



The following *draft* Minutes of the meeting of the Toronto Police Services Board held on December 17, 2009 are subject to adoption at its next regularly scheduled meeting.

The Minutes of the meeting held on November 19, 2009, previously circulated in draft form were approved by the Toronto Police Services Board at its meeting held on December 17, 2009 with the exception of Min. No. P322/09 with regard to Funds for R.I.D.E. and Min. No. P325/09 with regard to the North Etobicoke Field of Dreams which were amended.

Details of the amendments are noted in the Minutes.

MINUTES OF THE PUBLIC MEETING of the Toronto Police Services Board held on **DECEMBER 19, 2009** at 1:30 PM in Committee Room 1, Toronto City Hall, Toronto, Ontario.

PRESENT: Ms. Pam McConnell, Councillor & Acting Chair
Ms. Judi Cohen, Member & Acting Vice Chair
Mr. Frank Di Giorgio, Councillor & Member
Mr. Hamlin Grange, Member
The Honourable Hugh Locke, Q.C., Member
Mr. Adam Vaughan, Councillor & Member

ABSENT: Dr. Alok Mukherjee, Chair

ALSO PRESENT: Mr. William Blair, Chief of Police
Mr. Albert Cohen, 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 DECEMBER 17, 2009**

**#P334. TORONTO POLICE SERVICES BOARD - 2010 OPERATING BUDGET
SUBMISSION**

The Board was in receipt of the following report November 30, 2009 from Alok Mukherjee, Chair:

Subject: 2010 OPERATING BUDGET SUBMISSION OF THE TORONTO POLICE SERVICES BOARD

Recommendations:

It is recommended that:

- 1) the Board approve a 2010 net Operating Budget request of \$2,347,800, a 2.0% increase over the 2009 net approved budget;
- 2) the Board forward a copy of this report to the City's Deputy City Manager and Chief Financial Officer for information, and
- 3) the Board forward a copy of this report to the City Budget Committee for approval.

Background:

In accordance with Section 39(1) of the Police Services Act, the Board is required to:

...submit operating and capital estimates to the municipal council that will show, separately, the amounts that will be required, (a) to maintain the police force and provide it with equipment and facilities; and (b) to pay the expenses of the board's operation other than the remuneration of board members.

This report addresses part (b) of the above noted; however, it has been the practice of the Board to include the remuneration of board members in its budget request.

The following is a summary of the 2010 operating budget request for the Toronto Police Services Board (in thousands).

Salaries/Benefits	\$909,300
Supplies/Equipment	10,900
Services	<u>1,427,600</u>
TOTAL NET REQUEST	\$2,347,800

Salaries/Benefits

The budget request includes funds to maintain the Board's staff complement of 7 full time civilian members.

In addition, funds are included for the remuneration of the Board's full time Chair and honouraria and per diem payments for the citizen appointees to the Board. The remuneration rates for board members is established by City of Toronto Council.

Supplies/ Equipment

There is a 21% decrease over the 2009 budget.

Services

Within this account grouping there is an increase of 1.2% over the 2009 budget. Key elements of the professional services accounts area are as follows:

\$600,000 Contribution to a Reserve for Costs of Independent Legal Advice

This amount is the same as the 2009 budget; however, given the 2009 projected year-end actual of \$963,000 there is a substantial risk that this account may be over-spent.

This budget is required to deal with anticipated grievances, arbitration and other labour relations proceedings in 2010. From time to time, the Board may require legal advice independent of the advice provided by City Legal and of the labour relations legal advice provided by our contracted labour relations legal firm, Hicks Morley. It is very difficult to establish a budget in this area as the Board cannot necessarily forecast the number, scope or complexity of legal proceedings.

The Toronto Police Services Board cannot predict or control the number of grievances filed or referred to arbitration. The bargaining units have a right to bring matters to hearing, and the Board is responsible for bearing half of the arbitrator's fees and costs in addition to the costs of its own legal counsel for preparation and attendance at the hearings. Failure to defend grievances would result in an award whether the matter has merit or not. Since most grievances deal with human rights, employee discipline (including termination), the exercise of managerial rights and authority to direct the workforce, the implications of allowing these grievances to be unchallenged would be substantial, in both operational impact and financial impact.

\$680,000 for City Legal Chargeback

This amount is the same as the 2009 budget. City Council has directed that the cost of work performed by the City Legal Department be charged back to the Police Services Board. City Legal provides day to day legal advice to the Board, including policy development, contract management and may represent the Board in civil actions, human rights complaints, at Coroner's inquests and at various inquiries. The requested amount is equal to the Inter-Departmental Chargeback (IDC) reflected in the Legal Services budget at the City of Toronto.

\$35,000 for “Funding for Success” initiative

In 2005, the Board approved entering into a partnership, known as “Funding for Success”, with several other GTA police services boards. The proposal required a multi-year commitment of funds from each participating police board to contribute to a pool of funds intended to advance the ability of the Boards to deliver police service in as cost-effective a manner as possible. The objective of the proposal is to develop concrete measures to allow Boards to respond strategically and tactically to the increase of costs in the police sector through measures such as: collective bargaining strategies, pooling of resources to more efficiently deliver services, and introducing or mitigating the impact of new legislation at both the provincial and federal level. A first report, designed to better prepare Board for collective bargaining was delivered to the Board. An update report was prepared in late 2008 and, again, in late 2009. It is anticipated that this initiative will continue in 2010.

Summary

The Board’s 2010 operating budget request of \$2,347,800 represents a 2.0% increase over the 2009 budget.

Ms. Joanne Campbell, Executive Director, discussed this report with the Board.

The Board approved the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2009**

**#P335. TORONTO POLICE SERVICE - 2010 OPERATING BUDGET
SUBMISSION**

The Board was in receipt of the following report December 10, 2009 from William Blair, Chief of Police:

Subject: 2010 OPERATING BUDGET REQUEST FOR THE TORONTO POLICE
SERVICE

Recommendations:

It is recommended that:

- (1) the Board approve the 2010 net operating budget request of \$896.2 million (M), an increase of \$41.4M, or 4.8% over the 2009 approved net operating budget;
- (2) the Board approve the addition of two civilian positions and deletion of two uniform positions, for a revised civilian establishment of 2,056 and uniform establishment of 5,576;
- (3) the Board forward a copy of this report to the City's Deputy City Manager and Chief Financial Officer for information; and
- (4) the Board forward a copy of this report to the City Budget Committee for approval.

Financial Implications:

The Toronto Police Service's 2010 operating budget request is \$896.2M net (\$961.8M gross). This is an increase of \$41.4M (4.8%) over the approved 2009 net operating budget of \$854.8M.

A summary of the Service's 2010 net operating budget request is provided in Table 1. The 2010 cost-of-living (COLA) increase, other salary obligations resulting from the collective agreements (e.g., reclassifications, increments), increased pension plan (OMERS) and statutory deductions such as Employment Insurance (EI), Canada Pension Plan (CPP), represent \$35.9M or 87% of the 4.8% total year-to-year increase. The remaining \$5.5M increase (or 13% of the total increase) is required for expenses such as contributions to reserves, caretaking, maintenance, utilities, gasoline, clothing and other costs.

Table 1 - 2010 Budget Request Summary

	\$Ms	% Increase over 2009 Total Budget
2009 Approved Net Budget	\$854.8	
Cost-of-living, as per Collective Agreements	\$27.2	3.2%
Other Collective Agreement impacts (e.g., reclass'n, medical, dental)	\$4.9	0.6%
Pension and statutory deductions impacts (EI, CPP, OMERS)	\$3.8	0.4%
Other impacts	\$5.5	0.6%
2010 Net Budget Request	\$896.2	4.8%

Background/Purpose:

This report provides the Board with information on the Service's 2010 net operating budget request for consideration and approval. The budget request is the result of detailed reviews conducted by both the Service and the Board's Budget Sub-Committee, and reflects the level of funding required to deliver adequate and effective public safety services to the City of Toronto in 2010.

Information on the 2010 operating budget request is provided within the following categories.

- Service Priorities and Continuous Improvement Initiatives
- Key Crime and Other Indicators
- City Guidelines
- 2010 Operating Budget Development Process
- 2010 Operating Budget Request

Discussion:

Service Priorities and Continuous Improvement Initiatives:

The Service's priorities, as outlined in the 2009-2011 business plan, are summarized below and serve as the backdrop to the development of the 2010 operating budget:

- Focusing on Child & Youth Safety
- Focusing on Violence Against Women
- Focusing on People with Distinct Needs
- Targeting Violence, Organized Crime, and Gangs
- Delivering Inclusive Police Services
- Addressing Community Safety Issues
- Ensuring Pedestrian and Traffic Safety

Managing for value has and will continue to be promoted across the Service to ensure the greatest return is provided on the City's investment in public safety. To this end, the Service is continually looking for ways to improve the delivery of policing and support services, as well as management practices. Provincial funding has also been leveraged to ensure we are able to continue the Toronto-Anti Violence Intervention Strategy (TAVIS), including the placement of

dedicated School Resource Officers in various high schools. Federal funding from the Police Officer Recruitment Fund (PORF) has provided funding for 38 officers as the first phase to implementing a dedicated policing unit for the City's transit system. TPS Links, a public communication system that delivers voice and text messages about road closures, crime or missing person alerts, crime prevention tips and emergency situations to residences or cell phones, was introduced in 2009. The Operational System Support Group (OSSG) has been established to analyze and improve key business processes, and assist in the development of a new records management system to satisfy front-line and management information requirements.

Key Crime and Other Indicators:

Seven major crime indicators are used as a key barometer of crime within the City. Table 2 indicates that major crime is down in every category, and that overall crime has decreased by 10% in 2009, compared to 2008 (as of October 31, 2009).

Offence	2007		2008		2009	
	% chg	Total	% chg	Total	% chg	Total
Murder	18%	72	-14%	62	-27%	45
Sexual Assault	-4%	1,344	1%	1,358	-12%	1,199
Assault	-2%	15,971	-4%	15,285	-8%	14,112
Robbery	1%	3,848	-5%	3,667	-4%	3,536
Break and Enter	-8%	8,746	-11%	7,803	-9%	7,107
Auto Theft	-3%	7,185	-22%	5,597	-20%	4,486
Theft Over	-4%	906	-7%	841	-12%	740
Total	-3%	38,072	-9%	34,613	-10%	31,225

Table 2: Seven Major Crime Indicators

Provincial Offences Tickets are down by 1.7% when compared to 2008. Calls for service have decreased marginally in 2009 compared to 2008 (1.0%), overall arrests are down 3.7%, and investigated public complaints have increased by 5.0%. As of October 31, 2009, the City has experienced 11 fewer fatal vehicle collisions and three fewer pedestrian/cyclist fatalities, when compared to the same period in 2008.

City Guidelines:

Each year the City issues general guidelines for budget development. The 2010 guidelines provided to City departments as well as Agencies, Boards and Commissions include the following general principles:

- Control expenditures through cost saving measures beginning immediately;
- Focus on implementing existing priorities within the base budget, and introduce no new initiatives;
- Achieve operating budget reduction targets of 5% of the 2009 Net Operating Budget in each of 2010 and 2011;
- Review all services and service levels for efficiencies, conformance to approved standards, and relevance; and
- Maintain 2009 gapping rates for both 2010 and 2011, and review all vacancies.

2010 Operating Budget Development Process:

The development of the Service's 2010 operating budget commenced with specific instructions to all Service units to only consider increases if absolutely necessary (i.e., increases that are contractual in nature, a result of annualization, or an impact from the implementation of an approved capital project). Requests for new initiatives were not to be put forward unless they resulted in a net benefit to the Service, by saving money, avoiding cost increases, increasing the efficiency and cost effectiveness of existing resources, or mitigating a significant risk. No requests for new staff were to be considered.

The Service develops its budget from a zero starting point wherever possible. A zero-based approach is used to develop all salary budgets, based on existing staff, approved staffing levels for both uniform and civilian positions, and anticipated attrition, hiring, leaves, etc. Salary-related benefits are calculated according to standard formulae, and estimates for accounts such as consulting services, maintenance services, equipment, and training and development, where the need and funding level required could change from year to year, are zero based. The remaining portion of the budget is developed based on historical actual experience, need and current information.

The Service's budget development and review process ensures that the budget request is fiscally responsible and addresses service demands. The 2010 funding requirements have been prepared by the respective Command areas, and reviewed in detail by each respective Command Officer and the Service's Budgeting and Control unit. The overall funding request and key line item information (increases and decreases) were then presented to, reviewed and approved by the Chief and Command.

In addition to the Service's internal budget review process, and consistent with previous years, the Board's Budget Sub-Committee (BSC) was provided with a line-by-line budget request and completed a detailed review of each program budget, as well as centralized accounts, over a series of five meetings. The Board also sought input from the community with respect to the proposed 2010 operating budget, by posting the Service's preliminary budget request and detailed program information on the Board's website.

The Service's initial 2010 request represented a 5.2% increase over 2009. As a result of discussions at the BSC and preliminary meetings with City staff, as well as more up-to-date information, the initial 2010 request has been reduced by \$2.8M, resulting in a revised increase of \$41.4M or 4.8% over 2009. This reduction has been achieved through a: \$0.1M reduction in salaries (based on a revised Human Resource strategy); \$0.3M reduction in premium pay; \$0.5M reduction in legal costs (potential costs to be managed through Legal Reserve); \$1.8M reduction in funding related to G8/G20 summit (potential funding to be provided for corporately by the City); and \$0.1M reduction to various other accounts.

2010 Operating Budget Request:

The 2010 net operating budget request of \$896.2M includes the funding required to maintain an average deployed strength of 5,576 officers, as well as services and equipment required to effectively support operations. Funding levels in the various non-salary accounts have been adjusted to reflect historical spending patterns and justified need, and one-time costs incurred in the previous year have been eliminated. Revenue accounts, including grants and cost recoveries, have been maximized wherever possible, within the limits of the Municipal Act.

Breakdown of 2010 TPS Budget Request

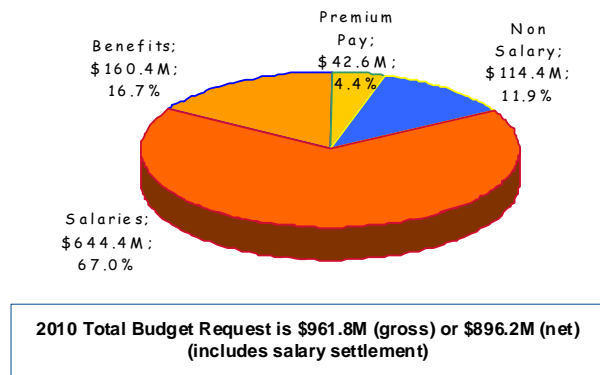


Figure 1 - Overall Budget Request

Figure 1 indicates that, on a gross basis, 88% of the Service's budget is for salaries and benefits. The remaining 12% is required for the support of our human resources in terms of the vehicles, equipment and information they use, facilities they work in, and training they require.

An overview and detailed program information of the Service's 2010 Operating Budget is available on the Toronto Police Services Board's website. Table 3 below summarizes the current 2010 request by category of increase, followed by a discussion on each category.

Table 3 - Summary of 2010 Budget Request By Category of Increase

	Request \$Ms	Increase \$Ms	% Increase / (Decrease) over 2009 Total Approved Budget
2009 Approved Net Budget - \$854.8M			
(a) Salary Settlement	\$27.2	\$27.2	3.2%
(b) Salary Requirements	\$621.7	\$4.9	0.6%
(c) Premium Pay	\$41.3	-\$1.0	-0.1%
(d) Statutory Deductions and Fringe Benefits	\$157.3	\$5.9	0.7%
(e) Reserve Contributions	\$32.2	\$2.9	0.3%
(f) Other Expenditures	\$82.2	\$5.0	0.6%
2010 Gross Budget Request	\$961.9	\$44.8	5.2%
(g) Revenues	-\$65.7	-\$3.4	-0.4%
2010 Net Budget Request	\$896.2	\$41.4	4.8%

(a) Salary Settlement

On December 18, 2008, the Interest Board of Arbitration issued an order concerning the renewal of the collective agreement for the Toronto Police Association. This order encompassed salary and benefit improvements for 2008 to 2010. The Board also used the arbitrator's award as a basis for a settlement with the Toronto Police Senior Officers' Organization, as well as for adjustments provided to command officers and excluded staff.

The total cost of the salary settlement for 2010 is \$27.2M. This budget represents an increase of 3.2% over the 2009 total budget. Due to the staggered nature of the increases in 2010, there is an estimated annualized impact of \$5.6M in 2011 from the 2008 to 2010 salary settlement.

(b) Other Staffing / Salary-Related Impacts

The total salary budget for 2010 (exclusive of salary settlement) is \$621.7M. This budget represents an increase of \$4.9M (a 0.8% increase over the 2009 salary budget, or 0.6% over the 2009 total budget). The 2010 salary budget is based on the following:

- Human Resource (HR) Strategy for Uniform Members: The uniform salary budget assumes an average deployed target strength of 5,576 officers, down from 5,578 in 2009. The Service identified two positions in the Communications area that are more appropriately staffed by civilian members. As a result of this civilianization, two uniform

positions in this area have been deleted, with a concurrent increase of two civilian positions.

HR projects the number of officers that are anticipated to retire or resign in 2010-2012. This information is then used to plan class sizes for up to three intake classes each year, with the goal of maintaining an average deployed strength of 5,576 officers. 2010 separations are projected at 250; 2010 hires are projected at 258. The impact of the 2010 HR strategy (part-year savings of those leaving through the year, and the part-year costs of those being hired through the year), has the net effect of reducing the Service's budget by \$8.9M.

Separations are monitored on a monthly basis to allow the Service to adjust its hiring projections as required. Based on actual experience, the Service will revise its projected hiring needs as required throughout 2010. It should be noted that there are normally three recruit classes held annually (April, August, December) by the Ontario Police College. In 2010, the Service will not have any recruits in the April class.

Given that the Service budget is based on actual salary levels, and the timing of hires and separations, these impacts must be annualized in the following year. The 2010 annualized impact of 2009 hires and separations is an increase of \$4.7M.

In addition, officers are hired at a recruit salary rate, and continue to move up through the ranks. This creates annual budget pressures until officers become first-class constables (a four-and-a-half year process from date of hire). The net cost of these reclassifications in 2010 is \$8.3M.

- HR Strategy for Civilian Members: The current Board-approved civilian establishment is 2,056 positions (an increase of two positions, due to the civilianization of two uniform positions, discussed previously). This establishment pertains to the permanent full-time complement of the Service (including court security officers), but excludes members of the Board office, the Parking Enforcement unit, part-time and temporary personnel.

Civilian vacancies are replaced as they occur, and a three-month salary gap is assumed for each anticipated vacancy. Civilian gapping in 2010 is at 3.5% (up from 2.9% in 2009). 2010 projected civilian separations are estimated at 90, based on previous separation experience. As with the uniform personnel, civilian separations are monitored very closely and the Board will be updated on any significant change to this estimate through the budget variance reports.

Civilian salaries change annually based on anticipated increments, and the annualization of previous years' decisions, as well as any changes in trends regarding separations and leaves. The net increase resulting from increments and annualization of 35 positions approved in 2009, as well as part-year costs for four Ministry of the Attorney General disclosure program positions approved in 2008, is \$0.8M.

(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 callbacks (e.g., when an officer is required to work additional shifts to ensure appropriate staffing levels are maintained or for specific initiatives). Figure 2 provides a breakdown by category of premium pay.

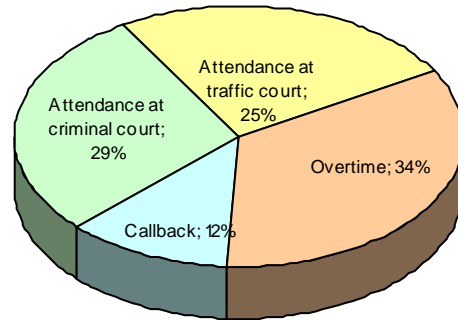


Figure 2 – Premium Pay by Reason for Expenditure

The total premium pay budget for 2010 (exclusive of COLA adjustments) is \$41.3M. This budget represents a decrease of \$1.0M (a 2.4% decrease over the 2009 premium pay budget, or a 0.1% decrease over the 2009 total budget). The 2010 budget request for premium pay is based on anticipated 2010 requirements taking into account prior years' spending history, estimated changes in activity levels and Service initiatives that may impact the requirement for premium pay.

The \$1.0M decrease is attributed to a decrease in expected court costs related to off-duty court attendance. In 2006, the Service and the City embarked on an initiative whereby officers required to attend Provincial Offences Act (POA) court are scheduled to do so off duty. The 2010 cost is estimated to be \$5.4M, which is \$1.0M less than in 2009. This initiative is fully funded by revenue from the City of Toronto's Court Services, and there is a concurrent decrease of \$1.0M in the revenue category, discussed later in this report.

(d) Statutory Deductions and Fringe Benefits

This category of expenditure represents an increase of \$5.9M (a 3.7% increase over the 2009 benefits budget, and a 0.7% increase over the 2009 total budget).

As shown in Figure 3, fringe benefits for the Service are comprised of statutory deductions and requirements as per the collective agreements.

- Ontario Municipal Employees Retirement System (OMERS): The contribution rate for OMERS will be increasing effective

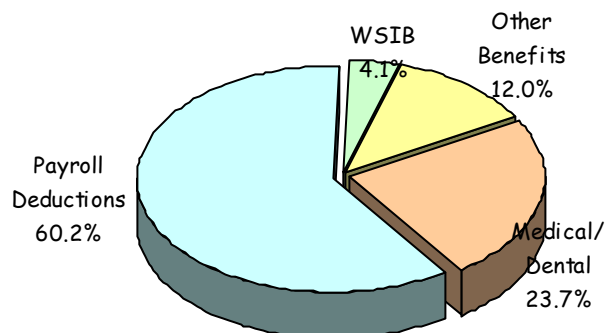


Figure 3 - Breakdown of Statutory Deductions and Fringe Benefits

January 2010. Overall, the OMERS budget has increased by \$2.0M in 2010.

- Other Payroll Deductions: Other statutory payroll deductions (EI, CPP and EHT) are based on specific formulae that are affected by gross salaries. The rates for CPP and EI are adjusted annually, and in 2010, both of these costs have increased. Total costs are projected to increase by \$1.0M.
- Medical/dental costs: The budget for these costs is based on the cost of drugs and services as well as utilization rates. In 2010, these costs are projected to increase by \$2.0M. These increases are based on the average increase experienced over the last four years and, as in previous years, are substantially less than the increase projected by the benefits insurance industry.
- Workplace Safety and Insurance Board (WSIB): Medical, pension and administration costs for WSIB are projected to increase by \$0.8M in 2010. The budget for these accounts is based on the Service's historical trends for these expenditures.
- Net other changes to benefits: The remaining \$0.1M increase is for retiree medical/dental costs and benefits funded by reserves.

(e) Reserve Contributions

The Service contributes to reserves and reserve funds through provisions from its operating budget. All reserves and reserve funds are established by the City. The City manages these funds, with the exception of the Service's Vehicle and Equipment Reserve. Total reserve contributions are increasing by \$2.9M (a 9% increase over the 2009 contributions, or a 0.3% increase over the 2009 total budget).

- Vehicle and Equipment Reserve: This reserve is used to fund the lifecycle replacement of our fleet of vehicles, information technology equipment, and various other equipment items. Each item identified to be funded from this reserve is analyzed to determine lifespan and specific replacement requirements, which in turn determines the level of contribution required annually to enable the replacement. The lifecycle replacement strategy for IT-related equipment started in 2006, and will be an on-going pressure for the Service's operating budget until approximately 2013. While this approach will create an operating budget pressure each year, it reduces the Service's capital requirements, stabilizes expenditures in the long term, and is consistent with the City's approach for IT equipment replacement. Contributions to this reserve are increasing by \$1.0M in 2010.
- Central Sick Bank Reserve: This reserve funds salaries for staff that have exhausted regular sick time and are on long-term sick leave. Funding for this reserve has historically been dictated by the Collective Agreement and is currently being negotiated between the Toronto Police Association and the Board. Pending any resolution to this issue, funding for this reserve is being managed to ensure sufficient funds are in the reserve to pay out anticipated costs in 2010. Accordingly, contributions have been reduced in 2010 by \$0.3M.

- Sick Pay Gratuity Reserve: The Sick Pay Gratuity reserve is managed by the City and the Service is advised by the City as to the amount of the annual contribution. After a detailed review of this reserve, City Finance has advised that the Service's contribution to the Sick Pay Gratuity reserve must be increased by \$6.5M annually. In order to minimize the impact on the Service's annual budget, the Service is proposing that this increase be phased-in over the next three years, resulting in a pressure of \$2.2M in 2010.

(f) Other Expenditures

The remaining expenditure categories include the materials, equipment and services required for day-to-day operations. Wherever possible, accounts within this category have been flat-lined to the 2009 level. Increases have only been included if they are a result of a contractual obligation, an impact from a completed capital project, actual historical experience or a City recovery. One-time reductions have been taken into account where applicable. The total increase for these expenditures is \$5.0M (a 6.1% increase over the 2009 budget for this category, or a 0.6% increase over the 2009 total budget). The following summarizes the most significant changes:

- Caretaking, Maintenance and Utility Costs for TPS facilities (\$1.8M): The majority of the increase in caretaking and maintenance costs for the Service is related to the opening of the new Toronto Police College in 2009. During 2010, the annualized impact of maintaining the new police college, paying for utilities and custodial services, is \$1.2M. The remaining \$0.6M is due to increased costs for these services in existing facilities, primarily with respect to salary settlement increases for City staff, and increases in utility costs.
- Cleaning Contract (uniform officers) (\$0.2M): The 2010 rate for cleaning vouchers for officers' uniforms is increasing by 6.7%, resulting in a pressure of \$0.2M.
- Computer Maintenance (\$1.1M): The Service has been moving gradually from a lease to a purchase strategy for IT-related equipment replacement, and the Service no longer has any computer lease contracts. As computer equipment is purchased (either for replacement, or as a result of new system implementation), maintenance contracts are entered into. There is a \$1.1M pressure attributed to increases in these maintenance contracts.
- Implementation and maintenance of fiber costs (\$1.0M): Emerging and developing business applications, such as In-Car Camera (ICC) and Digital Video Asset Management (DVAMS), are increasing the demand for higher capacity in the Service's data lines. These pressures have necessitated the upgrade of existing data-line services to fiber, as well as the installation of additional data services to meet Service requirements. The cost to maintain TPS-owned fiber is increasing by \$0.2M. In addition, costs to enable the Service to access the City's common data network, currently being implemented (Min. No. P212/09 refers), are budgeted at \$0.8M.

- Vehicle maintenance (\$0.2M): Total budgets related to vehicle preparation, maintenance, parts and rental have been increased based on increasing costs for parts and repairs.
- Marijuana Grow-Ops (\$0.1M): In keeping with the Service's priorities, the Service has redeployed officers to focus on the identification, assessment and dismantling of marijuana grow operations, with the goal of reducing the availability and impact of drug activity on neighbourhoods. This type of enforcement requires a higher level of support with respect to special clothing and equipment, and \$0.1M has been added to the Service's budget for these costs. These costs are offset by an increase in revenue (discussed later in this report).
- Net other changes to expenditures (\$0.6M): Various other accounts are increasing or decreasing by small amounts, due to known changes or based on historical trends, with an overall impact of \$0.6M.

(g) Revenue

All revenue accounts have been analyzed and adjusted to reflect 2009 experience and/or known changes in 2010. Total revenue has increased by \$3.4M (a 5.2% increase over the 2009 revenue budget, or a 0.4% decrease over the 2009 total budget). The following outlines the most significant changes:

- Officers deployed to the Olympics and other secondments (\$2.5M increase): The Service will be deploying officers to the Winter Olympics in February 2010 in Vancouver. The RCMP will be reimbursing costs for this endeavour, for an estimated revenue amount of \$1.1M. This revenue item provides some one-time relief for the 2010 budget, but will create a 2011 pressure (since it will not be repeated).

The Service is also increasing the number of officers seconded to other organizations. These organizations will be providing an additional \$1.4M in revenue during 2010 for these secondments.

- Annualization of grant funding (\$0.9M increase): The Police Officer Recruitment Fund (PORF) grant will become fully annualized in 2010, for an increase in revenue of \$0.9M.
- Alarm Fees (\$0.3M increase): The Service is proposing, in a separate report going to the Board at its December meeting, a fee increase from \$83.50 to \$130.00 for attendance at false alarms. It is estimated that this will increase revenues in 2010 by \$0.3M. However, it should be noted that this revenue is dependent on activity by outside parties, and it is assumed that alarm companies will strive to reduce their costs.
- Off-Duty POA Court Attendance (\$1.0M reduction): As discussed in the premium pay section of this report, there is an anticipated reduction in City recoveries for this initiative, in the amount of \$1.0M.

- Marijuana Grow Ops (\$0.4M): City Council passed a by-law whereby emergency services, such as the police, can recover costs incurred for the removal of drug manufacturing paraphernalia from dwellings used as grow operations. The proposed budget for 2010 consists of one-time revenues for retroactive billings, and expected ongoing recoveries starting in 2010.
- Net other increases (\$0.3M): Various other revenue accounts have been adjusted based on 2009 experience (e.g., paid duties, city recoveries). This has resulted in increased revenue of \$0.3M.

Impact of G8/G20 in 2010:

The 2010 G8 summit is being held in Huntsville, Ontario, followed by a G20 summit in Toronto. These special events will have significant impact on policing in Toronto. Discussions are underway with the Federal government to provide funding for any extraordinary policing costs. City Finance has indicated that any net pressures with respect to these summits will be dealt with corporately. The Service is in on-going discussions with the Federal government representatives to determine the potential financial exposure to the Service and the City.

Conclusion:

The Toronto Police Service's 2010 net operating budget request of \$896.2M is \$41.4M or 4.8% higher than the 2009 budget of \$854.8M. The 2010 net operating budget request includes the funding required to maintain an average deployed uniform strength of 5,576 officers, and the necessary supporting infrastructure (e.g., civilian staffing, equipment, services). Funding levels in the various non-salary accounts have been adjusted to reflect historical spending patterns and justified need, and one-time costs incurred in the previous year have been eliminated. Revenue accounts, including grants and cost recoveries, have been maximized wherever possible and within the limits of the Municipal Act. Any budget adjustments as a result of more up-to-date revenue and expenditure information will be reported to the Board and City accordingly.

This budget request has been reviewed in detail by the Service and the Board's Budget Sub-Committee. All opportunities for reductions have been incorporated and the budget being presented to the Board for approval represents the funding level required to provide adequate and effective public safety services to the City. Consistent with its business plan, the Service will continue its anti-violence initiatives in 2010. Operations and management processes will also continue to be reviewed to ensure risks are properly mitigated and the greatest value is achieved from resources and funds allocated to the Service.

A preliminary review of the Service's budget with City Finance staff has begun, and will continue over the next several months. In keeping with City guidelines, City Finance staff have requested that the Service provide options that would reduce the 2010 budget request by \$44M. As previously indicated, \$35.9M (or 87%) of the \$41.4M increase in 2010 is to cover labour cost-of-living increases as well as other collective agreement and statutory deduction obligations. The remaining \$5.5M increase (or 13% of the total increase) is required for expenses such as contributions to reserves, caretaking, maintenance, utilities, gasoline, clothing and other costs. Consequently, a reduction of \$44M in the Service's 2010 operating budget request is not possible, without significantly impacting staffing and service levels.

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

Mr. Angelo Cristofaro, Director of Finance and Administration, delivered a presentation to the Board on the Service's 2010 operating budget request. A paper copy of the PowerPoint presentation is on file in the Board office.

Mr. Tony Veneziano, Chief Administrative Officer, was in attendance and responded to questions about this report.

