



**The following *draft* Minutes of the special public meeting of the Toronto Police Services Board held on January 05, 2011 are subject to adoption at its next regularly scheduled meeting.**

**MINUTES OF THE SPECIAL PUBLIC MEETING** of the Toronto Police Services Board held on **JANUARY 05, 2011** at 3:00 PM in the Auditorium, 40 College Street, Toronto, Ontario.

**PRESENT:**

**Dr. Alok Mukherjee**, Chair  
**Mr. Michael Thompson**, Councillor & Vice-Chair  
**Ms. Judi Cohen**, Member  
**Mr. Chin Lee**, Councillor & Member  
**Dr. Dhun Noria**, Member  
**Mr. Frances Nunziata**, Councillor & Member

**ALSO PRESENT:**

**Mr. William Blair**, Chief of Police  
**Mr. Karl Druckman**, City of Toronto – Legal Services Division  
**Ms. Deirdre Williams**, Board Administrator

**THIS IS AN EXTRACT FROM THE MINUTES OF THE SPECIAL PUBLIC MEETING  
OF THE TORONTO POLICE SERVICES BOARD HELD ON JANUARY 05, 2011**

**#P1. APPOINTMENT TO THE BOARD - DR. DHUN NORIA**

The Board was in receipt of the attached copy of Order-in-Council No. 1636/2010 dated December 08, 2010 indicating the appointment of Dr. Dhun Noria to the Board for a three year term of office.

Ms. Judi Cohen, Board Member, administered the oath of office and the oath of secrecy to Dr. Noria.

**The Board received the Order-in-Council and congratulated Dr. Noria on her appointment to the Board.**



Ontario  
Executive Council  
Conseil exécutif

Order in Council  
Décret

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and concurrence of the Executive Council, orders that:

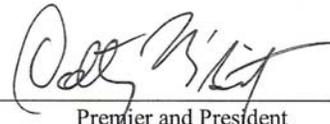
Sur la recommandation de la personne soussignée, le lieutenant-gouverneur, sur l'avis et avec le consentement du Conseil exécutif, décrète ce qui suit :

Pursuant to the provisions of the Police Services Act, as amended,

Dr. Dhun Noria, Toronto

be appointed a member of the Toronto Police Services Board for a period of three years, effective from the date of this Order-in-Council or the 21<sup>st</sup> day of December, 2010, whichever is later.

Recommended

  
Premier and President  
of the Council

Concurred

  
Chair of Cabinet

Approved and Ordered

DEC 08 2010

Date

  
Lieutenant Governor

O.C./Décret 1636/2010

**THIS IS AN EXTRACT FROM THE MINUTES OF THE SPECIAL PUBLIC MEETING  
OF THE TORONTO POLICE SERVICES BOARD HELD ON JANUARY 05, 2011**

**#P2. APPOINTMENTS TO THE BOARD:  
COUNCILLOR CHIN LEE  
COUNCILLOR FRANCES NUNZIATA  
COUNCILLOR MICHAEL THOMPSON**

The Board was in receipt of the attached correspondence dated December 08, 2010 from Ulli Watkiss, City Clerk, with regard to the City Council appointments of Councillors Chin Lee, Frances Nunziata and Michael Thompson.

Ms. Judi Cohen, Board Member, administered the oath of office and the oath of secrecy to Councillors Lee, Nunziata and Thompson.

**The Board received the correspondence from Ms. Watkiss and congratulated Councillors Lee, Nunziata and Thompson and their appointments to the Board.**



City Clerk's Office

Secretariat  
Marilyn Toft  
Striking Committee  
City Hall, 12th Floor, West Tower  
100 Queen Street West  
Toronto, Ontario M5H 2N2

Ulli S. Watkiss  
City Clerk

Tel: 416-392-7032  
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Web: [www.toronto.ca](http://www.toronto.ca)

December 8, 2010

Deirdre Williams, Administrator  
Toronto Police Services Board  
40 College Street, 7th Floor  
Toronto ON M5G 2J3

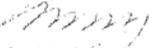
Dear Ms. Williams:

This is to inform you that Toronto City Council, at its meeting on December 7 and 8, 2010, adopted as amended, Striking Committee Item 1.1, headed Council Member Appointments to the Executive, Standing and Special Committees and to Agencies and External Bodies.

Council appointed the following Members of Council to the Toronto Police Services Board for a term of office until December 31, 2012, and until successors are appointed:

Councillor Chin Lee to replace Councillor Pam McConnell effective December 31, 2010  
Councillor Frances Nunziata to replace Councillor Frank Di Giorgio effective December 31, 2010  
Councillor Michael Thompson to replace Councillor Adam Vaughan effective December 8, 2010.

