historical gapping levels			1,250.0		1,867.0		900.0	
L Net other (chg in retention pay, classifications, etc.)			275.7		133.0		0.0	
			4,363.1	0.45%	1,459.2	0.14%	1,929.3	0.19%
Premium Pay								
A POA Off-Duty Court Attendance (change in estimate)			(440.0)		0.0		0.0	
			(440.0)	-0.04%	0.0	0.00%	0.0	0.00%
Fringe Benefits								
A Medical / dental / admin changes			4,079.3		2,059.3		2,209.5	
B Retiree benefits			(169.2)		368.1		414.0	
C Benefit costs funded from Reserve (offset by draws)			123.1		5.4		5.7	
D EHT, EI, CPP, OMERS - estimated rates for budgeted salaries			1,911.2		757.3		848.7	
G WSIB Medical, Pension, Admin			133.5		200.0		204.4	
H Net Other			86.6		8.6		10.6	
			6,164.5	0.63%	3,398.7	0.33%	3,692.9	0.35%
Contributions to Reserve								
A Increased contribution to Health Care Spending Account			100.0		100.0		100.0	
B Increased contribution to Sick Pay Gratuity			1,500.0		2,000.0		2,000.0	
C Planned growth - Vehicle/Equip			0.0		1,000.0		1,000.0	
D Increased contribution to legal reserve			500.0		0.0		0.0	
F Change in contribution to Central Sick Bank			0.0		1,000.0		0.0	
			2,100.0	0.21%	4,100.0	0.40%	3,100.0	0.30%
Other Expenditures								
A Caretaking / maintenance / utilities (facilities)			544.9		1,604.1		652.2	
B Uniform cleaning contract			(113.0)		(113.0)		0.0	
C Telephone / data lines			(517.2)		0.0		0.0	
D Uniforms			135.3		150.0		100.0	
E Vehicles - prep, parts, tires			239.7		13.4		14.1	
F Computer maintenance			1,084.8		500.0		525.0	
G Computer hardware / software			(622.3)		0.0		0.0	
K Gasoline			(354.3)		0.0		0.0	
L Legal costs			2,010.0		0.0		0.0	
M Other equipment			(267.1)		0.0		0.0	
N Operating impact from capital			0.0		558.0		1,212.0	
O Recruit hiring costs			0.5		0.0		0.0	
Q Communication parts / radio, pager rentals			13.2		(120.0)		0.0	
R Contracted Services			(387.3)		0.0		0.0	
Z Net other			84.2		1,993.7		2,056.4	
			1,851.4	0.19%	4,586.2	0.45%	4,559.7	0.44%
Revenues								
A Grant impact of hiring strategy			2,135.8		0.0		0.0	
D Provincial funding for court services			(7,037.0)		(6,292.3)		(6,292.3)	
H Changes to reserve draws (offsets expenditures)			(2,034.7)		0.0		0.0	
I Changes in other fees			100.0		0.0		0.0	
K Loss of TAVIS			5,000.0		0.0		0.0	
M Recovery from PanAm 2015			1,613.2		0.0		0.0	
N Miscellaneous revenue			1,160.1		(241.7)		0.0	
			937.4	0.10%	(6,534.0)	-0.64%	(6,292.3)	-0.60%
BUDGET INCREASE (DECREASE):	0	0	14,976.4	1.53%	7,010.1	0.69%	6,989.6	0.67%
TOTAL BUDGET REQUEST	5,260	2,218	994,639.3		1,022,809.9		1,047,546.4	
Estimated salary settlement impact			21,160.5	2.16%	17,746.9	1.81%	18,190.4	1.86%
TOTAL BUDGET REQUEST, including salary settlement	5,260	2,218	1,015,799.8	3.69%	1,040,556.8	2.44%	1,065,736.8	2.42%

Grants Tied to Uniform Staffing Levels

The Service receives two (2) grants from the Ministry of Community Safety and Correctional Services that require the Service to maintain uniform staffing at specified levels to maximize grant funding.

Community Policing Partnership Grant - 251 positions

- Established in 1998
- Provincial cost-sharing of additional officers across Ontario; Province pays half of salary and benefits, up to \$30,000 per officer
- Officers must be assigned to community policing functions (primary response, foot patrol, bike patrol, school liaison)
- Program indefinite

1,000 Officers - Safer Communities Grant – 250 positions

- Established in 2005
- Provincial cost-sharing of 1,000 additional officers across Ontario; province pays half of salaries and benefits, up to \$35,000 per officer
- Province-wide, half of the officers must be assigned to community policing functions and the other half to target some of 5 key areas established by the province including youth crime, guns and gangs, marijuana grow operations, domestic violence and child pornography
- TPS program allocation to the target areas is as follows:

Category	Allocation
Community Policing	175
Targeted Areas:	
Youth Crime	16
Guns and Gangs	27
Organized Crime (Marijuana Grow Ops)	18
Protecting Children from Internet Luring and Child P.	9
Court Efficiencies	5
Total	250

Officers must be allocated according to the activities outlined in our application for the program. This allocation was approved by the Ministry and forms a part of the Agreement, which indicates that “the Ministry agrees to cost-share 250 police officers of which 175 have been allocated to community policing and 75 to the targeted areas/court efficiencies.” No officers were allocated to two of the categories – Dangerous Offenders and Domestic Violence.

- Program indefinite

Attachment B (continued)

Benchmarks:

The Province has established a benchmark complement of sworn officers for each grant; funding is provided for each officer in excess of the benchmark for the number of officers allocated to the Service under the grant:

Grant	Benchmark		# Officers Funded over Benchmark	Min. # Officers to Maintain Funding	Funding per Officer	Total Annual Grant Funding
CPP	Jun.15, 1998	4,929	251	5,180	\$30,000	\$7,530,000
Safer Communities	Oct. 23, 2003	5,260	250	5,510	\$35,000	\$8,750,000

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

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016 Req.	2006- 2016	Avg.
Net Budget	752.4	786.2	822.0	854.8	888.2	930.4	935.7	936.4	965.5	979.7	1015.8		
\$ Increase		33.8	35.8	32.8	33.4	42.2	5.3	0.7	29.1	14.2	36.1	263.4	
Total % increase		4.5%	4.6%	4.0%	3.9%	4.8%	0.6%	0.1%	3.1%	1.5%	3.7%	35.0%	
Collective Agreement (\$ impact)		21.2	24.7	16.7	27.2	30.2	23.2	25.6	27.3	17.8	21.2	235.1	23.5
Hiring (\$ Impact)		12.6	4.6	1.8	3.5	0.2	-9.4	-10.0	-2.2	-2.2	4.4	3.3	0.3
Other (\$ impact)		0.0	6.5	14.2	2.7	11.8	-8.5	-14.8	4.0	-1.4	10.5	25.1	2.5
Collective Agreement (% impact)		2.8%	3.1%	2.0%	3.2%	3.4%	2.5%	2.7%	2.9%	1.9%	2.2%	31.2%	2.7%
Hiring (% Impact)		1.7%	0.6%	0.2%	0.4%	0.0%	-1.0%	-1.1%	-0.2%	-0.2%	0.5%	0.4%	0.1%
Other (% impact)		0.0%	0.8%	1.7%	0.3%	1.3%	-0.9%	-1.6%	0.4%	-0.1%	1.0%	3.3%	0.3%
Collective Agreement (% of total increase)		62.7%	69.0%	50.9%	81.4%	71.6%	437.7%	3657.1%	93.8%	125.4%	58.7%	89.3%	
Hiring (% of total increase)		37.2%	12.9%	5.6%	10.5%	0.4%	-177.4%	-1428.6%	-7.6%	-15.5%	12.2%	1.3%	
Other (% of total increase)		0.1%	18.2%	43.3%	8.2%	28.0%	-160.4%	-2114.3%	13.7%	-9.9%	29.1%	9.5%	

Note: For comparison purposes, the 2013 to 2014 Net Budgets have been restated to reflect the recovery of the Lifeguard and Crossing Guard Programs

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 24, 2016**

**#P30. ESTABLISHMENT OF MENTAL HEALTH EXTERNAL ADVISORY
COMMITTEE**

The Board was in receipt of the following report January 14, 2016 from Andy Pringle, Chair:

Subject: ESTABLISHMENT OF MENTAL HEALTH EXTERNAL ADVISORY
COMMITTEE

Recommendation:

It is recommended that the Board approve the establishment of a Mental Health External Advisory Committee.

Financial Implications:

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

Background/Purpose:

As you know, the issue of police interaction with individuals experiencing mental illness has been a priority for the Board, and the Service, for a number of years.

Board's Mental Health Sub-Committee

As Board members are also aware, the Board currently has a Mental Health Sub-Committee. At its meeting of September 24, 2009, the Board approved the establishment of this sub-committee to examine issues related to mental health (Min. No. P265/09 refers). The Mental Health Sub-Committee was created to deal with the complex and multi-faceted issues of mental health that have consistently come before the Board and involve a variety of stakeholders, including the Service, the Board, the community and the government. The Sub-Committee's mandate is to create a mechanism that facilitates ongoing liaison with the community and other stakeholders and thereby enables the Board to deal with mental health issues in an informed, systematic and effective manner.

The Board's Mental Health Sub-Committee is comprised of members of the Board, members of the Service and members of the community. The Sub-Committee has addressed a wide number of issues, among them, police training, mental health records, Mobile Crisis Intervention Teams (MCITs), and the use of Conducted Energy Weapons (CEWs), also known as Tasers. The Sub-Committee remains an important resource to the Board, whose input is valued.

Service Response to JKE Inquest and Iacobucci Report

The Service also views responding to emotionally disturbed persons, or people in crisis, as a priority. In particular, responses to a recent significant inquest, as well as the Iacobucci Report, discussed below, have informed the Service's comprehensive strategy in this area.

At its meeting on December 15, 2014, the Board received a report entitled "Status Update – Toronto Police Service Response to the Jury Recommendations from the Coroner's Inquest into the Deaths of Reyal Jardine-Douglas, Sylvia Klibingaitis and Michael Eligon" (Min. No. P270/14 refers).

The report detailed the Toronto Police Service's (Service) review and implementation strategies in response to the recommendations from the Honourable Frank Iacobucci's report entitled "Police Encounters With People In Crisis" (Iacobucci Report) as well as the jury recommendations from the Coroner's inquest into the deaths of Reyal Jardine-Douglas, Sylvia Klibingaitis and Michael Eligon (JKE inquest).

At its meeting of September 15, 2015, the Board received a status update regarding the implementation of the Iacobucci Report (Min. No P232/15 refers). At that time, the Service stated that, "to date, 79 out of 84 recommendations (94%) from the Iacobucci report have been implemented in some form by the Service." One of the recommendations contained in the Iacobucci Report (Recommendation 75) was that the Chief should create an Advisory Committee on Implementation that would include representatives of stakeholder groups to assist in the implementation of the Report's recommendations. This group was established and provided some assistance in the implementation phase, although it met infrequently and has not met recently. The recommendation contained in this report is, in some ways, reflects the spirit of that recommendation.

In addition, the Board very much supports the Iacobucci Report, including its major premise, that is "...that the target should be zero deaths when police interact with a member of the public—no death of the subject, the police officer involved, or any member of the public."

Discussion:

As outlined above, there is a great deal of significant work being done by both the Board and the Service in the area of police dealing with individuals experiencing mental illness. However, I believe that this is an area, which is so critical for our community, in which we should strive for continuous improvement. Therefore, at this time, I would suggest that there is great value to creating an additional independent committee that would evaluate the work being done at a high level, from a broad policy perspective.

The proposed mandate of the Mental Health External Advisory Committee would be to independently assess and evaluate the work of the Toronto Police Service and the Toronto Police Services Board in dealing with people experiencing mental illness, including the proactive strategy developed by the Service with respect to this issue, and to subsequently make recommendations for improvement, where necessary, to the Board.

I would propose that the Advisory Committee be composed of prominent leaders from hospitals and mental health organizations across Toronto. It is anticipated that the Committee would meet once a year, starting in March or April of 2016, to observe training and gather relevant information, followed by a subsequent meeting to analyze and evaluate the information received, and make any necessary recommendations. The proposed areas of review would include:

- Training
- Use of force options
- Community consultation and communications
- Mobile Crisis Intervention Teams (MCITs)
- Police partnerships with external agencies

The Advisory Committee would evaluate the work of the Service and Board at a high-level and provide an annual “scorecard” in the areas articulated above. It would then make broad and systemic recommendations to Board in the form of a public Board report. Advisory Committee members would also have the capacity and responsibility to implement recommendations in their own organizations.

It should be noted that the Advisory Committee is not meant to duplicate or supersede the important work being done by the Board’s Mental Health Sub-Committee. Rather, I view the work of the two groups as complementary and I believe that the establishment of the Advisory Committee will serve to fortify and supplement the work being carried out by the Sub-Committee. I envision a collaborative relationship between the two groups, characterized by dialogue and consultation.

Conclusion:

Therefore, it is recommended that the Board approve the establishment of a Mental Health External Advisory Committee.

The Board approved the foregoing report.

Moved by: D. Noria

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 24, 2016**

**#P31. CITY COUNCIL MOTIONS – ACCESS TO CITY SERVICES FOR
UNDOCUMENTED TORONTONIANS**

The Board was in receipt of the following report February 01, 2016 from Andy Pringle, Chair:

Subject: CITY COUNCIL MOTIONS – ACCESS TO CITY SERVICES FOR
UNDOCUMENTED TORONTONIANS

Recommendation:

It is recommended that the Chief of Police be requested to report to the Board with respect to the motions contained in the appended City Council item.

Financial Implications:

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

Background/Purpose:

The Board is in receipt of the appended report entitled "Access to City Services for Undocumented Torontonians" which was considered by City Council on December 9 and 10, 2015.

Discussion:

In consideration of the above-mentioned report, City Council adopted a number of motions intended to ensure that the City of Toronto provides all Torontonians, including undocumented Torontonians with access to City services without proof of citizen status.

Conclusion:

I recommend that the Board request that the Chief of Police report to the Board with respect to the motions in the appended City Council item

cont...d

The Board was also in receipt of the following:

- **correspondence dated February 23, 2016 from the Board of Directors of The Centre for Spanish Speaking Peoples; and**
- **correspondence (undated) signed by 38 representatives of the Latin American community.**

Copies of the foregoing correspondence are on file in the Board office.

Mr. Karl Gardner, No One is Illegal, was in attendance and delivered a deputation to the Board with respect to the foregoing report. A written submission provided Mr. Gardner is on file in the Board office.

The Board approved the following Motions:

- 1. THAT the Board approve the foregoing report;**
- 2. THAT the Board receive the correspondence from The Centre for Spanish Speaking Peoples and representatives of the Latin American community; and**
- 3. THAT the Board receive Mr. Gardner's deputation and written submission.**

Moved by: C. Lee

January 29, 2016

Andy Pringle
Chair
Toronto Police Services Board
40 College Street
Toronto, ON M5G 2J3

Dear Chair Pringle:

Re: Access to City Services for Undocumented Torontonians

On December 9 and 10, 2015, City Council reaffirmed its commitment that the City of Toronto should provide all Torontonians, including undocumented Torontonians, access to City services without proof of citizen status. Further, Council adopted the following:

- 1) City Council direct City divisions, agencies and corporations (including the Toronto Police Service) to review their approaches to customer service and direct staff to use the Access T.O. resource materials to ensure they provide accurate and helpful customer service consistent with Council's commitment to access to City services for undocumented Torontonians.
- 2) City Council request the Executive Director, Social Development, Finance and Administration to work with the Toronto Police Service to clarify and articulate:
 - a) Police procedures to ensure victims and witnesses of crime will not be asked about their immigration status;
 - b) the bona fide law enforcement reasons that would require the Toronto Police Service to ask about immigration status; and
 - c) Police mechanisms to encourage victims and witnesses of crime to come forward without fear of exposing their status; and
 - d) to report back to Community Development and Recreation Committee in first quarter 2016.

.../2

- 3) City Council request the Toronto Police Services Board to request the Chief of Police, Toronto Police Service to:
 - a) provide data on the number of times a person was investigated, reported or arrested on an offence related to the *Immigration and Refugee Protection Act (IRPA)*;
 - b) report on the implications of developing a protocol between the Toronto Police Service and the Canadian Border Security Agency regarding sharing of personal information including a person's immigration and/or residence status; and
 - c) review Service Procedure 02-01 to made a distinction between immigration warrants and other arrest warrants, in order to ensure the access without fear policy is implemented appropriately.

- 4) City Council request the Toronto Police Services Board to request the Chief of Police to consider expanding the existing "Don't Ask" provision as follows:
 - a) expand "Don't Ask" beyond victims and witnesses to include all encounters with Police unless there is a warrant for the person's arrest or unless there has been an arrest; and
 - b) undertake a review of the "Don't Ask, Don't Tell" policy with a view to including a "Don't Tell" component, where immigration status information of an individual, if ascertained, would not be shared with Canadian Border Services Agency or other Federal Immigration enforcement bodies voluntarily unless related to a criminal offence.