Following a discussion, the Board approved the foregoing report and the following Motion:

THAT the Board undertake a review of services provided by the Toronto Police Service which could/should be provided by other levels of government with a view to making recommendations to Toronto City Council on opportunities for savings through uploading.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2009**

**#P336. RESPONSE TO COMMUNITY WRITTEN SUBMISSIONS RECEIVED
PERTAINING TO THE TORONTO POLICE SERVICE - 2010
OPERATING BUDGET SUBMISSION**

The Board was in receipt of the following report December 15, 2009 from William Blair, Chief of Police:

Subject: 2010 OPERATING BUDGET REQUEST – RESPONSE TO COMMUNITY
INPUT RECEIVED

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 Toronto Police Service's 2010 Operating Budget request will be considered by the Board at its meeting on December 17, 2009. As part of the budget review process, the Board posted the Service's preliminary budget request on its website for the purpose of seeking written submissions from the community with respect to the proposed 2010 operating budget.

Submissions were received from:

- Mr. Alan Dudeck;
- the Metropolitan Action Committee on Violence Against Women and Children (METRAC); and
- the Toronto Police Accountability Coalition (TPAC).

Discussion:

The three submissions received have been provided to the December 17, 2009 meeting of the Board, and suggest:

- the creation of a police unit dedicated to addressing violence against Aboriginal women
- Increased funding for the Service's Hate Crimes unit
- Increased partnerships with violence prevention organizations in schools
- Increased resources to enable the conduct of safety audits to identify and reduce rates of violence against women, girls and marginalized people

- Increased funding for the Victim Services program
- Reducing the Service budget, eliminating officers in high schools and policing services on the transit system, and that the Board ask the City to devote more funds to youth programs in order to reduce crime

Conclusion:

Many of the suggestions made regarding which priorities the Service should address are consistent with the Service's 2009-2011 Priorities, Goals and Strategies. The Service has specifically identified a need to focus on child and youth safety, violence against women, and people with distinct needs. The Service's priorities also include the targeting of violence, organized crime and gangs, and the delivery of inclusive police services.

The Victim Services Program of Toronto is non profit charitable organization dedicated to helping and providing immediate crisis response to victims of crime and or sudden tragic circumstance. It is funded by the Ontario Ministry of the Attorney General and the City of Toronto, as well as through charitable donations. The Service supports the Victim Services Program through the provision of space and other in-kind services. Funds for this important program have also been provided by the Board (one time funding) as well as through monies raised by the Chief's annual Victim Services Gala.

The Toronto Police Service's 2010 budget request represents the level of funding required to provide adequate and effective public safety services to the City of Toronto. The funding being requested is based on the Board's business plan and the Service's priorities, and includes both prevention and enforcement activities. For example, the budget includes resources for the Toronto Anti Violence Intervention Strategy (TAVIS) and School Resource Officers (SRO) program, which are important public safety/crime prevention initiatives that are premised on building strong and effective relationships with communities and the youth of our City. The TAVIS and SRO program have been well received by communities and schools, and have clearly demonstrated their effectiveness. Another initiative is the implementation of a police transit unit which reflects the Service's obligation to provide effective policing services throughout the City, including the transit system.

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

In addition to the written responses above, Chief Blair provided a detailed oral response to each of the comments or recommendations that were made by Mr. Dudeck, Ms. Gunraj and Mr. Sewell in their written submissions.

The Board received the foregoing report. Copies of the written submissions provided by Mr. Dudeck, Ms. Gunraj and Mr. Sewell are appended to this Minute for information.

To: Toronto Police Services Board
Re: 2010 Operating Budget

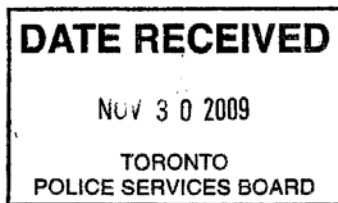
Re: Victim Services Board

Further to my presentation to the Board in June of this year and the Report from the Chair in response in October, I am providing these comments to support the measures adopted by the Board and to recommend that monies from the Board be provided to the program to ensure that that the program is able to deliver the much needed timely and professional support to families of victims of crime. Indeed, as I know from the experience of my family following the murder of our son and brother Oliver Martin, the families themselves become victimized by the trauma and horror with tremendous emotional and physical consequences. Whether from the Board budget or the Service budget per se, additional funds should be provided so as to support community members in the short and long-term. Losing a loved one to a violent crime has both permanent and shorter term consequences. Even in this time of economic strain for the City of Toronto, we can surely allocate substantially more dollars to this purpose if we are indeed a caring and responsible community. We are not talking of millions of dollars, but enough to put in place adequate and timely support to the families of the victims of violent crime.

Your consideration of the above is appreciated. I trust that the recommendation will be treated seriously and acted upon appropriately.

Sincerely,

Alan Dudeck





**Metropolitan Action Committee on
Violence Against Women and Children**

Friday November 27, 2009.

Toronto Police Services Board
Attn: Ms. Georgina Jose
40 College Street, 7th Floor
Toronto, Ontario
M5G 2J3

Re: Feedback to the Toronto Police Service's Operating Budget 2010

Dear Ms. Jose,

I am writing in response to the 2010 Operating Budget Overview documents in order to provide METRAC's feedback and comments. By way of background, METRAC is a community-based, not-for-profit organization that seeks to prevent violence against diverse women, youth, and children. Founded in 1984, we work to build the capacity of communities to prevent violence through innovative public education, training, legal information, research, safety initiatives and audits, and policy. Visit www.metrac.org for more information about METRAC.

Given the priorities outlined in the 2009-2011 Business Plan, several important service needs and solutions warrant particular attention.

- **Support for Aboriginal women:** the business plan appropriately places priority upon issues of violence against women and people with distinct needs, including Aboriginal communities. Given the reality that Aboriginal women are at particular risk of gender-based violence, including sexual assault, stalking, and murder, a distinct need remains to create a police unit dedicated to addressing violence against Aboriginal women. This unit should work in close partnership with Aboriginal community services and organizations in the City of Toronto to address the substantially high risk of violence for Aboriginal women.
- **Support for Hate Crimes Unit:** given the priority on people with distinct needs, the growing diversity of our city, and ongoing concerns diverse communities express about experiences and perceptions of racial profiling, the Toronto Police Service's Hate Crimes Unit should be given increased funding in the 2010 operating budget. **Safety audits:** again, considering the plan's attention upon violence against women, the Toronto Police Service should allocate funds to support women and other people a and ideas for action, should be incorporated into existing and new police-community safety schools and priority neighbourhoods.
- **Safety audits:** again, considering the Toronto Police Service should allocate funds to support women and other people a and ideas for action, should be incorporated into existing and new police-community safety schools and priority neighbourhoods.

Road, Toronto, ON, Canada, M5R 2T8
416-392-3031 (TTY) | Toll-free 1-877-558-5570
392-3136 | Email info@metrac.org
www.metrac.org | www.owjn.org

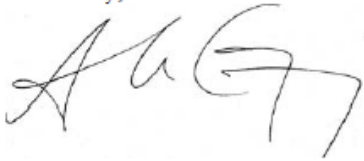
158 Spadina
Phone 416-392-3135 |
Fax 416-
Website

- **Partnerships with violence prevention organizations in schools:** *The Road to Health: A Final Report on School Safety* (2008) report speaks significantly to the prevalence of sexual assault and harassment against girls in Toronto schools. While the Business Plan recognizes child and youth safety as a priority, it is quite silent about particular risks young women and girls face for sexual and gender-based crimes and their unique safety concerns in schools. The *Road to Health* report recommends increased community and peer-based education in schools to address sexual crimes, including METRAC's peer violence prevention program, Respect in Action (ReAct). The Toronto Police Service's budget should reflect this recommendation by allocating funds and partnership time to increase the presence of peer-to-peer programming addressing violence against girls and young women in school, particularly sexual violence.

~~Thank you for your suggestions. We will be taking them into consideration. We would be pleased to support their implementation next year. Please feel free to contact me should you have any additional questions.~~

important, pressing suggestions will be taken into consideration, and we would be pleased to support their implementation next year. Please feel free to contact me should you have any additional questions.

Sincerely,



Andrea Gunraj
Outreach Director, on behalf of METRAC
Direct phone 416-392-4760
Direct email outreach@metrac.org

Toronto Police Accountability Coalition
c/o 50 Baldwin Street
Toronto ON M5Y 1L4.
416 977 5097.
info@tpac.ca , www.tpac.ca

December 4, 2009

To: Toronto Police Services Board

Subject: Comments on 2010 Operating Budget Overview

On Monday November 23 we received notice that the 2010 police operating budget was prepared and available to the public, and that comments were welcome provided they were give to the Board by November 30 at 4 pm. Surely the Board must realize that providing a mere seven days for comment on a budget of \$900 million is something of a joke for an individual let alone an organization to do. We note that the Board wants to receive comments more than two and a half weeks before it next meets on December 17, a time frame that is not unreasonable, but one that should be available to the rest of us mere mortals.

Last year you were in the same rush for public comments and our group was unable to meet your deadline. This year we are sending a draft which will be reviewed by our group in the next few days and a final version will be sent to you in due course. Next year, please allow at least two weeks for public comment.

We are pleased to see the full operating budget posted on the Board's web site.

We understand the city budget chief, Shelley Carroll, has asked the police department, as well as other city departments and agencies to cut their 2010 budget request by 5 per cent from last year. That would mean a 2010 budget of \$812 million, or almost \$90 million less than the 2010 operating budget request as it now stands, at \$899.1 million.

It is fair to say that kind of cut will not be achieved. But we believe a large cut must be made to the request so that the city has the funds needed to ensure there are programs available to reduce crime.

Board members are surely aware that the best thinking currently available is that the best way to reduce crime among youth – and youth violence and safety is claimed in the 2010 police operating budget overview (page 4) as the leading priority for the police - is to spend more money on recreation and support programs for youth.

The 2008 report by Roy McMurtry and Alvin Curling, 'Roots of Youth Violence,' makes it clear that spending more money on policing is not part of the solution - in fact the report shows that too much provincial money directed towards justice services to youth in trouble is eaten by police and is not available for the social programs that are needed.

That report asks for a number of changes including: repairing the social context with programs which are created for youth; creating a youth policy framework to replace the patchwork of programs now available; creating strong communities out of weak suburban subdivisions and housing projects; and finding ways that government can actually exercise its oversight functions. These programs cost money, and if a great deal of that money is spent on police services, then that money is not available for those programs. That is the current problem in Toronto, as the city is not able to reasonably fund programs for youth. Constraining the increase in the police budget will permit funds to be available for reducing youth crime and violence.

It is our opinion that the Board must make a clear commitment to reducing youth crime and violence and that will only happen by ensuring that the police budget does not gobble up the \$899.1 million proposed in the 2010 budget request.

We suggest that as a target the Board agree to request no more net funds than in 2009, that is, that the Operating Budget request for 2010 be no more than \$845 million, and further that the Board ask the city to devote funds to youth programs in keeping with the McMurtry/Curling report.

We suggest three ways of controlling the budget increase.

1. Do not increase the staff complement from the 2009 request.

As set out on pages 16 - 18 of last year's budget overview, the 2009 target was to fund 5477 officers and 2021 full-time civilians. The 2010 target (pages 13 - 4 of the 2010 overview) is 5576 officers and 2056 full time civilians. That is an increase of 134 staff. The Board should decide not to increase staff.

2. Do not hire new officers to replace those who leave the force during 2010.

The budget overview estimates that 250 officers will resign or retire during 2010 (page 13), but it also assumes they will all be replaced. This year they should not be replaced, but a smaller force should be asked to do more.

There are four reasons for advancing this position. First, crime continues to decline. As the overview points out (page 28), major crime (murder, sexual assault, robbery, break and enter, theft over \$5000) is down 10 per cent from the same time last year, and last year was down 9 per cent from the year before. At the same time, the number of calls for service that police responded to, the number of arrests, the number of gun calls, and the number of traffic tickets issued have all continued to fall (pages 29 - 30). Police clearly have less work to do.

Second, the 2008 Environmental Scan argued that police officers were spending considerably more time at each call for service than in the past. (see <http://www.torontopolice.on.ca/publications/files/reports/2008envscan.pdf> , pages 155, 156, 179.) It seems that productivity can be increased substantially, without a reduction in service to the public, by simply having officers reduce the time spent at each call.

Third, the cost per officer is now considerably in excess of \$100,000. The wage settlement agreed to by the Board last year pays officers very very well compared with other public employees. A recruit in training is now paid the equivalent of \$51,000 a year. Once the recruit joins the force, the pay jumps to \$57,000 for the first year and \$81,000 for the fourth year (page 14). Benefits are worth another 25 per cent (page 15). These officers should be expected to work harder for this money, and in any case the public simply cannot afford to pay more and more staff at higher and higher wages.

Fourth, we believe the current strategy of the police force widening its net to try to become all things to all people is inappropriate. Two examples of this are putting police officers in high schools (apparently to improve relations with youth) and assuming surveillance duties on the transit system (for reasons that remain ill-defined.) These initiatives are not useful ways to prevent crime, nor do they assist in obtaining convictions. It would be better if the police force decided to use its resources to become better at what they are expected to do. For example, we believe it would be more appropriate if some resources were used to ensure that police are adequately trained in Charter procedures so that charges are not thrown out for Charter reasons, and in ensuring that cases proceed in a timely manner, rather than being challenged for dragging on for many years. Bringing more focus to police work is more important than the police expanding into areas that have little impact on crime and safety issues.

3. The new compressed work week schedule.

We have seen the press release on the new compressed work week schedule, and we ask the Board to make public the actual changes agreed to so we can actually see what it proposes. Apparently the result is that at long last the number of officers on duty will bear some relationship to the calls for service rather than being spread almost equally through the whole 24 hour cycle.

Assuming this interpretation is fair – we need to see the agreement to be sure of our reading of the matter - then the force should be able to operate with fewer officers. We suspect this change could mean that three or four fewer officers will be needed in each division during each shift, and that should result in reducing the force by a further 100 officers.

Thank you.

This letter replaces the draft document dated November 30, 2009 that we sent a few days ago.

Yours very truly,

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

John Sewell for
Toronto Police Accountability Coalition.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2009**

**#P337. NEW JOB DESCRIPTION – GROUP LEADER, CENTRAL PAID DUTY
OFFICE**

The Board was in receipt of the following report September 28, 2009 from William Blair, Chief of Police:

Subject: NEW JOB DESCRIPTION - GROUP LEADER, CENTRAL PAID DUTY
OFFICE

Recommendation:

It is recommended that the Board approve the attached new job description and classification for the position of Group Leader, Central Paid Duty Office (A06096.4).

Financial Implications:

The establishment for two Group Leader, Central Paid Duty Office (A06096.4) positions will be created through the deletion of two Administration Clerk, Pay Duty (A04107.4) positions. The total increase in cost for this establishment change will be approximately \$17,092 per annum and Budgeting and Control has verified that this cost can be funded through gapping for the remainder of 2009. Funding for any further annualized costs will be included in the 2010 and future budget requests.

Background/Purpose:

The Central Paid Duty Office (CPDO) comes under the direction of Operational Services and is located at No. 53 Division. The CPDO presently consists of nine Administration Clerk, Pay Duty positions responsible for handling requests for paid duty services, answering inquiries, as well as assigning and processing the bookings. These employees work two rotating shifts (days and afternoons), including weekends, and are supervised by a Sergeant during the day shift. The CPDO has operated with no direct supervision of the staff assigned to work the afternoon shift and weekends. The current practice is for staff to contact the Sergeant at home in order to resolve any issues requiring immediate attention; only on rare emergency situations, will the staff seek assistance from the Staff Sergeant on duty at No. 53 Division. This absence of supervision is not prudent business practice and management wishes to rectify this through the creation of two Group Leader positions.

Discussion:

The Group Leaders will provide the necessary guidance and leadership during all shifts. Reporting to the Sergeant, the Group Leaders will respond to inquiries, resolve customer

disputes, monitor accounts and provide initial suspension communication to customers. In addition, the Group Leaders will assist with the daily office workload by receiving paid duty bookings, entering information on the system and assigning paid duties to officers. The establishment for these two new positions will be achieved through the deletion of two Administration Clerk, Pay Duty (A04107.4) positions.

Compensation and Benefits has developed a new job description for the Group Leader, Central Paid Duty Office and has evaluated the position as an A06 (40 hour) job within the Unit 'A' Collective Agreement. This classification carries a current salary range of \$55,324 to \$62,289 per annum effective July 1, 2009.

Conclusion:

It is hereby recommended that the Board approve the attached new job description for the position of Group Leader, Central Paid Duty Office (A06096.4). Subject to Board approval, the Toronto Police Association will be notified accordingly, as required by the respective Collective Agreement, and the position will be staffed in accordance with the established procedure.

Deputy Chief Keith Forde, Human Resources Command, will be available to respond to any questions the Board may have in regard to this report.

The Board considered this report in conjunction with a separate report regarding paid duties (Min. No. P360/09 refers).

In discussing the Board's concerns about paid duties raised in Min. No. P360/09, Chief Blair advised the Board that he has a duty in law to ensure that an efficient system is in place to manage paid duties.

The Board approved the foregoing report.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points: 365.5 (D/T)
Pay Class: A06

JOB TITLE:	Group Leader, Central Paid Duty Office	JOB NO.:	A06096.4
BRANCH:	Specialized Operations Command	SUPERSEDES:	New
UNIT:	Operational Services	HOURS OF WORK:	40 SHIFTS: 2
SECTION:	Central Paid Duty Office (CPDO)	NO. OF INCUMBENTS IN THIS JOB:	2
REPORTS TO:	Sergeant	DATE PREPARED:	2009.08.21

SUMMARY OF FUNCTION: Ensures the equitable distribution of paid duties to Units. Supervises the operation of the Section by coordinating the efforts and activities of personnel in a way that makes the most efficient use of Service time and resources.

DIRECTION EXERCISED: Supervises and evaluates personnel assigned to the Section.

MACHINES & EQUIPMENT USED: Microcomputer and associated software as well as related office equipment.

DUTIES AND RESPONSIBILITIES:

- 1) Supervises and administers the daily activities and assignments of the Section. Identifies priorities and sets work objectives and schedules. Monitors and evaluates performance of personnel and coordinates staff planning, staff development and training needs of staff. Ensures understanding and compliance with Service Policies and Procedures as they apply to CPDO. Authorizes time sheet entries (TRMS), annual leave and lieu time for section staff.
- 2) Develops and reviews the Central Paid Duty system and processes, ensuring internal controls are adhered to.
- 3) Receives paid duties bookings, enters information on system and assigns paid duties to officers. Responsible for equitable distribution of paid duties to Units.
- 4) Analyses and reviews paid duty activities. Prepares and reviews paid duty summary and *ad hoc* reports for management. Makes recommendations as required.
- 5) Monitors accounts and ensures that suspended clients do not receive paid duty services. Provides initial suspension communication to customers and delivers paid duty stoppage messages to customers as required.
- 6) Develops, monitors and updates procedures for CPDO to ensure processing integrity and accuracy of CPDO function.
- 7) Responds to inquiries relating to paid duty orders and requirements. Resolves a variety of CPDO inquiries and customer disputes by liaising with police officers, divisions, customers and Financial Management Accounts Receivable group.

(Cont'd)

mc#152134

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points: 365.5 (D/T)
Pay Class A06

JOB TITLE:	Group Leader, Central Paid Duty Office	JOB NO.:	A06096.4
BRANCH:	Specialized Operations Command	SUPERSEDES:	New
UNIT:	Operational Services	HOURS OF WORK:	40 SHIFTS: 2
SECTION:	Central Paid Duty Office (CPDO)	NO. OF INCUMBENTS IN THIS JOB:	2
REPORTS TO:	Sergeant	DATE PREPARED:	2009.08.21

(Cont'd).

- 8) Maintains an excellent working knowledge of related system developments (e.g. TRMS) and may participate in additional paid duty related projects.
- 9) Maintains an excellent working knowledge and understanding of policies, procedures, by-laws, regulations and legislation relating to Central Paid Duty management.
- 10) Ensures spreadsheets, documents, files, journals, records, etc. are updated and well organized.
- 11) Ensures issues are escalated to superiors in a timely manner.
- 12) Performs other duties inherent to the job and as directed by immediate supervisor.

mc#152134

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2009**

**#P338. BOARD COMMITTEE REVIEW OF A COMPLAINT ABOUT TORONTO
POLICE SERVICE POLICY (FILE NO. 2007-EXT-0466)**

The Board was in receipt of the following report November 11, 2009 from William Blair, Chief of Police:

Subject: FOLLOW-UP REPORT ON ISSUES IDENTIFIED BY THE COMMITTEE OF
THE BOARD ABOUT TORONTO POLICE SERVICE POLICY (FILE NO.
2007-EXT-0466)

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:

The Committee of the Board (Board Committee) comprised of Chair Alok Mukherjee, Vice-Chair Pam McConnell and Judge Hugh Locke, met on a number of occasions to review the matter. During these meetings the Board Committee reviewed applicable policies and Toronto Police Service (Service) procedures. The Board Committee received a presentation from members of the Service pertinent to issues identified by the Committee and also met separately with the complainant and her counsel. The Board received a report from the Board Committee at the meeting of the Board on February 12, 2009. The background and previous responses were discussed (Min. No. P32/09 refers).

The Board Committee identified the following areas of concern and recommended changes:

1. The issue of Post Traumatic Stress Disorder (PTSD) and trauma, in general, should receive greater emphasis in training and should be explicitly referenced in procedures.
2. Police officers should acknowledge the high incidence of PTSD in individuals who have experienced sexual assault and be more extensively trained in how to deal with it as part of the investigative process.
3. The Service's in-house resources, specifically the Corporate Psychologists, should be utilized more frequently in training and other areas, as applicable.

4. The Service should ensure that it provides appropriate accommodation to individuals suffering from trauma.
5. Police officers should clearly explain the investigative process to individuals who have experienced sexual assault, at the time the process begins.
6. When determining which police facilities, including interview rooms, should be used in the course of an investigation, attention should be paid to the impact such facilities have on those who have experienced trauma.
7. The difference between recent sexual assault and historical sexual assault should be explained more thoroughly to police officers during training, and included in relevant procedures.
8. The Board review its own policies to determine whether the issues identified in the complaint warrant amendments to current policy or the drafting of new policy.

The Chief prepared a Board report entitled “Report on Issues Identified by the Committee of the Board About Toronto Police Service Policy (File No. 2007-EXT-0466)” addressing the above areas of concern, directed to the Service, dated June 30, 2009.

At its meeting on August 20, 2009, the Board received a deputation and written submission from the complainant. The foregoing report responding to the applicable recommendations from the Board Sub-Committee was referred back to the Chief. The Board directed the following recommendations to the Chief:

3. THAT the Chief conduct a further review of issues nos. 1 through 7 identified by the Board Committee with specific attention placed on no. 7 pertaining to historical sexual assaults including when child victims of sexual assaults report the sexual assaults as adults;
4. THAT the Chief provide a report to the Board on the results of his review noted in Motion No. 3 (Min. No. P221/09 refers).

Discussion:

Responsibility for preparing the Board report was assigned to Corporate Planning. Corporate Planning consulted with various subject matter experts including those from Training and Education (T&E), Sex Crimes Unit (SCU), Psychological Services and Facilities Management (FCM) in preparing this response. All previous reports have also been considered. Subsequent to the August 20, 2009 Board meeting further consultation took place to address Motion 3 and Motion 4 for inclusion in this report.

Following are the responses to the areas of concern.

- 1) The issue of Post Traumatic Stress Disorder (PTSD) and trauma, in general, should receive greater emphasis in training and should be explicitly referenced in procedures.*

Response to item 1:

A detailed review of training has been conducted. The physical and emotional impacts of the trauma, including PTSD, on the person who has experienced sexual assault are contained throughout the Sexual Assault Investigators Course. Victim anxiety reactions, including PTSD, and other symptoms of crisis or distress will continue to be included in training. The corporate psychologists have recommended a further teaching aid entitled “bridging responses: A front-line worker’s guide to supporting women who have post-traumatic stress”. This guide, published by the Centre for Addiction and Mental Health (CAMH) may be suitable for use by the Service to better equip members with tools to address PTSD, including understanding the distinction between recent and historical sexual assaults. The guide provides general information to front-line workers such as police to help identify post-traumatic stress resulting from abuse or violence. The Service is presently working with CAMH in regards to copyright agreements and scope of use.

The Service further agrees that PTSD should be explicitly referenced in procedures. As such, Procedure 05-05 Sexual Assault has been reviewed and will be amended to include:

Historical Sexual Assaults

When investigating complaints of historical sexual assault, officers are reminded to be sensitive to the possibility that the person reporting the incident may be experiencing a wide range of victim anxiety reactions including symptoms of Post Traumatic Stress Disorder (PTSD) and other symptoms of crisis or distress. These reactions may have a significant impact on the dynamics of the investigation including the interview with the person who has experienced the sexual assault.

- 2) Police officers should acknowledge the high incidence of PTSD in individuals who have experienced sexual assault and be more extensively trained in how to deal with it as part of the investigative process.*

Response to item 2:

The Service acknowledges the high incidence of PTSD in individuals who have experienced sexual assault and the importance of training police officers regarding how to accommodate individuals suffering from PTSD in the context of the investigative process. The training curriculum has been reviewed. The training provided to sexual assault investigators addresses the need for sensitivity when interviewing victims of sexual assault, including individuals suffering from the effects of PTSD.

Attention to sensitivity issues is contained in the approach taken to the teaching of course content. In addition, material is presented from multiple perspectives, in a way which promotes understanding and empathy for individuals from diverse backgrounds and includes both knowledge based and skill based learning. A small sampling of the ways in which the need for sensitivity to the victim is specifically addressed includes:

Knowledge Based

- Discussion of consent issues and rape myths with the incorporation of material from several scholarly articles on the topic
- Barriers to reporting, and the potential impact of investigative procedures on the victim's emotional status
- The Victim's Bill of Rights, and the importance of approaching each person with dignity, respect, care, and compassion
- A review of the wide range of potential victim reactions to sexual assault and the ways in which these reactions may be manifested during possible stages of emotional recovery from an assault and limitations of staging models
- Specific characteristics of PTSD and discussions of Rape Trauma Syndrome
- Neuropsychological underpinnings of traumatic stress reactions and the impact on memory, emotional response and coping

Skill Based

- A comprehensive discussion of the impact of interviewer characteristics and behaviours on the individual and how to prepare for and conduct the interview with sensitivity to the victim's physical needs, comfort, and emotional state (e.g., pacing, active listening, interviewer professionalism and demeanour, language)
 - The importance of fully informing the individual of how the interview will proceed including "ground rules" (e.g., interviewees are free to ask any questions they wish, take a break when they need to, etc.)
 - How to offer support, resources available to victims of sexual assault and victim follow-up
- 3) *The Service's in-house resources, specifically the Corporate Psychologists, should be utilized more frequently in training and other areas, as applicable.*

Response to item 3:

Psychological Services will be utilized more frequently in a consulting capacity. Psychological Services have recently met with the Course Coordinator and conducted a detailed review of the Sexual Assault Investigators Course. Psychological Services advises that the training provided is consistent with university level training in clinical interview skills. Training provided to sexual assault investigators addresses the need for sensitivity when conducting interviews with victims of sexual assault. As previously noted, Psychological Services has recommended the inclusion of the CAMH guide "bridging responses" as a further teaching resource to the Sexual Assault Investigator's Course. An additional recommendation from Psychological Services is the

provision of additional time for practical interviewing exercises, with supervision provided by course instructors and/or other experienced investigators. The Service is presently working with CAMH in regards to copyright agreements for the use of the “bridging responses” guide.

- 4) *The Service should ensure that it provides appropriate accommodation to individuals suffering from trauma.*

Response to item 4:

The Service agrees that it should provide appropriate accommodation to individuals suffering from trauma and recognizes it is important to educate investigators regarding the manner in which victim anxiety reactions including PTSD, and other symptoms of crisis or distress may impact on the investigation process, particularly when conducting interviews with victims of historical sexual assault. Members of the Service are not trained to clinically diagnose individuals suffering from specific trauma reactions and therefore all individuals, both women and men, exhibiting a wide range of reactions are accommodated to the greatest extent possible as a matter of course.

- 5) *Police officers should clearly explain the investigative process to individuals who have experienced sexual assault, at the time the process begins.*

Response to item 5:

Throughout training, officers (front line and investigative) are instructed on maintaining ongoing communication throughout the investigation with a person who has experienced sexual assault. They are advised to explain such things as their role(s) in the investigation, the process of evidence gathering, statement taking, status of the investigation and the judicial process. Procedure 05-05 Sexual Assault outlines the importance of ongoing communication with the person who has experienced sexual assault.

Currently the Service internet web site has a link under, “Inside the TPS” which contains a Procedure Information Sheet on sexual assault and a link under, “Community Safety” to the SCU. Both contain information for a person reporting a Sexual Assault. Information includes how to report a sexual assault to the police, how to report to other community agencies and what an individual can expect to experience if they do so. Also contained is an explanation of the sexual assault evidence kit and information about contact with investigators, giving of statements, suspect arrest, criminal charges and the court process.

Further, the SCU web site offers an, “Information Guide for Victims of Sexual Assault”, which includes a glossary of terms, Criminal Code Sexual Assault Offences and frequently asked questions. The Procedure Information Sheet on Sexual Assault includes information on what to expect from the first responding police officer and the investigating detective.

- 6) *When determining which police facilities, including interview rooms, should be used in the course of an investigation, attention should be paid to the impact such facilities have on those who have experienced trauma.*

Response to item 6:

During training on interviewing the person who has experienced a sexual assault, a variety of issues are addressed which include interview room suitability and location, privacy, distractions, atmosphere, proxemics, body language and seating arrangements.

Currently, FCM gives consideration in newer facilities to incorporate “soft” interview rooms. “Soft” is a term used to describe considerations to make the interview rooms more comfortable and in the case of the facility itself, situating the room so the interviewee does not have to walk throughout the police facility. Older facilities offer a greater challenge to the Service; however efforts have been made to “soften” these areas as best as possible.

There are currently 16 “soft” interview rooms contained in 12 of our Service facilities. There is one facility (14 Division) in the design stage now and four other facilities scheduled to be replaced as part of the Long-term Facilities Plan. The Service has formed a working group consisting of Psychological Services, T&E and SCU to work with FCM to give corporate direction on best practices on facility design; specifically - interview room design. The group will meet as needed when there are new facilities planned and meet when current facilities are to be upgraded.

Members conducting a sexual assault investigation currently use the most appropriate and available facility for conducting interviews.

- 7) *The difference between recent sexual assault and historical sexual assault should be explained more thoroughly to police officers during training, and included in relevant procedures.*

Response to item 7:

The dynamics of sexual assault investigations (both recent and historical) is an integral part of the training for investigators. The training emphasizes the importance of sensitivity to the needs of the person who has experienced sexual assault and will incorporate information about the dynamics and differences of recent and historical sexual assaults so officers are better able to work with survivors. The Sexual Assault Investigators Course training curriculum has been recently reviewed by Psychological Services with the further recommendation that training be supplemented by the use of the CAMH “bridging responses” guide as a teaching tool and resource that will help police officers recognize the signs of PTSD and respond with attention to the needs of the victim.

Service Procedure 05-05 Sexual Assault will be amended to include:

Historical Sexual Assaults

When investigating complaints of historical sexual assault, officers are reminded to be sensitive to the possibility that the person reporting the incident may be experiencing a wide range of victim anxiety reactions including symptoms of Post Traumatic Stress Disorder (PTSD) and other symptoms of crisis or distress. These reactions may have a significant impact on the dynamics of the investigation including the interview with the person who has experienced the sexual assault.

Conclusion:

The Service has conducted a further review of procedures and training as a result of the complainant's most recent deputation and direction from the Committee of the Board. The Service has set out the measures it has taken and will be taking to address the points raised.