Yours truly,



for Ulli S. Watkiss  
City Clerk

M. Toft/ms

c. Appointees  
ABC Files

**Toronto Police Services Board  
Appointees Contact Information**

Councillor Chin Lee  
Ward 41, Scarborough-Rouge River  
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Councillor Frances Nunziata  
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Suite C49, Second Floor  
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Toronto, ON M5H 2N2  
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councillor\_nunziata@toronto.ca

Councillor M. Thompson  
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councillor\_thompson@toronto.ca

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**THIS IS AN EXTRACT FROM THE MINUTES OF THE SPECIAL PUBLIC MEETING  
OF THE TORONTO POLICE SERVICES BOARD HELD ON JANUARY 05, 2011**

**#P3. ELECTIONS OF THE CHAIR AND VICE CHAIR**

**Election of the Chair, Toronto Police Services Board**

In accordance with section 28 of the *Police Services Act*, which provides that the Board is required to elect a Chair at its first meeting in each year, the Board Administrator requested nominations for the position of Chair of the Toronto Police Services Board.

Councillor Michael Thompson nominated Dr. Alok Mukherjee which was seconded by Dr. Dhun Noria. Dr. Mukherjee indicated that he accepted the nomination. There were no further nominations and nominations were closed.

**The Board voted and, based upon one nomination for the office of Chair, Toronto Police Services Board, Dr. Alok Mukherjee was declared elected Chair of the Board for the year 2011 and until his successor is appointed.**

**Election of the Vice-Chair, Toronto Police Services Board**

In accordance with section 5(4) of the Toronto Police Services Board Procedural By-Law No. 107 which provides that the Board shall elect a Vice-Chair at its first meeting in each year, Dr. Mukherjee requested nominations for the position of Vice-Chair of the Board.

Councillor Frances Nunziata nominated Councillor Michael Thompson which was seconded by Dr. Mukherjee. Councillor Thompson indicated that he accepted the nomination. There were no further nominations and nominations were closed.

**The Board voted and, based upon one nomination for the office of Vice-Chair, Toronto Police Services Board, Councillor Michael Thompson was declared elected Vice-Chair of the Board for the year 2011 and until his successor is appointed.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE SPECIAL PUBLIC MEETING  
OF THE TORONTO POLICE SERVICES BOARD HELD ON JANUARY 05, 2011**

**#P4. TORONTO POLICE SERVICES BOARD – 2011 OPERATING BUDGET  
SUBMISSION**

The Board was in receipt of the following report December 14, 2010 from Hamlin Grange, Acting Chair:

Subject: 2011 OPERATING BUDGET SUBMISSION OF THE TORONTO POLICE  
SERVICES BOARD

Recommendations:

It is recommended that:

1. the Board approve a 2011 net Operating Budget request of \$2,375,600 which is a 1.2% increase over the 2010 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 the requirements set out in Section 39(1) (b) of the *Act*; however, it should be noted that 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 2011 operating budget request for the Toronto Police Services Board (in thousands).

Salaries/Benefits	\$921,100
Supplies/Equipment	11,800
Services	<u>1,442,700</u>
<b>TOTAL NET REQUEST</b>	<b>\$2,375,600</b>

### 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 a full time Chair as well as honouraria and per diem payments for the citizen appointees to the Board. The remuneration rates for board members are established by City of Toronto Council.

The current 2011 request does not include any provision for the impact of any potential 2011 labour contract settlements.

### Supplies/ Equipment

There is a negligible increase over the 2010 budget.

### Services

Within this account grouping there is an increase of 1.0% over the 2010 budget. This account area provides funding for the day to day operations of the Board's office including professional services, business travel, cellular service and office supplies. Key elements of the professional services accounts are as follows:

#### *\$610,600 Contribution to a Reserve for Costs of Independent Legal Advice*

This budget is required to deal with anticipated grievances, arbitration and other labour relations proceedings in 2011. 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*

The amount requested is the same as the 2010 approved 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.

Summary

The Board's 2011 operating budget request of \$2,375,600 represents a 1.2% increase over the 2010 budget.