- 5) City Council revise the City's Access TO website by deleting "Policing services" from the list of available City services and replace it with "Emergency Services (911)".

For additional detail on these decisions, see
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.CD8.4>.

City staff look forward to working with the Toronto Police Services Board and the Chief of Police, Toronto Police Service, to respond to these Council directions and strengthen customer service for undocumented Torontonians. Chris Brillinger, Executive Director, Social Development, Finance and Administration (cbrillin@toronto.ca or 416-392-5207) will be in contact with your office to discuss next steps.

Sincerely,

(Original signed by)

Peter Wallace
 City Manager

Copy: Mark Saunders, Chief, Toronto Police Service
 Joanne Campbell, Executive Director, Toronto Police Services Board
 Giuliana Carbone, Deputy City Manager, Cluster A
 Chris Brillinger, Executive Director, Social Development, Finance and Administration

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 24, 2016**

**#P32. CITY COUNCIL MOTIONS – ACTION ON INTIMATE PARTNER
VIOLENCE AGAINST WOMEN**

The Board was in receipt of the following report February 01, 2016 from Andy Pringle, Chair:

Subject: CITY COUNCIL MOTIONS - ACTION ON INTIMATE PARTNER
VIOLENCE AGAINST WOMEN

Recommendation:

It is recommended that the Chief of Police be requested to report to the Board with respect to motion 3 in the appended City Council item.

Financial Implications:

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

Background/Purpose:

The Board is in receipt of the appended report entitled "Action on Intimate Partner Violence against Women" which was considered by City Council on December 9 and 10, 2015.

Discussion:

In consideration of the above-mentioned report, City Council adopted the following motion:

3. City Council request the Toronto Police Services Board to review policies related to responding to intimate partner violence, including, but not limited to, the mandatory charging policy, enforcement of no-contact orders and probation conditions.

Conclusion:

I recommend that the Board request that the Chief of Police report to the Board with respect to motion 3 in the appended City Council item

cont...d

Ms. Harmacy Mendoza, Executive Director, Woman Abuse Council of Toronto, was in attendance and delivered a deputation to the Board with respect to this report. A copy of a written submission provided Ms. Mendoza is on file in the Board office.

The Board approved the following Motions:

- 1. THAT the Board approve the foregoing report; and**
- 2. THAT the Board receive Ms. Mendoza's deputation and written submission.**

Moved by: C. Lee



Tracking Status

- City Council adopted this item on December 9, 2015 with amendments.
- This item was considered by Board of Health on November 30, 2015 and was adopted with amendments. It will be considered by City Council on December 9, 2015.

City Council consideration on December 9, 2015

HL8.1	ACTION	Amended		Ward:All
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Action on Intimate Partner Violence against Women

City Council Decision

City Council on December 9 and 10, 2015, adopted the following:

1. City Council direct City Manager to work with the Executive Director, Social Development, Finance and Administration, the General Managers, Shelter, Support and Housing Administration, and Parks, Forestry and Recreation, and other relevant City divisions and agencies to collaborate with the Medical Officer of Health, to identify opportunities for implementing the intimate partner violence action plan.
2. City Council acknowledge the Ontario government's commitment to the prevention of intimate partner violence and other forms of gender-based violence, and urge the Provincial government to:
 - a. provide in the 2016 Provincial Budget capital and operational funding that is dedicated to increasing the availability of affordable housing, emergency, and transitional/supportive housing to those affected by intimate partner violence;
 - b. provide for those affected by intimate partner and gender-based violence legal aid; and alternate court and legal supports for women unable to qualify for legal aid;
 - c. increase provision of social support and mental health services in Toronto for women experiencing violence, perpetrators, and children exposed to IPV, with attention to more vulnerable groups;
 - d. engage with municipalities to look at ways to provide affordable housing options to women without status;
 - e. increase funding to the Healthy Babies Healthy Children program in Toronto to reach more children at risk of poor developmental outcomes; and
 - f. include comprehensive intimate partner violence prevention education in teacher education programs.
3. City Council request the Toronto Police Services Board to review policies related to responding to intimate partner violence, including, but not limited to, the mandatory charging

policy, enforcement of no-contact orders and probation conditions.

4. City Council request the Federal Minister of Status of Women to develop the promised national strategy and action plan to address gender-based violence, that considers increasing federal investments in affordable housing, emergency, and transitional/supportive housing for those affected by intimate partner violence.

5. City Council request the Chief Statistician of Statistics Canada to address the gaps in providing comprehensive data on intimate partner violence attitudes, knowledge, and behaviour that is inclusive of all affected populations, including gender diverse communities, and to ensure that these data are available at the municipal level.

6. City Council support the action of the Board of Health in forwarding the report (November 16, 2015) from the Medical Officer of Health, to:

- all City divisions and agencies;
- the City's Occupational Health and Safety Coordinating Committee;
- the four Toronto School Boards;
- Legal Aid Ontario; and
- government ministries that provide programs or services to groups of women, youth and children who are vulnerable and more likely to experience violence including the:
 - Ministry of Aboriginal Affairs
 - Ministry of Children and Youth Services
 - Ministry Responsible for Women's Issues
 - Ministry of the Attorney General
 - Ministry of Community Safety and Correctional Services
 - Department of Justice Canada
 - Ministry of Citizenship and Immigration Canada
 - Ontario Women's Directorate
 - Ministry of Status of Women Canada.

7. City Council direct the City Manager to take the necessary steps to reinstate programs that would provide education and necessary legal and other supports for City Employees who are experiencing intimate partner and gender-based violence.

8. City Council request Toronto Community Housing to expand the Special Priority Housing program to eliminate the wait time gap between shelter stay times, for those qualified to receive the service including women experience domestic and gender-based violence.

City Council Decision Advice and Other Information

The Medical Officer of Health gave a presentation to City Council on Action on Intimate Partner Violence against Women.

Background Information (Board)

(November 16, 2015) Report from the Medical Officer of Health on Action on Intimate Partner Violence against Women

(<http://www.toronto.ca/legdocs/mmis/2015/hl/bgrd/backgroundfile-85930.pdf>)

Attachment 1: Summary of Risk Factors for Intimate Partner Violence

(<http://www.toronto.ca/legdocs/mmis/2015/hl/bgrd/backgroundfile-85931.pdf>)

(November 30, 2015) Presentation from the Medical Officer of Health on Action on Intimate Partner Violence against Women

(<http://www.toronto.ca/legdocs/mmis/2015/hl/bgrd/backgroundfile-86169.pdf>)

Background Information (City Council)

(December 10, 2015) Presentation from the Medical Officer of Health on Action on Intimate Partner Violence against Women (HL8.1a)

(<http://www.toronto.ca/legdocs/mmis/2015/cc/bgrd/backgroundfile-86651.pdf>)

Communications (City Council)

(November 30, 2015) Letter from Tim Maguire, President, Canadian Union of Public Employees (CUPE) Local 79 (CC.Supp.HL8.1.1)

(<http://www.toronto.ca/legdocs/mmis/2015/cc/comm/communicationfile-57664.pdf>)

Motions (City Council)

1a - Motion to Amend Item moved by Councillor Kristyn Wong-Tam (Carried)

That:

1. City Council amend Board of Health Recommendation 1 by adding the words "City Manager to work with" so that Recommendation 1 now reads as follows:
 1. City Council direct the City Manager to work with Executive Director of Social Development, Finance and Administration, the General Managers of Shelter, Support and Housing Administration, and Parks, Forestry and Recreation, and other relevant City divisions and agencies to collaborate with the Medical Officer of Health, to identify opportunities for implementing the intimate partner violence action plan.
2. City Council amend Board of Health Recommendation 2a by adding the words "in the 2016 Provincial Budget" so that Recommendation 2a now reads as follows:
 2. City Council acknowledge the Ontario government's commitment to the prevention of intimate partner violence and other forms of gender-based violence, and urge the provincial government to:
 - a. Provide in the 2016 Provincial Budget capital and operational funding that is dedicated to increasing the availability of affordable housing, emergency, and transitional/supportive housing to those affected by intimate partner violence;
3. City Council delete Board of Health Recommendation 2b:

Recommendation to be deleted:

b. Further increase access to legal aid for those affected by intimate partner violence;
and replace it with the following:

b. Provide for those affected by intimate partner and gender-based violence legal aid; and alternate court and legal supports for women unable to qualify for legal aid.

Vote (Amend Item)

Dec-10-2015 3:42 PM

Result: Carried	Majority Required - HL8.1 - Wong-Tam - motion 1a
Yes: 35	Paul Ainslie, Maria Augimeri, Ana Bailão, Jon Burnside, Christin Carmichael Greb, Raymond Cho, Josh Colle, Gary Crawford, Joe Cressy, Janet Davis, Glenn De Baeremaeker, Justin J. Di Ciano, Frank Di Giorgio, Sarah Doucette, John Filion, Paula Fletcher, Mary Fragedakis, Mark Grimes, Stephen Holyday, Norman Kelly, Mike Layton, Chin Lee, Giorgio Mammoliti, Josh Matlow, Pam McConnell, Mary-Margaret McMahon, Joe Mihevc, Ron Moeser, Frances Nunziata (Chair), Cesar Palacio, James Pasternak, Gord Perks, Jaye Robinson, John Tory, Kristyn Wong-Tam
No: 0	
Absent: 10	Michelle Berardinetti, John Campbell, Shelley Carroll, Vincent Crisanti, Rob Ford, Jim Karygiannis, Denzil Minnan-Wong, Anthony Perruzza, David Shiner, Michael Thompson

1b - Motion to Amend Item (Additional) moved by Councillor Kristyn Wong-Tam (Carried)
That:

1. City Council direct the City Manager to take the necessary steps to reinstate programs that would provide education and necessary legal and other supports for City Employees who are experiencing intimate partner and gender-based violence.
2. City Council request Toronto Community Housing to expand the Special Priority Housing program to eliminate the wait time gap between shelter stay times, for those qualified to receive the service including women experience domestic and gender-based violence.

Vote (Amend Item (Additional))

Dec-10-2015 3:43 PM

Result: Carried	Majority Required - HL8.1 - Wong-Tam - motion 1b
Yes: 35	Paul Ainslie, Maria Augimeri, Ana Bailão, Jon Burnside, Christin Carmichael Greb, Raymond Cho, Josh Colle, Gary Crawford, Joe Cressy, Janet Davis, Glenn De Baeremaeker, Justin J. Di Ciano, Frank Di Giorgio, Sarah Doucette, John Filion, Paula Fletcher, Mary Fragedakis, Mark Grimes, Stephen Holyday, Norman Kelly, Mike Layton, Chin Lee, Giorgio Mammoliti, Josh Matlow, Pam McConnell, Mary-Margaret McMahon, Joe Mihevc, Ron Moeser, Frances Nunziata (Chair), Cesar Palacio, James Pasternak, Gord Perks, Jaye Robinson, John Tory, Kristyn Wong-Tam
No: 0	
Absent: 10	Michelle Berardinetti, John Campbell, Shelley Carroll, Vincent Crisanti, Rob Ford, Jim Karygiannis, Denzil Minnan-Wong, Anthony Perruzza, David Shiner, Michael Thompson

Motion to Adopt Item as Amended (Carried)

Dec-10-2015 3:44 PM

Vote (Adopt Item as Amended)

Result: Carried	Majority Required - HL8.1 - Adopt the item as amended
Yes: 35	Paul Ainslie, Maria Augimeri, Ana Bailão, Jon Burnside, Christin Carmichael Greb, Raymond Cho, Josh Colle, Gary Crawford, Joe Cressy, Janet Davis, Glenn De Baeremaeker, Justin J. Di Ciano, Frank Di Giorgio, Sarah Doucette, John Filion, Paula Fletcher, Mary Fragedakis, Mark Grimes, Stephen Holyday, Norman Kelly, Mike Layton, Chin Lee, Giorgio Mammoliti, Josh Matlow, Pam McConnell, Mary-Margaret McMahon, Joe Mihevc, Ron Moeser, Frances Nunziata (Chair), Cesar Palacio, James Pasternak, Gord Perks, Jaye Robinson, John Tory, Kristyn Wong-Tam
No: 0	
Absent: 10	Michelle Berardinetti, John Campbell, Shelley Carroll, Vincent Crisanti, Rob Ford, Jim Karygiannis, Denzil Minnan-Wong, Anthony Perruzza, David Shiner, Michael Thompson

Point of Privilege by Councillor Jim Karygiannis

Councillor Karygiannis, rising on a Point of Order, stated that Councillor Cho's remarks about refugees coming from a single country are not appropriate.

Ruling by Speaker Frances Nunziata

Speaker Nunziata accepted the Point of Order and asked Councillor Cho to withdraw his remarks.

Councillor Cho withdrew his remarks.

Board of Health consideration on November 30, 2015

HL8.1	ACTION	Amended		Ward:All
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Action on Intimate Partner Violence against Women

Board Recommendations

The Board of Health recommends that:

1. City Council direct the Executive Director of Social Development, Finance and Administration, the General Managers of Shelter, Support and Housing Administration, and Parks, Forestry and Recreation, and other relevant City divisions and agencies to collaborate with the Medical Officer of Health, to identify opportunities for implementing the intimate partner violence action plan.
2. City Council acknowledge the Ontario government's commitment to the prevention of intimate partner violence and other forms of gender-based violence, and urge the provincial government to:
 - a. Provide capital and operational funding that is dedicated to increasing the availability of affordable housing, emergency, and transitional/supportive housing to those affected by intimate partner violence;
 - b. Further increase access to legal aid for those affected by intimate partner violence;

- c. Increase provision of social support and mental health services in Toronto for women experiencing violence, perpetrators, and children exposed to IPV, with attention to more vulnerable groups;
 - d. Engage with municipalities to look at ways to provide affordable housing options to women without status;
 - e. Increase funding to the Healthy Babies Healthy Children program in Toronto to reach more children at risk of poor developmental outcomes; and
 - f. Include comprehensive intimate partner violence prevention education in teacher education programs.
3. City Council request the Toronto Police Services Board to review policies related to responding to intimate partner violence, including, but not limited to, the mandatory charging policy, enforcement of no-contact orders and probation conditions.
4. City Council request that the federal Minister of Status of Women to develop the promised national strategy and action plan to address gender-based violence, that considers increasing federal investments in affordable housing, emergency, and transitional/supportive housing for those affected by intimate partner violence.
5. City Council request the Chief Statistician of Statistics Canada to address the gaps in providing comprehensive data on intimate partner violence attitudes, knowledge, and behaviour that is inclusive of all affected populations, including gender diverse communities, and to ensure that these data are available at the municipal level.
6. City Council support the action of the Board of Health in forwarding the report (November 16, 2015) from the Medical Officer of Health, to:
- all City divisions and agencies
 - the City's Occupational Health and Safety Coordinating Committee
 - the four Toronto School Boards
 - Legal Aid Ontario
 - government ministries that provide programs or services to groups of women, youth and children who are vulnerable and more likely to experience violence including the:
 - Ministry of Aboriginal Affairs
 - Ministry of Children and Youth Services
 - Ministry Responsible for Women's Issues
 - Ministry of the Attorney General
 - Ministry of Community Safety and Correctional Services
 - Department of Justice Canada,
 - Ministry of Citizenship and Immigration Canada
 - Ontario Women's Directorate
 - Ministry of Status of Women Canada.

Decision Advice and Other Information

The Board of Health:

1. Requested the Medical Officer of Health to collaborate with the Executive Director of Social Development, Finance and Administration, the General Managers of Shelter, Support and Housing Administration, and Parks, Forestry and Recreation, and other relevant City

divisions and agencies, to identify opportunities for implementing the intimate partner violence action plan and report to the Board of Health in the third quarter of 2016 on the progress of the implementation plan.

2. Acknowledged the Ontario government's commitment to the prevention of intimate partner violence and other forms of gender-based violence, and urged the provincial government to:
 - a. Provide capital and operational funding that is dedicated to increasing the availability of affordable housing, emergency, and transitional/supportive housing to those affected by intimate partner violence;
 - b. Further increase access to legal aid for those affected by intimate partner violence;
 - c. Increase provision of social support and mental health services in Toronto for women experiencing violence, perpetrators, and children exposed to IPV, with attention to more vulnerable groups;
 - d. Engage with municipalities to look at ways to provide affordable housing options to women without status;
 - e. Increase funding to the Healthy Babies Healthy Children program in Toronto to reach more children at risk of poor developmental outcomes; and
 - f. Include comprehensive intimate partner violence prevention education in teacher education programs.
3. Requested the Toronto Police Services Board to review policies related to responding to intimate partner violence, including, but not limited to, the mandatory charging policy, enforcement of no-contact orders and probation conditions.
4. Requested the federal Minister of Status of Women develop the promised national strategy and action plan to address gender-based violence, that considers increasing federal investments in affordable housing, emergency, and transitional/supportive housing for those affected by intimate partner violence.
5. Requested the Chief Statistician of Statistics Canada to address the gaps in providing comprehensive data on intimate partner violence attitudes, knowledge, and behaviour that is inclusive of all affected populations, including gender diverse communities, and to ensure that these data are available at the municipal level.
6. Forwarded the report (November 16, 2015) from the Medical Officer of Health, to:
 - all City divisions and agencies
 - the City's Occupational Health and Safety Coordinating Committee
 - the four Toronto School Boards
 - Legal Aid Ontario
 - government ministries that provide programs or services to groups of women, youth and children who are vulnerable and more likely to experience violence including the:
 - Ministry of Aboriginal Affairs
 - Ministry of Children and Youth Services
 - Ministry Responsible for Women's Issues
 - Ministry of the Attorney General

- Ministry of Community Safety and Correctional Services
- Department of Justice Canada,
- Ministry of Citizenship and Immigration Canada
- Ontario Women's Directorate
- Ministry of Status of Women Canada.