The Service acknowledges the importance of training police officers regarding how to accommodate individuals suffering from PTSD in the context of the investigative process. Attention to sensitivity issues is contained in the approach taken to the teaching of course content that is both, knowledge based and skill based in nature. Psychological Services will be utilized more frequently in a consulting capacity. Psychological Services has recommended the inclusion of the CAMH guide "bridging responses" as a further teaching resource pending copyright approval from CAMH. The dynamics of sexual assault investigations (both recent and historical) is an integral part of training for investigators. As indicated an amendment to Procedure 05-05 Sexual Assault will be made to remind officers to be sensitive to the possibility that the person reporting the incident may be experiencing a wide range of victim anxiety reactions including symptoms of PTSD and other symptoms of crisis or distress specific to Historical Sexual Assaults.

The substantive policy complaint that the Service has addressed as set out in the complainant's letter of concern dated December 13, 2006 deals with the Service's understanding of the impact of post-traumatic stress on victims and their testimony (Min No. P99/08 refers) was dealt with and concluded at the February 12, 2009 Board meeting (Min No P32/09 refers).

In summary, the Service believes that it has adequately addressed all of the areas of concern identified by the Committee of the Board and the complainant, balancing the needs of the public and the requirements of the Service.

Deputy Chief Peter Sloly, Executive Command, will be in attendance to answer any questions that the Board may have regarding this report.

Ms. Suzan Fraser, legal counsel for the complainant, was in attendance and delivered a deputation to the Board on behalf of the complainant. A written copy of Ms. Fraser's deputation is on file in the Board office.

The complainant was also in attendance and, following Ms. Fraser's deputation, Acting Chair Pam McConnell and Chief William Blair acknowledged the complainant's courage for bringing this important matter to the Board and noted that the amendments to the Service Procedure regarding sexual assaults have occurred as a direct result of the issues that she raised.

Staff Inspector Elizabeth Byrnes, Sex Crimes Unit, was also in attendance and advised that the next semi-annual report on improvements to training related to sexual assault investigations will include a reference to the review that took place as a result of the issues raised by the complainant and the amendments to the Service Procedure.

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2009**

**#P339. BOARD POLICY: ACCESSIBILITY STANDARDS FOR CUSTOMER
SERVICE**

The Board was in receipt of the following report December 02, 2009 from Alok Mukherjee, Chair:

Subject: BOARD POLICY: ACCESSIBILITY STANDARDS FOR CUSTOMER
SERVICE

Recommendation:

It is recommended that the Board approve the attached policy, “Accessibility Standards for Customer Service.”

Financial Implications:

There are no financial implications arising out of this report.

Background/Purpose:

The Toronto Police Services Board (the Board) is committed to meeting its obligations under the Accessibility for Ontarians with Disabilities Act, 2005 (“AODA”). The AODA is a law passed by the Ontario legislature that allows the government to develop specific standards of accessibility and to enforce them.

The Ontario Government is issuing five sets of standards under the AODA to achieve the vision of a barrier-free Ontario by 2025. The first set is the “Accessibility Standards for Customer Service”, Ontario Regulation 429/07, which became law on January 1, 2008 and applies to the Board and the Toronto Police Service as of January 1, 2012.

The Regulation, Accessibility Standards for Customer Services, applies to every designated public sector organization and to every other person or organization that provides goods or services to members of the public or other third parties and that has at least one employee in Ontario. The Regulation states that every provider of goods or services shall establish policies, practices and procedures governing the provision of its goods or services to persons with disabilities.

Discussion:

As a result, Board staff, in consultation with Service members and staff from City of Toronto – Legal Services, have drafted the attached policy. This policy will require the Board to take

certain steps in its own operations to ensure accessibility to those using our services, in areas such as Intranet/Internet, telephone, publications and meetings. The policy also requests the Chief to develop procedures in these areas.

Conclusion:

Therefore, it is recommended that the Board approve the attached policy, "Accessibility Standards for Customer Service."

The Board approved the foregoing report.

TORONTO POLICE SERVICES BOARD

ACCESSIBILITY STANDARDS FOR CUSTOMER SERVICE

DATE APPROVED		Minute No: Pxxx/09
DATE(S) AMENDED		Minute No: Pxxx/09
DATE REVIEWED		
REPORTING REQUIREMENT		
LEGISLATION	<i>Police Services Act, R.S.O. 1990, c.P.15, as amended, s. 31(1)(c).</i> <i>Accessibility for Ontarians with Disabilities Act, S.O. 2005, c. 11.</i>	
DERIVATION		

The Toronto Police Services Board (the Board) is committed to meeting its obligations under the Accessibility for Ontarians with Disabilities Act, 2005 (“AODA”).

The AODA is a law passed by the Ontario legislature that allows the government to develop specific standards of accessibility and to enforce them.

The Ontario Government is issuing five sets of standards under the AODA to achieve the vision of a barrier-free Ontario by 2025. The first set is the “Accessibility Standards for Customer Service”, Ontario Regulation 429/07, which became law on January 1, 2008 and applies to the Board and the Toronto Police Service as of January 1, 2012.

The Regulation, Accessibility Standards for Customer Services, applies to every designated public sector organization and to every other person or organization that provides goods or services to members of the public or other third parties and that has at least one employee in Ontario. The Regulation states that every provider of goods or services shall establish policies, practices and procedures governing the provision of its goods or services to persons with disabilities.

Providers must use reasonable efforts to ensure that the policies, procedures and practices they develop are consistent with the following principles:

- Dignity
- Independence

- Integration, except when alternate measures are necessary to meet the needs of people

- Use of service animals and support persons;
- Notice of temporary disruptions;
- Training for staff;
- Feedback process;
- Notice of availability of documents; and
- Format of documents; and

It is further the policy of the Toronto Police Services Board that the Chief of Police will:

1. develop procedures to ensure that Internet/Intranet sites and telephone system are accessible to people with disabilities, making technical modifications, where necessary, including building in the capacity for use of assistive devices;
2. develop procedures to ensure, where reasonable, that publications printed by the Service be made available in alternate formats, upon request by people with disabilities;
3. develop procedures to ensure that Service meetings involving the public:
 - a. be held at facilities that are physically accessible to people with disabilities, and;
 - b. have agendas and minutes that are accessible to people with disabilities.
4. develop procedures to deal specifically with accessibility in the following areas, as listed in the Regulation:
 - Use of service animals and support persons;
 - Notice of temporary disruptions;
 - Training for staff;
 - Feedback process;
 - Notice of availability of documents; and
 - Format of documents; and
5. ensure that all measures taken to ensure accessibility be consistent with the following principles: dignity, independence, integration (except where alternate measures are necessary to meet the needs of people with disabilities) and equal opportunity.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2009**

**#P340. ABORIGINAL POLICING – IMPLEMENTATION OF THE STATEMENT
OF COMMITMENT AND GUIDING PRINCIPLES**

The Board was in receipt of the following report November 12, 2009 from William Blair, Chief of Police:

Subject: ABORIGINAL POLICING – IMPLEMENTATION OF THE STATEMENT OF
COMMITMENT AND GUIDING PRINCIPLES

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:

In early 2007, the Aboriginal Issues sub-committee of the Saving Lives Implementation Group (SLIG) completed its report, which included a recommendation for the Board to establish a policy in relation to Aboriginal policing. The SLIG membership was comprised of three members of the Board, three representatives of the Service, and six community representatives on issues of race and mental health. This sub-committee report was subsequently approved by the SLIG membership as a whole, and was received by the Board at its meeting of March 22, 2007 (Min. No. P104/07 refers).

At its meeting of February 12, 2009, the Board received a draft document entitled – Aboriginal Policing – Statement of Commitment & Guiding Principles. The Board approved the report and requested that:

“.....the Chief deliver a presentation of the Aboriginal Peacekeeping Unit at a future meeting” (Min. No. P30/09 refers).

At its meeting of May 21, 2009, the Board received a document entitled – Aboriginal Peacekeeping Unit Overview, as well as a presentation on the responsibilities, roles and functions of Community Mobilization Unit (CMU) - Aboriginal Peacekeeping Unit (APU). The Board approved the report and presentation (Min. No. P120/09 refers). This report is to provide the Board with an update on the operational implementation of that document.

Discussion:

In September 1992, the Toronto Police Services Board approved the establishment of the Aboriginal Peacekeeping Unit (APU). The Toronto Police Service (Service) became the first major urban police service in Canada to establish a unit to deal specifically with the issues faced by the Aboriginal community. The APU is the corporate expression of the Service's commitment to the Aboriginal community.

The objective of the APU in part is to bridge the gap between the Service and the Aboriginal community of Toronto, thereby, ensuring the Service is sensitive to their cultural background and unique needs. The APU has long been the focal point and conduit through which both the Service and Aboriginal people of Toronto continue to work together, in a partnership based on mutual understanding and respect. The APU is committed to promoting internal and external awareness, as well as cultural diversity training. This approach will ensure increased levels of culturally competent officers both present and in the future.

Traditionally, the Service has been committed to respecting and recognizing the unique position of the Aboriginal community as the original peoples of this land. Keeping true to that legacy, the Service has reaffirmed its commitment to progressively working with our Aboriginal community by adopting into operational practice the document entitled *Aboriginal Policing – Statement of Commitment and Guiding Principles*. In keeping with the fundamental components of this document, the Service is dedicated to working both collectively and individually with members of the Aboriginal community to provide inclusive, bias-free service in an atmosphere of mutual respect, understanding and trust. Components of the APU which support the Aboriginal community can be broadly divided into four categories:

- Supporting community led efforts;
- Policing initiatives to engage youth;
- Building community capacity, representation; and the
- Delivery of training, ensured consultation and promotion of partnerships.

At its meeting on February 12, 2009, the Board approved a document entitled *Aboriginal Policing - Statement of Commitment & Guiding Principles*. The document addresses three critical areas:

- Representation and Accountability;
- Training; and
- Accountability: Participation, Consultation and Information Sharing.

Having regard to the commitment stated in the document, the Service through the APU has adopted the following guiding principles in order to ensure the provision of adequate and effective police services to the members of Toronto's Aboriginal community:

Representation and Accountability

The Aboriginal Consultative Committee (ACC) and the APU continue to partner with the Service's Employment Unit in an effort to ensure that the Service is inclusive and reflective of the Aboriginal community.

In the summer of 2008, the ACC, APU and 43 Division implemented a pilot project to address the needs of the Aboriginal community at the divisional level. This project was a holistic approach that involved a dedicated officer working with the Aboriginal community within Gabriel Dumont (Non Profit Housing) Complex for a period of six months. The project entailed culturally competent officers assisting with community led initiatives, encouraging youth engagement and promoting partnerships. The project manifested itself in the Aboriginal community through a community barbeque, a significant presence at the 43 Division open house festivities and application of various crime prevention initiatives.

This project is currently being evaluated by a dedicated working group representing Gabriel Dumont Complex, APU, ACC and Eastview Junior Public School. In realizing the emphasis placed upon representation of service delivery at the divisional level, 43 Division continues to address the needs of the Aboriginal community through crime prevention, community participation and community mobilization strategies.

The APU continues to invest in the resources at the divisional level by utilizing officers from across the Service (Aboriginal and Non-Aboriginal) for their outreach initiatives such as cultural celebrations, including but not limited to the following: National Aboriginal Day and the Annual Christmas Tree Decorating Event at Police Headquarters, Sunrise Ceremony at New City Hall, youth programs, community events, "Keeping the Circle Strong" camps held annually at Grundy Provincial Park and Pow Wows.

It is imperative to recognize that the Aboriginal youth population is increasing at more than two times the rate of the general population. The APU and identified agencies have developed partnerships to address the Service's priority focusing on child and youth safety while recognizing the increasing Aboriginal youth population.

The APU remains located on the ground floor of Police Headquarters adjacent to the main doors of the Greenville lobby to ensure ease of access. The unit maintains its open door policy allowing for continued youth mentoring. APU officers provide guidance and direction regarding the challenges and opportunities in society. This ongoing initiative exposes them to officers as positive role models, instills hope and fosters relationship building with Aboriginal youth in a culturally sensitive and welcoming environment.

Recently, the Service supported the formation of Internal Support Networks. Aboriginal members of the Service are in the process of developing an Aboriginal Internal Support Network (A-ISN). Both civilian and uniform members are interested in a process that connects people through open lines of communication and information sharing. The A-ISN has already met once and is presently engaged in a six month consultation process. The group has scheduled a second meeting for December 4, 2009 to further explore this opportunity.

Training

The APU continues to deliver training to members of the Service through the Civilian Diversity and Community Mobilization courses. ACC members delivered a comprehensive three hour training session for the Front Line Supervisor's course. This is a new initiative identified as a need to improve service delivery.

In collaboration with the Service's Diversity Management Unit (DMU), both the ACC and APU presented at the DMU's Racially Biased Policing Conference – Trends and Progressive Solutions on September 30, 2009. The conference acknowledged the Aboriginal community has an important voice in ensuring fair and equitable policing. The document was highlighted in the conference programme and distributed to more than 250 attendees from 33 different organizations including 135 Service members (civilian and uniform) inclusive of all ranks. To promote the document, the Service and the ACC required that it be widely distributed amongst members of the Service and the greater community. The APU spoke on the document and promoted other agencies to do the same.

APU officers will continue to attend divisions where there is a high concentration of Aboriginal people or Aboriginal specific organizations to deliver training and information to community members and officers alike. Cross-training will be provided to those organizations to introduce the agency and help foster relationships. By delivering training to those identified divisions, it will enhance and effect the development of cultural competencies across the Service.

The APU is a reflection of the Service's commitment to the Aboriginal community whether-it-be staffed by officers of Aboriginal descent or officers who are dedicated, culturally competent and sensitive to the needs of the Aboriginal community. This was best reflected in the 43 Division Pilot Project – where a dedicated non-Aboriginal officer built meaningful and sustainable relationships with youth in the Aboriginal community.

Accountability: Participation, Consultation and Information Sharing

The ACC is comprised of fifteen members, inclusive of one youth representative (a 2009 Youth in Policing Initiative graduate), a dedicated Staff Superintendent and a Community Liaison Officer. Currently, the committee is represented by various agencies dedicated to issues of homelessness, housing, elderly, youth, schools, women's issues, men's issues and the business sector. The ACC meet at least ten times per year and engage in discussion on some of the key human resource, education, consultation and relationship building issues between the Service and the Aboriginal community of Toronto. Through its leadership, the committee continues to act as a mentor, counsellor, advisor and partner to the Service.

Partnerships between the ACC and the Service continue to evolve through enhanced participation, consultation and information sharing. This is exemplified through a collaborative effort by co-hosting the National Aboriginal Day celebration, participation in creation of the Statement of Commitment and Guiding Principles and addressing direct needs based upon the cultural/historical training to the entire Employment Unit in 2007.

In partnership with local agencies, the Service continues to develop and improve service delivery to the Aboriginal community while engaging its members in a traditionally and culturally sensitive setting through many events. This component is critical to enhance the relationship between the Service and the Aboriginal community of Toronto.

Conclusion:

The Service is committed to recognizing, respecting, and implementing the document entitled – *Aboriginal Policing – Statement of Commitment & Guiding Principles* to ensure the Aboriginal community is provided with adequate and effective police service in a culturally competent manner.

The document has become a fundamental part of service delivery to the Aboriginal community and a conduit for change by employing CMU strategies in an innovative and progressive approach to community mobilization and Aboriginal partnerships. The APU provides practical support and resources to divisional officers and continues to strengthen the Service's ability to work continuously towards building and maintaining sustainable relationships with the Aboriginal community. Continued implementation of the document supported by CMU strategies will create effective and meaningful relationships to improve the quality of life in respect to the Aboriginal community.

Moving forward, the Service remains committed to the implementation of the document's guiding principles and concepts in support of the Aboriginal community. To ensure the integrity of the document, the Service will continue to consult with the ACC and other representatives of the Aboriginal community regarding its guiding framework and implementation. Additionally, the Service will explore the development of a community appropriate measurement tool to understand the impact the document has made upon the Aboriginal community with respect to service delivery.

Deputy Chief Keith Forde, Human Resources Command, will be in attendance to answer any questions the Board may have regarding this report.

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2009**

**#P341. RENEWAL OF MOBILE CRISIS INTERVENTION TEAM
MEMORANDA OF UNDERSTANDING**

The Board was in receipt of the following report December 02, 2009 from William Blair, Chief of Police:

Subject: RENEWAL OF MOBILE CRISIS INTERVENTION TEAM MEMORANDUM
OF UNDERSTANDINGS

Recommendation:

It is recommended that the Board authorize the Chair to renew the Mobile Crisis Intervention Team (MCIT) Memorandum of Understandings between the Toronto Police Service (Service) and The Scarborough Hospital, St. Michael's Hospital and St. Joseph's Hospital, subject to being approved as to form by the City Solicitor.

Financial Implications:

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

Background/Purpose:

At its meeting of October 26, 2000, the Board approved the Service's participation in a partnership with St. Michael's Hospital Mobile Crisis Intervention Team to improve response and provision of services to emotionally disturbed persons (Min. No. P478 refers).

Since that time, the program has been expanded to include partnerships with St. Joseph's Hospital, The Scarborough Hospital and Humber River Regional Hospital.

As articulated in previous Board reports, these partnerships have been highly successful and have provided numerous benefits to the community and the Service.

Discussion:

The Service is presently in the process of renewing the Memorandum of Understandings (MOU's) it currently has in place with The Scarborough Hospital, St. Michael's Hospital and St. Joseph's Hospital.

There are no material changes being made to these MOU's that have not previously been approved by the Board.

Prior to these renewal MOU's being submitted to the Chair for execution on behalf of the Board, they will be approved as to form by the City Solicitor and reviewed and approved by Mr. Jerome Wiley, Legal Counsel for the Chief of Police.

Conclusion:

To ensure the continued success of the MCIT Program, I respectfully request the Board to authorize the Chair to execute on their behalf the renewal of the MCIT MOU's with The Scarborough Hospital, St. Michael's Hospital and St. Joseph's Hospital, subject to being approved as to form by the City Solicitor.

Deputy Chief Kim Derry, Divisional Policing Command, will be in attendance to respond to any questions that the Board may have regarding this report.

The Board approved the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2009**

**#P342. SEMI-ANNUAL REPORT: PROFESSIONAL STANDARDS: JANUARY
TO JUNE 2009**

The Board was in receipt of the following report October 15, 2009 from William Blair, Chief of Police:

Subject: SEMI-ANNUAL REPORT: PROFESSIONAL STANDARDS – JANUARY-
JUNE 2009

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 Professional Standards Unit is responsible for investigating allegations of misconduct pertaining to members of the Toronto Police Service (TPS), collecting and analyzing data related to various aspects of a member's duties, and recognizing member's achievements with formal awards. This report is an amalgamation of PRS reports and has been in existence since 1996. Attached is the Professional Standards 2009 Semi-Annual Report.

Discussion:

The first half of 2009 revealed a minimal increase in public complaints and a noted decrease in the number of complaints appealed to, and overruled by, the Ontario Civilian Commission on Police Services (OCCPS). Decreases in both use of force incidents and suspect apprehension pursuits are noted and are consistent with a decrease in the overall number of calls for service TPS wide at this time. Prosecutions Services saw an increase in the number of cases initiated in the first half of 2009 which can, in part, be attributed to the recent conclusion of a number of criminal court cases. Incidents involving TPS officers in which the Special Investigations Unit (SIU) mandate was invoked saw an increase, consistent with the overall increasing trend in police services across Ontario for the first six months of 2009. Professional Standards continued a proactive approach on professionalism through the provision of training opportunities, routine inspections, and data review.

Conclusion:

In summary, this report provides the Board with an overview of the statistics gathered between January and June, 2009.

Deputy Chief Peter Sloly, Executive Command will be in attendance to answer any questions if required.

Chief William Blair responded to questions about this report.

The Board received the foregoing report.

HIGHLIGHTS

- Members of the Toronto Police Service received 20 Internal Service Awards, 53 External Awards, and issued 37 awards to community members. (pg. 10 & 12).
- During the first half of 2009, 357 public complaints received concerning the conduct of uniform members and/or the policies/services of the Toronto Police Service, a 0.3% increase from 2008 and 0.6% above the five year average (pg. 14):
 - 207 (58.0%) complaints were investigated, a decrease of 1.8%, of which 203 pertained to officer conduct and 4 concerned the services and/or policies of the TPS. (pg. 14)
 - 150 (42.0%) complaints did not meet the criteria set out in the Police Services Act and therefore were not subject to investigation, an increase of 1.8% from 2008. (pg. 14)
 - 13 (3.6%) complaints were classified as serious in nature, a decrease of 48.0% from 2008. (pg. 14)
 - 214 (88.1%) concluded complaint investigations were completed within 90 days, an increase of 18.3% from 2008. (pg. 19)
 - 55 (15.4%) complaints were appealed to OCCPS for review, a decrease of 7.6% from 2008. (pg. 19)
- The Toronto Police Service received 28 new Civil Litigation cases in 2009, 1 less than in 2008. (pg. 25)
- Prosecution Services initiated 45 cases and 84 charges in the first half of 2009, a 60.7% and 64.7% increase respectively since 2008. Off duty incidents attributed to 48.9% of new cases, a decrease of 4.7%. (pg. 26 & 28)
- The Disciplinary Hearings office concluded 53 cases involving 218 charges in the first half of 2009. It should be noted that some cases concluded in 2009 were initiated in prior years. (pg. 28)
- ~~Use of Force incidents totalled 791, compared to 893 in the first half of 2008, a total of 1,103.~~
Use of Force reports were submitted compared to 1,317 in 2008. The most common reason for Use of Force, due to its correlation to public safety, continues to be for the protection of the officer her/himself. (pg. 33 & 35)
- Use of Force incidents in which subjects were perceived to be armed with a weapon increased by 15.6%. (pg. 40).
- Use of Force Form 1 reports indicated that 67 officers received injuries in the first half of 2009, compared to 73 in 2008. The majority of injuries were minor in nature. (pg. 40)

- The Provincial Special Investigations Unit invoked its mandate to investigate 39 incidents, an increase from 29 in 2008. Of these, 24 cases were concluded without charges, 3 resulted in charges, 1 is currently ongoing, and the SIU withdrew their mandate in 11 cases. The TPS SIU Liaison conducted 31 lectures service-wide during the first half of 2009 emphasizing timely SIU notification, injury identification, and the necessity of comprehensive articulation of events. (pg. 41)
- Suspect Apprehension Pursuits were initiated on 83 occasions in the first half of 2009, representing an 11.7% decrease from 2008 and 5.9% less than the 4 year average. Subject officers and/or supervisors terminated 55.4% of pursuits, an increase from 52.1% in 2008. (pg. 43 & 45)
- Personal injury occurred in 6.3% of initiated Suspect Apprehension Pursuits, a 0.8% decrease from the first half of 2008. In total, 14 persons received minor injuries compared to 12 in 2008. The first half of both 2008 and 2009 had 0 fatalities as a result of a pursuit. (pg. 45)

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2009**

**#P343. QUARTERLY REPORT: MUNICIPAL FREEDOM OF INFORMATION
AND PROTECTION OF PRIVACY ACT COMPLIANCE: JULY TO
SEPTEMBER 2009**

The Board was in receipt of the following report November 23, 2009 from William Blair, Chief of Police:

Subject: QUARTERLY REPORT - MUNICIPAL FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT COMPLIANCE: JULY, AUGUST, SEPTEMBER, 2009.

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 on September 23, 2004, the Board approved a motion that the Chief of Police provide the Board with quarterly reports identifying the Service's *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA) compliance rates, and further, that the total number of overdue requests be divided into categories of 30, 60, or 90 days, or longer (Min. No. P284/04 refers).

Under the Act, compliance refers to the delivery of disclosure through the Freedom of Information process within 30 days of receipt of a request for information.

The compliance rates for the period July 1, 2009 to September 30, 2009, divided into three categories as stipulated by the Board, are as follows:

Discussion:

Toronto Police Service
Compliance Rates
July 1, 2009 – September 30, 2009

30-Day	60-Day	90-Day or longer
82.57%	93.29%	95.49%
Requests to be completed during this time period: 998	174	67
Requests completed: 824	Requests completed: 107	Requests completed: 22
Requests remaining: 174	Requests remaining: 67	Requests remaining: 45

A total of 998 requests were required to be completed within 30 days. The running totals reflect, for the 30, 60, and 90 day (or longer) periods, the number of requests that were actually completed. The number of incomplete files is carried over as 'requests remaining.' All numbers shown are based on the number of files it was possible to be compliant with during this period.

A further breakdown of requests received July to September 2009 is as follows:

Category	Total	Description
Individual/Public	666	- Personal
Business	263	- Witness contact information/Memobook notes/911 calls/reports - General reports - Law firms & insurance companies
Academic/Research	1	- Criminal activity in and around a specific school
Association/Group	28	- Mental Health - Legal
Media	3	- TPS members suffering from Post traumatic stress disorder - Closure of businesses - 9-1-1 transcripts involving fatal MVA
Government	17	- Ministries

The above table reflects the numbers and types of requests received during the entire reporting period. The number of files required to be completed during the reporting period are not reflected.

A breakdown by month of the 30-day compliance rates for this quarterly period is as follows:

July	2009	85.59%
August	2009	82.08%
September	2009	79.52%

Conclusion:

In summary, this report provides the Board with the compliance rates for the period July 1, 2009 to September 30, 2009.

Deputy Chief Peter Sloly, Executive Command, will be in attendance to answer any questions that the Board members may have in relation to this report.

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2009**

**#P344. PROJECT MANAGEMENT SERVICES FOR THE DIGITAL VIDEO
ASSET MANAGEMENT PROJECT – CONTRACT EXTENSION**

The Board was in receipt of the following report December 01, 2009 from William Blair, Chief of Police:

Subject: PROJECT MANAGEMENT SERVICES FOR THE DIGITAL VIDEO ASSET
MANAGEMENT PROJECT – CONTRACT EXTENSION

Recommendations:

It is recommended that the Board approve extending the existing contract awarded to DJinn Software Inc. (DJinnSoft) for project management services on the Digital Video Asset Management System II project for three (3) months with a cost of up to \$45,000 plus applicable taxes, resulting in a total cost of \$876,750 plus applicable taxes.

Financial Implications:

The additional funds of \$45,000, required for extending the existing program management contract with DJinnSoft, are available within the Digital Video Management System II (DVAM II) capital project budget. The overall DVAM II project remains within the approved capital budget.

Background/Purpose:

The vision of DVAMS I was to acquire video evidence in a digital format at source, and reduce the storage and use of physical video evidence media within the organization. DVAMS II extends network-based digital video data file technology to acquire, transport, index, search, disclose, archive and purge digital video evidence securely and efficiently.

An Executive Steering Committee was established in early 2006 to oversee the overall management of the project. A request for proposal (RFP #1069094-06) was issued in April, 2006 and a project manager from DJinnSoft was hired in September 2006. In February 2008, the Board approved the extension of the project management services for twelve (12) months and an additional optional six (6) months extension adding up to \$359,250 to the initial acquisition of \$396,900 resulting in a total cost of \$756,150 for project management services for the DVAM II project (Min. No. P30/08 attached).

An RFP was issued by the Service, (RFP #1080879-07), on January 17, 2007 for the core DVAM II solution. This was approved by the Board on July 10, 2007 (Min. No. P250/07 refers), and the contract between the Service and the core solution vendor, TranTech Inc. (TranTech), was signed on November 22, 2007 at which time the project commenced phase 3 of the 5-phase project. The original DVAMS vendor company, TranTech, was acquired by MediaSolv Solutions Corporation (MediaSolv) in May 2009. While this acquisition does not have any cost impact on the project, the transition resulted in schedule delay.

The DVAM II Steering Committee reviewed the project status and approved a budget increase to DJinnSoft, extending the project management services until end December 2009, for the project to meet this transition delay. The extension impact of \$75,600 for DJinnSoft was within 10% of the total contract amount and allowable within the Financial Control By-law 147 as amended and as long as funding is available.

Discussion:

DVAMS remains on schedule for production implementation by end 2009. With the complexity, effort and scope of DVAMS; the project is exercising due diligence to mitigate operational risks by scheduling a phased operation rollout of the DVAMS locations. DVAMS Central Management component will be in production, with four (4) of the seven (7) DVAMS locations scheduled to go-live consecutively in December 2009 and the remaining in January 2010. With the production rollout completed, the project will commence Phase 5 (project closeout) which includes the conclusion of the contracts, project financial summary and documentation.

Extending the project management services will allow the project to complete the rollout to the remaining DVAMS locations and close out of the project in an effective, timely and uninterrupted schedule. This extension will add \$45,000 to the current contract amount of \$831,750 resulting in a total cost of \$876,750 for project management services for the DVAM II project.

The option of having an internal Project Manager (PM) take over the responsibility for Project Management was actively considered. However, the internal PM who has gained the necessary knowledge transfer is fully committed to a number of active projects including In Car Camera, and as such, is unable to take on the roll of PM with out adding significant risks and potentially delay to both projects.

Based on the information we have to-date the project is estimated to be completed in early 2010, within the approved funding. The total project budget requirement including the contract extension costs for DJinnSoft project manager; the cost of the MediaSolv core solution, the central repository (Headquarters) server hardware, network upgrade, system software, disk storage, and facilities wiring installation is projected to be within the approved DVAM project funding.

Conclusion:

In summary, extending the existing contract awarded to DJinnSoft for project management services for the DVAM II Project will provide the Service with the services to effectively complete the DVAMS division roll-out and finalize the formal close out of the project.

Deputy Chief Peter Sloly, Executive Command, will be in attendance to answer any questions that the Board may have regarding this report.

The Board approved the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2009**

#P345. LEGAL FEES – TORONTO POLICE ASSOCIATION AND OCCPS

The Board was in receipt of the following report November 27, 2009 from Alok Mukherjee, Chair:

Subject: LEGAL FEES - TORONTO POLICE ASSOCIATION AND OCCPS

Recommendation:

It is recommended that the Board approve payment of the legal fees charged by Lenczner Slaght Royce Smith Griffin LLP in the amount of \$8,092.00.

Financial Implications:

The funding required to cover the cost of these legal fees is available within the Board's 2009 operating budget.

Background/Purpose:

Attached is a statement of account from the legal firm of Lenczner Slaght Royce Smith Griffin LLP for professional services rendered in connection with the above-noted matter. The attached account is for the period October 1, 2009 to October 31, 2009, in the amount of \$8,092.00.

Conclusion:

It is, therefore, recommended that the Board approve payment of this account from the Board's operating budget.

This report corresponds with additional information provided on the in-camera agenda.

The Board approved the foregoing report. A detailed breakdown of the legal costs was considered during the in-camera meeting (Min. No. C342/09 refers).



BARRISTERS

Toronto Police Services Board
40 College Street
Toronto ON M5G 2J3
Attention: Alok Mukherjee

Date: November 19, 2009

Our file #: 36298
INVOICE NO. 85582

Re: v. Toronto Police Services Association

TO PROFESSIONAL SERVICES RENDERED with respect to the above matter during the period from October 1 to October 31, 2009:

FEES:

TOTAL FEES	\$7,660.00
G.S.T. @ 5%	383.00

DISBURSEMENTS

TOTAL DISBURSEMENTS	\$46.67
G.S.T. @ 5%	2.33
TOTAL FEES AND DISBURSEMENTS	\$7,706.67

TOTAL TAXES

G.S.T. (Registration #: R133780817)	<u>385.33</u>
TOTAL BILL	\$8,092.00
TOTAL DUE AND OWING UPON RECEIPT	<u>\$8,092.00</u>

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2009**

**#P346. AUXILIARY MEMBERS – TERMINATION OF APPOINTMENTS:
JANUARY TO JUNE 2009**

The Board was in receipt of the following report November 19, 2009 from William Blair, Chief of Police:

Subject: AUXILIARY MEMBERS - TERMINATION OF APPOINTMENTS:
JANUARY 2009 TO JUNE 2009

Recommendations:

It is recommended that:

- (1) the Board terminate the appointments of the 15 Auxiliary members who are identified in Appendix 'A' as they are no longer available to perform their duties due to resignation, retirement or death; and
- (2) the Board notify the Minister of Community Safety and Correctional Services about the termination of appointments for these 15 Auxiliary members.

Financial Implications:

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

Background/Purpose:

Auxiliary members are governed by the Police Services Act (PSA); Revised Statutes of Ontario, 1990; Policing Standards Guidelines; Board Policy TPSB A1-004; Toronto Police Service Governance; Standards of Conduct; and Service Procedure 14-20 entitled, "Auxiliary Members."

Under section 52(1) of the PSA, the Board is authorized to appoint and suspend, or terminate the appointment of Auxiliary members, subject to the approval of the Minister of Community Safety and Correctional Services (Minister) and with respect to the suspension or termination of the appointment of an Auxiliary member, section 52(2) of the PSA states:

"If the board suspends or terminates the appointment of an Auxiliary member of the police force, it shall promptly give the Solicitor General written notice of the suspension or termination."

Discussion:

The termination of appointments of the 15 Auxiliary members consists entirely of Police Constables.

Conclusion:

In accordance with section 52(2) of the PSA, please find the names of the 15 Auxiliary members set out in Appendix 'A', whose appointments terminated during the period between January 2009 and June 2009, as they are no longer available to perform their duties due to resignation, retirement or death.

Deputy Chief Keith Forde, Human Resources Command, will be in attendance to answer any questions that the Board may have regarding this report.

The Board approved the foregoing report.

APPENDIX "A"

AUXILIARY TERMINATIONS OF APPOINTMENTS
FOR THE PERIOD JANUARY 2009 – JUNE 2009

	<i>SURNAME</i>	<i>GI</i>	<i>RANK</i>	<i>BADGE</i>	<i>UNIT</i>	<i>DATE</i>
1.	HAZBOUN	Jack	PC	50471	22D	09/01/09
2.	DA SILVA	Steven	PC	51312	11D	09/01/22
3.	RETYI	Robert	PC	51166	32D	09/02/03
4.	LI	Raymond	PC	51316	54D	09/02/17
5.	HAKEEMI	Qais	PC	51283	55D	09/03/03
6.	BILSKI	Mike	PC	51340	33D	09/03/14
7.	CAMILLERI	Leonardo	PC	51361	TSV	09/03/26
8.	JASSAL	Raj	PC	51281	14D	09/03/28
9.	ORCHARD	Tyler	PC	51278	52D	09/04/13
10.	LUCHIAN	Eduard	PC	51284	32D	09/04/17
11.	ROBINSON	Brian	PC	51220	43D	09/04/26
12.	KILIC	Fatih	PC	51341	33D	09/06/02
13.	WALTER	Jason	PC	51419	COS	09/06/03
14.	MONIZ	Candido	PC	51258	14D	09/06/18
15.	JANOOWALLA	Shabbir	PC	50886	43D	09/06/22

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2009**

**#P347. AWARDS GRANTED BY THE TORONTO POLICE SERVICES BOARD:
JANUARY TO DECEMBER 2009**

The Board was in receipt of the following report December 02, 2009 from Alok Mukherjee, Chair:

Subject: AWARDS GRANTED BY THE TORONTO POLICE SERVICES BOARD:
JANUARY TO DECEMBER 2009

Recommendation:

It is recommended that the Board receive this report for information.

Financial Implications:

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

Background/Purpose:

The following Toronto Police Services Board awards were presented to members of the Toronto Police Service during the period from January to December 2009:

MERIT MARK:

PEO	ALEXANDER, Dayne (65433)	Parking Enforcement East
PC	HARVEY, Donald (4252)	52 Division
PC	WOO, Mark (99160)	52 Division
Det.	WOLF, Raymond (496)	Organized Crime Enforcement

COMMENDATION:

PC	AHMAD, Mansoor (8348)	33 Division
S/Sgt.	BODDY, Christopher (4432)	Staff Planning & Community Mobilization
PC	CATENACCIO, Mario (9784)	31 Division
PC	CHAN, Chor-Piu (8066)	Community Liaison
PC	CHARIANDY, Mark (7412)	31 Division
PC	CURRIE, Wayne (6352)	22 Division
PC	ERDIS, Ian (7435)	22 Division
PC	ETHIER, Christopher (9723)	11 Division

PC	FAIRCLOUGH, James (90145)	14 Division
PC	FUNCHION, Daniel (9681)	42 Division
PC	GIRARD, Martin (10042)	41 Division
PC	GLADU, Joseph (8564)	12 Division
PC	GOBEIL, Jason (8623)	41 Division
PC	JANSZ, Gawain (5330)	31 Division
PC	JOHN, Gregory (249)	Mounted & Police Dog Services
PC	JONES, Glenn (8465)	31 Division
PC	KACHUR, Damien (8984)	41 Division
PC	POLOMSKI, Madonna (9337)	42 Division
PC	RUSSELL, Paul (8492)	22 Division
PC	SPENCE, Kenneth (9471)	51 Division
PC	STEEVES, Thomas (8083)	Organized Crime Enforcement
PC	TAJTI, Robert (1445)	14 Division
PC	TUPLING, Ann-Marie (77)	55 Division
Sgt.	UHRICH, Allan (1676)	51 Division
PC	VERDOOLD, Lance (1253)	31 Division
PC	ZIVCIC, John (9824)	22 Division

TEAMWORK COMMENDATION:

PC	ANNETTS, Amanda (8644)	Drug Squad
PC	ARMSTRONG, Frederick (8154)	14 Division
PC	ARSENAULT, Daren (488)	32 Division
PC	ASTAPKOVICH, Andrei (8900)	14 Division
PC	BAMJI, Zubin (8038) (x2)	11 Division
PC	BASSINGTHWAITE, Steven (5297)	Training & Education
PC	BELL, Daryl (7479)	Drug Squad
PC	BERG, Ingo (6002)	Traffic Services
PC	BERNARDO, Eduardo (7819)	14 Division
Det.	BERNARDO, Israel (99557)	14 Division
Sgt.	BEVILACQUA, Filippo (5107)	31 Division
D/Sgt.	BISHOP, David (4444)	Organized Crime Enforcement
Civ.	BONADIE, Kristian (89353)	Property & Evidence Management
PC	BORSBOOM, Marcellinus (7603)	14 Division
Det.	BOULET, Scott (1421)	PRS-Investigative Support
PC	BRADY, Peter (10011)	12 Division
PC	BRAUND, James (8592)	11 Division
PC	BRETT, Bryan (8998)	31 Division
Civ.	BRIELL, Sandra (86134)	Communications Services
PC	BUCHANAN, Gregory (87055)	14 Division
PC	BUCHHOLZ, John (9263)	53 Division
D/Sgt.	BUTULA, Ellery (6886)	PRS-Investigative Support
PC	CAMPBELL, Steve (6164)	Emergency Task Force
PC	CASSIDY, Sean (7956)	14 Division
Civ.	CHENIER, Chase (89327)	Property & Evidence Management

PC	CHIASSON, Yvette (8769)	53 Division
Det.	CHILVERS, Christopher (7563)	14 Division
PC	CLARK, Jamie (7483)	Hold Up Squad
PC	CLAYTON, Ricardo (7063)	13 Division
PC	CORKILL, Andrew (8175)	51 Division
PC	CORREIA, Jeffery (9982)	14 Division
D/Sgt.	COSCARELLA, Anthony (4564)	55 Division
PC	COYNE, Patrick (9358)	12 Division
PC	CRAIG, Rondi (7487)	14 Division
D/Sgt.	CREWS, William (68)	PRS-Investigative Support
PC	CROGHAN, Derek (8349)	Drug Squad
Sgt.	CROSBY, Daniel (4098)	14 Division
PC	CUNNINGTON, Matthew (8519)	14 Division
PC	DABUZINSKAS, Vytautas (7117)	33 Division
PC	DAVEY, Sean (7628)	Traffic Services
S/Sgt.	DAVIS, Sharon (4724)	Community Liaison
Civ.	DEARDEN, Peter (86030)	Property & Evidence Management
D/Sgt.	DECOURCY, John (5742)	Drug Squad
PC	DeJAGER, Audry (8010)	14 Division
PC	DENNIS, Aaron (5209)	53 Division
PC	DEWSNAP, Jamie (8115)	14 Division
PC	DICKSON, Brett (7779)	Traffic Services
Sgt.	DIZON, Jose (5242)	32 Division
PC	DOMINGO, Jason (7667)	51 Division
PC	DRAPER, Kirstan (8888)	14 Division
PC	EDWICKER, Alexis (8102)	33 Division
PC	ELLIOTT, Christopher (7550)	Drug Squad
S/Insp.	EVANS, Bryce (5862)	Central Courts
PC	FALASCA, Linda (65265) (x2)	14 Division
PC	FERLISI, Onofrio (99696)	14 Division
PC	FONG, Wai (5405)	Traffic Services
PC	FRASER, Rod (8821)	52 Division
PC	FRIGON, Robert (4571)	PRS-Investigative Support
Sgt.	FRY, Ronald (7125)	Training & Education
PC	GARNER, Anthony (99572)	53 Division
PC	GEORGE, Michael (6916)	Traffic Services
D/Sgt.	GETTY, Shawn (1237)	Hold Up Squad
PC	GOOBIE, Derrick (6626)	Emergency Task Force
PC	GOULAH, Anthony (8264)	Drug Squad
PC	GRIALDI, Thierry (6789)	Drug Squad
Det.	GURMAN, Michael (872)	11 Division
Civ.	HADERAJ, Taulant (86289)	Property & Evidence Management
PC	HALL, William (5992) (x2)	11 Division
PC	HAMMOND, Andrew (86204)	14 Division
Sgt.	HARGAN, Robert (3729)	14 Division
PC	HERMAN, Brian (8597)	14 Division

PC	HESLOP, Michael (8187)	14 Division
PC	HOCHRADL-ZORKU, Stephanie (89955)	Organized Crime Enforcement
PC	HRYHORSKY, Michael (8688)	12 Division
PC	HUI, Lawrence (8513)	14 Division
PC	HUNTER, Jason (8700)	14 Division
PC	JANES, Gary (5067)	Drug Squad
PC	JEFFREY, Michael (8596)	51 Division
PC	JOSEPHS, Adam (731)	52 Division
PC	KARJALAINEN, Trevor (1175)	PRS-Investigative Support
PC	KATAFIGIOTIS, Constantine (8392)	11 Division
PC	KELLY, Michael (8244)	14 Division
PC	KNILL, Graham (5443)	14 Division
Sgt.	KOFLER, Rudolph (5747)	12 Division
PC	KOLAR, Andrew (6534)	PRS-Investigative Support
Det.	KULMATYCKI, Joel (389)	PRS-Investigative Support
PC	LAJEUNESSE, William (7060)	12 Division
PC	LAMANNA, Anthony (3174)	52 Division
PC	LATHANGUE, William (256)	Organized Crime Enforcement
PC	LEAHY, Iliada (7918)	Organized Crime Enforcement
PC	LITTLE, David (469)	Drug Squad
Civ.	LONCAR, Rose (88296)	Communications Services
PC	LOVE, David (8761)	51 Division
PC	LUM, Soon (1013)	52 Division
Det.	MacCHEYNE, Richard (89979)	Organized Crime Enforcement
PC	MACNAB, Daniel (5353)	14 Division
Sgt.	MAISONNEUVE, Daniel (4240)	14 Division
PC	MANN, Amarjit (5140)	52 Division
PC	MARSHALL, Shawn (8003)	Sex Crimes Unit
PC	MATHIEU, Melanie (5404)	Fraud Squad
S/Sgt.	McBRATNEY, Gary (5886)	Traffic Services
Det.	McCABE, Kristine (382)	51 Division
PC	McCULLOUGH, Christopher (7632)	Training & Education
Sgt.	McFADYEN, Daniel (5088) (x2)	12 Division
PC	McGUINNESS, Sean (6457)	51 Division
PC	McNABB, Edward (8014)	14 Division
PC	MEREDITH, Craig (8247)	Drug Squad
PC	MILDENBERGER, Kaine (8503)	14 Division
PC	MINASVAND, George (5329)	33 Division
PC	MONIZ, Steven (65518)	11 Division
PC	MORAES, Timothy (4851)	PRS-Investigative Support
Det.	MORI, Deborah (1368)	PRS-Investigative Support
Det.	MOXLEY, Keith (3485)	33 Division
PC	MUNROE, Kelly (86990)	52 Division
PC	NAIDOO, Garth (9288)	14 Division
PC	NEVIN, David (5704)	Drug Squad
PC	NICHOLS, Heather (5244)	51 Division

Det.	NICOL, Brett (99444)	PRS-Investigative Support
PC	NICOLLE, Chad (692)	31 Division
PC	O'DRISCOLL, Denis (1351)	PRS-Investigative Support
PC	O'NEILL, Barry (7695)	14 Division
PC	OUELLETTE, Robert (99554)	52 Division
PC	PAGLIA, Giancarlo (90059)	14 Division
PC	PARKER, Ian (9147)	14 Division
PC	PEDDLE, Craig (4336)	PRS-Investigative Support
Mgr.	RADIX, Brenda (87269)	Property & Evidence Management
PC	RAND, Richard (7644)	14 Division
PC	REYMES, Kerrie (9911)	14 Division
Sgt.	RICHARDSON, Maxwell (6829)	43 Division
S/Sgt.	ROBERTS, Scott (359)	Public Safety & Emergency Management
PC	ROCHON, Becky (8817)	Homicide Squad
S/Sgt.	ROSETO, Egidio (5816)	Risk Management Unit
PC	ROWE, James (7793)	14 Division
PC	RUDZITIS, Scott (5434)	Tavis
Sgt.	SCHOFIELD, Glenn (6865)	14 Division
Civ.	SNEA, Michael (89197)	Public Safety & Emergency Management
PC	SOUVANDY, Chanthima (9359)	14 Division
PC	SPYROPOULOS, Iliada (7918)	Organized Crime Enforcement
PC	SUTHERLAND, Brian (8839)	14 Division
PC	SUTTON, Sean (8578)	31 Division
PC	SWAIN, Trevor (9634)	53 Division
Civ.	TAM, Hing (89388)	Drug Squad
PC	TAMBER, Moe (65525)	33 Division
PC	TEATERO, Frederick (8633)	Court Services
PC	TEIXEIRA, Andrew (65464)	Drug Squad
PC	TRAN, Dinh (8913)	14 Division
Sgt.	TRUBECKI, Robert (6244)	53 Division
PC	TSERING, Tenzin (7938)	12 Division
PC	TUCKER, Michael (8198)	31 Division
Det.	VANDER HEYDEN, Justin (5018) (x2)	PRS-Investigative Support
PC	VAN WART, Daniel (5178)	14 Division
PC	VIEIRA, Larry (8843)	14 Division
PC	WALLACE, John (8516)	Drug Squad
PC	WALLACE, Peter (99923)	33 Division
PC	WESTELL, Clinton (8048)	14 Division
PC	WESTERHOFF, David (9609)	14 Division
Supt.	WHITE, Ruth (5518)	14 Division
Sgt.	ZAMMIT, Jeffrey (598)	14 Division
Det.	ZELENY, Daryn (836)	Drug Squad

Members who were unable to attend the ceremonies were presented with their awards at the unit level.

In summary, there were a total of 4 Merit Marks, 26 Commendations, and 164 Teamwork Commendations during 2009.

The following Community Member Awards were presented to members of the community during the period from January to December 2009:

NAME	SUBMITTED BY:
ABRAHAM, Shanika	52 Division
ABUKAR, Abdifatah	14 Division
ALVES, Lorraine	55 Division
AVRAMOV, Latzezar	14 Division
BAIRD, Ian	53 Division
BHATIA, Navjeeve	43 Division
BITOVE, Thomas	Chief's Office
BROOKS, Claudette	31 Division
CLARKE, Natalie	Sex Crimes Unit
COELHO, Joe	54 Division
CONNERS, Alan	22 Division
CORREIRA, Charlie	14 Division
DALLAS, Derek	55 Division
DEL ZOTTO, Stephen	53 Division
DIPCHAND, Jeremy	Sex Crimes Unit
DORIE, Bryan	51 Division
EDMUND, Barbara	43 Division
EDMUND, Shylo	43 Division
ELLIOTT, Cindy	55 Division
FLORY, Charlene	54 Division
FREDERICK, Ray	Sex Crimes Unit
GALLAGHER, Karen	55 Division
GIARDINO, Andre	14 Division
GORDON, Hassan	Sex Crimes Unit
GOSLING, Reg	Drug Squad
GREGORY, Faustin	22 Division
GREGORY, George	43 Division
GREY, Shawn	Sex Crimes Unit
HA, Chau	23 Division
HARISPURU, Natalia	23 Division
HAYWARD, Jamie Robert	11 Division
HEMANS, Debbie	33 Division
HENKENHAF, Greg	51 Division
HENRIQUES, David	22 Division
HERAVI, Tamim	32 Division
HODDINOTT, Greg	55 Division

HOWLETT, Brian	53 Division
IOSSIFIDIS, Despina	13 Division
JALONEN, Dean	14 Division
KERMANI, Amir Noori	32 Division
KORUNA, Brandon	13 Division
KREZALEK, Patrick	51 Division
KUPCHO, Debbie	Drug Squad
LAMONACA, Angelina	23 Division
MacNEVIN, Jesse	54 Division
MATEUS, Melissa	52 Division
McMASTER, Michael	Communications Centre
MERANTE, Nello	22 Division
MILLS, Peter	Traffic Services
MOHAMED, Ruqio	31 Division
MORRIS, Kenneth	53 Division
MURRAY, Aaron	51 Division
NG, Isabel	42 Division
PARCHOWSKI, Andrew	54 Division
PARCHOWSKI, Anna	54 Division
PARCHOWSKI, Martin	54 Division
QUONG, Pearl	Sex Crimes Unit
ROSSI, Lisa	31 Division
ROTMAN-GOLDSTEIN, Janice	32 Division
SAVVIDOU, Georgia	54 Division
SMITH, Basil Oliver	Homicide Squad
SPRACKLIN, Gordon	41 Division
STEPHENSON, Jason	14 Division
STEPHENSON, William	53 Division
STRUIK, Aleida	53 Division
SUMPTER, Kenneth	43 Division
SYMONDS, Gordon	51 Division
TERSIGNI, Massimo	14 Division
THOMPSON, Chip	55 Division
TINNELLY, Khris	Sex Crimes Unit
VANATTAN, John	41 Division
VERSTEGE, Amanda	41 Division
VIENNEAU, Mark	11 Division
VON NIEBELSCHUTZ, Alex	31 Division
WAKELIN, Ryan	55 Division
WALTERS, Leighton	51 Division

The following Partnership Awards were presented to members of the community during the period from January to December 2009:

NAME	SUBMITTED BY:
ARSENAULT, Wade	51 Division

BARANS, Peter James	Community Mobilization
BLANEY, Adrian	14 Division
BURROWS, Dave	14 Division
CARPARELLI, Mike	14 Division
DeNEIT, Amanda	31 Division
DESROSIERS, Mireille	Traffic Services
DOMINGO, Lourdes	51 Division
FLEMING, Colin	Community Mobilization
McMULLIN, Eric	14 Division
MORNEAU, Nancy	Traffic Services
NAPPER, Dennis	14 Division
PALMA, Felipe	51 Division
PALMA, Roberto	51 Division
PATTERSON, Shelley	Traffic Services
RAHN, Matt	14 Division
WEIR, Robert	14 Division
ZERANKSKA, Beata	51 Division

In summary, there were a total of 76 Community Member Awards and 18 Partnership Awards presented during 2009. Members of the community who were unable to attend the ceremonies were presented with their awards by the units who had submitted them for nomination.

Conclusion:

The purpose of the report is to provide a record of awards granted by the Toronto Police Services Board during the period from January to December 2009.

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2009**

#P348. PAID DUTY RATES – JANUARY 1, 2010

The Board was in receipt of the following report December 07, 2009 from Pam McConnell, Acting Chair:

Subject: PAID DUTY RATES - JANUARY 1, 2010

Recommendation:

It is recommended that the Board receive the attached notification from the Toronto Police Association dated December 4, 2009, with respect paid duty rates effective January 1, 2010.

Financial Implications:

There are no financial implications with regard to the receipt of this report.

Background/Purpose:

Article 20:01 of the uniformed collective agreement stipulates the following with respect to paid duty rates:

“The rate to be paid to each member for special services requested of the Service for control of crowds or for any other reason, shall be determined by the Association and the Board shall be advised by the Association of the said rate when determined or of any changes therein”.

Police Services Board records indicate that the paid duty rates were last adjusted on January 1, 2009; effective that date, the rate for all classifications of constables was \$65.00 per hour. The attached notice advises the Board that there will be no increase in the 2010 paid duty rates and that the 2009 rate of \$65.00 per hour will remain in effect.

Conclusion:

I, therefore, recommend that the Board receive the attached notification from the Toronto Police Association dated December 4, 2009, with respect paid duty rates effective January 1, 2010.

The Board received the foregoing report.



**TORONTO
POLICE
ASSOCIATION**

180 Yorkland Boulevard,
Toronto, Ontario,
Canada M2J 1R5

Telephone
(416) 491-4301
Facsimile
(416) 494-4948

Mike McCormack
President

Douglas Corrigan
Vice President

Rick Perry
*Director
Legal Services*

Larry Molyneux
*Director
Member Benefits*

Thomas Froude
*Director Civilian
Administrative Services*

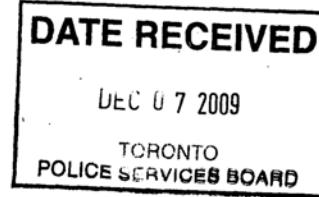
Edward Costa
Director

ficer, performs

lay. We trust
outline Orders
:cordingly.

OTHERS

December 4, 2009



Ms. Joanne Campbell
Executive Director
Toronto Police Services Board
40 College Street
Toronto, ON M5G 2J3

Dear Ms. Campbell:

Re: 2010 Paid Duty Rates – No Increase

In conformance with Article 20:01 of the Uniform Collective Agreement, we are advising the Toronto Police Services Board there will be no increase in the 2010 hourly paid duty rates. The following 2009 rates will remain in effect for 2010.

January 1, 2010

Constables (All classifications) \$65.00
(minimum \$195.00)

REQUIREMENTS FOR PAID DUTY SUPERVISION IS AS FOLLOWS:

Sergeants \$73.50
(When in charge of 4 or more police officers) (minimum \$220.50)

Staff Sergeants \$82.00
(When in charge of 10 or more police officers) (minimum \$246.00)

Staff Sergeants \$84.00
(When in charge of 15 or more police officers) (minimum \$252.00)

Edward Costa
*Director
Civilian Field Services*

Mike Abbott
*Director Uniform
Administrative Services*

Rob Correa
*Director
Uniform Field Services*

Dan Ross
*Director
Uniform Field Services*

Partial hours (beyond a minimum of three hours) that an of at such paid duty is paid out at the established hourly rate.

The Association will forward this information to all Units to the Police Services Board will this information included on R in a timely fashion and that Unit Commanders are advised ac





Ms. Joanne Campbell 2010 Paid Duty Rates Page 2...

It would be appreciated if this information is published on Routine Orders by December 15, 2009 to inform our members so that they, in turn, can inform the paid duty users.

Yours sincerely,

TORONTO POLICE ASSOCIATION

Douglas Corrigan
Vice President

DC:hb

c. Chief Blair
W. Ryzek
A. Ashman
TPA Board of Directors

[Vice President 2010 Pd Duty PSB]

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2009**

**#P349. QUARTERLY REPORT: OCCUPATIONAL HEALTH AND SAFETY
UPDATE: JULY TO SEPTEMBER 2009**

The Board was in receipt of the following report November 17, 2009 from William Blair, Chief of Police:

Subject: QUARTERLY REPORT: OCCUPATIONAL HEALTH AND SAFETY
UPDATE: JULY 1, 2009 TO SEPTEMBER 30, 2009

Recommendation:

It is recommended that the Board receive this report for information.

Financial Implications:

There are no financial implications relating to the recommendation 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). In the motion, 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).

Discussion:

This quarterly update report is for the period from July 1 to September 30, 2009 and corresponds to additional information provided in the confidential agenda.

Accident and Injury Statistics

From July 1 to September 30, 2009, 334 members reported that they were involved in 411 workplace accidents/incidents resulting in lost time from work or health care which was provided by a medical professional. These incidents were duly reported as claims to the Workplace Safety and Insurance Board (WSIB). Furthermore, during this same period, 69 recurrences for previously approved WSIB claims were reported. Recurrences can include, but are not limited to, on-going treatment, re-injury and medical follow-ups which could range from specialist's appointments to surgery.

It must be noted that 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 411 workplace or work-related accidents/incidents were categorized according to the following attributes:

- 82 arrest incidents involving suspects
- 15 vehicle incidents (member within vehicle as driver or passenger)
- 10 bicycle accidents (falls)
- 40 assaults
- 38 cuts/lacerations/punctures
- 9 traumatic mental stress incidents
- 11 slips and falls
- 25 exposures to communicable diseases
- 2 inhalation of other substances

As a Schedule 2 Employer, the Toronto Police Service paid \$78,896.94 health care costs for civilian members and \$197,272.61 in health care costs for uniform members for the third quarter. The health care costs decreased by approximately 13% for civilian members and increased by approximately 6% for uniform members when compared to the second quarter of 2009.

Critical Injuries

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

For the third quarterly reporting for 2009, there were three “Critical Injury Incidents” reported to the Ministry of Labour. However, only one of the incidents was confirmed by the Ministry of Labour to be a “Critical Injury Incident” as defined in Regulation 834, which resulted from a cause in a workplace.

Communicable Diseases

As part of the Communicable Disease Exposure Surveillance Program, members of Occupational Health and Safety (OHS) reviewed the following number of exposure reports during the months indicated. It must be noted that 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 from a qualified “designated officer” from the Medical Advisory Services (MAS) team.

Disease	July	August	September	Q3 Total
1. Hepatitis A, B, & C & HIV	7	1	0	8
2. Influenza	0	0	0	0
3. Tuberculosis (TB)	0	9	6	15
4. Meningitis (All)	0	0	0	0
5. Lice and Scabies	0	0	0	0
6. Other*	25	20	22	67
Total	32	30	28	90

* This category can include, but is not limited to: exposures to infectious diseases (other than listed above), such as smallpox, severe acute respiratory syndrome (SARS), rubella, measles, respiratory condition/irritation and bites (human, animal or insect); exposures to varicella (chickenpox); exposures to Methicillin-Resistant Staphylococcus Aureus (MRSA); and exposures to bodily fluids, such as blood, spit, vomit, etc.

Implementation of Health and Safety Policies, Including Training Policies, by various Departments or Divisions

Currently, the Service has 354 certified members comprised of 224 worker representatives and 130 management representatives. For administrative purposes, uniform management representatives consist of the rank of Staff/Detective Sergeant and higher.

Institute on Addiction Studies

From July 12 to July 16, 2009, a member of MAS attended the 50th Annual Institute on Addiction Studies courses and workshops held in Barrie. The keynote address was delivered by Dr. Gabor Mate on “The Truth About Addiction: Seven Myths, Seven Realities”.

Seminar topics included, but were not limited to:

- Managing Anger
- Addictions 101
- New Perspectives on Grief and Loss
- Concurrent Disorders
- Care for the Caregiver
- Internet Addiction

Other Occupational Health and Safety Matters

Influenza A/H1N1

Throughout this quarter, continuous information updates on influenza A/H1N1 were directed throughout the Service with respect to personal hygiene, proper hand washing, appropriate sneezing etiquette and social distancing. Members were advised to book off sick if they had flu-

like symptoms and to return to work only when fully recovered. OHS and MAS fielded numerous inquiries from members and followed up on all concerns.

The Service has been allotted all personal protective equipment from the City of Toronto for pandemic preparedness. The Public Safety and Emergency Management Unit (PSEM) prepared a new H1N1 pandemic plan and work continues towards organizing vaccination clinics for emergency responders. The PSEM has initiated training for designated members as respirator-fit testing trainers and fit testers.

On September 28, 2009, a routine order was issued directing all members, both sworn and civilian, to complete mandatory on-line pandemic/infectious disease training. The training was to be completed, as soon as possible, by members while on duty due to the prevalence of A/H1N1.

During this quarter, there were no known occupational-related cases of Influenza A/H1N1 reported within the Service.

X-ray Safety Program

The Ministry of Labour inspection of the Records Management Services' Mailroom at Police Headquarters, on May 21, 2009, resulted in an order directing the Service to provide upgraded practical training on the operation of the Mailroom X-ray unit. The Emergency Task Force carried out this required refresher training on August 6 and 11, 2009 to members of the Mailroom and the Duty Desk who are on the Authorized X-ray Users' List. The Ministry of Labour is satisfied with this refresher training and has closed the order that had been issued.

Respiratory Protection Program

During the third quarter, OHS launched a confidential Respirator Health Screening Questionnaire program for uniform members. This Questionnaire is based on the Canadian Standards Association's Z94.4-02 standard for Selection, Use, and Care of Respirators and is recommended by the Ministry of Labour. To date, approximately 4,000 Questionnaires have been completed and returned to MAS. Members who have passed will be ready for respirator-fit testing.

Property and Evidence Management Unit Lead Surveillance Program

On September 9, 2008, an occupational hygiene assessment was performed for lead at the Property and Evidence Management Unit (PEMU). The assessment identified a very low lead exposure at times and non-existent for lead otherwise. Air quality tests will be conducted during the fourth quarter of 2009. The results from these tests will determine whether to permanently terminate blood testing for lead.

Ontario Police Health and Safety Association

On September 28, 2009, a meeting of the Ontario Police Health and Safety Association was hosted by the Ottawa Police Service in Ottawa. The main topic of discussion at the meeting was Workplace Harassment and Bullying – Policy and Prevention. The meeting was concluded with a round table discussion of issues prevailing in the respective jurisdictions.

Section 21 Committee

The MOL Section 21 Committee for the police sector was held on September 25, 2009 in Toronto. Items of note in the agenda included subjects from the previous meeting on May 7, 2009 and new business:

- Guidance Documents and the Review Process;
- Vehicle Ergonomics – Draft Guidance Note;
- WSIB Program of Exposure Incident Reporting (PEIR);
- Safe Driving Awareness Posters Update;
- Influenza A/H1N1 – MOL Update;
- Joint Section 21 Police/Fire/EMS Subcommittee meeting topics; and
- Workplace Violence Prevention (Bill 168). The Ontario Ministry of Community Safety & Correctional Services' Policing Standards Advisory Committee (PSAC) will be reviewing the effect of Bill 168 on policing operations.

Ministry of Labour Orders, Charges & Issues

There was an issue involving the Ministry of Labour during the third quarter of 2009 pertaining to the true names of members appearing on credit cards. The Toronto Police Association indicated that the true names of officers appearing on credit cards exposed members to potential health and safety hazards. The Service has implemented a resolution agreed to by the parties with respect to officers within the Mobile Support Services and the technical units of the Intelligence Division. This matter was concluded.

Name Tags

The name tags hearing concluded July 14, 2009. The parties were advised that the decision would not be forthcoming quickly and it is anticipated by year end.

Conclusion:

In summary, this report will bring the Board up-to-date on matters relating to occupational health and safety issues for the third quarter in 2009.

The next quarterly report for the period of October 1 to December 31, 2009 will be submitted to the Board for its meeting in March 2010.

Deputy Chief Keith Forde, Human Resources Command, will be available to answer any questions the Board members may have regarding this report.

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2009**

**#P350. REQUEST FOR FUNDS: INTERNATIONAL POLICE ASSOCIATION –
CANADIAN SECTION REGION 2 – PROJECT GIMBORN**

The Board was in receipt of a report dated December 02, 2009 from Alok Mukherjee, Chair, containing a recommendation to approve an expenditure from the special fund for the International Police Association – Canadian Section Region 2, Project Gimborn. A copy of the report is on file in the Board office.