The Medical Officer of Health gave a presentation to the Board of Health on Action on Intimate Partner Violence Against Women.

Origin

(November 16, 2015) Report from the Medical Officer of Health

Summary

This report is dedicated to the memory of Zahra Abdille and her sons, Faris (age 13) and Zain (age 8), who were killed on November 29, 2014. Zahra was a public health nurse in Toronto Public Health and is remembered and missed by her colleagues.

Intimate partner violence (IPV) refers to behaviour within an intimate relationship that causes physical, sexual or psychological harm, including acts of physical aggression, sexual coercion, psychological abuse and controlling behaviours. It is an urgent, yet preventable public health concern. In Canada, one in three women has experienced abuse at some point in her life, and every six days, a woman is killed by her partner. In 2013, Toronto police data indicate that 4,695 women were victims of IPV. Intimate partner violence has immediate and long lasting detrimental health, social, and economic effects on victims, their families and society as a whole. The damaging effects of IPV also affect the workplace. Canadian employers lose an estimated \$77.9 million annually due to the direct and indirect impacts of IPV.

Addressing IPV is a collective responsibility and public health can play an important role in this endeavour. A comprehensive public health approach must include action to prevent IPV from occurring in the first place but also include action to identify those at risk and support those affected by IPV to mitigate the impact on health and prevent future harm.

Based on a review of the data on the extent of IPV, a review of published evidence, and an environmental scan, Toronto Public Health (TPH) has developed an action plan to enhance TPH capacity for prevention, early identification, and response to IPV. This report outlines this action plan which includes ten overall goals and a series of actions, some of which require collaboration with other City agencies and divisions and community partners. For actions beyond the mandate of TPH, recommendations to provincial and federal governments are made.

Background Information

(November 16, 2015) Report from the Medical Officer of Health on Action on Intimate Partner Violence against Women

<http://www.toronto.ca/legdocs/mmis/2015/hl/bgrd/backgroundfile-85930.pdf>

Attachment 1: Summary of Risk Factors for Intimate Partner Violence

<http://www.toronto.ca/legdocs/mmis/2015/hl/bgrd/backgroundfile-85931.pdf>

(November 30, 2015) Presentation from the Medical Officer of Health on Action on Intimate Partner Violence against Women

<http://www.toronto.ca/legdocs/mmis/2015/hl/bgrd/backgroundfile-86169.pdf>

Speakers

Harmy Mendoza, Executive Director, Woman Abuse Council of Toronto

Tim Maguire, President, Canadian Union of Public Employees (CUPE) Local 79
Councillor Kristyn Wong-Tam

Motions

1 - Motion to Amend Item (Additional) moved by Councillor Sarah Doucette (Carried)

1. That City Council direct that the Executive Director of Social Development, Finance and Administration, the General Managers of Shelter, Support and Housing Administration, and Parks, Forestry and Recreation, and other relevant City divisions and agencies collaborate with the Medical Officer of Health, to identify opportunities for implementing the intimate partner violence action plan.
2. That City Council acknowledge the Ontario government's commitment to the prevention of intimate partner violence and other forms of gender-based violence, and urge the provincial government to:
 - a. Provide capital and operational funding that is dedicated to increasing the availability of affordable housing, emergency, and transitional/supportive housing to those affected by intimate partner violence;
 - b. Further increase access to legal aid for those affected by intimate partner violence;
 - c. Increase provision of social support and mental health services in Toronto for women experiencing violence, perpetrators, and children exposed to IPV, with attention to more vulnerable groups;
 - d. Engage with municipalities to look at ways to provide affordable housing options to women without status; and
 - e. Increase funding to the Healthy Babies Healthy Children program in Toronto to reach more children at risk of poor developmental outcomes.
 - f. Include comprehensive intimate partner violence prevention education in teacher education programs.
3. That City Council request the Toronto Police Services Board to review policies related to responding to intimate partner violence, including, but not limited to, the mandatory charging policy, enforcement of no-contact orders and probation conditions.
4. That City Council request that the federal Minister of Status of Women develop the promised national strategy and action plan to address gender-based violence, that considers increasing federal investments in affordable housing, emergency, and transitional/supportive housing for those affected by intimate partner violence.
5. That City Council request the Chief Statistician of Statistics Canada to address the gaps in providing comprehensive data on intimate partner violence attitudes, knowledge, and behaviour that is inclusive of all affected populations, including gender diverse communities, and to ensure that these data are available at the municipal level.
6. That City Council support the action of the Board of Health in forwarding the report to all City divisions and agencies, the City's Occupational Health and Safety Coordinating Committee, the four Toronto School Boards, and Legal Aid Ontario.

2 - Motion to Amend Item (Additional) moved by Stacey Berry (Carried)

That the Board of Health:

Forward the report to government ministries that provide programs or services to groups of women, youth and children who are vulnerable and more likely to experience violence including the Ministry of Aboriginal Affairs, the Ministry of Children and Youth Services, the Ministry Responsible for Women's Issues, the Ministry of the Attorney General, the Ministry of Community Safety and Correctional Services, the Department of Justice Canada, the Ministry of Citizenship and Immigration Canada, the Ontario Women's Directorate, and the Ministry of Status of Women Canada.

3 - Motion to Amend Item (Additional) moved by Councillor Joe Cressy (Carried)

That the Medical Officer of Health report back to the Board of Health in the third quarter of 2016 on the progress of the implementation plan.

4 - Motion to Adopt Item as Amended moved by Councillor Sarah Doucette (Carried)

THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 24, 2016

#P33. AMENDED AWARDS POLICY – ESTABLISHMENT OF THE ROBERT QUALTROUGH AWARD AND THE MENTAL HEALTH AWARD

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

Subject: AMENDED AWARDS POLICY – ESTABLISHMENT OF THE ROBERT QUALTROUGH AWARD AND THE MENTAL HEALTH AWARD

Recommendation:

It is recommended that the Board approve the amended Awards Policy appended to this report.

Financial Implications:

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

Background/Purpose:

This report recommends the approval of an amended Awards Policy; notably, the establishment of two new awards – the Robert Qualtrough Award and the Mental Health Award.

Discussion:

Robert Qualtrough Award

At its meeting on November 13, 2014 the Board approved the following motions (Min. P264/14 refers):

1. THAT the Board consider establishing an annual non cash award of excellence and leadership in promoting police-community partnerships in honour and memory of late Superintendent Bob Qualtrough to be awarded to a member of the Service and to a member of the community; and
2. THAT the Board direct the Chair to report to the Board on the process required to establish this award.

The Chair of the Board's Standing Awards Committee, Staff Superintendent Rick Stubbings and Vice-Chair Joanne Campbell met and consulted with the Qualtrough family, and as a result of those discussions I am pleased to propose criteria for an annual community policing focussed award in honour of the late Robert Qualtrough, Superintendent, as follows:

Superintendent Robert Qualtrough served the Toronto Police Service with distinction for 34 years. He displayed integrity and compassion in all aspects of his work. Superintendent Qualtrough possessed outstanding leadership skills which helped him make a profound impact on both the community he served and the uniform and civilian members who worked with him.

In honour and in memory of the late Superintendent Robert Qualtrough, the Toronto Police Services Board has established the Robert Qualtrough Award. This award, which will be presented annually, will be given, jointly, to community and Service members who have demonstrated excellence and leadership through their participation in an innovative and effective police-community partnership initiative. For the purposes of this award, effective police-community partnerships are those which foster relationships of trust and showcase police and community working toward a common cause – the safety of our communities.

This award is open to all uniform and civilian members of the Service and their community partners. The police-community initiative must have commenced in 2015. The Unit Commander of the nominated member(s) must authorize the nomination.

Mental Health Award

At this time, I am also recommending the amendment of the policy to include the addition of a new award focused on recognizing excellence in police officers' dealings with individuals experiencing mental illness.

As you know, the issue of police interaction with people experiencing mental illness, or people in crisis, has been a priority for both the Board and the Service for the past several years. While the current awards system allows for recognition of this type of meritorious service generally, I believe that it is imperative that this area be specifically acknowledged and honoured.

As the proposed amendment policy states, this annual award would be given to Service members who have demonstrated excellence, compassion and respect in their interactions with members of the community who are experiencing mental illness. Examples of meritorious service would include a demonstration of exemplary de-escalation techniques or particular sensitivity in dealing with an individual experiencing mental illness, and an established body of work over many years or an entire career in this area.

If this recommendation is approved, it is anticipated that the Board's Mental Health Sub-Committee will be consulted to ensure that community input is incorporated meaningfully and comprehensively into the administration of this important award. Any additional amendments that may be required to the Awards Policy will be forwarded to the Board for approval following consultation with the Mental Health Sub-Committee.

Conclusion:

I am pleased to recommend that the Board amend its Awards Policy in order to establish two important new awards in recognition of the fine work of Toronto Police Service members in their interactions with our community.

The Board approved the foregoing report.

Moved by: D. Noria



TORONTO POLICE SERVICES BOARD

AWARDS

DATE APPROVED	September 24, 1998	Minute No: P420/98
DATE(S) AMENDED	November 19, 1998 February 25, 1999 November 15, 2010 February 16, 2012	Minute No: P477/98 Minute No: P100/99 Minute No: P292/10 Minute No: P19/12
DATE REVIEWED	November 15, 2010 February 16, 2012	Minute No: P292/10 Minute No: P19/12
REPORTING REQUIREMENT	<p>Board approval is required for changes to the awards process.</p> <p>Chair to report to Board annually by submitting an annual report to the Board which will provide an accounting of the members of the Service and members of the community who have received awards.</p>	
LEGISLATION	<i>Police Services Act, R.S.O. 1990, c.P.15, as amended, s. 31(1)(c).</i>	
DERIVATION	Rule 4.1.1 – 4.1.15 – Awards	

It is the policy of the Toronto Police Services Board that it will establish and maintain an award system that supports the core values and mission of the Toronto Police Service and ensures proper recognition of its employees.

1. Standing Awards Committee (“the Committee”)

- a. the Committee has been established to ensure corporate consistency and fairness in the determination of eligibility for awards. The Committee is responsible for recommending to the Toronto Police Services Board that the following awards be granted: Medal of Honour and Medal of Merit; and is responsible for granting the following awards: Merit Mark, Commendation, Teamwork Commendation, Partnership Award, Community Member Award, Robert Qualtrough Award and Auxiliary Police Commendation.
- b. the Committee membership will be as follows: 1 voting representative of the Board, 2 voting civilian representatives, 4 voting uniformed representatives from Community Safety Command, 1 voting uniformed representative from Corporate

Services Command and 1 voting uniformed representative from Specialized Operations Command. The Unit Commander of Corporate Risk Management will chair and administer the Committee but is not eligible to vote. For occasional absences, only, Committee members may appoint designates.

- c. five voting members constitute a quorum.
 - d. the Executive Director of the Board will act as the Board's representative on the Committee.
 - e. the Committee will administer an appeal process for reviewing decisions in cases where new information affecting the decision has come to light.
 - f. the Committee will make recommendations to the Board, through the Executive Director, for changes to the awards system.
2. The Board grants the following awards:
- a. Medal of Honour
 - requires approval of the Board following recommendation by the Standing Awards Committee
 - granted to a police officer or a civilian member for distinguished acts of bravery
 - b. Medal of Merit
 - requires approval of the Board following recommendation by the Standing Awards Committee
 - granted to a police officer or civilian member for outstanding acts of bravery or highest level of performance of duty
 - c. Merit Mark
 - approval delegated to Standing Awards Committee
 - granted to a police officer or a civilian member for exemplary acts of bravery, performance of duty, community policing initiatives, or innovations or initiatives that enhance the image or operation of the Service

- d. Commendation
 - approval delegated to Standing Awards Committee
 - granted to a police officer or a civilian member for exceptional performance of duty, community policing initiatives, or innovations or initiatives that enhance the image or operation of the Service

- e. Teamwork Commendation
 - approval delegated to Standing Awards Committee
 - granted to groups and teams of uniform and civilian members for exceptional performance of duty, the development and implementation of community policing initiatives or any innovation or initiative that enhances the image or operation of the Service. All recipients will have successfully participated in a common goal or an event

- f. Community Member Award
 - approval delegated to the Awards Co-ordinator, Professional Standards
 - granted to a citizen for grateful acknowledgement of unselfish assistance rendered to the Service, or for an initiative or innovation that has had a positive effect on the image or operation of the Service

- g. Partnership Award
 - approval delegated to Standing Awards Committee
 - acknowledges the unselfish assistance given to the Service by groups of citizens or organizations. The award also recognizes initiatives and innovations that have had a positive impact on the image or operation of the Service

- h. Robert Qualtrough Award
 - In honour and in memory of the late Superintendent Robert Qualtrough, this annual award will be given, jointly, to community members and to uniform and/or civilian Service members who have

demonstrated excellence and leadership through their participation in an innovative and effective police-community partnership initiative. For the purposes of this award, effective police-community partnerships are those which foster relationships of trust and showcase police and community working toward a common cause – the safety of our communities.

- i. Mental Health Excellence Award

 - This annual award will be given to Service members who have demonstrated excellence, compassion and respect in their interactions with members of the community who are experiencing mental illness. Examples of meritorious service include a demonstration of exemplary de-escalation techniques or particular sensitivity in dealing with an individual experiencing mental illness, or an established body of work over many years or an entire career in this area.

- j. 25 Year Watch

 - presented to police officers and civilian members upon completion of 25 years of employment with the Board. Auxiliary members receive a watch upon the completion of 25 years of Auxiliary police service. Members who pass away within 6 months of achieving 25 years of service will also receive a watch.

- k. Civilian Long Service Pin

 - presented to members upon the completion of 20, 30 and 40 years of employment in a civilian capacity

- l. School Crossing Guard Pin

 - presented to school crossing guards for every five years of service. In this definition, “years” refers to school years

- m. Auxiliary Police Commendation
 - approval delegated to Standing Awards Committee
 - granted to an Auxiliary member for outstanding or meritorious auxiliary police service

- n. Auxiliary Police Service Certificate
 - presented upon completion of five years of continuous Auxiliary Police service with good conduct and every continuous five years thereafter

- o. Retirement/Resignation Certificate
 - presented to members, in good standing, upon retirement after the completion of a minimum of ten years of service; or, upon resignation after the completion of a minimum of 25 years of service
 - the Chief of Police is authorized to determine whether or not a member is considered to be “in good standing”
 - the Chief of Police will notify the Chair of the Board of a member(s) determined not to be “in good standing”
 - the Chair of the Board will make the final decision should a conflict arise with respect to a member(s) “in good standing.”

3. Lieu Time Award

- a. when members are granted a Medal of Honour, Medal of Merit, Merit Mark, Commendation or Teamwork Commendation eight hours of non-cashable lieu time will be awarded to the member provided that no such other award of lieu time has been granted.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 24, 2016**

#P34. SPECIAL CONSTABLES: APPOINTMENTS: TORONTO COMMUNITY HOUSING CORPORATION

The Board was in receipt of the following report January 19, 2016 from Mark Saunders, Chief of Police:

Subject: SPECIAL CONSTABLES: APPOINTMENTS:
TORONTO COMMUNITY HOUSING CORPORATION

Recommendation:

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

Financial Implications:

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

Background/Purpose

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

The Service received a request from TCHC, to appoint the following individuals as special constables:

Agency	Name
TCHC - Appointment	Karolina Marchildon
TCHC – Re - Appointment	Cleveland Gooden
TCHC – Re - Appointment	Jason Josephs

Discussion:

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

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

The TCHC has advised the Service that the above individuals satisfy all of the appointment criteria as set out in their agreements with the Board. The agency's approved strength and current complement are as indicated below:

Agency	Approved Strength	Current Complement
TCHC	83	82

Conclusion:

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

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

The Board approved the foregoing report.

Moved by: C. Lee

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 24, 2016**

**#P35. CONTRACT AWARD – TO URBANE CO-OP FOR THE MAINTENANCE
AND REPAIR OF POLICE BICYCLES AND REPLACEMENT OF
BICYCLE/BICYCLE PARTS**

The Board was in receipt of the following report February 05, 2016 from Mark Saunders, Chief of Police:

Subject: MAINTENANCE AND REPAIR OF POLICE BICYCLES AND
REPLACEMENT OF BICYCLES/BICYCLE PARTS – CONTRACT AWARD
TO URBANE CYCLIST CO-OP.

Recommendation:

It is recommended that the Board award the Maintenance & Repair of Police Bicycles & Replacement of Bicycles/Bicycle Parts to Urbane Cyclist Co-op, for a two year period, March 1, 2016 to February 28, 2018, with an option to extend for (2) two additional separate one year periods.

Financial Implications:

The approximate annual cost is \$151,250.00, excluding taxes. This amount includes \$71,250.00 for replacement bicycle purchases from the Toronto Police Service's (Service) Vehicle and Equipment Reserve, and \$80,000 for bicycle repairs. The approximate cost for the life of the award, if the two option years are exercised, would be \$605,000.00 plus taxes for an estimated total of \$683,650.00. Funding is included in the Service's annual operating and capital budgets.

Background/Purpose:

Purchasing Support Services issued a Request For Quotation (RFQ) process for the Maintenance & Repair of Police Bicycles & Replacement of Bicycles/Bicycle Parts (RFQ 1161006-15). This RFQ closed on December 30, 2015, and two vendors requested a copy of the document from MERX. The only submission was from Urbane Cyclist Co-op.

Discussion:

The bid was reviewed by Fleet and Materials Management staff who are satisfied with the quotation from Urbane Cyclist Co-op.

Conclusion:

As a result of the RFQ process, it is recommended that Urbane Cyclist Co-op be awarded the contract for the Maintenance & Repair of Police Bicycles & Replacement of Bicycles/Bicycle Parts.

Deputy Chief Peter Sloly, Operational Support Command and Tony Veneziano, Chief Administrative Officer, Corporate Services Command, will be in attendance to answer any questions the Board may have concerning this report.

In response to an inquiry by the Board, Ms. Sandra Califaretti, Director, Finance and Business Management, confirmed that the RFQ resulted in only one submission; that being the one from Urbane Cyclist Co-op.

The Board approved the foregoing report.

Moved by: C. Lee

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 24, 2016**

**#P36. CONTRACT AWARD – TO WELDEXPERTS FOR THE FABRICATION
OF 10 PRISONER WAGONS, CHASSIS PROVIDED BY TORONTO
POLICE SERVICE**

The Board was in receipt of the following report January 11, 2016 from Mark Saunders, Chief of Police:

Subject: CONTRACT AWARD FOR THE FABRICATION OF TEN PRISONER
WAGONS – CHASSIS PROVIDED BY THE TORONTO POLICE SERVICE

Recommendation:

It is recommended that the Board approve the fabrication/installation of ten prisoner wagon compartments from Weldexperts at a cost of \$582,515, inclusive of taxes.

Financial Implications:

The cost to fabricate and install ten prisoner compartments on ten cutaway chassis purchased by the Toronto Police Service (Service) is \$582,515, inclusive of taxes. Funding for this purchase is included in the Service's 2015-2024 vehicle replacement capital program.

Background/Purpose:

The Service currently operates twenty prisoner wagons, which are used to provide transportation of prisoners to and from various court locations and correctional facilities.

In accordance with the Service's lifecycle replacement for prisoner wagons, ten of the twenty prisoner wagons ranging in age from 6 to 10 years, all in excess of 200,000 kilometers, are due for replacement.

Discussion:

Purchasing Services posted a Request for Quotation (RFQ) #1159509 to MERX which closed on November 6, 2015. Eight vendors requested a copy of the documentation and four submissions were received. The submissions were reviewed by members of Purchasing Services and Fleet and Materials Management, and it was determined that Weldexperts was the lowest bid meeting all specifications.

Conclusion:

As a result of the Request for Quotation, it is recommended that the lowest bid Weldexperts be awarded a purchase order for the fabrication/installation of ten prisoner wagon compartments.

Deputy Chief Peter Sloly, Operational Support Command, and Mr. Tony Veneziano, Chief Administrative Officer, Corporate Services Command, will be in attendance to answer any questions the Board may have concerning this report.

Acting Deputy Chief Rick Stubbings, Operational Support Command, and Ms. Carol Gowanlock, Court Services, responded to questions about the condition of the current prisoner wagons.

The Board approved the foregoing report.

Moved by: D. Noria

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 24, 2016**

**#P37. SPECIAL FUND: REQUEST FOR FUNDING: TORONTO POLICE
SERVICE LESBIAN, GAY, BISEXUAL, TRANSGENDER AND QUEER
BULLYING PREVENTION VIDEO**

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

Subject: REQUEST FOR FUNDING FOR THE TORONTO POLICE SERVICE
LESBIAN, GAY, BISEXUAL, TRANSGENDER AND QUEER BULLYING
PREVENTION VIDEO

Recommendation:

It is recommended that the Board approve expenditure not to exceed \$8,000.00 from the Board's Special Fund to cover expenses that will be incurred for the Toronto Police Service's second Lesbian, Gay, Bisexual, Transgender and Queer (LGBTQ) Bullying Prevention Video.

Financial Implications:

Funding to cover the costs of this project would be drawn from the Board's Special Fund and would not exceed \$8,000.00

Background/Purpose:

Toronto has the third largest LGBTQ community in North America. The results from a national survey of Canadian high school students emphasize the importance of an anti-bullying initiative. LGBTQ youth continue to be among the most marginalized youth in the City of Toronto; some lack support from their families, face a high risk of conflict with the law, develop substance abuse issues at a very early stage in life, and are more likely to attempt suicide than straight youth.

Discussion:

It is important that the Service and their community partners continue to be seen as leaders regarding issues affecting LGBTQ youth.

In 2013, the Divisional Policing Support Unit (DPSU), in partnership with the LGBTQ-Internal Support Network (ISN), launched the first LGBTQ Bullying Prevention video - *Together We Can Make it Better. Stop. Bullying. Now.*, on International Day of Pink. This day has been celebrated together every year since in three separate schools within the Toronto District School Board (TDSB).

This year, members of DPSU, the LGBTQ-ISN and the Service will participate in this new video, wearing pink, to show that they stand against homophobic and transphobic bullying

This bullying prevention video is once again a way to emphasize the Service's leadership and to further demonstrate our organization's sensitivity to the needs of the LGBTQ community.

The theme for the video is to continue to emphasize that *Together We Can Make It Better. Stop. Bullying. Now.*

The new video will be launched on April 13, 2016, the International Day of Pink, at Harbord Collegiate Institute in 14 Division. Members of our Service, as well as many community partners will be invited to the premiere of the video. Of the many community partners, the TDSB and members of their Gay-Straight Alliances will also be invited.

As part of the release, packaging is being created to distribute the video to all schools through DPSU's Bullying Prevention Initiative, as well as posters and educational materials.

Day of Pink Video 2016

Video Packaging	\$ 3,000.00
Posters & Educational Materials	\$ 4,000.00
Refreshments (Day of Launch)	\$ 1,000.00
Total:	\$ 8,000.00

**Any funds not utilized will be returned to the Board.*

Conclusion:

Strong community / police partnerships are based on mutual trust, respect, understanding and are essential for the safety and well-being of all members of our community. The Service's participation in this initiative reinforces our continued commitment to working with our diverse communities and it also aims to foster mutually respectful and beneficial relationships.

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

The Board approved the foregoing report.

Moved by: C. Lee

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 24, 2016**

**#P38. SPECIAL FUND: REQUEST FOR FUNDING: WOMENATTHECENTRE
TORONTO DOMESTIC VIOLENCE COURT WATCH PROJECT**

The Board was in receipt of the following report January 25, 2016 from Andy Pringle, Chair:

Subject: SPECIAL FUND REQUEST: WOMENATTHECENTRE TORONTO
DOMESTIC VIOLENCE COURT WATCH PROJECT

Recommendation:

It is recommended that the Board approve \$10,000 from the Special Fund to cover the cost of the WomenatthecentrE Court Watch Project.

Financial Implications:

If the Board approves the recommendation the Special Fund will be reduced by \$10,000. The Special Fund balance is \$ 1,955,172.00 as at December 31, 2015.

Background/Purpose:

WomenatthecentrE is a unique non-profit organization that works to eradicate violence against women through personal, political and social advocacy. As the only organization created by survivors for survivors, WomenatthecentrE use their shared experiences to help change public policy and perceptions about women abuse. The organization's goal is to end gendered violence, and, through supporting women to become actively involved in their communities, ensure that the voices of women with lived experience inform policy and program development related to violence against women. WomenatthecentrE has participated in a number of initiatives to end violence against women and has submitted a proposal from Ms Vivien Green, Director of Community Development, requesting funds from the Special Fund in support of the Court Watch Project.

Discussion:

The Court Watch Project will employ a community outreach and participatory research method to conduct research for the purposes of gaining understanding, gathering statistics, and other information on the justice system response to violence against women. Court Watch volunteers will attend sessions of the Specialized Domestic Violence Courts in Toronto to observe, record and track court outcomes. The information gathered will be analysed and the findings will be shared with the broader community, as well as used to advocate for changes. A successful Court Watch pilot project was completed by WomenatthecentrE in 2014. The final report entitled "Still Unbalanced - Intimate Partner Violence and the Scales of Justice, Monitoring the

Specialized Domestic Violence Court Program in Toronto, Ontario, Observations from a Pilot Court Watch Project of WomenatthecentrE," released in April 2015, included a key recommendation citing the need to carry out a more systemic and comprehensive court watch initiative. WomenatthecentrE is confident that a more comprehensive Court Watch is a valuable tool that can be used to assist them to engage women survivors in better understanding the criminal justice system, as well as provide the organization with the ability to collect valuable statistical and anecdotal information which will enable them to provide feedback to the courts, as well as advocating for improved effectiveness and accountability of the criminal justice system.

A copy of the proposal submitted by Ms. Green, which includes the project budget, is attached to this report for your consideration. The funds being requested by WomenatthecentrE represents 100% of the cost of the project. The project would commence upon receipt of funding from the Board and will run for a period of six months. WomenatthecentrE is exploring additional potential funders to fund the initiative beyond the funds being requested from the Board.

Conclusion:

Over the past several years, WomenatthecentrE has worked closely with the TPS in a number of ways including collaborating with TPS Detectives on a number of domestic violence cases, consultation with the TPS on the Court Watch pilot project, participation on the TPS Domestic Abuse Advisory Committee and has been invited to participate on the Family Access Services Toronto (FAST) Advisory Committee. As well, the Office of the Chief has reviewed the attached Court Watch proposal.

The Court Watch initiative is consistent with Service priority "Focusing on Violence Against Women," which seeks to improve response to victims of domestic and family violence by providing supports and by increasing trust and confidence in the Service's ability to meet the diverse needs of victims. As well, the Court Watch initiative is in keeping with the community outreach provision of the Special Fund Policy, which outlines the criteria for funding of community-oriented policing activities that involve a co-operative effort on the part of the Service and the community that addresses initiatives addressing violence prevention or prevention of repetition of violence or the root causes of violence.

The Board's support of the Court Watch initiative reaffirms the Board's commitment to building public trust and confidence through community engagement and addressing the needs of our community through continuous community-police partnerships.

Therefore, it is recommended that the Board approve \$10,000 from the Special Fund to cover the cost of the Court Watch initiative.

The Board approved the foregoing report.

Moved by: M. Moliner



To: Police Services Board

From: WomenatthecentrE

Date: December 16, 2015

**RE: Request to the Police Services Board Foundation for support to the
Court Watch Project: *Working Together to Make a Difference***

WomenatthecentrE is a unique non-profit organization of women survivors organized by women survivors of gendered violence. We are asking the Toronto Police Services Board to consider this request for financial support for the Toronto, Domestic Violence Court Watch, one of our core initiatives.

BACKGROUND

WomenatthecentrE is an organization that is built on enabling women survivors to use our shared experiences to help change public perceptions and policies about gendered violence and to bring about community and social change to end violence against women. Our mandate is to eradicate gendered violence and to ensure that the voices of women with lived experience inform policy and program development related to violence against women.

We use the phrase: *Transforming our lives and eradicating violence against women* as a way to explain the foundation of our work. WomenatthecentrE has over 600 members, all of whom are women who have joined the organization because they want to use their experiences to ensure that other women don't have to go through the same abuse that they experienced. We work by supporting women survivors to develop leadership skills and become actively involved in their communities to make these kinds of changes needed to allow women to live in safety and to hold abusers accountable.

WomenatthecentrE has been involved in a wide range of activities to improve the effectiveness of the community response to gendered violence including:

- Community education and community outreach
- Participatory research
- Policy review, including participation in focus groups, inter-agency committees and government taskforces, etc.
- Educational and skill development opportunities for women survivors
- Community action initiatives.

Among some of our most recent projects are a first ever Canadian research study (A Fresh Breath- funded by Women's College Hospital) into strangulation as it has been experienced by women in abusive relationships, and the development of an inter-active on-line training program for women called Silent No More (funded by the Ontario Trillium Foundation).

The Toronto Domestic Violence Court Watch

The idea of doing a Court Watch came from our membership, as a number of members expressed serious concern and frustration with the criminal process, notwithstanding that the specialized domestic violence courts have been in operation in Ontario for over 15 years. Our understanding of the courts is that they were intended to provide a specialized approach that could deal more effectively with the complexities and challenges of successfully prosecuting domestic violence cases. It is timely to engage with the system to identify what is working well and what changes need to be made to create an effective response.

Court Watches are a community outreach and participatory research approach to gaining an understanding of the criminal justice process where members of the community observe court proceedings, track and analyze their findings and present these to the wider community.

Court Watches have been used successfully in Toronto in the past, to highlight issues with the judiciary, and to provide unique insights into how the criminal justice system as a whole is working. In 2013-2014 WomenatthecentrE implemented a pilot court watch and released our report in April of 2015: "***Still Unbalanced - Intimate Partner Violence and the Scales of Justice, Monitoring the Specialized Domestic Violence Court Program in Toronto, Ontario, Observations from a Pilot Court Watch Project of WomenatthecentrE***".

We have had a very positive response by individuals both in the community and in the criminal justice system, to this snapshot of the handling of domestic violence cases. Our court watchers were able to gain unique insights into the successes and ongoing challenges of the domestic violence court process. We were extremely heartened to learn a few months ago that a group of judges, in one area of Ontario, were interested enough in the findings to review and discuss the entire report.

A key recommendation of our pilot court watch was the **need to continue to carry out a more comprehensive court watch that could provide more** so that they can better understand the criminal justice system and most importantly, provide useful feedback to the courts. It is critically important to know what is happening in the domestic violence courts before we as a community can make the changes needed to improve the effectiveness of the system as a whole.

Detail of Request to the Toronto Police Services Board

Category

We are applying to the TPSB under the category of **Community Outreach** and in particular as an initiative that addresses **violence prevention and repetition of violence by working with the criminal justice system.**

Request

WomenatthecentrE is asking Toronto Police Services Board to consider a **request for \$10,000** which would enable us to continue to carry out a more robust and comprehensive court watch that will build on our success of the past.

Objectives and Benefits

The objectives of the court watch are clear: **to observe and track the impact of the domestic violence courts in Toronto** and share this information with criminal justice sector representatives as well as the broader community so that changes can be made to increase the effectiveness of the system. The project allows some insights into the ways that various sectors within the criminal court system are working together to respond to domestic violence and we share our findings with the general public as well as key sectors within the criminal justice system and with the judiciary. Court watch is particularly critical as it sheds light on the responses of the judiciary- as there is little opportunity to comment on and speak to the response of judges as they pass in judgement on abusers and victims.

The benefits of this project, which have been recognized by many within the criminal justice system including the Police, Crown Attorney's office , Victim Witness Program and Probation, is that it shares information – otherwise very difficult to find, about what is going on within the criminal courts- in particular the response of the judiciary. Upon completion of our last year's report we were able to do formal presentations at:

- The TPS Domestic Violence Advisory Committee
- The Regional Crown Attorney's Domestic Violence Advisory Committee
- The TV Ontario Program 'The Agenda'
- Provincial conference 'building the Bigger Wave' of Violence Against Women Coordinating Committees from across Ontario
- Information presentations with over 8 community agency staff groups

The information collected identifies what is working well within the courts to protect victim safety and hold abusers accountable as well as highlighting areas that need attention and further work. As we have seen with the court watch report that we completed this past year- the distribution of the report enabled WomenatthecentrE to facilitate conversations with all aspects of the criminal justice system so that we can collaboratively analyze and assess the workings of the specialized domestic violence courts and explore ways to improve the effectiveness of the courts.

The deliverables of our Court Watch are:

- 1) **Volunteer/ student observations recorded** of at least 40 court proceedings within the Toronto Specialized Domestic Violence courts
- 2) **compilation of the findings in an accessible and easy to read** report highlighting the positive aspects of the courts that promote safety and challenges that exist to women's safety within the courts operations
- 3) **Hosting of a media conference** to share results- particularly to make results available to the Judiciary.
- 4) **Sharing the results in both formal and informal presentations** with criminal justice sector professionals, community agency staff and the wider community.