The Board deferred consideration of the report to its January meeting.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2009**

**#P351. REQUEST FOR FUNDS: NATIVE CHILD AND FAMILY SERVICES OF
TORONTO ANNUAL CHILDREN IN CARE HOLIDAY PARTY**

The Board was in receipt of the following report December 03, 2009 from William Blair, Chief of Police:

Subject: REQUEST FOR FUNDING FOR THE NATIVE CHILD AND FAMILY
SERVICES OF TORONTO ANNUAL CHILDREN IN CARE HOLIDAY
PARTY

Recommendation:

It is recommended that the Board approve an expenditure not to exceed \$5,000.00 from the Board's Special Fund to cover expenses incurred for the Native Child and Family Services of Toronto Annual Children in Care Holiday Party.

Financial Implications:

Funding to partially cover the costs of this event would be drawn from the Board's Special Fund and would not exceed \$5,000.00

Background/Purpose:

The Toronto Police Service is committed to serving diverse communities of Toronto in partnership with organizations such as Native Child and Family Services of Toronto. The Service has been engaged with Native Child and Family Services on an ongoing basis for the past twelve years. Members of the Aboriginal Peacekeeping Unit have developed a positive working relationship with Native Child and Family Services and attend a number of events with this organization including their annual Pow Wow, camps at Grundy Provincial Park, summer camps, and other events throughout the year.

Discussion:

As a result of funding cuts made to Children's Aid Societies throughout Ontario in 2009, Native Child and Family Services of Toronto lacks sufficient funds of its own to ensure it is able to put on its Annual Children in Care Holiday Party.

The party is scheduled to take place on Sunday, December 13, 2009 at the Riviera Parque Convention Centre. Venue costs for the event are \$20.00 per person and Native Child and Family Services staff advise approximately three hundred people are expected to attend, with the majority composed of the two hundred and thirty children in its care.

Conclusion:

Deputy Chief Keith Forde, Human Resources Command, will be in attendance to respond to any questions that the Board may have regarding this report.

The Board approved the foregoing report.

Native Child and Family Services of Toronto



Monday, November 09, 2009

Toronto Police Services
40 college St.
4th floor

Board
or

at - 11: 00 AM

MSG 213 *Unit 213* Toronto, ON

Police Services:

and Family Services of Toronto (NCFST) is a fully mandated Child Welfare
er the direct control of a Native community. You may have heard recently
the Ministry of Children and Youth Services has unfortunately made
to all Children's Aid Societies in Ontario.

stands many people are facing financial challenges as well; however, we
e we are doing what we can in seeking extra support to ensure we are able
memorable holiday experience for our children in care. I am writing today
can make a monetary contribution to help offset the costs of our Annual
are Holiday Party. In December we are bringing our children in care
y 230) together for a celebration of the season, with entertainment and a

uardians of the children in care NCFST holds sacred our role as parents to
. Any contribution to our Annual Children in Care Holiday Party to make
pecial event will be greatly appreciated. For your contribution NCFST can
itable receipt and honourable mention at our event.

NCFST, I would like to thank you for your time and kind consideration.
ave any questions or would like further information please feel free to
416-969-8510 ext 3322.

Vorker

1, Executive Director

Dear Toronto

Native Child
authority und
in the media
funding cuts

NCFST unde
want to ensur
to provide a n
to ask if you
Children in C
(approximatel
turkey dinner.

As the legal g
these children
sure this is a s
provide a char

On behalf of
Should you h
contact me at

Sincerely,

Julianna Vautour
Special Projects V

C.c. Kenn Richar

30 College Street, Toronto, Ontario M5G 1K2
969-8510 • Fax: (416) 928-0706 • Web: www.nativechild.org

Telephone: (416)



"A United Way Member Agency"

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2009**

**#P352. REQUEST FOR FUNDS: TORONTO POLICE SERVICE 2010 BLACK
HISTORY MONTH CELEBRATIONS**

The Board was in receipt of the following report November 30, 2009 from William Blair, Chief of Police:

Subject: REQUEST FOR FUNDING FOR THE TORONTO POLICE SERVICE 2010
BLACK HISTORY MONTH CELEBRATIONS

Recommendation:

It is recommended that the Board approve an expenditure not to exceed \$6,000.00 from the Board's Special Fund to cover expenses incurred for the Toronto Police Service 2010 Black History Month Celebrations.

Financial Implications:

Funding to cover the costs of this event would be drawn from the Board's Special Fund and would not exceed \$6,000.00.

Background/Purpose:

Black History Month was started in 1926 by Carter Woodson, an American who believed that the history of black people should be communicated throughout the world. The Toronto Police Service has been celebrating Black History Month since 1994. In 1996, parliament officially declared February as Black History Month in Canada.

The Service's participation in Black History Month celebrations serves to increase public awareness of significant contributions made by members of the Black Community to Canadian society. Black History Month provides a unique opportunity for members of the Service and the greater community to join together and celebrate the diversity that makes Toronto such a vibrant city. The 2009 celebration highlighted members of the Service, as well as its different units. Our focus was geared towards our youth and the theme was, "Yes you can...Think of the Possibilities".

Discussion:

The Toronto Police Service, Community Mobilization Unit, will coordinate a ceremony and reception for the commemoration of Black History Month. The 2010 Black History Month Celebration will highlight members of our Service and three important community members that

foresaw the importance of open communication, inclusive of community perspectives. The theme for this year will be, “The Recollection of How, When and Where it All Happened”.

As part of the 2010 celebrations, a Black History Month Legacy poster is currently being developed by Mr. Robert Small, a local Toronto artist. Mr. Small’s artistic portfolio includes original artwork, numerous commissioned pieces, and thirteen Black History Month posters. His portfolio includes a piece called “The Ascension of Effort” which featured Deputy Chief Keith Forde, along with three other prominent Canadians of African descent.

The following is the proposed budget for the 2010 Black History Month celebration is:

Black History Month Posters, Frames and Bookmarks	\$ 2,800.00
Exhibits and Displays	\$ 1,000.00
Honorariums and Miscellaneous	\$ 1,000.00
Refreshments	\$ 1,200.00
Total:	\$ 6,000.00

Conclusion:

The continued support of Black History Month by the Board and the Service demonstrates to the community our commitment to diversity.

Deputy Chief Keith Forde, Human Resources Command, will be in attendance to respond to any questions that the Board may have regarding this report.

The Board approved the foregoing report.



As a community, we have seen our membership in the African American community grow steadily over the years. We have seen our membership in the African American community grow steadily over the years. We have seen our membership in the African American community grow steadily over the years. We have seen our membership in the African American community grow steadily over the years.

The African American community has been a source of strength and inspiration for many years. We have seen our membership in the African American community grow steadily over the years. We have seen our membership in the African American community grow steadily over the years. We have seen our membership in the African American community grow steadily over the years.

Our commitment to the African American community is a testament to our values and our dedication to the future. We have seen our membership in the African American community grow steadily over the years. We have seen our membership in the African American community grow steadily over the years. We have seen our membership in the African American community grow steadily over the years.

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Our commitment to the African American community is a testament to our values and our dedication to the future. We have seen our membership in the African American community grow steadily over the years. We have seen our membership in the African American community grow steadily over the years. We have seen our membership in the African American community grow steadily over the years.



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2009**

**#P353. QUARTERLY REPORT: TORONTO POLICE SERVICES BOARD
SPECIAL FUND UNAUDITED STATEMENT: JULY TO SEPTEMBER
2009**

The Board was in receipt of the following report November 15, 2009 from Alok Mukherjee, Chair:

Subject: QUARTERLY REPORT: TORONTO POLICE SERVICES BOARD SPECIAL FUND UNAUDITED STATEMENT: JULY TO SEPTEMBER 2009.

Recommendation:

It is recommended that the Board receive the report on the Toronto Police Services Board's Special Fund unaudited statement for their 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) Policy and Directions (Board Minute #P157/05), 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 all areas of finance relating to the Special Fund.

Discussion:

Enclosed is the unaudited statement of receipts and disbursements with respect to the Toronto Police Services Board's Special Fund for the period July 01 to September 30, 2009.

As of September 30, 2009, the balance in the Special Fund was \$691,239. During the third quarter, the Special fund recorded receipts of \$90,213 and disbursements of \$145,141. There has been a net decrease of \$298,249 against the December 31, 2008 fund balance of \$989,488.

Auction proceeds have been estimated for the third quarter as the actual deposits have not yet been made. Actual proceeds from the previous month were used to estimate auction proceeds for the entire quarter where deposits had not yet been made.

No interest has accumulated this quarter. Interest is calculated at prime less 2.25%, therefore, since prime is currently below 2.25% interest was not paid by the Royal Bank.

Funds expended this quarter include Board approved contributions to the World Police and Fire games, the Empowered Student Partnership program and for recognition of Long Service awards to Service members.

Board members are reminded of the following significant standing commitments which require monies from the Special Fund both within and beyond 2009.

- Futures program – the Board approved the allocation of \$100,000 in each of 2005, 2006, 2007, 2008 and 2009.
- Recognition of Long Service (civilian pins, 25 year watch event, tickets to retirement functions for senior officers).
- Recognition of Board Members who complete their appointments,
- Various community sponsorships.
- Shared Funding for athletic competitions with the Toronto Police Amateur Athletic Association.

Conclusion:

As required by Toronto Police Services Board Policy and Directions (Board Minute #P149/09), it is recommended that the Board receive the attached report.

The Board received the foregoing report.

THE TORONTO POLICE SERVICES BOARD SPECIAL FUND								
2009 SECOND QUARTER RESULTS WITH INITIAL PROJECTIONS								
PARTICULARS	2009						2008	COMMENTS
	INITIAL PROJ.	JAN 01 TO MAR 31/09	APR 01 TO JUN 30/09	JUL 01 TO SEPT 30/09	OCT 01 TO DEC 31/09	JAN 01 TO DEC 31/09 TOTALS	JAN 01 TO DEC 31/08 ACTUAL	
BALANCE FORWARD	989,488	989,488	925,346	746,166	691,239	691,239	611,245	2009 projections are based on 2008 actual results. The adjusted projection is based on the results to date as at the quarter.
REVENUE								
PROCEEDS FROM AUCTIONS	275,000	60,000	38,361	33,212	0	131,573	284,953	Auction proceeds for the second quarter are based on actual deposits made. Overhead is calculated as 40% of the proceeds. Effective August 1, 2009, the overhead cost decreased to 37%, as per board minute #P173/09
LESS OVERHEAD COST	(110,000)	(24,000)	(15,344)	(13,285)	0	(52,629)	(117,274)	
LESS RETURNED AUCTION PURCHASE	0	0	0	0	0	0	0	
UNCLAIMED MONEY	50,000	3,402	38,150	70,886	0	112,439	511,280	
LESS RETURN OF UNCLAIMED MONEY	(2,800)	(259)	(2,056)	(475)	0	(2,791)	(2,263)	
INTEREST	24,000	2,395	1,015	0	0	3,410	24,424	Interest income is based on the average monthly bank balance. The activity fee includes bank service charges and the activity fee allocation. No interest was earned in the third quarter because our earning rate is below prime.
LESS ACTIVITY FEE	(800)	(154)	(217)	(248)	0	(618)	(847)	
LESS CHEQUE ORDER	(200)	0	0	0	0	0	0	
SEIZED LIQUOR CONTAINERS	1,600	0	129	122	0	252	1,760	
TOTAL REVENUE	236,300	41,385	60,038	90,213	0	191,636	701,333	
BALANCE FORWARD BEFORE EXPENSES	1,226,288	1,030,873	985,384	836,379	691,239	882,874	1,313,178	Rounding can impact the reported amounts from quarter to quarter and year to year. Rounding differences are not significant.
DISBURSEMENTS								
POLICE COMMUNITY INITIATIVES								
SERVICE								
CPLC & COMM. OUTREACH ASSIST	28,000	0	38,100	0	0	38,100	30,978	Police Community initiative payments are made at various times during the year based on Police Services Board approval.
UNITED WAY	10,000	0	8,000	0	0	8,000	8,442	
OTHER	20,000	1,807	21,710	0	0	23,517	1,900	
COMMUNITY								
VICTIM SERVICES PROGRAM	5,000	0	6,000	0	0	6,000	0	Major contributions were made to the Caribana Kick-off and the Empowered Student Partnership Program
VARIOUS ORGANIZATIONS	130,000	95,520	134,900	21,593	0	252,013	128,529	
TPAAA ASSISTANCE	10,000	1,200	1,500	82,100	0	84,800	10,600	The Board made a major contribution to the World Police and Fire games during the third quarter.
FITNESS FACILITIES	0	0	0	0	0	0	0	
FUTURES PROGRAM - YOUTH PROGRAMS	100,000	0	0	0	0	0	0	
RECOGNITION OF SERVICE MEMBERS								
AWARDS	50,000	6,800	13,294	18,169	0	38,263	50,074	Award and recognition ceremonies for Police Officers
CATERING	30,000	0	1,080	18,534	0	19,614	29,308	Civilians, Crossing Guards, and Auxiliary Members.
RECOGNITION OF COMMUNITY MEMBERS								
AWARDS	2,000	0	0	0	0	0	837	Award and recognition ceremonies for Community Members/Citizens.
CATERING	4,000	0	2,554	0	0	0	4,121	
RECOGNITION OF BOARD MEMBERS								
AWARDS	100	0	0	0	0	0	0	
CATERING	1,500	0	0	0	0	0	0	
CONFERENCES								
BOARD	0	0	0	0	0	0	0	
COMM. POLICE LIAISON COMMITTEES	7,000	0	0	0	0	0	0	
ONT. ASSO. OF POLICE SERVICES BOARD	5,500	0	0	0	0	0	5,500	
CDN ASSO. OF POLICE SERVICES BRDS	5,000	0	0	0	0	0	25,377	
OTHER	0	0	0	0	0	0	17,185	
DONATIONS								
IN MEMORIAM	1,000	200	300	200	0	700	1,500	
OTHER	0	0	0	0	0	0	0	
DINNER TICKETS	1,500	0	2,550	4,545	0	7,095	4,025	Dinner tickets includes retirements as approved on BM 414/95
AUDIT FEE	8,000	0	9,230	0	0	9,230	5,314	The audit fee is based on a contracted amount which expires after the 2007 year end. The contract was extended several times by Council to 2009.
TOTAL DISBURSEMENTS	418,600	105,527	239,218	145,141	0	487,332	323,690	
SPECIAL FUND BALANCE	807,688	925,346	746,166	691,239	691,239	395,543	989,488	

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2009**

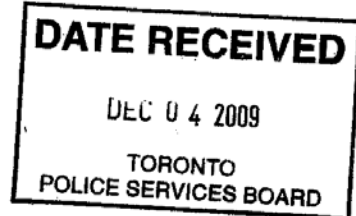
**#P354. NEGOTIATED AGREEMENT ON THE SHIFT ALIGNMENT FOR THE
COMPRESSED WORK WEEK PILOT PROJECT**

The Board was in receipt of the attached correspondence dated December 09, 2009 from David Miller, Mayor, City of Toronto, commending the Board for its role in negotiating an agreement with the Toronto Police Association on the shift alignment for the compressed work week pilot project.

The Board received Mayor Miller's correspondence.

Mayor
DAVID MILLER

December 9, 2009



Dr. Alok Mukherjee
Chair
Toronto Police Services Board
40 College Street
Toronto, Ontario
M5G 2J3

Dear Dr. Mukherjee

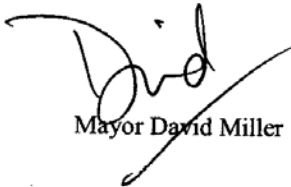
I would like to congratulate you and the members of the Toronto Police Services Board for your tremendous work in achieving a negotiated agreement on the shift alignment of the compressed work week pilot project.

This agreement allows the Toronto Police Service to better meet the demands for police services across the City, by putting more officers on our street and in our neighbourhoods, when service demands require. At the same time, officers will be better able to balance their work and family lives.

This agreement signals a new spirit of collaboration and cooperation between the Toronto Police Service and the Toronto Police Association, which will benefit police members and the people of Toronto.

The Toronto Police Services Board and the Service have made great strides over the past few years in building partnerships and improving relationships with all segments of Toronto's neighbourhoods and communities. This commitment to community policing has resulted in a reduction in crime and improved relations with all communities. I commend you for your leadership and commitment to making our safe City safer.

Yours truly,


Mayor David Miller

Well done!



City Hall • 100 Queen Street West • 2nd Floor • Toronto, Ontario M5H 2N2
Telephone: 416-397-CITY • Fax: 416-696-3687 • E-mail: mayor_miller@toronto.ca

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2009**

**#P355. AMENDMENT TO BY-LAW 110 – TORONTO POLICE SERVICE
ALARM COST RECOVERY PROGRAM**

The Board was in receipt of the following report December 14, 2009 from William Blair, Chief of Police:

Subject: AMENDMENT TO BY-LAW 110 - TORONTO POLICE SERVICE ALARM
COST RECOVERY PROGRAM

Recommendation:

It is recommended that the Board approve an amendment to Board By-law No.110, in the form attached to this report as Appendix "A" to increase the fee for each dispatched response to a false alarm from the current amount of \$83.50 to \$130.00.

Financial Implications:

The cost of policing in relation to alarm response has increased over the past seven years, while the cost recovery fee has remained constant. Following a review of the False Alarm Cost Recovery Program, it has been determined that the TPS is not recovering the full cost of services provided in response to false alarms. As a result, an increase to the current fee is required to more accurately reflect the costs being incurred by the Toronto Police Service (TPS) to provide this service. Based on the revised fee, an additional \$0.43 million in recoveries will be reflected in the TPS 2010 operating budget request. Fully annualized additional recoveries are estimated to be \$0.46M.

Background/Purpose:

At its meeting of March 21, 1996, the Board was in receipt of a report from Chief David Boothby requesting authority for the Metropolitan Toronto Police Service to implement a \$70.00 user fee for alarm calls effective May 1, 1996 (Min. No. 110/96 refers). The Board received the report and approved the following Motions:

- (1) THAT the report be approved in principle and that the matter of charging user fees be referred to the Chief of Police and Deputy Metropolitan Solicitor and that, on the basis of consultation with Bell Canada, alarm associations, etc, a by-law be brought forward for consideration to the Board; and
- (2) THAT, given that the Board is not considering the implementation of alarm user fees as a revenue-generating initiative, the Chief of Police develop a process in consultation with representatives of the alarm industry to reduce the number of false alarm calls as much as possible and that a report be provided to the Board on this process.

At its meeting of April 18, 1998, the Board was in receipt of a report from Albert Cohen, Deputy Metropolitan Solicitor, recommending that the Board adopt By-Law 106 authorizing the charging of fees for police response to alarms (Min. No. 162/96 refers). The Board referred the report to its confidential session to review in conjunction with a confidential report also submitted on this matter. Following consideration of the confidential report, (Min. No. C71/96 refers) the Board resumed the public meeting.

Upon resumption of the public meeting, the Board received a deputation from Mr. Mario Konidis, a member of the Independent Professional Alarm Dealers (IPAD). In addition, Mr. Jim Asseltine, a member of the Canadian Alarm and Security Association (CANASA) was also in attendance but declined an invitation from the Board to make a deputation on this matter. The Board received the report and approved the following Motion:

- (1) THAT the Board confirms its decision of March 21, 1996, (Min. No. 110/96 refers) to charge fees for responding to alarms and approves the adoption of the attached By-Law and that the Board forward the By-Law to Metropolitan Council for its approval, as required by the *Municipal Act*, as amended by Bill 26, the *Saving and Restructuring Act, 1996*.

Further, at its meeting of June 13, 1996, the Board was in receipt of a report from Chair Maureen Prinsloo on the subject of the Alarm User Fees By-law. The following were the recommendations from the Chair;

- (1) THAT the Board reconsider the Alarm User Fee By-law adopted at its meeting on May 16, 1996.
- (2) THAT the Board amend the Alarm User Fee By-law to exempt valid alarms from the user fee.
- (3) THAT the user fee for false alarms be increased to \$73.50.
- (4) THAT the Board adopt the revised alarm user fee by-law as presented by the Deputy Metropolitan Solicitor.
- (5) THAT the Chief report to the Board at its meeting on August 22, 1996, on the process to be used in refunding fees for valid alarms.

At this same meeting, the Board received deputations from Mr. Konidis and Mr. Asseltine (representing IAPD and CANASA respectively) as well as Mr. Tony Barbieri representing Magna Security Systems Inc. The Board was also in receipt of a letter dated June 13, 1996, from Mr. Fred A.M. Gampp of Alarms Unlimited Inc.

The Board agreed to refer consideration of the legal opinion contained in the CANASA submission to its in-camera session.

During the in-camera session, a discussion on this subject took place with Mr. Albert H. Cohen, Deputy Metropolitan Solicitor, regarding the CANASA submission (Min. No. C121/96 refers). Subsequently, the Board reconvened its public session and approved several Motions including the following:

- (2) THAT the written submission from Mario Konidis, (IAPD), pertaining to the police costs of responding to monitored alarm calls be referred to Deputy Chief Steven Reesor, Operational Support Command, and that he speak to the Independent Alarm Dealers about this issue;
- (3) THAT the foregoing reports from the Chair and Deputy Metropolitan Solicitor be approved;
- (4) THAT the Board provide a report on this matter to Metropolitan Toronto Council at its meeting on June 19, 1996, and that the deputants be advised accordingly.

Subsequently, at its meeting of August 22, 1996, the Board adopted By-law No. 110, "*To Authorize the Charging of Fees to Recover the Costs of Providing Police Services in Response to False Alarms*" (Min. No. 298/96 refers). By-law No. 110 came into effect and authorized the fee of \$73.50 for each false alarm call which members of the TPS were dispatched to investigate.

At its meeting of May 24, 2001, the Board adopted By-law No. 139, "*To Amend By-law No. 110 Authorizing the Charging of Fees to Recover the Costs of Providing Police Services in Response to False Alarms*" (Min. No. P141/01 refers). This amendment increased the user fee for each false alarm call requiring the attendance of a member of the TPS to investigate from \$73.50 to \$83.50.

As required by the legislation in place at the time, both By-laws, No. 110 and No. 139 were approved by the Council of the City of Toronto prior to implementation.

Effective March 1, 2002, the TPS implemented By-law No. 139, thereby amending By-law No. 110 and increasing the alarm user fee to \$83.50.

The cost of policing in relation to monitored alarm response has increased over the past seven years, while the cost recovery fee has remained constant. Following a review of the False Alarm Cost Recovery Program, it has been determined that the TPS is not recovering the full cost of services provided in response to false alarms. As a result, an increase to the current fee is required to more accurately reflect the actual costs being incurred by the Toronto Police Service (TPS) to provide this service.

This report provides an overview of the cost recovery analysis and recommends to the Board an increase in the false alarm recovery fee to better reflect the actual costs of providing police response to calls for service related to false alarms.

Discussion:

In 2008, Communications Services conducted a review of the False Alarm Cost Recovery Program. This review identified a significant difference between the cost of providing alarm response and the expenses being recovered by the TPS through the False Alarm Cost Recovery Program. As outlined in this report, this analysis supports increasing the false alarm recovery fee to \$130.00 for the business period of 2009 to 2011. Thereafter, a review of the false alarm recovery fee charged by the TPS should be undertaken in conjunction with the preparation of the TPS three-year business plan.

Using a cost-factoring table, the total cost to the TPS to manage and attend alarm calls for service in 2007 was approximately \$2,823,446. During this same period, the TPS recovered only \$1,807,608 in fees charged to alarm monitoring stations for false alarms attended through the False Alarm Cost Recovery Program. The difference between these two figures resulted in a net cost to the TPS of \$1,015,838.

Determining the estimated costs of responding to alarm calls is based on a proportion of the salaries (including benefits and retention pay, where applicable) for those members of the TPS involved in providing response to these calls as well as other members responsible for the administration of the program. This includes uniform officers, communications operators, Finance and Administration personnel, Alarm Unit personnel as well as the TPS vehicle costs.

An additional 5% of the costs identified above have been included to cover the overhead costs related to the use of the Computer Aided Dispatch (CAD) software, applicable maintenance agreements, voice radio use, office utilities, telephones, computers, software and licensing for the Alarm Unit, Finance and Administration and the Communications Centre. It also includes other infrastructure and equipment required by the TPS in support of alarm response.

Based on this cost calculation and using statistics from the CAD and Cry Wolf data bases, the following is a summary of the cost breakdown for alarm call response for the calendar year 2007:

2007 – Alarm Call Response

Total Alarm Events Attended	22,912 (figure also includes 666 valid alarms events)
Total Officer Hours	27,604 (total hours officers spent on alarm events)
Average # Officers per Event	2.5
Average # of Vehicles/Event	1.4
Average Time per Alarm Event	1 hour

The above data was extracted from the I-CAD 52 Report – Event Analysis, for the run period 2007.01.01 00:00 hours to 2007.12.31 24:00 hours. The alarm categories include residential, company, hold-up and unknown.

Cost Breakdown per Each Alarm Event (2007 rates)

Uniform Response	\$51.23
Communications Operator	\$22.64
Alarms Unit – Clerks	\$10.39
Alarm Sergeant	\$5.28
Police Vehicle	\$25.22
Financial Management	\$2.60
Overhead	\$5.87
Total Per Alarm Event	\$123.23

The figures outlined above were developed in consultation with Finance and Administration and are based on a proportion of the salaries (including benefits and retention pay, where applicable) for those members of the TPS involved in providing response to these calls as well as other members responsible for the administration of the program. This includes uniform officers, communications operators, Finance and Administration personnel, Alarm Unit personnel as well as TPS vehicle costs.

Estimated Comparison Costs of Alarm Response

Estimated Cost per Alarm Event	\$123.23 per attended alarm event
Current False Alarm Fee	\$83.50 per attended alarm event
Net Difference	\$39.73 per attended alarm event

Total Cost	\$2,823,446 (cost of all alarm response)
Total Revenue	\$1,807,608 (billed false alarms only)
Total Difference	\$1,015,838 (actual costs incurred by TPS)

The costs include police response to all alarm events, including valid alarms. The revenue generated through the False Alarm Cost Recovery Program applies only to those attended alarm events that are categorized as false. There is no fee levied for attendance at alarms categorized as valid.

The number of false alarms that are billed by the TPS to alarm monitoring stations may actually be lower than the number of false alarms recorded. This is due to the fact that a significant number of false alarms are appealed each year, while others are classified as false but are cancelled prior to a police unit being dispatched and therefore no fee is applicable. These factors, combined with the relatively low number of attended alarms that are found to be valid, contribute to the net difference between Total Cost and Total Revenue. The attendance of police officers at a valid false alarm is an absorbed operational impact currently outside the scope of cost recovery.

Projected Cost of Alarm Response 2009 – 2011

The projected costs for alarm response outlined in the tables below is based on averages for the three year period from 2005 to 2007. The cost-factoring table used to establish these costs is summarized below:

Averages for the Period 2005 to 2007

Total # of Alarm Events Attended	23,334
Total # of Officer Hours Spent Responding	28,491
Average # of Officers per Alarm Event	2.5
Average # of Vehicles per Alarm Event	1.5
Average Time Spent per Alarm Event	1 hour
Percentage of the Total of Dispatched Calls	2.8%

The above data was extracted from the I-CAD 52 Report – Event Analysis, for each of 2005, 2006 and 2007. Alarm categories include residential, company, hold-up and unknown.

Projected Cost per Attended Alarm Event 2009 to 2011

Using the three-year averages from 2005 to 2007 as a base for the projected call volume and resource requirements in the period 2009 through 2011, the projected annual cost and revenue recovered are as follows:

Projected Annual Cost of Alarm Response 2009 to 2011	\$3,106,455 (actual cost per alarm event is \$133.13 multiplied by 23,334 events)
Recovered Revenue	\$1,807,608 (annual average revenue for 2005 to 2007 based on the \$83.50 fee per false alarm)
Projected Net Annual Difference	\$1,298,847 (unrecovered costs incurred by the TPS)

Based on the projected annual costs outlined above, the projected cost for police response at each attended alarm event is \$133.13. This figure is obtained by taking the projected annual cost and dividing by the projected annual alarm events attended.

As a result there is a net difference of \$49.63 between the current false alarm recovery fee and the projected cost for each attended alarm. Given the fact that revenue obtained through cost recovery is generated solely through the fee billed for each false alarm, the analysis found below is based on the three year average number of billed false alarms for the period 2005 to 2007.

A cost recovery fee of \$130.00 is being used to project revenue for the period 2009 to 2011.

Projected Revenue 2009 to 2011

Average # of Billed False Alarms 2005 to 2007	21,906
Potential Annual Revenue 2009 to 2011	\$2,847,780 (2005 to 2007 average billed false alarms multiplied by the cost per attended alarm at \$130.00)

The proposed fee increase is solely for the purpose of recovering the estimated difference between the actual cost of the services being provided and the current fee being charged for attendance at false alarms. Although the estimates provided are based on the three-year average of billed false alarms, it is anticipated that the increased fee may have a positive effect on the total number of billed false alarms. The 2010 budgeted recovery amount assumes a 20% decrease in this number as well as a slightly reduced projected volume. Revenue projections will be adjusted once the actual impact of this fee change is fully determined.

The current false alarm fee has not changed since 2002. During this period the cost of policing false alarms has increased significantly due to increased salary, benefit and equipment costs. An increase in the false alarm fee would more accurately reflect the actual costs being incurred by the TPS to provide this service. This would in turn result in a more accurate cost recovery.

Increasing the false alarm fee to \$130.00 would provide additional revenue recovery for the TPS. The estimated additional recovery, taking into account that an increase in fees may influence the number of false alarms recorded, is \$0.46 million annually. A part-year impact of \$0.43M has been reflected in the 2010 operating budget request. Therefore, it is recommended that the false alarm recovery fee be increased from \$83.50 to \$130.00 and that the Board adopt the attached draft By-law to amend By-law No. 110 accordingly (Appendix A). Staff in the City Legal Division have prepared the draft By-law.

According to the staff at the City Legal Division, amending the by-law no longer requires the approval of City of Toronto Council to be effective. As a result of previous legislation, a fees by-law adopted by the Board required the approval by resolution of City Council. This legislative requirement has since been amended and is no longer applicable. The current *City of Toronto Act, 2006*, only requires a fees by-law to be approved by City Council if Council has adopted a by-law requiring such approval. No such by-law has been adopted by City Council.

Conclusion:

The TPS conducts periodic reviews of internal programs to ensure they are consistent with the goals and priorities established by the organization and to ensure that these programs are being delivered in the most cost effective and efficient manner possible. To that end, the False Alarm Cost Recovery Program fee will continue to be reviewed in conjunction with the Service's business plan to ensure that the program and the applicable fees being charged achieve the desired objectives.

The cost and recovery analysis set out in this document supports an increase in the false alarm recovery fee from \$83.50 to \$130.00. The proposed increase in the alarm fee is consistent with the mandate of the False Alarm Recovery Program to reduce police attendance at false alarms and recover the cost of providing police response to these events.

Deputy Chief A.J. (Tony) Warr, Specialized Operations Command, will be in attendance to answer any questions that the Board may have regarding this report.

The Board deferred consideration of the foregoing report to its January 2010 meeting.

Appendix “A”

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2009**

**#P356. TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT:
2010 OPERATING BUDGET REQUEST**

The Board was in receipt of the following report December 10, 2009 from William Blair, Chief of Police:

Subject: 2010 OPERATING BUDGET REQUEST FOR THE TORONTO POLICE
SERVICE PARKING ENFORCEMENT UNIT

Recommendations:

It is recommended that:

- (1) the Board approve a 2010 net Operating Budget request of \$38.8 Million (M), a \$2.5M or 6.8% increase over the 2009 net approved budget;
- (2) the Board forward a copy of this report to the City's Deputy City Manager and Chief Financial Officer for information; and
- (3) the Board forward a copy of this report to the City Budget Committee for approval.

Financial Implications:

The 2010 net operating budget request of \$38.8M represents an increase of \$2.5M (6.8%) over the approved 2009 net operating budget.

Background/Purpose:

The purpose of this report is to provide the Board with the Parking Enforcement Unit's (PEU) 2010 net operating budget request for consideration and approval.

Discussion:

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

The annual operating budget process requires the Board to approve the PEU budget request and then forward the approved request to the City. Information regarding the budget development process as well as detail on specific impacts to the 2010 PEU operating budget request are provided below.

2010 Operating Budget Development Process:

The PEU budget request was developed using the following guiding principles:

- reallocate within existing budget wherever possible to accommodate pressures;
- budget for known plans, including staffing requirements;
- defer service enhancements where risk of liability associated with deferral is low; and
- ensure proposed service enhancements (if any) are consistent with Service priorities.

The 2010 funding requirements were prepared by PEU and reviewed by the Service's Budgeting and Control unit. The overall funding request and key line item information (increases and decreases) were then presented to and reviewed by the Command and the Police Services Board Budget Sub-Committee.

2010 Operating Budget Request:

The table below summarizes the PEU 2010 net operating budget request by category and provides a breakdown of the \$2.5M increase by dollar and percent over the 2009 total approved budget.

2010 Budget Request Summary	Request (\$thousands)	Increase (\$thousands)	% Increase/ (Decrease) over 2009 Total Budget
2009 Approved Budget - \$36,305.0			
(a) Salary Settlement	\$1,057.8	\$1,057.8	2.91%
(b) Salaries and Premium Pay	\$25,968.7	\$11.5	0.03%
(c) Fringe Benefits	\$5,837.2	\$184.2	0.51%
Sub-total, Salaries and Benefits	\$32,863.7	\$1,253.5	3.45%
(d) Non-salary	\$4,980.0	\$285.5	0.79%
Total Base Budget Request	\$37,843.7	\$1,539.0	4.24%
(e) Parking Tag Courts	\$919.6	\$919.6	2.53%
Total 2010 Budget Request	\$38,763.3	\$2,458.6	6.77%

(a) Salary Settlement

On December 18, 2008, the Interest Board of Arbitration issued an order concerning the renewal of the collective agreement for the Toronto Police Association. This order encompassed salary and benefit improvements for 2008 to 2010. The total cost of the salary settlement for the Parking Enforcement Unit is \$1.1M in 2010. Due to the staggered nature of the increases in 2010, the Service is expecting an annualized impact of \$0.2M in 2011 from the 2008 to 2010 salary settlement.

(b) Salaries and premium pay

The total salary and premium pay budget for 2010 (exclusive of salary settlement) is \$26M. This budget represents an increase of \$11,500 (a 0.04% increase over the 2009 salary budget,

or 0.03% over the 2009 total budget). There is no change in the staff complement from 2009, and the minimal change in salaries is due to the impact of salary increments.

(c) Fringe Benefits

The total fringe benefits budget for 2010 (exclusive of salary settlement) is \$5.8M. This budget represents an increase of \$184,200 (a 3.2% increase over the 2009 benefits budget, or 0.51% over the 2009 total budget).

Fringe benefits are largely comprised of expenditures directly related to salary costs (e.g., pensions, employment insurance) and expenditures for self-insured coverage (e.g., medical/dental). The budget for payroll deductions is based on the number of employees and their respective salaries, and these payroll deductions have increased \$107,000 in 2010. The medical/dental benefit budgets are determined based on the past four years' actual experience, plus anticipated changes, and these budgets have increased \$77,000 in 2010.

(d) Non-Salary Accounts

Non-salary accounts constitute 13% (\$5.0M) of the net budget. This budget represents an increase of \$285,500 (a 5.7% increase over the 2009 benefits budget, or 0.79% over the 2009 total budget). The \$285,500 increase is mainly attributable to a higher cost for supplies for handheld parking devices, and an increase in rent expense as a result of the renewal of leases at both Parking Enforcement locations.

(e) Parking Tag Courts

The City has experienced a significant increase in demand by members of the public to contest parking infractions, resulting in an increased backlog of court cases. To address this backlog, the City opened several additional court rooms during 2009, resulting in increased court attendance by Parking Enforcement Officers.

Parking Enforcement has very limited flexibility with respect to attendance at court. If members attend court off-duty, premium pay expenditures are incurred. If court schedules are changed so that members can attend court while on duty, there will be a decrease in enforcement while members attend court. If members do not attend court, the parking infractions will be revoked. Therefore, members are scheduled to attend court off duty, whenever possible, resulting in a budget increase of \$0.9M in PEU's premium pay. City staff have agreed to allocate appropriate premium pay budgets to PEU during the 2010 operating budget process.

Conclusion:

The Parking Enforcement Unit's 2010 operating budget request is \$38.8M, an increase of \$2.5M or 6.8% increase over 2009. The budget request has been reviewed by the Service and the Board's Budget Sub-Committee, and is recommended for Board approval.

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

Mr. Angelo Cristofaro, Director of Finance and Administration, delivered a presentation to the Board on the Parking Enforcement Unit's 2010 operating budget request. A paper copy of the PowerPoint presentation is on file in the Board office.

The Board approved the foregoing report.

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#P357. TORONTO POLICE SERVICE REVISED 2010 – 2019 CAPITAL PROGRAM

The Board was in receipt of the following report December 16, 2009 from William Blair, Chief of Police:

Subject: TORONTO POLICE SERVICE REVISED 2010 - 2019 CAPITAL PROGRAM

Recommendations:

It is recommended that:

- (1) the Board approve a revised 2010-2019 Capital Program (with no net funding change), with a 2010 net request of \$52.1M (excluding cashflow carry forwards from 2009), a net total of \$158.4M for 2010-2014 (an average of \$31.7M per year), and a net total of \$336.0M for 2010-2019, as detailed in Attachment A and consistent with City Council approval; and
- (2) the Board forward a copy of this report to the City's Deputy City Manager and Chief Financial Officer for information.

Financial Implications:

There are no financial implications relating to the recommendations in this report. The revised 2010-2019 Capital Program remains unchanged, on a net basis, from the program previously approved by the Board (Min. #P295/09 refers).

Background/Purpose:

At its special meeting of December 8, 2009, City Council approved the Executive Committee's recommendations for the Toronto Police Service's 2010-2019 capital program. The Council-approved program differs from the Board-approved Capital program in one aspect: expenditures and funding for the eTicketing project have been removed from the Board-approved 2010-2019 program, with the recommendation that this project be reconsidered during the 2011-2020 budget deliberations. The Service supports the deferral of the eTicketing project and therefore Board approval of the revised program is required.

Discussion:

The Board-approved 2010-2019 Capital Budget included the eTicketing project at an estimated cost of \$4.3M over 2010-2012. This project was to be funded from "recoverable debt," with no impact on the Service's net debt requirements (Attachment B).

In conjunction with City Court Services, TPS had been pursuing the implementation of an electronic ticketing system which would capture Provincial Offence Notices, print tickets at road side, and transmit ticket data wirelessly to corporate servers. This system would increase the accuracy of tickets, eliminate manual sorting and transportation of tickets, save time with respect to disclosure, and streamline various other business processes. It was anticipated that an eTicketing solution would result in a net operating budget reduction to the City (increased operating costs for the Toronto Police Service offset by savings and increased revenue for City Court Services). As a result, this project was funded through recoverable debt.

Due to uncertainty around the City's estimated additional revenue and expenditure savings for this project, City Finance staff recommended that consideration of this project be deferred to the 2011-2020 Capital Budget process, and that the Toronto Police Service and City Court Services, in consultation with the Deputy City Manager and Chief Financial Officer, further review the capital and operating costs and potential operating savings of an eTicketing solution. This change has no impact on the Service's debt-funded program. As a result, Council approved a revised 2010-2019 capital program, excluding the eTicketing project. The Council-approved program is provided in Attachment A.

Conclusion:

City Council approved the Service's 2010-2019 capital program in the net amount of \$52.1M in 2010 and \$158.4M for 2010-2014 and \$336.0M for 2010-2019. This is unchanged from the Board-approved capital program, with the exception of the eTicketing project, which was removed from the program and deferred for consideration in the 2011-2020 capital program.

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

Mr. Tony Veneziano, Chief Administrative Officer, was in attendance and explained the technical amendment that occurred when Toronto City Council approved a 2010-2019 capital program for the Toronto Police Service that differed from the earlier Board-approved program.

The Board approved the foregoing report and agreed to forward a copy to City's Deputy City Manager and Chief Financial Officer for information.

2010-2019 COUNCIL-APPROVED CAPITAL PROGRAM (\$000s)

Attachment A

Project Name	Plan to end of 2009	2010	2011	2012	2013	2014	Total 2010-2014 Request	Total 2015-2019 Forecast	Total 2010-2019 Program	Total Project Cost
On-Going Projects										
In - Car Camera	7,132	2,400	0	0	0	0	2,400	0	2,400	9,532
State-of-Good-Repair - Police	0	2,019	1,535	3,632	4,642	4,814	16,642	21,700	38,342	38,342
Radio Replacement	10,685	5,448	7,700	5,700	0	0	18,848	0	18,848	29,533
11 Division - Central Lockup	3,312	17,215	8,918	0	0	0	26,133	0	26,133	29,444
14 Division - Central Lockup	326	7,048	18,666	8,883	0	0	34,597	0	34,597	34,923
Property & Evidence Management Storage	258	23,000	5,000	5,000	2,000	0	35,000	0	35,000	35,258
Acquisition, Impl'n of New RMS	400	1,564	8,092	8,752	4,670	990	24,068	0	24,068	24,468
HRMS - Additional functionality	108	346	0	0	0	0	346	0	346	454
Total On-Going Projects	22,220	59,040	49,911	31,966	11,312	5,804	158,034	21,700	179,734	201,954
New Projects										
911 Hardware / Handsets	0	757	420	0	0	0	1,177	0	1,177	1,177
Replacement of Voice Mail	0	1,222	0	0	0	0	1,222	881	2,103	2,103
2nd floor space optimization	0	2,675	0	0	0	0	2,675	0	2,675	2,675
Fuel Management System	0	697	0	0	0	0	697	0	697	697
5th floor space optimization (new in 2010)	0	0	1,334	0	0	0	1,334	0	1,334	1,334
EDU/CBRN Explosive Containment	0	0	0	487	0	0	487	0	487	487
AFIS	0	0	3,000	0	0	0	3,000	3,000	6,000	6,000
Electronic Document Management	0	0	0	0	0	50	50	450	500	500
Data Warehouse Establishment	0	0	0	0	336	3,224	3,560	4,508	8,068	8,068
54 Division (includes land)	0	0	0	0	300	9,100	9,400	26,912	36,312	36,312
41 Division (includes land)	0	0	0	0	0	0	0	38,403	38,403	38,403
HRMS Upgrade	0	0	0	0	0	152	152	670	822	822
TRMS Upgrade	0	0	0	0	0	1,909	1,909	1,445	3,354	3,354
Digital Content Manager	0	0	0	0	0	1,388	1,388	1,707	3,095	3,095
Fibre Optics	0	0	0	0	0	0	0	11,800	11,800	11,800
Disaster Recovery Site	0	0	0	0	0	0	0	0	0	0
13 Division (includes land)	0	0	0	0	0	0	0	29,901	29,901	38,403
Long Term Facility Plan	0	0	0	0	0	0	0	6,000	6,000	6,000
Radio Replacement	0	0	0	0	0	0	0	28,100	28,100	28,100
Anticipated New IT Projects	0	0	0	0	0	0	0	10,566	10,566	10,566
Total New Projects:	0	5,350	4,755	487	636	15,823	27,050	164,344	191,394	199,896
Total Debt-Funded Projects:	22,220	64,391	54,665	32,453	11,948	21,627	185,084	186,044	371,128	401,851
Total Reserve Projects:	88,397	17,620	22,497	24,685	20,810	18,078	103,689	102,621	206,310	294,707
Total Gross Projects	110,617	82,010	77,163	57,138	32,758	39,704	288,773	288,665	577,439	696,558
Funding Sources:										
Vehicle and Equipment Reserve	(88,397)	(17,620)	(22,497)	(24,685)	(20,810)	(18,078)	(103,689)	(102,621)	(206,310)	(294,707)
ISF estimate for 11 and 14 Div	0	(8,421)	(8,862)				(17,283)	0	(17,283)	(17,283)
Funding from Development Charges	(1,052)	(3,914)	(1,170)	(1,290)	(1,420)	(1,560)	(9,354)	(8,510)	(17,864)	(18,916)
Total Funding Sources:	(89,449)	(29,955)	(32,529)	(25,975)	(22,230)	(19,638)	(130,326)	(111,131)	(241,457)	(330,906)
Total Net Request	21,168	52,056	44,633	31,163	10,528	20,067	158,447	177,534	335,981	357,150
5-year Average:							31,689	35,507	33,598	
City Target:		39,056	44,633	34,163	14,528	26,067	158,447	177,534	335,981	
City Target - 5-year Average:							31,689	35,507	33,598	
Variance to Target:		(13,000)	(0)	3,000	4,000	6,000	(0)	0	(0)	
Variance to Target - 5-year Average:							(0)	0	(0)	

2010-2019 BOARD-APPROVED CAPITAL PROGRAM (\$000s) (Oct/09 Board Meeting)

Attachment B

Project Name	Plan	2010	2011	2012	2013	2014	Total	Total	Total	Total
	to end of 2009						2010-2014 Request	2015-2019 Forecast	2010-2019 Program	Project Cost
On-Going Projects										
In - Car Camera	7,132	2,400	0	0	0	0	2,400	0	2,400	9,532
State-of-Good-Repair - Police	0	2,019	1,535	3,632	4,642	4,814	16,642	21,700	38,342	38,342
Radio Replacement	10,685	5,448	7,700	5,700	0	0	18,848	0	18,848	29,533
11 Division - Central Lockup	3,312	17,215	8,918	0	0	0	26,133	0	26,133	29,444
14 Division - Central Lockup	326	7,048	18,666	8,883	0	0	34,597	0	34,597	34,923
Property & Evidence Management Storage	258	23,000	5,000	5,000	2,000	0	35,000	0	35,000	35,258
Acquisition, Impl'n of New RMS	400	1,564	8,092	8,752	4,670	990	24,068	0	24,068	24,468
HRMS - Additional functionality	108	346	0	0	0	0	346	0	346	454
Total On-Going Projects	22,220	59,040	49,911	31,966	11,312	5,804	158,034	21,700	179,734	201,954
New Projects										
911 Hardware / Handsets	0	757	420	0	0	0	1,177	0	1,177	1,177
Replacement of Voice Mail	0	1,222	0	0	0	0	1,222	881	2,103	2,103
2nd floor space optimization	0	2,675	0	0	0	0	2,675	0	2,675	2,675
Fuel Management System	0	697	0	0	0	0	697	0	697	697
5th floor space optimization (new in 2010)	0	0	1,334	0	0	0	1,334	0	1,334	1,334
EDU/CBRN Explosive Containment	0	0	0	487	0	0	487	0	487	487
AFIS	0	0	3,000	0	0	0	3,000	3,000	6,000	6,000
Electronic Document Management	0	0	0	0	0	50	50	450	500	500
Data Warehouse Establishment	0	0	0	0	336	3,224	3,560	4,508	8,068	8,068
54 Division (includes land)	0	0	0	0	300	9,100	9,400	26,912	36,312	36,312
41 Division (includes land)	0	0	0	0	0	0	0	38,403	38,403	38,403
HRMS Upgrade	0	0	0	0	0	152	152	670	822	822
TRMS Upgrade	0	0	0	0	0	1,909	1,909	1,445	3,354	3,354
Digital Content Manager	0	0	0	0	0	1,388	1,388	1,707	3,095	3,095
Fibre Optics	0	0	0	0	0	0	0	11,800	11,800	11,800
Disaster Recovery Site	0	0	0	0	0	0	0	0	0	0
13 Division (includes land)	0	0	0	0	0	0	0	29,901	29,901	38,403
Long Term Facility Plan	0	0	0	0	0	0	0	6,000	6,000	6,000
Radio Replacement	0	0	0	0	0	0	0	28,100	28,100	28,100
Anticipated New IT Projects	0	0	0	0	0	0	0	10,566	10,566	10,566
E-Ticketing	0	428	2,798	1,104	0	0	4,330	0	4,330	4,330
Total New Projects:	0	5,778	7,553	1,591	636	15,823	31,380	164,344	195,724	204,226
Total Debt-Funded Projects:	22,220	64,818	57,464	33,557	11,948	21,627	189,414	186,044	375,458	406,181
Total Reserve Projects:	88,397	17,620	22,497	24,685	20,810	18,078	103,689	102,621	206,310	294,707
Total Gross Projects	110,617	82,438	79,961	58,242	32,758	39,704	293,103	288,665	581,768	700,888
Funding Sources:										
Vehicle and Equipment Reserve	(88,397)	(17,620)	(22,497)	(24,685)	(20,810)	(18,078)	(103,689)	(102,621)	(206,310)	(294,707)
ISF estimate for 11 and 14 Div	0	(8,421)	(8,862)				(17,283)	0	(17,283)	(17,283)
Funding from Development Charges	(1,052)	(3,914)	(1,170)	(1,290)	(1,420)	(1,560)	(9,354)	(8,510)	(17,864)	(18,916)
Recoverable debt	0	(428)	(2,798)	(1,104)	0	0	(4,330)	0	(4,330)	(4,330)
Total Funding Sources:	(89,449)	(30,383)	(35,327)	(27,078)	(22,230)	(19,638)	(134,656)	(111,131)	(245,787)	(335,236)
Total Net Request	21,168	52,056	44,633	31,163	10,528	20,067	158,447	177,534	335,981	357,150
5-year Average:							31,689	35,507	33,598	
City Target:		39,056	44,633	34,163	14,528	26,067	158,447	177,534	335,981	
City Target - 5-year Average:							31,689	35,507	33,598	
Variance to Target:		(13,000)	(0)	3,000	4,000	6,000	(0)	(0)	(0)	
Variance to Target - 5-year Average:							(0)	0	(0)	

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2009**

**#P358. EXTENSION OF THE CURRENT COLLISION REPORTING CENTRE
CONTRACTS FOR A PERIOD OF ONE YEAR**

The Board was in receipt of the following report December 09, 2009 from William Blair, Chief of Police:

Subject: EXTENSION OF THE CURRENT COLLISION REPORTING CENTRE
CONTRACTS FOR A PERIOD OF ONE YEAR

Recommendation:

It is recommended that the Board approve an extension of the current contracts with Accident Support Services International Ltd. for the operation of the North Collision Reporting Centre (NCRC), the East Collision Reporting Centre (ECRC) and the West Collision Reporting Centre (WCRC) for a one year period commencing January 3, 2010, and ending January 3, 2011.

Financial Implications:

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

Background/Purpose:

At its meeting of December 15, 1994, the Board was in receipt of a report from the Chief of Police regarding the history, rationale, results and cost savings of the Collision Reporting Centre program referred to as the CRC (Min. No. 573/94 refers).

The Board approved a recommendation contained within the report to enter into an agreement with North York Accident Support Services Ltd. (now known as Accident Support Services International Ltd.) for the establishment of a CRC facility, to be known as the North Collision Reporting Centre (NCRC), located at 113 Toryork Drive, and to issue a request for proposals for two additional CRC facilities. The process to be utilized for the request for proposals process was outlined in detail in the report to the Board.

The agreement for the establishment of the NCRC facility was for a period of ten years commencing on January 3, 1995, with an option for a further five years, to be exercised at the sole discretion of the Board.

Agreements were approved for the East and West Collision Reporting Centres for a period of 10 years commencing on September 5, 1995, with options for a further five years, to be exercised at the sole discretion of the Board.

At its meeting of November 8, 2004, the Board was in receipt of a report from the Chief of Police regarding the option to renew all three CRC contracts for the term of five years. The report also addressed the alignment of the terms of all three CRC contracts so they would all expire on January 3, 2010. At its subsequent meeting held on December 16, 2004, the Board approved these recommendations (Min No. P402/04 refers).

Due to the numerous provincial highways that run through City of Toronto boundaries, the TPS shares CRC facilities with the Ontario Provincial Police (O.P.P.). Members of Traffic Services (TSV) and the O.P.P. entered into discussions on issues relating to each organization's contract renewal in early 2009. At that time, the O.P.P. advised that it was evaluating its role within CRC facilities on a province-wide basis, which the O.P.P. indicated might include a sole source solution with ASSI Ltd. When presented with this information, TPS Facilities Management agreed that, subject to Board approval, this might be an acceptable solution for the Toronto Police Service as well.

In late October 2009, members of TSV were advised that the O.P.P. had decided against a sole source option. The O.P.P. had instead elected to extend its contract with ASSI Ltd. on a month-by-month basis, while engaging in a procurement process for a CRC operator which will involve the issuance of a detailed request for proposal. Implementation of the O.P.P. procurement process is targeted for the 2010-2011 fiscal year.

Discussion:

The creation of the CRC's was a ground breaking initiative brought about by an identified need within the TPS to provide a more efficient and effective process for the investigation of motor vehicle collisions. Until that time, all collisions, no matter how minor in nature, were investigated "at the scene". This necessitated the dispatching of a police vehicle and officer(s) to each collision scene, conducting a thorough investigation and the submission of the necessary report. This conventional method of conducting collision investigations came with a large cost in human resources and equipment that was allocated for this specific purpose.

The CRC concept involved the cooperation of the TPS, the O.P.P., the Insurance Bureau of Canada, the majority of the insurance companies operating in Ontario, City of Toronto Municipal Licensing and Standards, the Ministry of Transportation, the private operator of the CRC and most importantly, the driving public.

As a result of the positive changes brought about by the CRC concept, the Government of Ontario introduced supporting changes to the *Highway Traffic Act*. Based on the success of this initiative, many municipalities in Ontario have implemented similar CRC programs within their respective jurisdictions, with and without private sector involvement, with successful results.

Conclusion:

A survey conducted in 2008 by the Service in conjunction with TPS report entitled "The Road Ahead" indicated that over 65% of the public that had used a CRC were satisfied with the level of service they received.

While the current CRC contract is fifteen years old, the TPS remains largely satisfied with the current vendor, ASSI Ltd and the CRC model currently in place. During this period advancements in technology, and recent recommendations contained in “The Road Ahead” regarding the exchange of collision data, provide examples of the need to revisit the details of the current contract.

The possibility exists to add value for the TPS through the realization of efficiencies and use of information to more effectively deploy resources in support of the Service Priority – *Ensuring Pedestrian and Traffic Safety*. Specific evaluation criteria such as but not limited to; location, customer service, accessibility and a list of functionality requirements must be identified to ensure that the needs of the TPS and the community continue to be met by the CRC operator in the next contract term.

To allow for proper process and the creation of an effective and detailed request for proposal, the TPS is requesting an extension of the current contract for a period of one year. This extension will ensure that the request for proposal that is issued is detailed and thoroughly represents the specifics and deliverables expected from the vendor.

If the request to extend the contract for one year is denied, the TPS would find itself in an extremely difficult position. Legislation places an onus on the police to investigate collisions. Legislation also requires members of the public to report collisions that meet a certain threshold to the police. In 2008, 34,473 collisions were reported to the TPS through the use of a CRC facility. The TPS is currently not in a position to provide a reasonable level of service to the community if it were to revert back to investigating collisions at the scene.

The legal aspects of this report have been reviewed and approved by staff in the City Legal Division.

Deputy Chief A.J. (Tony) Warr, Specialized Operations Command, will be in attendance to answer any questions the Board may have concerning this report.

The Board noted that the report recommended an extension of the current contracts commencing on January 3, 2010 and inquired about the reasons for submitting the recommendation to the Board at such a late stage.

Deputy Chief Tony Warr, Specialized Operations Command, was in attendance and advised the Board that the late decision by the OPP not to pursue a sole source option put the Service in an unexpected position and, as a result, caused late reporting to the Board.

The Board approved the foregoing report on the basis that the next report on contractual issues for the collision reporting centres after January 2011 will be provided to the Board mid-year 2010 and that it will include a detailed plan on how the Service intends to deal with the collision reporting centres in the future.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2009**

**#P359. TRANSFERRING THE TORONTO TRANSIT COMMISSION SPECIAL
CONSTABLES TO THE TORONTO POLICE SERVICE**

The Board was in receipt of the following report December 14, 2009 from William Blair, Chief of Police:

Subject: TRANSFERRING THE TORONTO TRANSIT COMMISSION SPECIAL
CONSTABLES TO THE TORONTO POLICE SERVICE

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 April 17, 2008, the Board decided to initiate a public discussion on the issue of adequate and effective policing of public transit and public housing in Toronto, in accordance with the *Police Services Act*. The Board requested the Chief of Police to report on this issue (Min. No. P106/08 refers).

At its meeting of July 24, 2008, the Board directed the Chair to convene a meeting with representatives of the Toronto Transit Commission (TTC) to discuss its plan for security, specifically its plan for the special constables program (Min. No. P197/08 refers).

At the November 20, 2008, Board meeting and the November 26, 2008, Commission meeting, both the Board and the Commission agreed to form a joint Working Group to establish a framework and a process for developing a shared vision for policing Toronto's public transit system (Min. No. P300/08 refers).

The Working Group's initial meeting was held on December 4, 2008, and there was support from all parties to work together over the next few months to ensure that there is proper governance and accountability within the Special Constable Program (e.g. establishment of protocols relating to Special Constable Code of Conduct, Complaints and SIU investigations), as well as to establish a framework for the long-term roles and responsibilities of all parties relating to policing and security issues within the transit system.

In late 2007, a review was ordered by Deputy Chief A.J. (Tony) Warr of Specialized Operations Command to examine traffic policing activities within the TPS. One of the recommendations contained in this report entitled "*The Road Ahead*" suggested that the TPS create a dedicated sub-unit within Traffic Services to provide an increased level of policing on the transit system to enhance the safe, efficient and orderly operation of the TTC system throughout the City of Toronto.

On May 18, 2009, the TPS implemented this recommendation with the creation of the Transit Patrol Unit (TPU). Currently this unit is staffed with 38 constables, 4 sergeants, 1 staff sergeant and 1 inspector (the 38 constable positions represent 100% of the federal funding received from the 2500 Officers Program). The allocation of these resources in this manner is part of a TPS initiative to provide enhanced police service delivery to the TTC.

At its meeting of June 17, 2009, the Board approved the following motion:

THAT the Board authorize the Chief of Police to initiate discussions with the Toronto Transit Commission (TTC) to develop a mutually agreeable transfer of responsibility for public transit safety and security from the Toronto Transit Commission to the Toronto Police Service (Min P189/09 refers).

Discussion:

On Monday June 8, 2009, a meeting was held involving representatives from the TPS and the TTC. The purpose of this meeting was to further clarify and address the principles outlined above. The following key points were identified:

1. In order to ensure the orderly transfer of personnel from one organization to the other, a systematic process for the transfer of personnel will be developed. Such process will involve clarifying a number of areas of concern surrounding human resources, legal and financial issues that will be partially addressed later in this report. It is imperative that these issues be satisfactorily resolved prior to the formal transfer taking place to ensure the rights of the employees along with the rights and needs of the TPS and the TTC are properly and adequately protected.
2. The TTC Special Constables are well trained, well equipped individuals who perform their assigned duties and responsibilities in a professional, responsible manner. Many of the individuals who will be transferred to the Transit Patrol Unit have the potential to be exceptional police officers within the TPS. All reasonable efforts will be made by the TPS to encourage TTC Special Constables to participate in the police constable hiring process. For those members who are unsuccessful in the process or have no desire to apply, other career development opportunities will be explored to ensure their employment with the TPS continues in some capacity.
3. Based on very preliminary discussions between the respective organizations, there is an identified need for clarification on a number of human resources and legal issues. It is anticipated that many of these outstanding issues could be resolved by the fall of 2009,

including a framework for the new service agreement. That being said, the projected target date for the transition to be completed and the amalgamated Transit Patrol Unit to be fully operational is January 2010.

As a result of the direction provided by the Board at its meeting of June 17, 2009, (as noted above), the TPS convened its own internal working group to research and further develop this concept.

Several principles were identified as a framework to ensure an orderly transfer of jurisdiction for the TTC Special Constable Patrol Services from the TTC to the TPS. It was clear that it was agreed that the TPS will assume responsibility for policing the transit system as part of its legislated policing responsibilities. To this end, the current TTC Special Constable Program would be transferred to the TPS and a process for the systematic transfer of personnel would be developed to address Human Resources issues such as pensions, job security, career paths etc. for existing Special Constables. These issues needed to be satisfactorily resolved before the formal transfer took place to protect the rights of the employees. In addition, the Board and the Commission would enter into a service agreement, which would govern the new relationship. The service agreement would include a mechanism for annual discussion between the Board and the Commission regarding priorities. It was also identified that the TTC Investigative Services Division would continue to operate under TTC management, but would no longer include Special Constables. The TTC System Security Division would also continue to operate, but would also no longer include Special Constables.

A TTC Special Constable Transition Planning Committee (TTCSCTPC) was formed. It was co-chaired by then Staff Superintendent Peter Sloly, replaced upon his promotion by Acting Staff Superintendent Earl Witty, and Deputy Chief of TTC Special Constable Operations, Fergie Reynolds. The TTCSCTPC had a group of sub-committees that included both TTC and TPS members and covered the following areas; human resources, legal, operations, planning, logistics and finance.

Between June 2009 and November 2009, the working group met on a regular basis to exchange information and clarify issues of concern. Due to the different accounting, staffing and budgeting methodologies employed by the two agencies, this process required many hours of research and examination to ensure that the information was accurate in the context of each organization and that any decision based on this information ensured that the aforementioned principles were adhered to.

As a result of these meetings, several areas of concern were uncovered by the working group. These included but were not limited to salaries, pension impacts (TTC Special Constables belong to a private pension plan), legal, short and long term financial implications, terms and conditions of work, compensation and benefits, bargaining impacts and many other factors that would impact upon the immediate transition of the TTC Special Constables to TPS employees and the potential impacts for the future both to these transitioned employees and to other TPS employees.

Based on the comprehensive analysis, it was determined that costs and conditions, including pensions, salaries and benefits were seriously incongruent. Transitioning costs would have been significant and would still have resulted in differential impacts due to irreconcilable comparables in both the short and long term. Accordingly the transition of the TTC Special Constables to the TPS in light of the fiscal impacts to the City and in recognition of the current financial situation facing the City of Toronto will be more of an evolutionary process.

Conclusion:

The goal of both the TPS and the TTC is to make the TTC a more safe and secure environment while at the same time making the system more efficient, effective and economical. The TPS and TTC will continue their corporate efforts to increase public safety, and using available resources, maximize the safe and efficient use of the transit system.

Deputy Chief A.J. (Tony) Warr, Specialized Operations Command, will be in attendance to answer any questions the Board may have concerning this report

The Board received the foregoing report and requested that a copy be referred to the Board's Public Transit Working group for discussion at a meeting to be scheduled in the near future.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2009**

#P360. REVIEW OF PAID DUTY

The Board was in receipt of the following report December 14, 2009 from Pam McConnell, Acting Chair:

Subject: REVIEW OF PAID DUTY

Recommendation:

It is recommended that the Board:

- (1) request the Auditor General, City of Toronto, to review the entire paid duty system, procedures, practices and related legislative requirements to assess the effective, efficient and appropriate use of police resources;
- (2) request the City Manager to review any City of Toronto By-laws, and any related processes or practices that relate to, or govern, requirements for paid duty officers and to report to City Council, through the Executive Committee on the results of this review, and to forward this report to the Board; and
- (3) request the Chief, as part of the report that he is preparing in response to the Board Motion made at its meeting of January 22, 2009, to report to the Board on the criteria and process employed to determine paid duty assignments, and the supervision related to such assignments and that this report be submitted to the Board for its February 12, 2010 meeting.

Financial Implications:

The financial implications related to the recommendations made in this report cannot be quantified at this time.