Community Partners

Our partners in the court watch include the Toronto Police Service, the Crown Attorney's office, and Victim Witness Assistance Programs, along with community agencies and post-secondary educational institutions. In our work this coming year, we hope to work even more closely with the TPS and VWAP to identify domestic violence cases and gain as much information as possible about the case and judicial decisions

Evaluation

The Court Watch will be evaluated on the basis of successful accomplishment of our stated deliverables. In addition, we assess our success by the extent to which we can actually share our results with the judiciary by working with judges who are interested and able to bring the information forward to their colleagues. We had unique success in this area this past year, as a group of judges reviewed the report, and are hopeful that this coming year we will see even greater progress in this area.

Sustainability

We have been working on the Court Watch initiative for the past 16 months and are committed to continuing this invaluable work. Among the strategies that we have used to carry out the Court Watch is engaging students doing educational placements with our organization and other community agencies. This is core to the ability of our organization to carry out this important project. The request we are making to the Toronto Police Services Board will be an invaluable help in allowing us to be able to implement the project for the next 5 months.

We are exploring additional potential funders to assist us in more fully supporting the project and continuing to fund the initiative beyond the funds that we are requesting from the Toronto Police Services Board. We are currently working with a Court Watch project in the Yukon Territories to plan a more extensive national Court Watch project that would be a multi-year project, which we feel has great potential success. The funding we are requesting from the TPSB would allow us to continue our basic work in the courts until other funders come on stream and we can enhance the project.

Organizational Capacity

WomenatthecentrE has been in existence for over 8 years and has successfully managed a number of provincial and federal projects. We have received and managed funds from: the Ontario Trillium Foundation (2 separate projects), Ontario Women's Director (annual funding has been approved for the past 7 years), Women's College Hospital: *Women's xchange 15K Challenge* and the federal Ministry of Justice. WomenatthecentrE has a fully functioning Board of Directors and has successfully complied with all of its management and supervisory responsibilities since opening our doors.

Timeline	
Project start – up	January 14 2016
Orientation for Volunteers	January to mid-February
Court Observation and regular de-briefing with court watchers	February to end of March
Analysis and document development April-May (with consultation and input from our criminal justice partners)	April
Media conference	Early May
Community outreach and education	May and June

BUDGET

Project Coordinator: Staff coordination and support (5 hours a week at \$35 and hr. for 6 months)	\$4,200
Staff supervision, consultation, editing (7 hours a month at \$50 an hr.)	\$2,100
Volunteer expenses (includes TTC, parking, child care for 10 court watch volunteers)	\$2,000
Program and meeting expenses	\$1,000
Printing and Media conference expenses	\$ 700
<hr/> Total Request to Toronto Police Services Board	\$10,000

WomenatthecentrE 2014-2015 Domestic Violence Court Watch project
Links to Media Coverage

1) *Article in the Toronto Star newspaper*

<http://www.thestar.com/news/crime/2015/05/11/judges-under-fire-over-failing-domestic-violence-victims.html>

2) *Link to a segment on TV Ontario's The AGENDA:*

<http://tvo.org/video/214057/monitoring-domestic-violence-courts>

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METRAC



December 18, 2015

To: Toronto Police Services Board

Founding Directors:

Jack W. Ackroyd

Jean Augustine

Naomi Black

Trudy Dan

Mary Eberts

Susan McCutcheon

Marilyn McPhedran

Marion Powell

N. Jane Pepino

Founding
Executive Director:

Patricia Marshall

Re: Request to the Police Services Board Foundation for support to the Court Watch Project: *Working Together to Make a Difference*

METRAC Action on Violence is pleased to support WomenatthecentrE in their Court Watch Project, ***Working Together to Make a Difference***, and their request for support from the Police Services Board Foundation.

Founded in 1984, METRAC is a public interest organization dedicated to addressing and preventing violence towards women and youth through public education and awareness, safety initiatives, legal information, community-based research and public policy. Guided by anti-oppression principles, we work with individuals, groups and organizations to develop and implement strategies to end violence towards women and youth of diverse backgrounds, and to build safer communities for everyone.

METRAC's Community Justice Program produces and delivers legal information and education in the community, primarily to service providers who work with vulnerable women. We work to increase understanding about women's rights and responsibilities under the law, with the aim of increasing women's access to and through the legal system. The Justice Program has delivered trainings on the domestic violence justice system by working with partners including WomenatthecentrE, and has benefitted from their previous Court Watch project.

METRAC is also an active member of the Domestic Violence Advisory Committee and the Sexual Assault Advisory Committee of the Toronto Police Service. We support community consultation, cooperation and partnership among all sectors of the justice system.

We believe the Court Watch project, ***Working Together to Make a Difference***, will generate important information that will help many groups who work to improve the domestic violence justice system. In particular, the project will assist METRAC's work to explain what women can expect if they become involved in the criminal justice response to intimate partner assault.

We also support the critical role of Court Watch in bringing this information to police, lawyers, victim support services, and judges, to help improve the domestic violence legal and court process.

METRAC encourages the Police Services Board to provide a favourable response to this project and request for support.

Please feel free to contact me should you need additional information.

Sincerely,

A handwritten signature in black ink, appearing to read 'Tamar Witelson', with a long horizontal flourish extending to the right.

Tamar Witelson
Legal Director
METRAC
Direct phone 416-392-3148
Direct email legaldirectortw@metrac.org

January 11th, 2016

Toronto Police Services Board

RE: WomenattheCentrE Court Watch Application - 2016

I am writing in support of the application submitted to the Police Services Board by the above named organization.

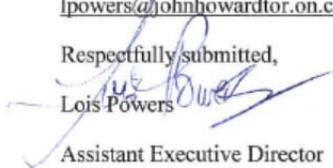
The John Howard Society of Toronto provides just and effective programs, interventions and collaborations to reduce crime and its causes. Our mandate is to deliver programming to those in conflict with the law or at risk of. We are recognized by the criminal justice system and collaborators as encompassing the expertise required to ensure relevant programs and interventions. We provide direct services to both individuals in conflict with the law and to victims of violence. We have been providing these services for over 48 years in Toronto and serve approximately 10,000 individuals annually. This proposed application is very much aligned with our mandate and we are confident would enhance our service deliverables.

The John Howard Society of Toronto offers Domestic Violence programming both for those charged with Domestic Violence and for Victims of Domestic Violence. That has led to our collaborations with partner agencies such as WomenattheCentrE which is one that we highly value. Their mandate is to bring about social change in order to end violence against women. They to do so through a high degree of professionalism, accountability, knowledge and community collaboration.

Our agency fully supports this proposed initiative as it increases transparency in the courts specific to Domestic Violence which would be paramount to identifying service gaps, challenges and program overlaps. Their final report from this project would provide all Domestic Violence service providers and the courts with invaluable information by ensuring best practices are not only met but maintained and enhanced.

In closing, should you have any questions about our support of this project, please do not hesitate to contact me directly by phone at 416-925-4386 ext. 272 or email at lpowers@johnhowardtor.on.ca

Respectfully submitted,


Lois Powers

Assistant Executive Director

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 24, 2016**

**#P39. ANNUAL REPORT: 2015 PARKING ENFORCEMENT UNIT: PARKING
TICKET ISSUANCE**

The Board was in receipt of the following report January 11, 2016 from Mark Saunders, Chief of Police:

Subject: ANNUAL REPORT: 2015 PARKING ENFORCEMENT UNIT – PARKING
TICKET ISSUANCE

Recommendations:

It is recommended that:

- (1) the Board receive the following report; and
- (2) the Board forward a copy of this report to the City of Toronto Government Management Committee, for its meeting of April 4, 2016, to be considered in conjunction with the City of Toronto 2015 Parking Ticket Activity Report.

Financial Implications:

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

Background/Purpose:

This report provides information on the Parking Enforcement Unit achievements, activities and annual parking ticket issuance during the year 2015 (Appendix A refers).

Discussion:

The Parking Enforcement Unit reports annually on parking ticket issuance by Parking Enforcement Officers (PEOs), Municipal Law Enforcement Officers (MLEOs) and Police Officers. The City of Toronto requests this information for use during the annual budget process.

The City made two significant changes to the parking program in 2015, which impacted overall unit performance, notwithstanding the efforts of TPS to realign its parking enforcement resources in order to effectively support these initiatives. These included:

- Implementation of an enhanced rush hour parking enforcement initiative with increased hours of operation;
- Implementation of a habitual offender towing program for out-of-province plated vehicles.

In 2014, the following changes were implemented that continued to impact on overall performance in 2015. These included:

- Implementation of a 10 minute bylaw exemption for pay and display parking;
- Increases in various parking fines, including rush hour routes (from \$60 to \$150);
- Implementation of a habitual offender towing program for Ontario plated vehicles; and,
- Implementation of dedicated zones for courier parking as an interim solution pending completion of the City’s curb-side management study.

Rush hour enforcement initiatives, bylaw changes and fine increases have an impact on public behavior and appear to be achieving increased motorist compliance with some of the municipal parking bylaws. These issues, in combination with deployment strategies aimed at supporting City anti-congestion initiatives, also have a related impact to enforcement numbers and the types of tickets issued. Additionally, many of these initiatives are more time consuming which detracts from available general patrol time availability. Continuing this achievement of increased compliance to the parking regulations, in support of safety, traffic flow and congestion related initiatives, is dependent on maintaining a high visibility of uniformed PEOs in the field.

In spite of these program modifications and challenges, the Parking Enforcement Unit delivered on key accomplishments through the provision of operational support to the Toronto Police Service (Appendix A refers) and interoperability with some very successful City initiatives which will be further discussed in the City’s Annual Parking Ticket Activity Report.

Annual Parking Ticket Issuance:

Preliminary information indicates total parking ticket issuance is estimated to be 2,183,523 tags in 2015 which is in line with projections. Total parking ticket issuance includes tags issued by PEOs, MLEOs, and police officers. The final parking ticket issuance numbers will be presented by the City of Toronto, Parking Ticket Operations in its 2015 Annual Parking Ticket Activity Report, once all data is captured and reconciled.

The following is a breakdown of the parking ticket issuance estimates by group:

Group	Tickets Issued
Parking Enforcement Unit	1,970,137
Municipal Law Enforcement Officers	196,991
Police Officers	14,560
Total Parking Ticket Issuance	2,183,523*

*Preliminary numbers – final numbers to be reported by City of Toronto after complete data capture and reconciliation.

Calls for Service:

The unit responded to 148,357 calls for parking related service from members of the public. The attendance to these calls by civilian parking enforcement officers alleviates pressure on the TPS as a whole and allows police officers to focus on core policing duties.

Rush Hour Offences and Bicycle Lanes:

In 2015, the unit issued 83,868 rush hour offence tickets for the rush hour peak period bylaw in support of the congestion and traffic flow initiatives. In 2015, the issuance of rush hour tickets increased by 31.6% or 20,146 tags over the previous year. Further, a total of 17,348 vehicles were towed from rush hour routes. The unit issued 7,285 bike lane offence tags in support of safe cycling in the City. For bike-lane offences, tags increased by 7.8% or 530 tags over the previous year.

Habitual Offender Towing:

In February 2015, the City implemented an initiative for the towing of habitual offenders for out of province plated vehicles which was in line with the similar program implemented in 2014 for Ontario plated vehicles. The City defines a habitual offender as a vehicle that has three or more parking tickets that have been outstanding, with no action taken, in excess of 120 days. Parking enforcement officers towed a total of 15,660 vehicles under this initiative, including 14,475 Ontario plates and 1,185 out of province plates. The City reports that this enforcement initiative has continued to positively affect their collection rates for parking tickets.

Towing, Vehicle Relocations and Stolen Vehicle Recovery:

Members of the unit were responsible for towing a total of 42,763 vehicles, including 793 that were without properly registered plates. In 2015, the number of vehicles towed increased by 89.8% or 20,238 tows over the previous year. Overall towing numbers increased as a result of initiatives for rush hour enforcement and the habitual offender towing program. The introduction of an additional downtown pound facility also alleviated tow truck transportation time allowing for better and more timely service. A total of 2,793 vehicles were relocated to assist with snow removal, forestry operations, the clearing of parade routes and special events management. PEOs also recovered 721 stolen vehicles, in support of TPS crime management initiatives.

Accessible Parking:

The unit retained 1,057 Accessible Parking Permits for investigation of possible misuse. This shows an increase of 28.4% or 234 more permits retained over 2014. The unit laid 913 *Highway Traffic Act* charges in this regard, an increase of 40.5% or 263 more charges over 2014. These efforts are in support of maintaining the integrity of the Accessible Parking Program and ensuring parking spaces are available for use by members of the public who have valid Accessible Parking Permits.

Training:

The Unit trained and certified 649 new MLEOs working for private property enforcement agencies for private property parking enforcement to which all of the fine revenue derived from the issuance of these parking tickets goes directly to the City of Toronto.

Pan Am Games:

The unit provided an active role in the overall traffic and parking management plan during Toronto 2015 Pan Am and Para Pan Am Games. All routes were kept clear during the games and the unit worked closely with its police and City partners.

Conclusion:

The Parking Enforcement Unit continues to contribute positively to the achievement of the goals and priorities of the Toronto Police Service by:

- ensuring the safe and orderly flow of traffic;
- ensuring enforcement is fair and equitable to all;
- providing a visible uniform presence on the streets;
- ensuring positive outreach to the community through public awareness campaigns and education programs; and
- ensuring interoperability with other TPS Units and City of Toronto departments.

The parking ticket issuance for 2015 is estimated to be 2,183,523 tickets which is in line with projections. The City of Toronto will report the final parking ticket issuance numbers in its 2015 Annual Parking Ticket Activity Report once all data are captured and reconciled.

Rush hour enforcement initiatives, bylaw changes and fine increases have an impact on public behavior and appear to be achieving increased motorist compliance with some of the Municipal parking bylaws. This, in combination with deployment strategies aimed at supporting City anti-congestion initiatives, also has a related impact to enforcement numbers and the types of parking tickets issued. Continuing this achievement of increased compliance to the parking regulations, in support of safety, traffic flow and congestion related initiatives, is dependent on the deployment of highly visibility PEOs in the field.

Deputy Chief Peter Sloly, Operational Support Command, will be in attendance to answer any questions the Board may have concerning this report.

The Board approved the foregoing report.

Moved by: D. Noria

Appendix "A"

Parking Enforcement Unit	<u>2013</u>	<u>2014</u>	<u>2015</u>
Parking Ticket Issuance – PEOs	2,412,702	2,292,607	1,970,137
Parking Ticket Issuance – PEOs, MLEOs, PCs	2,612,810	2,498,660*	2,183,523*
Processable Ticket Rate PEOs	99.8%	99.8%	99.8%
Absenteeism (Short-term sick)	3.8%	2.8%	3.5%
Calls for service received	142,018	149,061	148,357
Stolen Vehicles Recovered	638	724	721
Stolen Autos Recovered - Street Sweeper	483	562	552
Stolen Autos Recovered - PEOs	155	162	169
Hours Spent on Stolen Vehicles Recovered	671	699	852
Stolen Plates Recovered	30	40	33
Hours Spent on Stolen Plates Recovered	38	36	40
Vehicles Scanned by Street Sweeper	3,363,198	3,892,330	4,565,143
Vehicles Towed	22,999	21,995	42,763
Habitual Offenders Towed	NA	548	15,681
Assistance to TPS Units			
Unplated Vehicles Towed	368	516	793
Directed Patrol Requests from Other Police Units	49	101	52
Arrest Assists	13	15	24
Assaults	21	16	29
Language Interpretations	52	53	46
Hours Spent on Language Interpretations	137	140	105
Disabled Permits Retained	799	823	1,057
Disabled Permits Cautioned	140	57	34
H.T.A Charges (Disabled Permits)	332	650	913
Special Events	103	88	106
Hours Spent On Special Events	1,521	972	1,500
Vehicle Relocations	1,967	2,301	2,793

*Preliminary numbers – final numbers to be reported by City of Toronto after complete data capture and reconciliation.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 24, 2016**

**#P40. ANNUAL REPORT: 2015 STATISTICAL REPORT – MUNICIPAL
FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT**

The Board was in receipt of the following report January 15, 2016 from Mark Saunders, Chief of Police:

Subject: ANNUAL REPORT - 2015 STATISTICAL REPORT - MUNICIPAL
FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT

Recommendations:

It is recommended that:

- (1) the Board receive the 2015 Annual Freedom of Information Statistical Report; and
- (2) the Board forward a copy of this report to the Ontario Information Privacy Commission.

Financial Implications:

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

Background/Purpose:

Historically, the Annual Statistical Report for the Ontario Information and Privacy Commission (IPC) has been completed internally by the Records Management Services – Information Access Section - Access & Privacy (APS) and forwarded directly to the IPC.