Background/Purpose:

Practices surrounding the use of paid duty officers in the Toronto Police Service have been a significant source of discussion by the Board for the last two years. Our deliberations have focused on the framework within which this practice exists and is regulated. Questions have been asked regarding the circumstances under which paid duty is requested and the rationale behind the need for these officers. In addition, I have been interested in clarifying who the employer is during the course of executing paid duty services and what the impact is on the public finances when these services are performed to assist with municipal work.

The Board has received a number reports regarding this matter, including administrative responses. However there remains an outstanding report request from the Board meeting held on January 22, 2009 (Min. No. P7/09 refers) with respect to the following Motion:

That the Board direct the Chief of Police to review the Operational Paid Duty Guidelines and relevant procedures to determine whether any of the responsibilities currently being performed by paid duty officers can be performed, instead, by other individuals within the Service having regard to applicable legislative requirements.

I have attached Board Minute P7/09 in its entirety to this report as it provides a comprehensive background of this issue.

Discussion:

Discussions that I have had with representatives of municipalities and Boards across Ontario have confirmed that there are widely varying views and practices around when paid duty officers are required and used. As well, there is significant variation with respect to the specific duties that are performed by paid duty officers, in some cases, and on-duty officers, in others. It has become clear that other large Boards do not utilize paid duty officers in the same manner as Toronto. It is also evident that there is a lack of consistency in the manner in which paid duty officers are deployed within municipalities. One example I have noticed is that some construction sites employ officers to assist with traffic control while others utilize their own staff for the same function. This highlights the need to clarify when uniform officers are necessary, whether on duty or as paid duty.

While I recognize that Chief Blair has made valid points about the value of increasing the uniform presence in the community, and the positive impact of having officers available to respond to incidents beyond the scope of their paid duty responsibilities, my observations of many of these duties have caused me some concern. I have often noticed that officers are performing tasks which could easily be performed by others; or, in some cases, none at all. I fear that this results in the wrong impression of policing duties being left in the public eye.

Both public and private costs for paid duty usage have been increasing in Toronto, and indeed, we spend more per capita on paid duty than other major Canadian municipalities. The total financial burden is troublesome when this practice is applied without a full understanding of the framework in which paid duty officers are deployed. In addition, given the increased monies received from senior levels of government for infrastructure improvements, and the nearly doubling of capital investments, in the future, paid duty costs to the public purse are likely to rise even more dramatically than they have recently.

In my role as Councillor, I have received numerous concerns from representatives of local BIAs, or Business Improvement Areas, for the costs associated with road closures for neighbourhood festivals, from families who require police escorts for funerals, and from representatives of the film industry for the burden they face while doing a job that is a significant boon to our local economy. These stakeholders will also benefit from a review of paid duty guidelines.

As paid duty expenditures have increased beyond \$20M, it is time for the Board to solidify the legal and financial framework that determines when paid duty officers are required for specific roles and responsibilities and how they are subsequently deployed. After a preliminary discussion with the Auditor General, City of Toronto, I believe that it would be prudent to ask for review of this area of the Toronto Police Service. The goal of this review is to identify adjustments that would clarify and improve the experience for officers, those who utilize paid duty officers, and the public.

Conclusion:

Therefore, it is recommended that the Board:

- (1) request the Auditor General, City of Toronto, to review the entire paid duty system, procedures, practices and related legislative requirements to assess the effective, efficient and appropriate use of police resources;
- (2) request the City Manager to review any City of Toronto By-laws, and any related processes or practices that relate to, or govern, requirements for paid duty officers and to report to City Council, through the Executive Committee on the results of this review, and to forward this report to the Board; and
- (3) request the Chief, as part of the report that he is preparing in response to the Board Motion made at its meeting of January 22, 2009, to report to the Board on the criteria and process employed to determine paid duty assignments, and the supervision related to such assignments and that this report be submitted to the Board for its February 12, 2010 meeting.

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

- **Mr. Michael Comstock, President, Old Town Toronto (Promotional) Alliance;**
- **Ms. Bonnie Taylor, Festival Director, Scotiabank Buskerfest in Support of Epilepsy Toronto;**
- **Ms. Faizi Ansari, GreekTown on the Danforth Business Improvement Area; ***
- **Mr. John Kiru, Executive Director, Toronto Association of Business Improvement Areas (TABIA); and**
- **Mr. John Eckert.**

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

Chief Blair provided comments to the Board in response to a recent article that was featured in the Toronto Star newspaper about paid duties. Chief Blair clarified in detail many of the points contained in the article which he said he believed were misleading and offensive. He also spoke about the hard work that is performed by paid duty officers.

Chief Blair described the history of the paid duty program in Toronto, the provincial and municipal legislation which include provisions that govern where and when paid duty officers are required, and he provided details about the establishment of the 15% administrative fee and how it is applied. Chief Blair also responded to many of the comments raised by the deputants. Additional information was provided by the Chief in the form of a PowerPoint presentation. Paper copies of the PowerPoint slides are on file in the Board office.

Chief Blair responded to questions by the Board about the paid duty program.

Acting Chair McConnell discussed her report with the Board.

Following a discussion, the Board approved the following Motions:

- 1. THAT recommendation no. 1 in the foregoing report be approved with an amendment by adding the words “within his 2010 workplan” after the Auditor General, City of Toronto, so that it now reads as follows:**

(that the Board) request the Auditor General, City of Toronto, within his 2010 workplan, to review the entire paid duty system, procedures, practices and related legislative requirements to assess the effective, efficient and appropriate use of police resources;

- 2. THAT recommendations nos. 2 and 3 in the foregoing report be approved;**
- 3. THAT the Board request the City Manager to provide a report to the Board by April 2010 on street festivals sponsored by members of the Toronto Association of Business Improvement Areas (TABIA) that will require street closures;**
- 4. THAT the Board request the Toronto Film and Television Office to work with the City Manager and the Chief of Police towards establishing a system of traffic control persons to manage traffic on film shoots;**
- 5. THAT the Chief of Police undertake a review and update of the administrative fee (currently set at 15%) to ensure that there is full cost recovery of all costs associated with paid duties; and**
- 6. THAT the deputations be received.**

- COPY -

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 22, 2009**

#P7. IMPACT OF REDUCING PAID DUTIES THROUGH ON DUTY POLICING

The Board was in receipt of the following report December 03, 2008 from William Blair, Chief of Police:

Subject: IMPACT OF REDUCING PAID DUTIES THROUGH ON DUTY POLICING

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

There would be significant financial implications for the Toronto Police Service to establish and maintain a stand alone unit specifically for the purpose of performing paid duties. The funding required would be for salary and benefit costs for the officers, a facility to house the unit and costs related to equipping the officers (e.g. portable radios and vehicles). The estimated costs to establish a paid duty unit are addressed throughout this report.

Background/Purpose:

At its meeting of February 21, 2008, the Board received a report dated January 8, 2008, from the Chief of Police dealing with Paid Duty and Special Events Requirements, Practices and Impacts (Min. No. P22/08 refers). As a result the Board approved the following motions:

1. THAT the Chief of Police establish a process to facilitate a review, and report back to the Board, on paid duty procedures and practices and that representatives of the Board, the Service, the Association and the City be invited to participate in the review;
2. THAT, prior to the 2009 operating budget process, the Chief of Police provide a report on the opportunities afforded to the Board for utilizing some or all of these monies for the hiring of new police officers, given the current \$24.0M projected payment; and
3. THAT a copy of the foregoing report be provided to the Executive Committee for its next regular meeting, rather than the February 25, 2008, meeting of the Budget Committee.

At its meeting of March 27, 2008, the foregoing Minute was amended by the Board by replacing Motion No. 2 with the following Motion:

THAT, prior to the 2009 operating budget process, the Chief of Police provide a report to the Board on the financial, operational recruitment and deployment impacts of significantly reducing paid duties through the provision of on duty policing funded by alternate sources of revenue.

Further, at its meeting of September 18, 2008, the Board agreed to re-open this matter and amended the Minute by rescinding Motion No. 1 and replacing it with the following new Motion:

THAT the Chair, in consultation with the Chief of Police, provide a report on the history of the Board's handling of the paid duty issue, the reasons and the process by which the ability to set the hourly paid duty rates was transferred to the Toronto Police Association, the provincial legislation as well as City by-laws that require the use of paid duty, and any impact that requirement of paid duty may have had on the ability of City-funded, community based agencies and organizations to carry out their programs.

As per the direction provided by the Board, the purpose of this report is to examine the impact of reducing paid duties through the deployment of on duty policing funded by alternative sources of revenue.

Discussion:

The use of off duty paid duty officers versus the deployment of on duty officers for paid duty assignments is an issue which has been reviewed on many occasions by the Board. Most recently, in February 2005, Toronto City Council requested that the Board review the feasibility of creating a Construction Enforcement Unit that would be funded one hundred percent by the Toronto Transit Commission (TTC) and other city departments to offset the cost/need for paid duty officers to meet statutory construction policing requirements, and that such a study include the number of new officers required to allow for the implementation of such a unit.

In response to this request, the Toronto Police Service (TPS) conducted research on the matter. At its meeting of February 15, 2006, the Board received a report dated January 19, 2006, from the Chief of Police addressing this subject (Min. No. P50/06 refers). After examining the issue, it was determined that the proposed Construction Enforcement Unit would require at least 36 officers to meet the City's demand for paid duty policing. Based on a number of financial and logistical issues relating to the creation of such a unit, it was determined that it would be cost prohibitive at that time. This research and the accompanying report dealt only with construction paid duty matters and did not consider the logistics of deploying on duty personnel to accommodate all requests for paid duty officers. In an effort to provide the Board with the most accurate information available, this report will address many of the same financial, logistical and personnel issues that have been examined as part of previous studies and reports.

Historical Overview:

The TPS is committed to ensuring that policing services are delivered in a manner that best serves the needs of the citizens of Toronto. As part of this long standing commitment to

customer service, the Metropolitan Toronto Police Force (MTPF) developed a paid duty system whereby members of the public or private sector and the community (all referred to as clients) could obtain the services of off duty police officers to perform policing duties at events or activities where the presence of a police officer was requested or required. The MTPF instituted the paid duty system as a method of accommodating the needs of the clients requiring policing services that fall outside the core policing responsibilities as outlined in the *Police Services Act* (see page 6 - Legislated/Legal Requirements).

Since the formation of the MTPF in 1957, paid duties have been part of the Uniform Collective Agreement (UCA) between the MTPF and the Metropolitan Toronto Police Association (MTPA). The 1957 Collective Agreement, which was settled by an Arbitration Board, included the provision that the MTPA set the rate for “Special Services” (now known as paid duties). The Arbitration Board did not make an award regarding “Special Services”, which according to Labour Relations indicates that all parties agreed to this provision during the bargaining process and as such no determination by the Arbitration Board was necessary.

There is no information available that would confirm if the decision to allow the MTPA to set the rate for “Special Services” was a continuation of a practice from any of the police agencies that amalgamated in 1957 to form the Metropolitan Toronto Police Force or a new initiative brought forward by the MTPA. The practice of having the paid duty rate set by the Association remains in place today.

Aside from minor administrative changes intended to improve functionality, the paid duty system remained virtually unchanged until 2002 when the Central Paid Duty Office (CPDO) was established. The CPDO was provided with a mandate to develop and implement a centralized system that would result in the fair and equitable distribution of paid duties to all participating divisions and units. Prior to the establishment of the CPDO, a limited number of divisions in the city were receiving a disproportionate number of the paid duties available. In 2005, the CPDO assumed total responsibility for the coordination of paid duties including;

- Interaction with clients;
- Receiving the individual paid duty requests; and
- Entering paid duty requests and assigning paid duties to the participating divisions and units.

Detailing paid duties to participating TPS members remains the responsibility of the unit assigned the paid duty. When practicable, officers performing paid duties are to be visited by a supervisory officer and the visit shall be noted in the supervisory officer’s memorandum book. There are currently 36 divisions and units actively participating in the paid duty process.

Overview of Policies, Procedures and Guidelines:

Although technically off duty, police officers who volunteer to perform paid duty assignments are still governed by the *Police Services Act*, TPS Service Governance and the Uniform Collective Agreement.

The *Police Services Act* grants the authority for a police officer to perform paid duty assignments. Internally, TPS Procedure 20-01 “Paid Duties”, outlines the criteria to be followed by TPS members when receiving, assigning, performing or supervising members performing paid duty assignments. This procedure provides further direction with regard to:

- Specific functions where paid duties are prohibited;
- Restricted dates under the *Retail Business Holidays Act*;
- Determining the number of officers required for an event;
- Information on functions where liquor service will be an issue; and
- Paid duty requests from the Ministry of Community Safety and Correctional Services.

In an effort to ensure that divisional paid duty coordinators are fully conversant with all the pertinent issues related to paid duties, the CPDO created a document entitled “Paid Duty Guidelines”. This document has been distributed electronically throughout the organization to ensure divisional compliance with established TPS policies and procedures in relation to paid duties.

Paid Duty Systems – Comparisons to Other Police Services:

In order to assess the validity of our system and evaluate its operating efficiency in comparison to systems employed by other major Canadian policing agencies, information on this subject was collected from Peel, Montreal, Calgary, Vancouver, Durham, London and Barrie Police Services. It was determined that each of these police agencies employ a paid duty system very similar in nature to the TPS model. Within each system there may be minor administrative differences in the hourly rate charged or whether an administration fee is collected and the exact percentage applied.

The chart below outlines the 2007 statistical information for each of the police services consulted.

Police Service	Officers Work Status	Hourly Rate (Constable)	Hourly Rate (Sergeant)	Paid Duty Hours Requested Annually	Administration Fee Charged & Percentage	Total Paid to Officers
Toronto	Off Duty	\$60.00	\$70.50	398,027	Yes (15%)	\$24.0M
Peel	Off Duty	\$56.00	\$63.00	79,409	Yes (15%)	\$4.4M
Montreal	Off Duty	\$71.00	\$71.00	N/A	No	\$2.3M
Calgary	Off Duty	\$87.00	\$107.00	25,655	No	\$2.2M
Vancouver	Off-Duty	\$50.56 to \$72.22*	\$72.22	18,386	Yes (15%)	\$1.3M
Durham	Off Duty	\$53.00	\$60.00	11,716	Yes (20%)	\$851,000
London	Off-Duty	\$52.67	\$61.50	11,500	Yes (10%)	\$600,000
Barrie	Off-Duty	\$54.00	\$59.00	3,666	Yes (15%)	\$195,851

* There is no set rate for constables; officers performing paid duties (callouts) are paid double their normal rate of pay for performing these assignments.

Advantages of Using Off Duty Personnel:

Uniform Collective Agreement

Police officers who agree to perform paid duty assignments cannot be scheduled to perform regular policing duties during the same time period. This allows these officers the flexibility to ensure the needs of the client are properly fulfilled. In accordance with TPS Procedure 20-01 “Paid Duties”, prior to accepting a paid duty, officers shall:

- Ensure the paid duty does not interfere with regular duties;
- Ensure no portion of the paid duty overlaps with regular duty, including appropriate travel time;
- Ensure that the total number of paid duty and regular hours combined do not exceed 15 ½ in a 24-hour period (the 24-hour period commences at the start of the paid duty or regular duty); and
- Not perform a paid duty or any number of paid duties exceeding 12 hours in a 24-hour period, where the 24-hour period commences at the start of the first paid duty.

According to the most recent data available, the average length of a paid duty event in Toronto is 6 hours in duration. Officers who accept paid duty assignments acknowledge the possibility that the paid duty could go longer than the scheduled hours depending upon unforeseen circumstances. The officers also recognize that a lunch hour is not likely to be provided and any personal breaks will be granted at the discretion of the client. It would be difficult for this same situation to exist if on duty personnel were deployed for paid duty functions. Article 5 of the UCA allows for the assignment of a lunch period to be taken during very specific time periods during the member’s tour of duty. When the exigencies of the TPS do not permit an assigned lunch period to be taken, the member and his/her supervisory officer may agree upon some other period during the said tour, or the member shall be credited with one hour at straight time. In the event that the creation of a paid duty unit became a reality, modifications to the UCA would have to be considered. Given the lunch period provisions of the UCA and the average length of a paid duty in Toronto, it could be a contravention of the UCA to expect an on duty officer assigned to a standing paid duty for this length of time to do so without receiving some form of relief.

Use of Personal Vehicles

At the present time, officers performing paid duty assignments often use their personal vehicles to travel to and from the location of the paid duty. TPS Procedure 15-11 “Use of Service Vehicles” prohibits on duty members from using their personal vehicles for police business or for transportation to or from their assignment, unless they have proof of motor vehicle insurance and have received prior approval from their unit commander. Police officers performing paid duties are prohibited from taking a police vehicle to a paid duty site unless that vehicle is required as part of the actual paid duty assignment. Should on duty personnel be used exclusively for paid duties, the current contract agreement allows for monetary compensation for members using their personal vehicles for police business. In the event on duty personnel were used for paid duty purposes, this added expense as well as the associated liability issues would

have to be taken into consideration. Although the use of public transit remains a viable option, it may not always be feasible.

Uniform Staffing Review

In 2002, the TPS conducted a Uniform Staffing Review. The purpose of this review was to identify positions that had become redundant within the organization and in so doing, aim to return many of these officers to frontline duties. This review also identified members who were performing their job functions in a plainclothes capacity but could just as effectively perform these functions in uniform. As a result of this review many members continued to perform these specialized functions however, they now do so in uniform.

When officers attend meetings and functions in uniform, it indicates to the public that there is a police presence on the streets. The same is true by having off duty officers performing paid duties. A high percentage of paid duties occur within the downtown core where a tremendous number of Torontonians are employed and vehicular and pedestrian traffic is high. The presence of off duty, uniform officers performing paid duty assignments in the downtown core helps to act as a visual deterrent to crime and disorder. A similar situation could be created if the \$24.0M paid by clients to police officers performing paid duties was used to offset the costs of creating a paid duty unit; however there are major financial costs and operational issues associated with the establishment of this unit that will be addressed later in this report.

Legislated/Legal Requirements:

The *Police Services Act* is the provincial legislation that governs police services in Ontario. In addition to information on a variety of applicable subjects, the *Act* clearly outlines the core police services a municipal police service is required to provide and the duties of a police officer. Municipal police services are required to provide services which are adequate and effective in accordance with the needs of the municipality. At a minimum, these must include all of the following:

- (1) Crime Prevention
- (2) Law Enforcement
- (3) Assistance to Victims of Crime
- (4) Public Order Maintenance
- (5) Emergency Response

The *Act* further outlines the duties and responsibilities of a municipal police officer. These include but are not restricted to:

- (a) Preserving the peace;
- (b) Preventing crimes and other offences and providing assistance and encouragement to other persons in their prevention;
- (c) Assisting victims of crime;
- (d) Apprehending criminals and other offenders and others who may lawfully be taken into custody;

- (e) Laying charges and participating in prosecutions;
- (f) Executing warrants that are to be executed by police officers performing related duties;
- (g) Performing the lawful duties that the chief of police assigns;
- (h) In the case of a municipal police force and in the case of an agreement under Section 10 (agreement for provision of police services by O.P.P.), enforcing municipal by-laws;
- (i) Completing the prescribed training.

The core police services required of a municipal police service and the duties of a police officer as outlined in the aforementioned Sections of the *Police Services Act* are consistent with the public expectations of the duties and responsibilities that a municipal police officer will perform.

In many cases the duties being performed by a police officer on a paid duty assignment are not directly related to the core policing responsibilities of a municipal police officer as outlined in the *Police Services Act*. Some examples could include but are not restricted to; an officer directing traffic at a shopping plaza during the Christmas holiday season or an officer performing crowd control duties at a movie shoot that could result in millions of dollars in profit for the company. In both cases the actions of the officers may not be consistent with the expectations of the majority of tax paying citizens when compared to other more essential core policing functions.

To accommodate the needs of the client and to ensure the policing requirements of the citizens of Toronto are met, the MTPF instituted the paid duty system as a method of ensuring the needs of all concerned are addressed. Ensuring that the mandated core policing functions are maintained and enhanced is evident in the TPS Priorities and remains an essential component of the crime and disorder management strategies employed by the TPS.

The TPS considers many factors when determining whether regular on duty or paid duty police officers will be deployed at an event or function. Traditionally, meetings are held between the organizers and the event planners to determine whether on duty personnel, off duty personnel or a combination of both will be deployed for the event. The following is a summary of some of the most common factors considered:

Traffic Direction

In many cases, an event or function requires the direction of traffic on a public street or highway. The *Highway Traffic Act*, Section 134 (1) clearly stipulates that only a police officer can perform this function on a public street or highway. There is nothing in the *Highway Traffic Act* that stipulates that the officer must be on duty or off duty, only that it must be a police officer. Frequently the permits issued by the City of Toronto contain a clause requiring the presence of a police officer for this purpose. At the present time it is the policy of the TPS to deploy paid duty officers for this function.

Road Closures

In the case of a special event where organizers have requested a road closure from the City of Toronto, such closure will be staffed by paid duty police officers. The exception to this policy

would be a road closure required for an emergency situation (police initiated) and not simply to coincide with the event. Road closures in association with special events can last for several hours and in some cases several days. These closures are often obtained to allow vendors and licensed premises to be positioned on the actual roadway. The majority of these special events also include a component of on duty police officers assigned to keep the peace within the boundaries of the event. According to the *Highway Traffic Act*, only a police officer may close a highway or any part thereof to traffic. Once the roadway has been closed to vehicular traffic through either the posting of signs or the placement of traffic control devices, there appears to be no statutory requirement to continue to staff the closure with police personnel. However, it should be noted that civilian members such as auxiliary police officers would have no legal authority to enforce breaches of the road closure.

Parades

Each year, the TPS on behalf of the Toronto Police Services Board, issues approximately 400 parade permits under the authority of By-law No. 71. The majority of these parades are policed by on duty personnel. On occasion there will be circumstances where due to other commitments, insufficient police resources are available. When confronted with this situation, organizers are provided the opportunity to change the date or times of the parade to better accommodate the participation of on duty officers. When this is not feasible or the organizers are unwilling to do so, it necessitates the hiring paid duty officers in order for the event to proceed as scheduled.

Paid duty officers are also utilized at parades to provide additional security at formation and dispersal areas or to facilitate special requests along the route.

City of Toronto Permits

The City of Toronto is responsible for issuing permits for film locations, road closures and events held in public parks. When issuing these permits, the city may impose a condition that the permit holder hire paid duty police officers or arrange for adequate policing with the Toronto Police Service depending on the type and size of the event.

In the case of film permits, paid duty police officers are usually a necessity to provide road closures and ensure proper control of vehicular and pedestrian traffic. When events are scheduled for park settings the necessity for paid duty officers will be determined by the anticipated attendance and whether or not alcohol will be present. In all situations involving city issued permits, if the permit holder does not comply with the conditions of the permit it could invalidate the permit.

Emergency and Non-Emergency Situations

In conjunction with officials from the Ministry of Labour and the City of Toronto Transportation Services, Traffic Services has developed guidelines governing the use of regular on duty and paid duty police officers involved in the direction of traffic in emergency and non-emergency situations.

An emergency service is deemed to be any unscheduled maintenance where:

- Public safety or health is threatened;
- Immediate action is required;
- The public is left without an essential service.

A representative from the responding utility must attend as soon as possible at the scene of any emergency work site in order to assess the situation and make a determination regarding the necessary repairs and the time required to complete these repairs. In situations where the emergency repairs can be completed within three hours of the TPS receiving a request to attend, a regular on duty police officer will assist at the site, subject to the exigencies of the Service. In the event an emergency repair is projected to require longer than three hours for completion, a paid duty police officer shall be ordered immediately and the on duty officer originally dispatched shall remain on location until relieved by the paid duty officer. All regularly scheduled maintenance requests will be staffed by paid duty police officers.

The guidelines surrounding emergency and non emergency situations are presently under review by the City of Toronto and the TPS. Representatives of Legal Services, Corporate Planning and the Centralized Paid Duty Office are meeting with officials from the City of Toronto to review and update existing guidelines to ensure they are inclusive of all City of Toronto departments.

Financial Implications – Reduction and/or Elimination of Paid Duties:

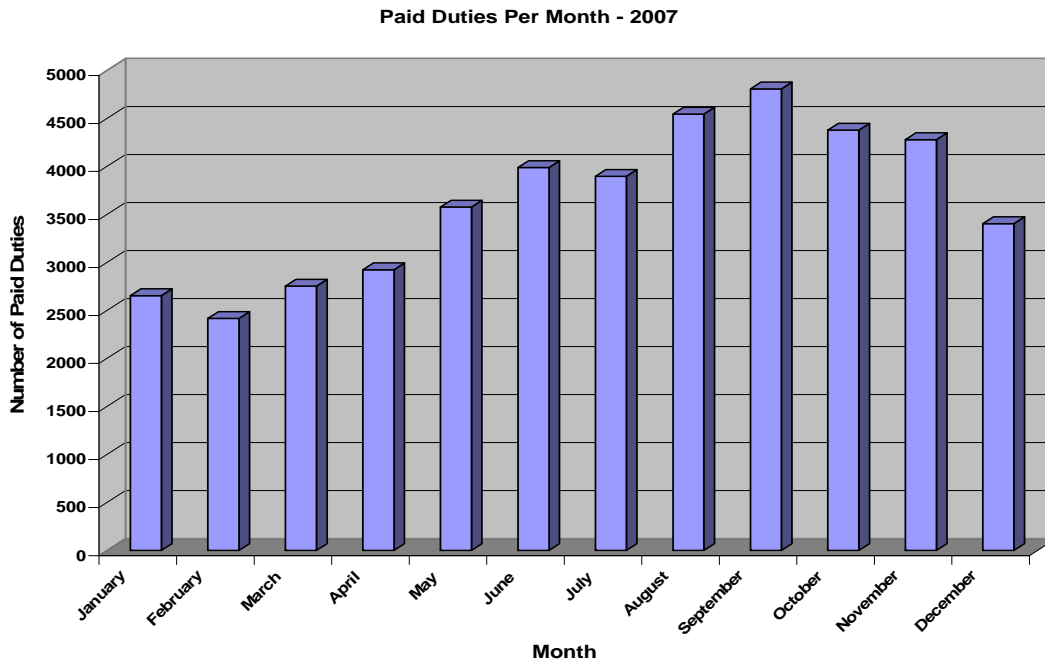
In 2007, approximately \$24.0M was paid to police officers by clients for paid duty services rendered. The question has arisen whether this \$24.0M could be better utilized to fund the creation of a specialized paid duty unit comprised of newly appointed 4th class constables. This unit would then be responsible for performing all paid duty requests received by the TPS.

The following is a statistical comparison of information relating to paid duties during the period 2004 to 2007:

Year	2004	2005	2006	2007
Number of Paid Duty Requests	41,510 (avg. 114 daily)	41,361 (avg. 113 daily)	43,244 (avg. 118 daily)	45,420 (avg. 124 daily)
Average Number of Officers Required Daily	158	160	174	188
Constable Paid Duty Hourly Rate	\$52.00	\$55.00	\$58.00	\$60.00
Total Amount Paid to Officers	\$16,060,928	\$17,465,745	\$20,645,216	\$23,881,620
Administration Fees Collected	\$2,918,420	\$2,711,120	\$3,219,526	\$3,694,257
Equipment Fees Collected	\$1,034,632	\$820,916	\$838,839	\$1,080,988
TOTAL	\$20,013,980	\$20,997,781	\$24,703,581	\$28,656,865

The average number of paid duty requests received daily by the TPS in 2007 was 124. In order to fulfil these requests an average of 188 paid duty officers were required each day. It should be noted that these figures fluctuate considerably from month to month throughout the year. In months of less favourable weather conditions (January to April) the number of paid duty requests declines as does the number of officers required per day. In months of favourable weather (May to December) the number of paid duty requests per day and the number of officers required increase significantly.

The following chart provides an overview of the number of paid duty requests received per month for the calendar year 2007.



In the event that the creation of a paid duty unit was approved, the actual number of officers required to staff this unit would have to be significantly higher than the average number of 188 officers required per day. In order to properly provide paid duty service to our clients, additional officers would be required to compensate for the following issues:

- Provincially mandated and internal training
- Regular days off
- Annual leave
- Requests for time off
- Sick days (regular and dependent)
- Injured on duty occurrences
- Court appearances
- Lunch hours

The salary of a Toronto Police officer is based on working a total of 2080 hours annually. When the factors outlined above are taken into account, an average police officer is actually available approximately 1,453 hours annually. In the calendar year 2007, the number of paid duty event hours requested by clients was 398,027. If this figure is divided by the number of hours an officer is available (1,453), a total of 274 officers would be required to staff this unit. This figure is approximate and may need to be adjusted higher or lower depending on other factors which may have been overlooked while preparing this report.

Using figures provided by Finance and Administration, the cost of employing a 4th class constable for a period of one year is \$73,657, plus an additional 25% for benefits. This translates to an actual cost of \$92,071.25 annually. Based on the approximated figure of 274 officers, this equates into a cost of slightly more than \$25.2M annually. In addition to these officers, costs would also be incurred for a unit commander, second in command, staff sergeants, sergeants, administrative support personnel and custodial staff. The actual number of supervisory and administrative personnel required was not determined as these numbers would be dependent upon the shift rotation, number of platoons and the number of officers assigned to each platoon. It should also be noted that in addition to supervising the day to day operation of the unit, there would also be situations when supervisory officers assigned to the unit would be required to provide supervision at paid duty functions requiring a large contingent of constables.

The following are the supervisory requirements as indicated in TPS Procedure 20-01 "Paid Duties:

- I. When four (4) or more police officers are assigned to a paid duty, such officers shall be supervised by a paid duty sergeant/detective.
- II. When ten (10) or more police officers are assigned to a paid duty, such officers shall, in addition to a sergeant/detective, be supervised by a paid duty staff sergeant/detective sergeant.
- III. When the number of police officers being supervised exceeds fifteen (15), staff/detective sergeants are entitled to an increased rate of pay.

The following are some of the sports and entertainment venues that require additional supervision when requests for paid duties are received:

- Rogers Centre
- Air Canada Centre
- Ricoh Coliseum
- Bank of Montreal (BMO) Stadium
- Polson Pier (previously known as "The Docks" entertainment complex)
- Entertainment District

The supervisory resources of the paid duty unit would be further compromised if more than one of these venues was hosting a major event simultaneously.

Vehicles

The figures outlined in the previous section of this report are for salary and benefits only and do not include the cost of providing vehicles for officers assigned to the paid duty unit. Police vehicles are routinely required for the following paid duties:

- Escort details (funeral, oversize loads);
- Mobile film shoots (police vehicles at the front and rear to maintain control and ensure public safety); and
- For use by supervisory personnel when several paid duty officers are being supervised by one sergeant and their posts are not situated in close proximity to each other.

At this point it would be impossible to speculate on the number of vehicles required for use by the proposed paid duty unit. The actual number of vehicles required could increase or decrease depending on a number of factors yet to be determined. These include:

- Proximity of the home unit to the public transit system;
- Number of mobile supervisory staff required;
- Transportation requirements of the officers (based on the location of the paid duty and whether multiple assignments were given to the same officer during the same shift);
- Number of paid duty requests that require the use of a TPS vehicle.

According to Fleet and Materials Management, the cost of properly equipping a marked Ford Crown Victoria is approximately \$63,000 per unit, while the cost of providing a suitable unmarked vehicle for this purpose is approximately \$40,000 per unit. These figures do not include annual maintenance or fuel costs.

Building & Facilities

A stand alone paid duty unit would require a building and facilities similar in nature and design to the new police divisions being constructed. The cost in 2009 dollars to construct and outfit a new division, all inclusive is approximately \$25.0M.

Portable Radios

Officers assigned to the paid duty unit would be deployed at locations across the city and could potentially be exposed to situations requiring an emergency response. For this and a variety of other operational requirements (redeployment to other details, scheduling and supervisory issues), it is imperative that each officer be provided with a portable radio.