At its September 23, 2004 meeting, (Min. No. P284/04 refers), the Board approved the following motion:

“Effective immediately, the Chief of Police adopt the practice of submitting the Year-End Statistical Report for the Information and Privacy Commission to the Board each year and that the Board forward the report to the Commission.”

The Toronto Police Service (Service) is legislated to provide this report on an annual basis. The attached 2015 Year-End Statistical Report must be electronically submitted to the IPC by February 29, 2016.

Discussion:

In 2015, APS received 5,698 requests for access to information held by the Service in accordance with the Municipal Freedom of Information and Protection of Privacy Act (the Act), which is an increase of 27 requests from 2014 (0.48 % increase). This total includes 11

correction requests (Section 11 of IPC Year End Report). There were 5,045 requests completed, of the 5,698. Additionally there were 771 files were carried over into 2015 for completion.

Requests completed within the mandated 30 calendar day period resulted in a compliance rate of 59.8% for the reporting year. In comparison, the compliance rate for the reporting year of 2014 was 51.69 %.

The following chart highlights the compliance rates between 2005 and 2015.

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Compliance Rate	80.32	82.03	79.10	74.10	77.10	77.00	75.94	58.3	64.74	51.69	59.8

Until reporting the 2012 compliance, the Service had been able to support a compliance rate of mid to high 70's since 2007. This is notable as it was outlined in Board Min. No. P284/04, where the Board approved the following Motion:

3. THAT recommendation no. 2 be approved with the following amendment: "...with the objective of achieving a *much higher rate of compliance for the balance of 2004* and a minimum 80% compliance rate in 2005";

APS Compliance Rate by Percentage 2014 - 2015												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2014	58.22	72.96	55.71	31.03	51.42	48.52	40.72	50.47	46.7	62.03	57.23	51.69
2015	56.97	77.21	64.72	73.3	72.21	70.63	60.49	53.67	70.7	47.41	45.09	41.89

Volume of Requests

As reported in past Annual Reports, the increase in requests has become a trend since 2003. The below chart indicates those changes and rates of change for the past 10 years.

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Total Submission	2521	3087	3205	3445	3797	4433	4867	5172	5253	5671	5698
Yearly Rate of Change (%)		22.45	3.82	7.49	10.22	16.45	9.79	6.27	1.57	7.96	0.48

The above illustrates that between 2005 and 2015, the number of requests to APS has increased by 3,177 (a 126.02% increase) while the established strength of personnel processing requests has not increased to keep up with the demand. During the ten years of increased demand, many files have become more complex which increases the time an Analyst must allocate to processing each file.

In addition to requests for information, APS also processes consultations for external agencies. The APS Coordinator received 92 consultations from external agencies which are not captured in the statistical report. Such agencies include the Canada Border Services Agency, Royal Canadian Mounted Police, Department of Justice, Transport Canada and the Ministry of Community Safety and Correctional Services.

Appeals/Privacy Complaints

In accordance with the Act, a requester has the right to appeal the access decision to the IPC. This process involves mediation between the assigned Analyst and a Mediator from the IPC. Mediation can take months with a large volume of work involved by the Analysts (reading past IPC Orders, conducting additional searches, etc.) and with Service members that are required to assist the Analysts when necessary. Should mediation not succeed, the Analyst is required to produce written representations to an Adjudicator before a final Order is publicized. In 2015, the Service (APS) received 40 appeals which is a decrease from 48 in 2014.

Further, the public (not always the requester) have the right to lay a privacy complaint to the IPC if they are of the opinion that the Service has breached their privacy rights. These complaints are investigated by the Coordinator. Once the findings have been concluded, a formal report is submitted to the IPC for their review and ultimate decision. These are often quite lengthy as various members of the Service are called upon to assist in determining what actions were conducted by those involved. In 2015, there was a total of 5 privacy complaints which is a decrease from 7 in 2014.

IPC Reporting Requirements

In the IPC Annual Report, requests received are divided into two categories, based on the type of requests; Personal Information and General Records. These two categories are further separated by source of requests (e.g. Individual/Public, Business and Media etc.). In comparison to 2014, the number of Personal requests decreased by 0.19% from 4790 in 2014 to 4781 in 2015. The number of General requests (Procedure, Statistics, etc.) increased by 3.78% from 873 in 2014 to 906 in 2015.

As required by the IPC's office, disclosure of requests are divided into three sections;

1. information released in full,
2. in part or
3. not at all.

Due to the nature of police records, APS routinely discloses records, in part, in order to protect the privacy interests of third parties (removing personal identifiers from the records). Additionally, access to Service records - directly relating to matters currently under investigation and/or before the courts are, on average, denied in full.

As the disclosure of records through the FOI process is strictly governed by the Act, the application of Section 8 (Law Enforcement) and Section 14 (Personal Privacy) continue to be the most commonly used exemptions prohibiting access to police records. These sections are referenced in Appendix A.

Challenges in 2015

In 2015, APS experienced a number of challenges affecting the ability to maintain a higher compliancy rate each month. As previously reported low compliance remains a consequence of staffing issues. The FOI Coordinator was promoted in January 2015 and a senior analyst was placed in an acting Coordinator capacity. The requirement for an acting Coordinator was critical to effectively manage the daily operations of the unit, including assignment of new files, reviewing all submitted files, making final decisions on access/disclosure, staff supervision and consulting on privacy issues throughout the Service. There was no immediate replacement for the FOI Coordinator which resulted in the office being without one analyst for the entire year. In the spring of 2015, to balance this staffing deficiency, a career development opportunity was given to a member to assist with closing the 771 outstanding 2014 files. However, the new member on career development required several months of training be able to actively contribute to the overall operations.

Additionally, there were two factors that directly related to the compliance in the fall of 2015. In late September, the acting Coordinator had an unexpected absence and did not return until January 2016. Consequently, the responsibilities of Coordinator were shared by two other senior Analysts, which impacted their ability to close files assigned to them as both had a workload of over 150 files.

In October, the entire APS office was moved to a new space. The process of packing, relocating and unpacking files, as well as working with ongoing interruptions due to construction within the new office, heavily impacted the units ability to meet legislated timelines.

Staffing

APS has an established strength of 9 Analysts and 1 Permanent Clerk. In response to various recommendations of the June 2005 Review of Freedom of Information Section by Audit & Quality Assurance, two temporary clerical positions were assigned to augment the permanent Clerk. Although these positions have been staffed continuously since 2005, it has not been without its downside. As with all previous temporary clerks, the two clerks that joined in 2015 are actively looking for permanency within the Service. As such, APS continually loses staff when they are trained and actively contributing to the efficiency of the unit. Further, during such transitional times, the administrative functions performed by those positions, namely answering general inquiries, requesting responsive material and processing vetted information are absorbed by the Analysts. The volume of administrative work necessary for each file consumes a large amount of time which adversely impacts file closure and compliancy.

Next Steps

As a consequence of the low compliance rate, the IPC Commissioner Mr. Brian Beamish sent a letter on May 22nd, 2015 to the attention of Chief Mark Saunders, with a copy to the Chair of the Police Services Board, Dr. Alok Mukherjee. In his letter, Mr. Beamish expressed concern about the low compliance rate by the Toronto Police Service (TPS) in response to submitted Freedom of Information (FOI) access requests. Mr. Beamish also offered assistance to help improve the current system and address any issues that our Service may have, that led to the low compliance numbers. The Board received the response to the Chair's request for a Board Report regarding the Service's compliance rate at its meeting on June 18, 2015 (Min. No. P170/15 refers).

The offer of assistance provided by the IPC is actively being pursued. In those discussions, we will work together to identify gaps and streamline processes.

The intention moving forward in 2016 also is to seek clarification on the definition of "days" in accordance with Section 19 of the Act, which states:

Notice by head

19. Where a person requests access to a record, the head of the institution to which the request is made or if a request is forwarded or transferred under section 18, the head of the institution to which it is forwarded or transferred, shall, subject to sections 20, 21 and 45, within thirty days after the request is received,

(a) give written notice to the person who made the request as to whether or not access to the record or a part of it will be given; and

(b) if access is to be given, give the person who made the request access to the record or part, and if necessary for the purpose cause the record to be produced. R.S.O. 1990, c.M.56, s.19; 1996, c.1, Sched. K, s.15.

The loss of 8 calendar days (4 weekends) in the 30 day period leaves the Service in the position to complete a request in only 22 business days. Members of APS work a straight Monday to Friday dayshift and liaise with members working various uniform shift rotations. This further reduces the allotted time for completion of files.

Therefore, this issue (business days vs calendar days) will be raised at future meetings with the IPC. Without such a change or increase to staffing, the Service will remain in a difficult position meet the requirements of the Act.

Conclusion:

The 2015 Annual Statistical Report has been prepared in accordance with the guidelines stipulated by the IPC and to be submitted by February 29th, 2016.

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

The Board approved the foregoing report.

Moved by: K. Jeffers

APPENDIX A

For the Board's reference, Section 8 of the Act states:

Law enforcement

8.(1) A head may refuse to disclose a record if the disclosure could reasonably be expected to,

(a) interfere with a law enforcement matter;

(b) interfere with an investigation undertaken with a view to a law enforcement proceeding or from which a law enforcement proceeding is likely to result;

(c) reveal investigative techniques and procedures currently in use or likely to be used in law enforcement;

(d) disclose the identity of a confidential source of information in respect of a law enforcement matter, or disclose information furnished only by the confidential source;

(e) endanger the life or physical safety of a law enforcement officer or any other person;

(f) deprive a person of the right to a fair trial or impartial adjudication;

(g) interfere with the gathering of or reveal law enforcement intelligence information respecting organizations or persons;

(h) reveal a record which has been confiscated from a person by a peace officer in accordance with an Act or regulation;

(i) endanger the security of a building or the security of a vehicle carrying items, or of a system or procedure established for the protection of items, for which protection is reasonably required;

(j) facilitate the escape from custody of a person who is under lawful detention;

(k) jeopardize the security of a centre for lawful detention; or

(l) facilitate the commission of an unlawful act or hamper the control of crime. R.S.O. 1990, c. M.56, s 8 (1); 2002, c. 18, Sched. K, s. 14 (1).

Idem

(2) A head may refuse to disclose a record,

(a) that is a report prepared in the course of law enforcement, inspections or investigations by an agency which has the function of enforcing and regulating compliance with a law;

(b) that is a law enforcement record if the disclosure would constitute an offence under an Act of Parliament;

(c) that is a law enforcement record if the disclosure could reasonably be expected to expose the author of the record or any person who has been quoted or paraphrased in the record to civil liability; or

(d) that contains information about the history, supervision or release of a person under the control or supervision of a correctional authority. R.S.O. 1990, c. M.56, s. 8 (2); 2002, c. 18, Sched. K, s. 14 (2).

Refusal to confirm or deny existence of record Exception

(4) Despite clause (2) (a), a head shall disclose a record that is a report prepared in the course of routine inspections by an agency that is authorized to enforce and regulate compliance with a particular statute of Ontario. R.S.O. 1990, c.M.56, s.8 (4).

Idem

(5) Subsections (1) and (2) do not apply to a record on the degree of success achieved in a law enforcement program including statistical analyses unless disclosure of such a record may prejudice, interfere with or adversely affect any of the matters referred to in those subsections. R.S.O. 1990, c. M.56, s. 8 (5).”

(3) A head may refuse to confirm or deny the existence of a record to which subsection (1) or (2) applies. R.S.O. 1990, c. M.56, s. 8 (3).

Further, Section 14 of the Act states:

“Personal privacy

14.(1) A head shall refuse to disclose personal information to any person other than the individual to whom the information relates except,

(a) upon the prior written request or consent of the individual, if the record is one to which the individual is entitled to have access;

(b) in compelling circumstances affecting the health or safety of an individual, if upon disclosure notification thereof is mailed to the last known address of the individual to whom the information relates;

(c) personal information collected and maintained specifically for the purpose of creating a record available to the general public;

(d) under an Act of Ontario or Canada that expressly authorizes the disclosure;

(e) for a research purpose if,

(i) the disclosure is consistent with the conditions or reasonable expectations of disclosure under which the personal information was provided, collected or obtained,

(ii) the research purpose for which the disclosure is to be made cannot be reasonably accomplished unless the information is provided in individually identifiable form, and

(iii) the person who is to receive the record has agreed to comply with the conditions relating to security and confidentiality prescribed by the regulations; or

(f) if the disclosure does not constitute an unjustified invasion of personal privacy. R.S.O. 1990, c. M.56, s. 14 (1).

Criteria re invasion of privacy

(2) A head, in determining whether a disclosure of personal information constitutes an unjustified invasion of personal privacy, shall consider all the relevant circumstances, including whether,

- (a) the disclosure is desirable for the purpose of subjecting the activities of the institution to public scrutiny;
- (b) access to the personal information may promote public health and safety;
- (c) access to the personal information will promote informed choice in the purchase of goods and services;
- (d) the personal information is relevant to a fair determination of rights affecting the person who made the request;
- (e) the individual to whom the information relates will be exposed unfairly to pecuniary or other harm;
- (f) the personal information is highly sensitive;
- (g) the personal information is unlikely to be accurate or reliable;
- (h) the personal information has been supplied by the individual to whom the information relates in confidence; and
- (i) the disclosure may unfairly damage the reputation of any person referred to in the record. R.S.O. 1990, c. M.56, s. 14 (2).

Presumed invasion of privacy

(3) A disclosure of personal information is presumed to constitute an unjustified invasion of personal privacy if the personal information,

- (a) relates to a medical, psychiatric or psychological history, diagnosis, condition, treatment or evaluation;
- (b) was compiled and is identifiable as part of an investigation into a possible violation of law, except to the extent that disclosure is necessary to prosecute the violation or to continue the investigation;
- (c) relates to eligibility for social service or welfare benefits or to the determination of benefit levels;
- (d) relates to employment or educational history;
- (e) was obtained on a tax return or gathered for the purpose of collecting a tax;
- (f) describes an individual's finances, income, assets, liabilities, net worth, bank balances, financial history or activities, or creditworthiness;
- (g) consists of personal recommendations or evaluations, character references or personnel evaluations; or
- (h) indicates the individual's racial or ethnic origin, sexual orientation or religious or political beliefs or associations. R.S.O. 1990, c. M.56, s. 14 (3).

Limitation

(4) Despite subsection (3), a disclosure does not constitute an unjustified invasion of personal privacy if it,

- (a) discloses the classification, salary range and benefits, or employment responsibilities of an individual who is or was an officer or employee of an institution;

(b) discloses financial or other details of a contract for personal services between an individual and an institution; or

(c) discloses personal information about a deceased individual to the spouse or a close relative of the deceased individual, and the head is satisfied that, in the circumstances, the disclosure is desirable for compassionate reasons. R.S.O. 1990, c. M.56, s. 14 (4); 2006, c. 19, Sched. N, s. 3 (2).

Refusal to confirm or deny existence of record

(5) A head may refuse to confirm or deny the existence of a record if disclosure of the record would constitute an unjustified invasion of personal privacy. R.S.O. 1990, c. M.56, s. 14 (5).”



Municipal Year-End Statistical Report

Information and Privacy Commissioner of Ontario, Canada

Reporting Year: 2015 Date Report Completed: 01 / 05 / 2016
MM DD YY

All institutions must return a report to the Office of the Information and Privacy Commissioner (IPC). If no formal written requests for access to records or requests for correction of records of personal information were received, your institution must still complete and return Sections 1 and 2. Institutions that do not file a report will be noted in the IPC Annual Report.

Reporting online is quick and easy. Please email statistics@ipc.on.ca to obtain your username and password.
2013 is the final year that the IPC will accept statistical reports by mail or fax.

SECTION 1: IDENTIFICATION

1.1 Name of Institution Toronto Police Service

Head of Institution

Contact Person/Title Andrew Pringle

Email Address Andrew.Pringle@tpsb.ca

Management Contact

Contact Person/Title Don Bevers

Email Address Donald.Bevers@torontopolice.on.ca

Primary Contact

Contact Person/Title Julie Chollet

Email Address Julie.Chollet@torontopolice.on.ca

Phone No. (416) 808-7848 Fax No. (416) 808-1857

Mailing Address 40 College Street, 4th Floor, Toronto, Ontario

Postal Code M5G 2J3

1.2 Your institution is: (check one)	Separate reports must be filed for each municipality, board, etc.			
Municipal Corporation <input type="checkbox"/>	<input type="checkbox"/>	Board:	School <input type="checkbox"/>	Local Roads <input type="checkbox"/>
Conservation Authority <input type="checkbox"/>	<input type="checkbox"/>		Public Library <input type="checkbox"/>	Planning <input type="checkbox"/>
Electricity Corporation <input type="checkbox"/>	<input type="checkbox"/>		Health <input type="checkbox"/>	Police Services <input checked="" type="checkbox"/>
Transit Commission <input type="checkbox"/>	<input type="checkbox"/>		Local Services <input type="checkbox"/>	
Other Agency, Board, Commission, Corporation or other body designated in the regulations (specify institution type): <input type="checkbox"/>				

<p>SECTION 2: INCONSISTENT USE OF PERSONAL INFORMATION</p> <p>2.1 Whenever your institution uses or discloses personal information in a way that differs from the way the information is normally used or disclosed (an inconsistent use), you must attach a record or notice of the inconsistent use to the affected information. How many such records did your institution attach, if any?</p>	<input data-bbox="1252 394 1323 457" type="text"/>
<p>If your institution received:</p> <ul style="list-style-type: none"> <input type="checkbox"/> No formal written requests for access or correction → please complete and return <u>pages 1 and 2</u>. Thank you. <input type="checkbox"/> Formal written requests for access to records → please continue to Section 3.1 <input type="checkbox"/> Requests for correction of records of personal information only → please complete Section 11 at the back of the report <p>This report can be completed online at https://statistics.icc.on.ca or the completed report can be faxed to us at (416) 325-9195 or mailed to the Office of the Information and Privacy Commissioner of Ontario, Canada, 2 Bloor St. E., Suite 1400, Toronto, ON M4W 1A8.</p>	

SECTION 3: NUMBER OF REQUESTS RECEIVED AND COMPLETED

Enter the number of requests that fall into each category.