The cost of a portable radio is approximately \$8,000 per unit. A charging unit capable of holding six batteries is valued at \$1,100 per unit. Based on the estimate that 100 radios would be required to adequately service this unit, the cost of providing radios for these officers would be approximately \$818,700 (\$8,000 X 100 plus \$1,100 X 17 charging units). The figures provided do not include the cost of providing portable radios to supervisory personnel.

Scheduling Issues

Paid duties can be very complex in nature. Officers can be required to perform this function 24 hours a day, 365 days a year. While the majority of paid duties take place between the hours of 0700 and 1900, a limited number of paid duties occur during the overnight hours. These include, but are not limited to; the movement of oversize loads, emergency construction permits, movie shoots or prisoner security details requested by the Ministry of Community Safety and Correctional Services. It would be very difficult to properly balance the unit platoons to ensure adequate coverage for all three shifts, while at the same time providing a standardized shift rotation for the assigned members. Additional guidance and input with relation to shift schedules etc. would be required from Labour Relations and the Association.

In addition, each individual paid duty varies in the length of time the officer(s) will be required at the site and the exact number of officers required for a given detail. Depending on the number of officers assigned, a sergeant or staff sergeant may be required in a supervisory capacity (i.e. sporting events, rock concerts, major special events etc.). This would result in supervisors being unavailable in the office or on the road to supervise the other members of the unit assigned to other paid duty locations.

Each officer is also entitled to a lunch hour in accordance with the UCA. In the case of a relatively short paid duty (3 hours or less), sergeants would be required to schedule officers to attend more than one paid duty during the course of their shift. In the event that the first paid duty went longer than anticipated and the officer was unable to attend the second paid duty, a replacement officer would have to be assigned. In the case of a longer paid duty (4 to 12 hours), it would be advisable for sergeants to detail additional officers to attend at these locations and relieve the officer on location for their assigned lunch period or at the conclusion of their tour of duty.

The scheduling situation would be further complicated by the fact that paid duty requests decline during the winter and early spring but increase significantly during late spring, summer and fall. The total number of officers required to staff a paid duty unit would fluctuate significantly from month to month as the number of paid duty requests rises and falls.

Another matter which must be considered is the issue of emergency paid duty requests. A paid duty is considered to be an emergency when the client requests a police officer to be on site within 5 hours of the request. In 2007, approximately 4% of the total number of paid duty hours requested of the TPS were classified as “emergency” in nature.

Overall, it would be extremely difficult for supervisors to schedule all of the paid duty requests for a given date while also ensuring that each officer had sufficient assigned details to account for their hours worked in the most efficient and productive manner possible.

Training Positions at the OPC

The current authorized police officer strength for the TPS is 5510. Approximately 60% of this authorized strength holds the rank of constable. The allocation of training positions at the Ontario Police College (OPC) are determined by the OPC administrative staff based on requests for training positions received from the police services in Ontario. There are three training intakes per year (January, May and September) and the approximate number of training positions available in each intake is 350. The TPS has never been allotted more than 160 positions in a single intake. This is due largely to the space and time constraints for the C.O. Bick portion of the post OPC training.

During the period 2005 to the conclusion of 2008, the TPS has been allocated approximately 331 training positions per year. These training positions are needed to compensate for variations in the authorized strength precipitated by retirements and resignations. As of December 31, 2008, seven hundred and eighteen (718) uniform members of the TPS are eligible for retirement. It is impossible to accurately project how many of these members will actually retire from the TPS in the foreseeable future. Typically the TPS hires and trains 300 constables per year in order to maintain authorized staffing levels. Increasing the approved strength of the Service to allow for the creation of a paid duty unit would have to be undertaken over an extended period of time. The hiring of these officers would be in addition to the annual requirements necessary to maintain current staffing levels. It is projected that it could take at least 2 years and perhaps longer to train a sufficient number of officers to staff the paid duty unit.

Knowledge Retention

Successful candidates for the position of constable are required to attend a comprehensive twelve week training program at the OPC. This is followed by an additional five weeks of TPS oriented training at the C.O. Bick College. Following graduation, officers are assigned to their permanent postings to commence their careers. A tremendous amount of learning and information is condensed into a very short period of time, resulting in limited opportunities for the practical application of this knowledge and skills. Therefore it is imperative that upon graduation these skills are utilized at the earliest opportunity.

In their book: Evaluating Training Programs, Third edition (2006), Donald and James Kirkpatrick emphasize the need for learners to apply what they learn in their work environment. Practical application is intended to closely follow any learning received by a student. In the event that new recruits were transferred to a paid duty unit without having the opportunity to actively apply the knowledge gained through training, it could seriously impact their future development within the organization, jeopardize their personal well being and the safety of the public.

Probationary Period and Performance Appraisal

Ontario Regulation 3/99 dealing with the “Adequacy and Effectiveness of Police Services” requires every police force in Ontario to have a skills development and learning plan that addresses a number of issues, including a program to coach or mentor new police officers. On the date that cadets in training graduate from the C.O. Bick College they are sworn in as 4th class

constables and begin a one year probationary period. During this time they spend a total of two compressed work week cycles (5 weeks per cycle) with two different “coach” officers. Coach officers are 1st class constables selected by their unit commander to mentor probationary constables during their field training and are responsible for evaluating the probationary constable’s performance. As such, the coach officer is an important influence in the long term development of knowledgeable, capable police officers, who will be able to perform their duties to the standards expected of the TPS by the community.

In addition, during the probationary period these constables are required to spend one compressed work week cycle performing traffic duties and one additional cycle in the Community Response Unit. Both of these assignments are designed to help these probationary officers develop confidence through interaction with the public, and to acquire important investigative and interpersonal skills.

As part of the Performance Appraisal Process, probationary constables are appraised at the end of the 1st, 2nd, 3rd, 5th, 7th and 9th Compressed Work Week Cycles. Appraisal ratings of Superior, Satisfactory and Unsatisfactory are used to assess the member’s performance against the following identified competencies;

Community Policing

- Relationship Building
- Cooperation
- Community Service Orientation
- Flexibility/Dealing with Diversity

Interpersonal Skills

- Assertiveness
- Oral Communication
- Self-Confidence

Results Orientation

- Achievement Orientation
- Analytical Thinking
- Initiative/Self Motivation
- Self-Control

Other

- Written Communication
- Concern for Safety
- Driving Skills/Abilities

Actual examples of incidents or activities in support the ratings applied to each competency are required.

If upon graduation, probationary constables were assigned to the paid duty unit for a period of one year, these training, skill development and evaluation opportunities would not be fully achievable. Based upon the daily activities being performed by these members it would be difficult to accurately assess their development and potential for a career in law enforcement. It would also be difficult to recommend the promotion of a member from the paid duty unit to the rank of 3rd class constable based on the nature of the duties performed during their probationary period.

Salary Reclassification

The proposal to create a unit comprised of 4th class constables to perform paid duties in an on duty capacity will eventually have a direct impact on the operating budget of the TPS. As these members progress to third, second and first class constable status within the organization, there will be a direct impact on the operating budget of the TPS through higher wages, benefits and increased premium pay costs.

Job Satisfaction and Member Retention

As a career choice, policing provides a unique opportunity for its membership to experience many different facets of work within a single occupation. Candidates applying to the TPS are encouraged to do so with the knowledge and expectation that the opportunity for a well rounded and diverse career awaits them. Assigning new officers to perform paid duties for the duration of their probationary period is contrary to the recruitment strategy employed by the TPS and could lead to feelings of job dissatisfaction among these members. Members seeking the opportunity for career advancement is often cited as a prime motivator for officers leaving one police service to seek employment with another.

Conclusion:

As outlined in this report, there are many financial and logistical issues which would have to be overcome in order to facilitate the creation of a Paid Duty Unit. Some are trivial in nature, while others would require a significant financial and human resource commitment as well as changes to the Uniform Collective Agreement prior to implementation.

The opportunity to perform paid duties and receive financial compensation for performing these duties may be a positive factor when attracting candidates for vacant positions within our organization. If these opportunities were to be diminished, it could negatively impact the ability of the TPS to attract candidates. In the event that these employment opportunities were reduced or eliminated, consultation with the Toronto Police Association would be required.

The Central Paid Duty Office continues to work towards the original mandate of developing and implementing a centralized paid duty system that will result in the fair and equitable distribution of paid duties to all participating divisions and units.

The paid duty system currently employed by the TPS continues to provide an efficient, cost effective method of providing policing services to external clients while simultaneously ensuring that the core policing responsibilities required by the *Police Services Act* are maintained. In accordance with the Service Priorities, the overall safety and well being of the residential and business communities remains the paramount concern and responsibility of the TPS.

The TPS continues to be recognized as leaders in all facets of providing policing services to the public and private sectors. Technical advancements to the paid duty system and internal improvements designed to enhance the interoperability of the system continue to be developed and implemented. These enhancements help ensure that the functionality and accountability of the system continues to improve to meet the changing needs of our clients while at the same time ensuring the equitable distribution of paid duties to participating TPS members.

Deputy Chief A.J. (Tony) Warr, Specialized Operations Command, will be in attendance to answer any questions that the Board may have regarding this report.

The Board was also in receipt of the following report January 12, 2009 from Alok Mukherjee, Chair:

SUBJECT: PAID DUTIES

Recommendation:

It is recommended:

1. That the Board direct the Chief of Police to review the Operational Paid Duty Guidelines and relevant procedures to determine whether any of the responsibilities currently being performed by paid duty officers can be performed, instead, by other individuals within the Service, such as auxiliary officers, having regard to applicable legislative requirements; and
2. That such a review include consultation with stakeholders such as the City Manager and other appropriate representatives from the City of Toronto as well as representatives from community organizations and the Police Association.
3. That the Board direct the Chief of Police that, upon the conclusion of the review, the Chief of Police be present a written report to the Board for the Board's further consideration.

Financial Implications:

There are no financial implications arising from receipt of this report.

Background/Purpose:

At its meeting held on February 21, 2008, the Board considered a report from the Chief of Police. The report responded to a request from the City that the Service provide a briefing note on Paid Duty and Special Events requirements, practices and impacts, (Min. No. P22/08 refers). As a result, the Board approved the following motions:

- 1. THAT the Chief of Police establish a process to facilitate a review, and report back to the Board, on paid duty procedures and practices and that representatives of the Board, the Service, the Association and the City be invited to participate in the review;**
- 2. THAT, prior to the 2009 operating budget process, the Chief of Police provide a report on the opportunities afforded to the Board for utilizing some or all of these monies for the hiring of new police officers, given the current \$24.0M projected payment; and**
- 3. THAT a copy of the foregoing report be provided to the Executive Committee for its next regular meeting, rather than the February 25, 2008 meeting of the Budget Committee.**

Subsequent to its February meeting the Board amended motion No. 2 at its meeting held on March 27, 2008 to read as follows:

“that, prior to the 2009 operating budget process, the Chief of Police provide a report to the Board on the financial, operational, recruitment and deployment impacts of significantly reducing paid duties through the provision of on duty policing funded by alternate sources of revenue.”

Further, on September 18, 2008, the Board amended Motion No. 1 to read as follows

“that the Chair, in consultation with the Chief of Police, provide a report on the history of the Board’s handling of the paid duty issue, the reasons and the process by which the ability to set hourly paid duty rates was transferred to the Toronto Police Association, the provincial legislation as well as City by-laws that require the use of paid duty, and any impact that requirement of paid duty may have had on the ability of City-funded, community based agencies and organizations to carry out their programs.”

The following report is in response to Board Motion No. 1, as amended.

Discussion:

History and Process for Setting Paid Duty Rates

In 1957, the Board, then known as the Metropolitan Board of Commissioners of Police, and the Toronto Police Association, then called the Metropolitan Toronto Police Association, were

engaged in bargaining. The failure to reach an agreement during this process resulted in a number of issues being referred to a Board of Arbitration. The Board of Arbitration made its ruling on November 19, 1957. With respect to paid duty, the Chairman of the Board of Arbitration advised that the rate of paid duty should be determined by the Association and not by the Board (Min. No. P532/57 refers).

In the collective agreement dated December 31, 1957, the following wording with respect to paid duty was included:

“That the rate to be paid to members of the uniformed branch for special services requested of the Force for the control of crowds or for any other reason shall be determined by the Association and the Board shall be advised by the Association of the said rate when determined or of any change therein.”

This language has been transferred from agreement to agreement since 1957 and remains unchanged.

Legislative Requirement for Paid Duties

A search of Board records did not produce any existing Board policy or Board By-laws governing the use of paid duty. Thus, an inquiry was made of City Legal staff with respect to any existing legislation, City By-law, or guidelines that govern the use of paid duty at parades, community events, traffic directions, film shoots, etc.

The following information was provided by City Legal:

(i) Chapter 459 of the City of Toronto Municipal Code - Filming

This Code chapter does not explicitly require paid duty officers or police officers for the conduct of films shoots. However, when a permit is obtained, it is often a condition of the permit that the holder obtain police assistance or hire paid duty officers for road closures, traffic control and other matters.

(ii) Metropolitan Toronto By-law 211-74

This by-law of the former Municipality of Metropolitan Toronto continues to apply to roads that used to be under Metro's jurisdiction as there has not yet been a harmonization of all the by-laws of the old municipalities. The by-law provides that applicants for permits to use the roads in certain cases must provide at their own expense and in such numbers as the Commissioner may require, paid duty police officers who shall be on location during the periods set forth in the permit.

(iii) Ontario Traffic Manual

This document prepared by the province sets out guidelines which are not mandatory for dealing with paid duty officers. Section 1.2 dealing with full road closures provides that use of police to close roads is not a legal requirement but is in the discretion of the road authority.

Section 4.4 deals with lane closures and refers to the possibility of the police being brought in to control traffic. Once again, this seems to be in the road authority's discretion.

In this regard, the City has developed a municipal consent document that sets out the requirements for paid duty officers in respect to City consent for construction projects. It provides as follows:

Paid Duty Police Officers

General

In addition to complying with the Ontario Traffic Manual Book 7 "Temporary Conditions", the Applicant is required to provide Paid Duty Police Officers (PDPOs) on site in accordance with the requirements of this document and as stipulated in the Toronto Police Traffic Service Guidelines for Paid Duty Police, as it is amended.

A Paid Duty Request Form can be obtained from any police station or the Toronto Police Central Paid Duty Office at 416-808-5048. The form and the current hourly rates of PDPO pay, which are provided in the terms of agreement at the back of the form, are updated once every January of the year.

Determining the Need for PDPOs

The need for PDPOs for work on City streets generally follows the criteria below, however this requirement shall be determined on a case-by-case basis.

The actual need for PDPOs shall be determined at the pre-construction meeting and reviewed at site meetings by General Manager and the Toronto Police Construction Liaison Officer according to the actual site conditions.

In general, a PDPO shall be required:

When work is taking place within 30 metres of a signalised intersection.

When pedestrians' movements cannot be made safely.

Where the hand gesturing of traffic is required.

When more than one lane or direction of traffic flow is to be controlled.

At a signalised intersection, the left turn lane has been eliminated or turning movements cannot be made in a safe manner.

Wherever deemed necessary by the Toronto Police Construction Liaison or the General Manager.

Disputing the Need for a Paid Duty Police Officer

If a dispute arises with regular police on patrol over the need for PDPO, a police supervisor or the Toronto Police Traffic Services Construction Liaison Officer shall mediate the dispute. No claims for delay, resulting from these matters, will be considered by the General Manager.

(iv) TPS Guidelines

The TPS has developed guidelines in conjunction with the Ministry of Labour and the City, dealing with the use of police officers for directing traffic at City work sites.

Impact on City-funded Community Based Agencies and Organizations including ABCD's

In correspondence dated October 28, 2008, to Mr. Joseph Pennachetti, City Manager, I requested his assistance in gathering information on any impact the requirement to obtain paid duty policing may have on the ability of City-funded, community based agencies and organizations, including ABCD's, to deliver their programs and services. The letter to Mr. Pennachetti included a template which respondents could use to record their responses and requested the information be returned to the Board office by November 20, 2008.

In his response dated December 22, 2008, Mr. Pennachetti provided information with respect to the use of paid duty services primarily by the City of Toronto Transportation Services Division, Technical Services Division and Economic Development, Cultural and Tourism Division. Paid duty services are utilized at summer and winter road operations, maintenance and installation of traffic control devices, right of way management, capital road and TTC construction contracts, major international events, etc. Expenditure for paid duty services used by the aforementioned City Divisions in 2007 and 2008 totalled \$6.5M. A copy of my correspondence with Mr. Pennachetti and his response are attached to this report.

Conclusion:

There have been concerns raised within the community that the cost of retaining paid duty officers to police community events and other activities may be prohibitive, especially for smaller community organizations.

Currently there are existing TPS and City protocols, manuals, and City by-law which outline the basis for the retention and use of paid duty officers. There is also legislation that empowers police officers to take control of roadways in some situations. However, there is no statutory requirement for police officers to carry out paid duties.

Clearly, there needs to be a balance between the use of paid duty for public safety by enhancing the Service's ability to meet core police functions and the impact on community-based, not-for-profit users and ABCDs of the municipality in circumstances where no statutory requirements exist.

Therefore, it is recommended that the Chief of Police review the Operational Paid Duty Guidelines and relevant procedures to determine whether any of the responsibilities currently being performed by paid duty officers can be performed, instead, by other individuals within the Service, such as auxiliary officers, having regard to applicable legislative requirements.

It is also recommended that such a review include consultations with stakeholders such as the City Manager and other appropriate representatives from the City of Toronto as well as representatives of community organizations and the Police Association.

It is also recommended that the Board direct the Chief of Police that, upon the conclusion of the review, the Chief of Police provide a written report to the Board for the Board's further consideration.

Chair Mukherjee advised the Board that recommendation no. 1 in his report should be amended by deleting the reference to auxiliary officers. The proposed revised recommendation is reprinted below:

- 1. That the Board direct the Chief of Police to review the Operational Paid Duty Guidelines and relevant procedures to determine whether any of the responsibilities currently being performed by paid duty officers can be performed, instead, by other individuals within the Service having regard to applicable legislative requirements.**

Vice-Chair Pam McConnell provided the Board with copies of statistical data that she had obtained and analyzed with respect to paid duty costs by population and paid duty costs by cost per officer. Copies of these documents are on file in the Board office. Vice-Chair McConnell discussed this research with the Board.

Chief Blair responded to questions about the use of paid duty officers in Toronto compared to paid duty assignments in other jurisdictions.

Councillor Adam Vaughan provided the Board with copies of two documents from the City of Toronto Film and Television Office containing guidelines for police officers who are assigned to paid duties on film and television locations. Councillor Vaughan said that it appears that the Service was not consulted at the time that the guidelines were developed and recommended that any future guidelines be developed in consultation with representatives of the Service. Copies of these materials are on file in the Board office.

The Board approved the following Motions:

- 1. THAT the Board receive the Chief's report and approve the Chair's report as amended;**
- 2. THAT the Board refer the materials provided by Vice-Chair McConnell to the Chief for consideration; and**

3. **THAT the Board refer the materials provided by Councillor Vaughan to the Chief and request that members of the Service meet with representatives of the Toronto Film and Television Office with the view to participate in the development of a protocol and guidelines that will be satisfactory to both the Service and the City.**



Toronto Police Services Board

40 College Street, Toronto, Ontario, Canada. M5G 2J3
(416) 808-8080 FAX (416) 808-8082
www.tpsb.ca



October 28, 2008

Mr. Joseph Pennachetti,
City Manager
11th floor, East Tower, City Hall
100 Queen Street West
Toronto, ON M5H 2N2

Dear Mr. Pennachetti:

The Board, the public and the media, have long discussed the issue of paid duty. There has been renewed public debate on this topic and, the Executive Committee of the City has also discussed paid duty.

Consequently, at its meeting held on September 18, 2008, the Board approved that, in consultation with the Chief of Police, the Board conduct a review of paid duty procedures and practices. The review will examine paid duty impact on the Service as well as on City agencies.

The purpose of my letter is to request your assistance in gathering information on any impact that the requirement to obtain paid duty policing may have on the ability of City-funded, community based agencies and organizations, including ABCD's, to deliver their programs and services.

The information should include:

- names of agencies,
- number of times the agencies utilized paid duties in 2007 and 2008, to date,
- events at which paid duties were utilized during 2007 and 2008,
- amount expended on paid duties and the associated Toronto Police administrative fee in 2007 to 2008, to date,
- reason(s) why agencies were required to obtain paid duty policing, and,
- impact on ability to deliver programs/services.

I have attached a format which can be used to record the requested information. Completed responses should be forward to my attention by mail to 40 College Street, 7th Fl., electronically to my staff at karlene.bennett@tpsb.ca or by fax to (416) 808-8082.

It would be appreciated if the responses could be returned to me by November 20, 2008.

Thank you for your assistance.

Sincerely,



Alok Mukherjee
Chair
Toronto Police Services Board

/kar

IMPACT OF PAID DUTY POLICING ON PROGRAMS AND SERVICE DELIVERY

Name of ABCD:	<hr/>
Contact Person: Name:	<hr/>
Title:	<hr/>
Email & Phone No.:	<hr/>
Number of times the agencies utilized paid duties in 2007 and 2008, to date:	<hr/> <hr/> <hr/> <hr/>
Amount expended on paid duties and the associated Toronto Police administrative fee: In 2007:	<hr/> <hr/> <hr/> <hr/>
In 2008, to date:	<hr/> <hr/> <hr/>

**IMPACT OF PAID DUTY POLICING ON PROGRAMS AND
SERVICE DELIVERY**

Events at which paid duty was utilized in 2007 and 2008, to date	Reasons for obtaining paid duty at each event

IMPACT OF PAID DUTY POLICING ON PROGRAMS AND SERVICE DELIVERY

Impact of paid duty on ability to deliver programs/services



Joseph P. Pennachetti

City Manager

City Hall: 11th Floor, East 100 Queen Street West Toronto, Ontario M5H 2N2

Tel: 416-392-3551 Fax: 416-392-1827 jpennac@toronto.ca www.toronto.ca

December 5, 2008

cc
Services Board
3 2J3

Mr. Alok Mukherj
Chair
Toronto Police Ser
7th Floor
40 College Street
Toronto, ON M5C

Alok

Dear Mr. Mukherjee:

Re: Information on Paid Duty Policing

er information on
l activities. I

I am in receipt of your letter dated October 28, 2008, wherein I am requested to gath
a number of issues associated with the use of Paid Duty Police for City programs and
apologize for the delay in responding.

grams which
likely include activities related to traffic
will forward the information to you by

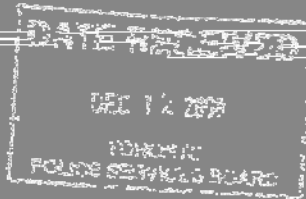
I have forwarded your request to the Deputy City Managers whose Clusters have no
have required Paid Duty Police assistance. These will
control, road resources and special event management.
December 2, 2008.

nnunity based or ABCD's, it would be
many organizations has needed Paid Duty
rest that you forward your request directly to
cases on this matter.

In regards to other agencies which are City-funded, con
difficult for my office to identify which ones of these n
Police assistance in the past and therefore, I would req
them based on the Toronto Police Board historical re

Yours truly,

Joe
Joseph P. Pennachetti
City Manager





Joseph P. Pennachetti
City Manager

City Hall
11th Floor, East
100 Queen Street West
Toronto, Ontario M5H 2N2

Tel: 416-392-3551
Fax: 416-392-1827
jpennac@toronto.ca
www.toronto.ca

December 22, 2008

Mr. Alok Mukherjee
Chair
Toronto Police Services Board
7th Floor
40 Coliege Street
Toronto, ON M5G 2J3

Dear Mr. Mukherjee:

Re: Information on Paid Duty Policing

Further to your request regarding information from the City on the impact of paid duty policing on City divisions, I am enclosing some information regarding areas of the City that utilize paid duty on a regular or somewhat frequent basis, including Transportation Services, Technical Services and Special Events. In addition, for your information and action, I am forwarding some information from our Building Services that outlines several issues raised regarding the process Toronto Police use for paid duty.

I trust that this information will assist you as you undertaken the review of paid duty. Please contact Joan Taylor of my office at 392-4995 or jtaylor2@toronto.ca if you have any questions.

Yours truly,

Joseph P. Pennachetti
City Manager

c: Joan Taylor

Paid Duty Police Requirements

December 2008

Transportation Services

The criteria used to determine the need for Paid Duty Police at a Transportation Services project, is based on the requirements within two documents:

- 1) City of Toronto Transportation Services Standard Construction Specifications included in Tender Documents (Under: Construction Specification for Maintenance of Traffic) November 2006; and,
- 2) Toronto Police Service Guidelines for Paid Duty Police

These specify that Paid Duty Police will be required when, resulting from the work at hand:

- there is more than one lane or direction of traffic flow that has to be controlled
- signalized intersections where a left turn lane has been eliminated and/or safe turns cannot be made
- pedestrians cannot move safely
- road operations within 30 metres of a signalized intersection
- within signalized intersections
- as required for pedestrian and vehicular movements due to specific project conditions

Paid Duty Police are required principally for road operations projects involving road and sidewalk construction, repair and/or resurfacing.

Paid Duty Police are also required for installation and/or maintenance of traffic control devices as generally this work requires that the device be turned off.

There are some situations where there is a legal requirement to have Police on site.

In other situations, while the traffic control that the Paid Duty Police offers could be achieved with specifically trained staff, there are occasions where the authority of Police is usually required.

If contractors are required to provide the control which is offered by Paid Duty Police, then it is likely that this cost will be passed on as part of contract unit prices. If the contractor decides to address traffic control matters without Paid Duty Police, there is a risk that the safety of the public, City inspectors and staff as well as site workers might be of concern.

Technical Services

Similar requirements exist in capital construction projects which are undertaken by Technical Service staff.

While the specific contract clauses are somewhat different, Technical Services also relies on the conditions specified in the Highway Traffic Act s. 134(1) and the Toronto Police Guidelines for Paid Duty Police (May 18, 2005).

Total Costs

As detailed in the attached tables, the total costs for 2007 and 2008, to date, for both Divisions was \$ 6,383,000.

Cost for Paid Duty Police Services
Transportation Services

	2007	2008	Item
...n, are	\$ 1,363,000	\$ 1,108,000	<u>Summer Road Operations:</u> The greatest proportion of expenditures in the Division related to assistance in road and sidewalk construction projects in all four Districts
...nce		\$ 150,000	<u>Winter Road Operations:</u> In 2008, assistance was required during the winter months, in support of the snow removal operations which were conducted City-wide
...ol and ...ng ...east		\$ 12,000	<u>Right of Way Management:</u> Crowd control road closure assistance was required during large events, particularly in the Toronto and York District
...ontrol ...occur at ...re the ...which ...ght	\$ 1,301,000	\$ 1,678,000	<u>Maintenance and Installation of Traffic Control Devices:</u> The majority of these projects occur at or near signalized intersections and require shut down, or turning off, of the devices which control the intersection. Includes Red Light Cameras, New Traffic Control Devices, Maintenance of existing devices, LED conversions, Accessible Pedestrian Signage
...ls, etc.	\$ 2,664,000	\$ 2,948,000	

...ide the costs of Paid Duty Police which are requested as

Note: The above listed costs, do not include conditions of permits issued by the City.

Cost for Paid Duty Police Services
Technical Services

Events at which paid duty was utilized in 2007 and 2008, to date	Estimated Total Expenditure in Contracts on Paid Duty in 2007 and 2008, to date	Reasons for obtaining paid duty at each event	Impact on ability to deliver programs/ services
Capital Road and TTC Construction Contracts in the four Engineering Districts in the City	\$ 403,000	<ul style="list-style-type: none"> • A Paid Duty Police officer is considered necessary to ensure the orderly movement of traffic; to prevent injury or damage to persons or property; or to permit proper action in an emergency ¹ • More than one lane or <i>direction of traffic</i> have been closed down. ² • Traffic control at signalized intersections when the left turn lane has been eliminated and/or turning movements cannot be made in a safe manner. More than two officers will be required at some signal intersections ² • More than one lane or direction of traffic flow is to be controlled or stopped. ² 	<ul style="list-style-type: none"> • Safety of pedestrians, cyclists and motorists may be jeopardized. • Traffic congestion and confusion on roads, particularly roads with high <i>traffic volume</i>. • Construction work may be delayed. • Increase in construction cost
Capital Sewer and Watermain Construction Contracts in the four Engineering Districts in the City	\$ 336,000		
Facilities and Structures Unit	\$ 32,000	Guiding traffic particularly during staging set-up phases	As above
Total	\$ 771,000		

1. Highway Traffic Act s. 134(1)
2. Toronto Police Guidelines for Paid Duty Police (May 18, 2005)

L:\rstopnic\Cost for Paid Duty Police_Transportation.doc



Sue Corko, Deputy City Manager

Memorandum

Major International Events
Toronto City Hall,
9th Floor, East Tower
100 Queen Street West
Toronto, ON
M5H 2N2

Duncan H. Ross
Senior Executive Advisor
Major International Events &
Special Projects
Tel: 416-397-5395
Fax: 416-392-2271

December 17, 2008

TO: Joan Taylor
Director, Executive Management, City Manager's Office

FROM: Duncan H. Ross
Senior Executive Advisor, Major International Events & Special Projects, EDCT

CC: Judy Morgan
Director, Program Support, EDCT

RE: **Impact of Paid Toronto Police Services Pay Duty
Policing on Programs and Service Delivery**

Further to your December 8 memo request for information from the Toronto Police Services Board on the issue of paid duty, I have attached the details you require as it relates to Major International Events under Economic Development, Culture and Tourism.

I trust this meets with your requirements. In the meantime, should you require additional information, please do not hesitate to contact me directly at 7-5395.

Events at which paid duty was utilized in 2007 and 2008 to date	Reasons for obtaining paid duty at each event	Impact of paid duty on ability to deliver programs/services
2007 FIFA U-20 World Cup	Crowd mgmt	Paid by organizer direct
2007 International Bowl	Crowd mgmt	Paid by organizer direct
2007 Grey Cup	Enforcement/Safety/AGC req't	Paid by organizer direct
2008 International Bowl	Crowd mgmt	Paid by organizer direct
2008 MLS All Star Game	Crowd mgmt	Paid by organizer direct
2007 Just For Laughs Festival	Traffic/Safety	Cost \$8,772.00 (reduced TPS)
2008 Just For Laughs Festival	Traffic/Safety	Cost \$19,420.50
2008 Canadian National Dragonboat Championships	Marine Unit Support	Cost \$6,037.00
2007 HH Dalai Lama Visit	Event Management	Absorbed by TPS

IMPACT of PAID DUTY POLICING ON PROGRAMS AND SERVICE DELIVERY

AGENCY: EDCT - CULTURAL SERVICES (SPECIAL EVENTS)

Events at which paid duty was utilized in 2007 and 2008, to date	Reasons for obtaining Paid Duty at each event	Impact of paid duty on ability to deliver programs/service	Amounts: - paid duty costs - administrative fees
WinterCity 2007	Permit for oversized crane required police escort(s) within city	Crane was integral to success of one element within festival. It would not have been permitted to travel in the city without the escort(s).	PDO - \$ 5,000.00
Nuit Blanche 2007	Street closures (Queens Park Cres. + Cumberland)	PDO presence required due to size and impact of street closure	PDO - \$ 12,956.00 Admin - \$ 1,943.40 Credit union \$ 226.73
Nuit Blanche 2008	Police requirement outlined in venue terms of use contracts 2 - (1- Eaton Centre, 2 - Maple Leaf Gardens)	Venues would not have permitted our activities without PDO presence	1)PDO - \$ 812.50 Admin - \$ 121.88 Credit union \$ 14.22 2) PDO - \$2880.00
Just for Laughs Comedy Festival 2007 & 2008	Road closures and site security	During this event road closures are necessary and without Pay Duty Police, road closures would not be permitted	PDO - \$21,000 approx. per year TPS Admin Fees - \$2,500 per year

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 17, 2009**

#P361. ADJOURNMENT

Pam McConnell
Acting Chair