	Personal Information	General Records
3.1 New requests received during the reporting year	4781	906
3.2 TOTAL NUMBER OF REQUESTS COMPLETED for the reporting year	4265	780

SECTION 4: SOURCE OF REQUESTS

Enter the number of requests you completed from each source.

	Personal Information	General Records
4.1 Individual/Public	3398	114
4.2 Individual by Agent NEW <i>Optional for 2013, Mandatory for 2014</i>	846	409
4.3 Business	11	41
4.4 Academic/Researcher	0	4
4.5 Association/Group	10	70
4.6 Media	0	78
4.7 Government (All Levels)	0	63
4.8 Other	0	1
4.9 TOTAL REQUESTS (Add boxes 4.1 to 4.8 = box 4.9)	4265	780

Box 4.9 MUST BE EQUAL TO **Box 3.2**

SECTION 5: TIME TO COMPLETION

How long did your institution take to complete all requests for information? Enter the number of requests into the appropriate category.

How many requests were completed in:

	Personal Information	General Records
5.1 30 days or less	2924	477
5.2 31-60 days	638	101
5.3 61-90 days	224	63
5.4 91 days or longer	479	139
5.5 TOTAL REQUESTS (Add boxes 5.1 to 5.4 = box 5.5)	4265	780

Box 5.5 MUST BE EQUAL TO **Box 3.2**

SECTION 6: COMPLIANCE WITH THE ACT

In the following charts, please indicate the number of requests completed, within the statutory time limit and in excess of the statutory time limit, under each of the four different situations:

- A. NO notices issued;
- B. BOTH a Notice of Extension (s.20(1)) and a Notice to Affected Person (s.21(1)) issued;
- C. ONLY a Notice of Extension (s.20(1)) issued; or
- D. ONLY a Notice to Affected Person (s.21(1)) issued.

Please note that the four different situations are mutually exclusive and the number of requests completed in each situation should add up to the total number of requests completed in Section 3.2. (Add boxes 6.3+6.5+6.9+6.12 = box 6.13) and (box 6.13 must equal box 3.2)

A. No Notices Issued

	Personal Information	General Records	
6.1 Number of requests completed within the statutory time limit (30 days) where neither a Notice of Extension (s.20(1)) nor a Notice to Affected Person (s.21(1)) were issued.	2912	473	
6.2 Number of requests completed in excess of the statutory time limit (30 days) where neither a Notice of Extension (s.20(1)) nor a Notice to Affected Person (s.21(1)) were issued.	1299	290	
6.3 TOTAL (Add boxes 6.1 + 6.2 = box 6.3)	4211	763	▶

Personal Information	General Records
4211	763

B. Both a Notice of Extension (s.20(1)) and a Notice to Affected Person (s.21(1)) Issued

	Personal Information	General Records	
6.4 Number of requests completed within the time limit permitted under both the Notice of Extension (s.20(1)) and the Notice to Affected Person (s.21(1)).	0	0	
6.5 Number of requests completed in excess of the time limit permitted by the Notice of Extension (s.20(1)) and/or the time limit permitted by the Notice to Affected Person (s.21(1)).	0	0	
6.6 TOTAL (Add boxes 6.4 + 6.5 = box 6.6)	0	0	▶

Personal Information	General Records
0	0

C. Only a Notice of Extension (s.20(1)) Issued

	Personal Information	General Records		Personal Information	General Records
6.7	7	8			
6.8	10	3			
6.9	17	11	▶	17	11

D. Only a Notice to Affected Person (s.21(1)) Issued

	Personal Information	General Records		Personal Information	General Records
6.10	22	2			
6.11	15	4			
6.12	37	6	▶	37	6

E. Total Completed Requests (sections A to D)

	Personal Information	General Records		Personal Information	General Records
6.13	4265	780	▶	4265	780

SECTION 6a: CONTRIBUTING FACTORS

Please outline any factors which may have contributed to your institution not meeting the statutory time limit.

If you anticipate circumstances that will improve your ability to comply with the Act in the future, please provide details in the space below.

Insufficient permanent staffing continues to be a contributing factor in our ability to meet the statutory time limit. Currently APS has an established strength of 9 Analysts and 1 Clerk with two temporary clerks to provide support, however these clerks are actively seeking permanent positions within the Service. Additionally, unexpected prolonged staff absences further impacted resources and a significant physical disruption to the office environment directly contributed to compliance, specifically during the latter part of 2015.

SECTION 7: DISPOSITION OF REQUESTS

What course of action was taken with each of the completed requests? Please enter the number of requests into the appropriate category.

	Personal Information	General Records	
7.1	All information disclosed	257	117
7.2	Information disclosed in part	2956	382
7.3	No information disclosed	693	168
7.4	No responsive records exist NEW <i>Optional for 2013, Mandatory for 2014</i>	201	72
7.5	Request withdrawn, abandoned or non-jurisdictional	158	41
7.6	TOTAL REQUESTS (Add boxes 7.1 to 7.5 = box 7.6)	4265	780

Box 7.6 MUST BE GREATER THAN OR EQUAL TO Box 3.2

SECTION 8: EXEMPTIONS & EXCLUSIONS APPLIED

For the **TOTAL REQUESTS WITH EXEMPTIONS/EXCLUSIONS/FRIVOLOUS OR VEXATIOUS REQUESTS**, how many times did your institution apply each of the following? (More than one exemption may be applied to each request.)

		Personal Information	General Records
8.1	Section 6 — Draft Bylaws, etc.	0	0
8.2	Section 7 — Advice or Recommendations	0	0
8.3	Section 8 — Law Enforcement*	706	65
8.4	Section 8(3) — Refusal to Confirm or Deny	0	0
8.5	Section 8.1 — <i>Civil Remedies Act, 2001</i>	0	0
8.6	Section 8.2 — <i>Prohibiting Profiting from Recounting Crimes Act, 2002</i>	0	0
8.7	Section 9 — Relations with Governments	11	1
8.8	Section 10 — Third Party Information	0	1
8.9	Section 11 — Economic/Other Interests	0	1
8.10	Section 12 — Solicitor-Client Privilege	0	0
8.11	Section 13 — Danger to Safety or Health	0	0
8.12	Section 14 — Personal Privacy (Third Party)**	N/A	396
8.13	Section 14(5) — Refusal to Confirm or Deny	9	2

- 8.14 Section 15 — Information Soon to be Published
- 8.15 Section 20.1 — Frivolous or Vexatious
- 8.16 Section 38 — Personal Information (Requester)
- 8.17 Section 52(2) — Act Does Not Apply***
- 8.18 Section 52(3) — Labour Relations & Employment Related Records
- 8.19 Section 53 — Other Acts
- 8.20 **TOTAL EXEMPTIONS** (Add boxes 8.1 to 8.19 = box 8.20)

6	5
1	0
2840	N/A
343	59
2	9
1	1
3919	540

*not including Section 8(3)
 **not including Section 14(5)
 *** not including Section 52(3)

SECTION 9: FEES

Did your institution collect fees related to requests for access to records?

	Personal Information	General Records	TOTAL
9.1 Number of requests where fees other than application fees were collected	260	60	320
9.2.1 Application fees collected	\$23900.00	\$ 4530.00	\$ 28430.00
9.2.2 Additional fees collected	\$ 2463.90	\$ 1975.60	\$ 4439.50
9.2.3 TOTAL FEES (Add boxes 9.2.1 + 9.2.2 = box 9.2.3)	\$26363.90	\$ 6505.60	\$32869.50
9.3 TOTAL DOLLAR AMOUNT OF FEES WAIVED	\$ 7036.10	\$ 1306.70	\$ 8342.80

SECTION 10: REASONS FOR ADDITIONAL FEE COLLECTION

Enter the number of requests for which your institution collected fees other than application fees that apply to each category.

	Personal Information	General Records	TOTAL
10.1 Search time	N/A		
10.2 Reproduction			
10.3 Preparation	N/A		
10.4 Shipping	N/A		
10.5 Computer costs			
10.6 Invoice costs (and others as permitted by regulation)	N/A		
10.7 TOTAL (Add boxes 10.1 to 10.6 = box 10.7)	N/A	N/A	N/A

SECTION 11: CORRECTIONS AND STATEMENTS OF DISAGREEMENT

Did your institution receive any requests to correct personal information?

		Personal Information	
11.1	Number of correction requests received	11	
11.2	Correction requests carried forward from the previous year	0	
11.3	Correction requests carried over to next year	9	
11.4	TOTAL CORRECTIONS COMPLETED [(box 11.1 + box 11.2) – box 11.3 = box 11.4]	2	Box 11.4 MUST EQUAL Box 11.9

What course of action did your institution take regarding the requests to correct personal information that were received?

		Personal Information	
11.5	Correction(s) made in whole	0	
11.6	Correction(s) made in part	1	
11.7	Correction requests refused	1	
11.8	Correction requests withdrawn by requester	0	
11.9	TOTAL (Add boxes 11.5 to box 11.8 = box 11.9)	2	Box 11.9 MUST EQUAL Box 11.4

In cases where correction requests were denied, in part or in full, were any statements of disagreement attached to the affected personal information?

11.10 Number of statements of disagreement attached:

If your institution received any requests to correct personal information, the *Act* requires that you send any person(s) or body who had access to that information in the previous year notification of either the correction or the statement of disagreement. Enter the number of notifications sent, if applicable.

11.11 Number of notifications sent:

Thank you for your co-operation.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 24, 2016**

#P41. ANNUAL REPORT: 2016 ORGANIZATIONAL CHART

The Board was in receipt of the following report January 29, 2016 from Mark Saunders, Chief of Police:

Subject: ORGANIZATIONAL CHART

Recommendation:

It is recommended that the Board approve the new organizational chart for the Service.

Financial Implications:

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

Background/Purpose:

At its meeting on January 25, 2001, the Board requested that all organizational charts be submitted on an annual basis (Min. No. P5/01 refers).

At its meeting on January 21, 2015, the Board approved a new organizational chart (Min. No. P18/15 refers).

The purpose of this annual report is to request three amendments to the current organizational chart.

Discussion:

The amendments are requested for the following reasons:

1. Relocation of Unit - The Business Intelligence & Analytics Unit (BI) will no longer be a stand-alone unit within Operational Support Services and will become a sub-unit of Strategy Management (STM). The BI unit is responsible for the strategic management of operations by providing the information, tools, and resources necessary to operate an effective analytical reporting system and to provide timely crime analysis. This supports the functions of STM to define, develop and realize the strategic priorities of the Service. In addition, as a sub-unit of STM which reports directly to the Chief of Police, this will allow for faster turnaround for analysis requests by the Chief and Command.

2. Dissolution and Re-Alignment of Unit - As part of the Chief's Internal Organizational Review, a review of the business processes and mandate of the Video Services Unit (VSU) was undertaken to determine the most economically effective and efficient structure in terms of workflow and decision making. As a result of the review, it was determined that the dissolution of VSU and the re-alignment of the various sections was appropriate to better reflect the core functions and responsibilities of the unit.

The Video Production section responds to events to film and produce corporate videos/messaging which is similar to the mandate of Corporate Communications. Therefore, Video Production will fall under the purview of Corporate Communications to consolidate the mandate under one unit.

The major function of the Video Evidence section is the movement, processing, and management of video evidence for court. The Property and Evidence Management Unit specializes in the storage and management of all other evidence. Therefore, the functions of the Video Evidence section will fall under the purview of the Property and Evidence Management Unit.

3. Name Change – The Property and Evidence Management Unit has been renamed to the Property and Video Evidence Management Unit to accurately reflect the functions and mandate of this unit (as outlined above).

Conclusion:

In summary, this report provides the Board with the Service's new organizational chart for approval.

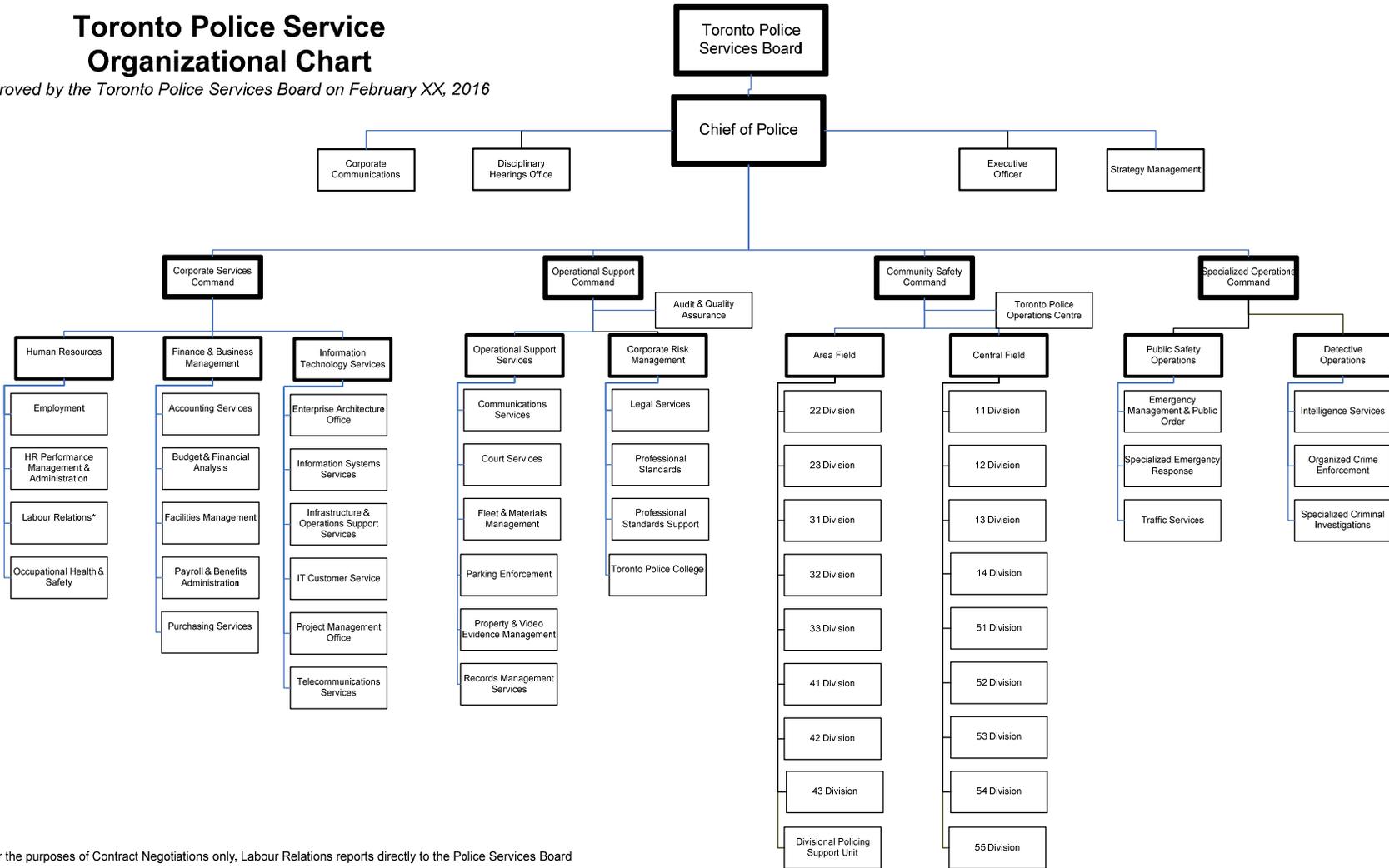
Deputy Chief Peter Sloly, Operational Support Command, will be in attendance to answer any questions that the Board may have regarding this report.

The Board approved the foregoing report.

Moved by: C. Lee

Toronto Police Service Organizational Chart

Approved by the Toronto Police Services Board on February XX, 2016



* For the purposes of Contract Negotiations only, Labour Relations reports directly to the Police Services Board

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 24, 2016**

**#P42. RATIFICATION OF BOARD DECISION: SINGLE-SOURCE
PURCHASE OF SERVICE - KPMG**

The Board was in receipt of the following report February 23, 2016 from Andy Pringle, Chair:

Subject: Ratification of Board Decision:
 Single-Source Purchase of Service – KPMG LLP

Recommendation:

It is recommended that the Board ratify the decision made by a quorum of the Board on February 23, 2016 to approve the retention of KPMG LLP, on a single-source basis, with regard to services that are outlined in the attached report.

Financial Implications:

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

Background/Purpose:

On February 23, 2016, an email communication was sent to the Board recommending the approval of a report related to the retention of KPMG LLP, on a single-source basis, to provide assistance to the Task Force that was created following the receipt of the report: *Opportunities for the Future for the Board's Consideration*.

The Board was asked to consider the retention of KPMG – via an e-poll – so that work could commence as soon as possible in order to meet the timelines established by the Board .

Discussion:

On February 23, 2016, a quorum of the Board approved my report. A copy is attached as Appendix A.

Conclusion:

It is, therefore, recommended that the Board ratify the decision made by a quorum of the Board on February 23, 2016.

The Board approved the foregoing report.

Moved by: C. Lee

February 19, 2016

To: Members
Toronto Police Services Board

From: Andy Pringle
Chair

Subject: SINGLE SOURCE PURCHASE OF SERVICE - KPMG LLP

Recommendations:

It is recommended that:

1. The Board approve the retainer of KPMG LLP, on a single-source basis, in accordance with the terms set out in the proposal, dated February 19, 2016, appended to this report;
2. The Board, as an exception to its policy governing the Special Fund, approve an amount not to exceed \$265,000.00, exclusive of tax and disbursements, to cover the cost of the engagement of KPMG; and,
3. The Chair be authorized to enter into an agreement with KPMG, subject to approval as to form by the City Solicitor.

Financial Implications:

The balance of the Special Fund as of January 25, 2016 is \$1,955,172.00. The cost of the KPMG LLP retainer will not exceed \$265,000.00, exclusive of taxes and disbursements. KPMG will absorb the first \$13,000.00 of disbursements but, should disbursements exceed this amount, the Board will be responsible for those costs.

Background/Purpose:

At its public meeting on December 17, 2015, the Board received a report prepared by KPMG LLP entitled: *Opportunities for the Future for the Board's Consideration*. (Min. P300/15).

At that time, the Board approved a number of motions, including:

2. THAT the Board create a Task Force, to be jointly chaired by the Chair and the Chief and whose membership may include a maximum of 12 TPS members and external subject matter experts, to review and study all of the reports over the last five years dealing with organizational change and potential efficiency measures to determine how best to modernize the structure and service delivery of the TPS and to deliver our services more efficiently and more effectively;

3. THAT the Board direct the Task Force to report back to the Board with an interim report in June 2016 including recommendations arising from the interim report, with a subsequent report and additional recommendations to follow in December 2016;

Discussion:

I have been working in consultation with the Chief of Police to establish the membership and mandate of the Task Force established by the Board. It is my recommendation that, in order to meet the timelines established by the Board, professional project management skills must be applied to the work of the Task Force from the outset. I believe that KPMG LLP, with subject matter expertise acquired during the preparation of its *Opportunities for the Future for the Board's Consideration* report, and with its credentials in project management as outlined in the attached proposal, is uniquely prepared and positioned to provide this critical assistance to the Task Force. Given KPMG's background and experience, no lead or preparation time will be required for its consultants to support the Task Force, allowing this important work to commence immediately.

Single-source procurement

The Toronto Police Services Board Financial Control By-Law No. 147, as amended, establishes the requirements to which the Board and the Service must adhere in their procurement processes.

"*Single sourcing*" is defined in the By-law as the procurement of goods or services from a particular vendor rather than through an open solicitation of bids from other vendors who can provide similar items.

Purchasing procedures require that goods/services typically be obtained through a competitive process, and both Board and the Service are committed to keeping single source purchases to an absolute minimum. However, the By-law recognizes that there are situations where goods/services must be single or sole-sourced. These types of procurements are managed through a formal procedure that is overseen by the Manager, Purchasing Services, and require proper justification and approval before a commitment is made.

Single source purchases may be justified:

- in emergency situations;
- when the vendor has proprietary rights to a product or service;
- for situations where confidentiality is a requirement in order to do business with the Board or the Service;
- where a product is required to match existing equipment;
- for purchases where health and safety concerns exist;
- where there are time constraints associated with making a purchase;
- where there is scarcity of supply in the market; and
- to avoid violating warranties and guarantees where service is required for a good that already exists in the organization.

In my view, the time constraints involved in the Task Force's work and the unique subject matter expertise of KPMG justify a single source purchase of service in this instance.

Use of the Special Fund

In terms of the cost of the recommended retainer, neither the Board nor the Service requested funds for the Task Force in the 2016 operating budget request. Consequently, I am recommending that, rather than requesting that the City increase its funding of the Board in 2016, the Board authorize an exception to its Special Fund policy to permit the expenditures related to the KPMG retainer to be borne by the Special Fund. There is precedent for this type of exception, given that a portion of the cost of the preparation of the report by Justice Morden into the G20 was covered by the Special Fund.

The Special Fund policy, which is appended to this report, states at item 11 on page 4 that “[t]he Board, on a case-by-case basis, may consider exceptions to this policy. Exceptions must be clearly stated in the Board report requesting funding.”

Conclusion:

I recommend that the Board approve the retainer of KPMG LLP, on a single-source basis, in accordance with the terms set out in the proposal appended to this report; that the Board, as an exception to its policy governing the Special Fund, approve an amount not to exceed \$265,000.00, exclusive of tax and disbursements, to cover the cost of the engagement of KPMG; and, that the Chair be authorized to enter into an agreement with KPMG subject to approval as to form by the City Solicitor.

Respectfully submitted,

Andy Pringle
Chair

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TORONTO POLICE SERVICES BOARD

SPECIAL FUND

DATE APPROVED	November 4, 1993	Minute No: P624/93
DATE(S) AMENDED	May 1, 2000 January 25, 2007 May 21, 2009 November 15, 2010 February 16, 2012 March 27, 2013	Minute No: P156/00 Minute No: P32/07 Minute No: P149/09 Minute No: P292/10 Minute No: P44/12 Minute No: P73/13
DATE REVIEWED	May 12, 2005 November 15, 2010 March 27, 2013	Minute No: P157/05 Minute No: P292/10 Minute No: P73/13
REPORTING REQUIREMENT	Quarterly unaudited financial reports Annual Procedural Audit Chair to report annually on requests authorized by Chair and Vice Chair Program evaluation report	
LEGISLATION	<i>Police Services Act</i> , R.S.O. 1990, c.P.15, as amended, ss. 31(1)(c), 132(2).	
DERIVATION		

Section 132(2) of the *Police Services Act* establishes that the Toronto Police Services Board has the sole authority for spending the proceeds from the sale of property which lawfully comes into the possession of the police service. The *Act* stipulates that "the Chief of Police may cause the property to be sold, and the Board may use the proceeds for any purpose that it considers in the public interest."

It is the policy of the Toronto Police Services Board with respect to the approval of expenditures from the Special Fund that expenditures will fall within one of the following six categories:

1. Community Outreach

Initiatives supporting community-oriented policing that involve a co-operative effort on the part of the Toronto Police Service and the community.

- a. Initiatives benefiting children and/or youth and/or their families. Initiatives must involve members of the Toronto Police Service. For example, the project must reduce the need for

- policing intervention or strengthen the relationship between police and the community, particularly with marginalized youth; and
- b. Initiatives addressing violence prevention or prevention of repetition of violence or the root causes of violence. Initiatives must involve members of the Toronto Police Service.

2. Awards and Recognition Programs

Expenditures related to recognition of the work of Board Members, Toronto Police Service members, auxiliary members, other volunteers and school crossing guards.

- a. The Chair and the Vice Chair have been granted standing authority to approve expenditures from the Special Fund for costs associated with the Board's awards and recognition programs; and
- b. The Chair is required to report to the Board annually, all approved requests.

3. Toronto Police Amateur Athletic Association

Funding to offset the expenses of members participating in Toronto Police Amateur Athletic Association ("TPAAA") sponsored events and competitions

- a. The Special Fund will be used for funding the TPAAA sponsored sporting events and competitions to a maximum of \$200.00 per member, per event;
- b. The Chair and the Vice Chair have been granted standing authority to approve these requests; and
- c. The Chair is required to report to the Board annually, all approved requests.

4. Fitness Facilities

Shared funding of fitness equipment for police facilities.

- a. The Board will offset the cost of equipment located in police facilities;
- b. To offset the cost of equipment for fitness facilities, and, as referenced in the collective agreement, the Board will endeavour to obtain the maximum amount of government funding possible. The balance of the cost will be shared according to the Board's current policy: 1/3 payable by the Board; 1/3 payable by the TPAAA (assuming that the TPAAA agrees) and 1/3 payable by the members;
- c. The Chair and the Vice Chair have been granted standing authority to approve these requests; and
- d. The Chair is required to report to the Board annually, all approved requests.

5. Consultative Committees

In accordance to the Board's Community Consultative Groups Policy, the Board will provide an annual contribution to each of the following:

- a. Divisional and Traffic Services Community Policing Liaison Committee
- b. Chief's Consultative Committees

- c. Chief's Advisory Council
- d. Chief's Youth Advisory

6. Victim Services Toronto

The Board will provide an annual contribution to Victim Services Toronto of up to \$25,000:

- a. The Chair and Vice Chair have been granted standing authority to approve this request;
- b. Victim Services Toronto will submit an annual report outlining its activities for the year in which funding was received; and
- c. Should Victim Services Toronto wish to apply for an amount above \$25,000 the request must be submitted in writing for consideration by the Board subject to a satisfactory annual report.

Application Assessment Criteria

Requests for funding will be evaluated according to the following criteria:

- a. Falls within one of the six delegated categories;
- b. Proposes clear, measurable objectives and benefits;
- c. Involves both community partners and the Toronto Police Service;
- d. Clearly indicates how funded initiatives will be evaluated;

- e. Where appropriate, applicants must indicate how they propose to sustain the initiative after Board funding has been utilized; and
- f. Provides evidence of management and fiscal responsibility with respect to funds granted by the Board.

Application Procedures

Request for funding must be made in writing, signed and forwarded to the Chair of the Toronto Police Services Board.

In addition to the requirements stated in the Application Assessment Criteria section, requests must include:

- a. Project/initiative mandate
- b. Budget
- c. Timelines for completion
- d. One or more letters of endorsement

Assessment Procedures

Requests for funding will be forwarded to the Board's regular monthly meeting for consideration, with a recommendation from the Chair, based on assessment of the request for completeness, accuracy and compliance with this policy.

Applications not complying with this policy will be deemed incomplete and will not be forwarded to the Board for consideration.

Administration

It is the policy of the Toronto Police Services Board with respect to the administration of the Special Fund that:

1. All approval of funding is subject to the availability of funds as outlined in this policy;
2. All requests for funding with the exception of initiatives that have been granted standing authority, will be considered as part of the Board's public agenda;
3. The Board will not commit to recurring donations or to the on-going funding of particular initiatives/projects. The approval of funding for a particular purpose will not be considered as a precedent which binds the Board;
4. The Special Fund will not support retroactive funding of events that have already taken place;
5. The Special Fund must maintain a minimum balance of \$150K (one hundred and fifty thousand) in order to meet its corporate recognition obligations;

6. Recipients of funding will be advised that as a condition of receiving funds, they must file a report that accounts for and evaluates the effectiveness of the event or project which was funded, the use of the funds and, further, they must return any unexpended monies;
7. Recipients of funding must provide this report to the Board within 60 days of the conclusion date noted in their application;
8. All unaudited expenditures will be reported to the Board on a quarterly basis. Expenditures will be compared to the Fund balance;
9. The Special Fund will be audited by independent external auditors annually;
10. The cost of auditing the Special Fund will be borne by the Special Fund; and
11. The Board, on a case-by-case basis, may consider exceptions to this policy. Exceptions must be clearly stated in the Board report requesting funding.



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To	Andrew Pringle Chair, Toronto Police Services Board	Date	February 19, 2016
From	Ian McPherson Principal, Advisory Services, KPMG	Ref	Letter of Engagement – TPSB Coaching & Advisory Support

Dear Chair Pringle:

We are pleased to be once again be engaged by the Toronto Police Services Board (“TPSB” or “Client”), as the body responsible for overseeing the Toronto Police Service (TPS), to provide coaching and strategic advisory support as you embark on a program of modernization.

At your request, the purpose of this memo is to provide a brief overview of the terms of reference of our engagement with the TPSB, including our mandate, role, and activities involved throughout the period of engagement. Our formal legal Letter of Engagement is attached herein.

Scope of Services

From our discussions with you, we understand that the TPSB and TPS has a Transformational Task Force (TTF) to explore opportunities – including, but not limited to, those identified through past internally and externally-conducted reports regarding the TPS -- to find sustainable efficiencies in the delivery of policing to the City of Toronto.

Our Mandate

The TPSB requests that KPMG LLP (KPMG) act as an **independent coach, challenge mechanism and strategic advisor** to support the TTF and TPSB in the identification of quick wins and tangible efficiencies for further exploration by the Task Force by the end of June 2016 to progress against its mandate of developing and recommending a modernized policing model for the City of Toronto that is innovative, sustainable and affordable.

Our Role

KPMG LLP (KPMG) will act as a **coach, challenge mechanism and strategic advisor** to support the TPSB in the identification of quick wins and tangible efficiencies for further exploration by the Task Force by the end of June 2016.

KPMG will do this by acting as a challenge mechanism to the TTF by bringing our experience in transformational change, knowledge of demonstrated methodologies and analysis, and both global and North American leading practice in policing to bear.

Specifically, through active participation at Task Force meetings and, as required, dedicated sessions, KPMG will:

- 1 Provide independent advice to the TTF and challenge the group to make sure they are asking the right questions of the Task Force and its leadership.
- 2 Coach and challenge the TPSB, Chair of the Board, and the TTF in the:
 - Identification of opportunities to improve efficiency and the required analysis to be undertaken. Specifically, this includes coaching and challenge with respect to:
 - The exploration of opportunities for alternative service delivery of identified non-core functions and opportunities to find greater efficiency through process, resource or structural change of core police function;
 - The evaluation of opportunities identified in previous TPS reviews (both internal and external), so that all previous associated recommendations and implications are considered and, if appropriate, net new opportunities identified as part the TTF's analysis and review.
 - Tools and knowledge required to support and enable the success of a modernization program of this size. This includes:
 - Developing program management skills and understanding;
 - Methodologies;
 - Key stakeholder consultation (internal and external);
 - Communications; and

- Change Management

- 3 Provide independent, critical view to the TTF throughout the review process.
- 4 Act as an interpreter of our recent report "Opportunities for the Future", presented to the Board in December 2015, to support, guide and coach TTF members in their analysis.

We will do this through five key focus areas as described in the formal Letter of Engagement.

Deliverables – Responsibility of TPSB

As previously mentioned and as confirmed during our discussions with you, as the coach and strategic advisor to the Task Force, our work will not involve the conventional consulting services of analysis or written reports. KPMG will not produce or develop as deliverables any analytics, research, recommendations or reports produced during this engagement. These will be led by, and the responsibility of, the Task Force.

Timelines

We expect to support the TPSB and TTF as a coach and advisor through the entirety of this engagement period from mid-February and to the end of June 2016.

Fees

We estimate that our professional fee will be **\$265,000** plus HST and includes our routine out-of-pocket expenditures. At the outset of the engagement, we will refine our approach with you to identify where our time is best spent to extract the most value for the TPSB, assign our resources accordingly, and obtain your approval prior to moving ahead.

Mr. Chair, on behalf of the KPMG team, we look forward to once again working with the TPSB and to acting as a coach, sounding board, and challenge mechanism to the Task Force as you embark on this significant, yet exciting, program of modernization. For more detailed information on any of the above elements, please refer to the full Letter of Engagement.

Yours sincerely,



Ian McPherson, Principal, Advisory Services

Enclosures:

KPMG Letter of Engagement - TPSB Coaching & Advisory Support
Appendix A - Standard Terms and Conditions for Advisory and Tax Services

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 24, 2016**

#P43. APRIL 2016 – BOARD MEETING

In response to a request to change the date for the April 2016 Board meeting, the Board agreed to move the date from April 14, 2016 to April 20, 2016.

Moved by: K. Jeffers

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 24, 2016**

#P44. *IN CAMERA* MEETING – FEBRUARY 24, 2016

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

The following members attended the in-camera meeting:

Mr. Andrew Pringle, Chair
Mr. Chin Lee, Councillor & Vice-Chair
Dr. Dhun Noria, Member
Ms. Marie Moliner, Member
Ms. Shelley Carroll, Councillor & Member
Mr. Ken Jeffers, Member

Absent: Mr. John Tory, Mayor & Member

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 24, 2016**

#P45. ADJOURNMENT

Andy Pringle
Chair