**The foregoing report was considered in conjunction with the Toronto Police Service and Toronto Police Service – Parking Enforcement Unit's 2011 Operating Budget Submissions (Min. Nos. P5/11 & P6/11 refer).**

**The three budget reports were considered together, and following a discussion, the following Motions were presented to the Board:**

- 1. THAT the Board receive the 2011 operating budget requests for the Toronto Police Services Board, the Toronto Police Service and the Toronto Police Service – Parking Enforcement Unit and refer them to the Budget Sub-Committee for further review and consultation. Both the Budget Sub-Committee and a special public Board meeting are to take place no later than January 11, 2011; and**
- 2. THAT, with regard to the Toronto Police Service 2011 operating budget request, the Chief of Police provide a detailed report with a line-by-line breakdown of the portion (2.8%) of the 3.0% recommended increase that is related to contractual obligations and that the report also include the costs associated to cleaning and caretaking services.**

**A request for a recorded vote on the foregoing Motions was submitted in accordance with section 22 of the Board's Procedural by-Law.**

**The voting was recorded as follows:**

<u>For</u>	<u>Opposed</u>
<b>Chair Alok Mukherjee Vice-Chair Michael Thompson Dr. Dhun Noria Councillor Frances Nunziata Ms. Judi Cohen Councillor Chin Lee</b>	<b>nil</b>

**The Motions were approved.**

2011 Operating Budget

Toronto Police Services Board

	2009 Final	2010 as of Sept. 30	2010 Budget	2011 Revised	2011 Req over 2010 Bud.	% Inc/ (decr) over 2010 Bud.
CIVILIAN SALARIES	773,100	609,069	809,100	812,100	3,000	
ALTERNATE RATE	1,834	0	0	0	0	
SHIFT BONUS	6	12	0	0	0	
<b>TOTAL REGULAR SALARIES</b>	<b>774,940</b>	<b>609,081</b>	<b>809,100</b>	<b>812,100</b>	<b>3,000</b>	<b>0.1%</b>
CIVILIAN OVERTIME	0	1,552	0	0	0	
CIVILIAN CALLBACK		955				
CIVILIAN TIME CSH PM	9,788	8,311	9,800	9,800	0	
<b>TOTAL PREMIUM PAY</b>	<b>9,788</b>	<b>10,818</b>	<b>9,800</b>	<b>9,800</b>	<b>0</b>	<b>0.0%</b>
EMPLOYMENT INSURANCE	8,317	8,017	8,400	8,600	200	
CANADA PENSION PLAN	18,297	18,207	20,600	20,800	200	
OMERS	57,377	46,853	61,400	69,800	8,400	
<b>TOTAL BENEFITS</b>	<b>83,991</b>	<b>73,077</b>	<b>90,400</b>	<b>99,200</b>	<b>8,800</b>	<b>0.4%</b>
STATIONERY AND OFFICE SUPPLIES	-2,534	5,681	7,800	7,400	-400	
PRINTED MATERIAL	0	2,100	2,000	1,900	-100	
BOOKS & MAGAZINES	443	0	500	500	0	
MISC MATERIALS	0	97	0	0	0	
FURNISHINGS	1,814	824	0	0	0	
COMPUTER HARDWARE		709	600		-600	
TELEPHONE EQUIPMENT	0	0	0	2,000	2,000	
<b>TOTAL SUPPLIES/EQUIPMENT</b>	<b>4,791</b>	<b>9,411</b>	<b>10,900</b>	<b>11,800</b>	<b>900</b>	<b>0.0%</b>
PROFESSIONAL SERVICES - LEGAL	57,342	0	0	35,600	35,600	
PROF&TECH SERV - INDUS	776,474	353,596	0	407,100	407,100	
PUBLIC RELATIONS/PROMOTIONS	15,183	12,976	25,000	23,600	-1,400	
C-SVS MGMT/RES & DEV	0	0	35,000		-35,000	
CONS SVS EXT LAWYERS	41,760	100,055	600,000	203,500	-396,500	
BUSINESS TRAV - MILEAGE ALLOWANCE	-424	21	300	300	0	
BUSINESS TRAV - PUBLIC TRANSIT	0	5	0	0	0	
BUSINESS TRAV - OTHER EXPENSES	4,109	6,570	2,000	4,100	2,100	
CONF/SEM - OTHER EXP	18,137	26,560	26,000	26,500	500	
COURSES/SEMINARS	0	0	10,000	11,200	1,200	
ADVERTISING & PROMOTION	10,001	8,885	15,000	15,300	300	
RENTAL OF VEHICLES AND EQUIPMENT	7,317	5,382	8,700	8,700	0	
RENTAL OF OFFICE EQUIPMENT	1,346	2,300	2,300	2,300	0	
R & M - FURNIT/ FURNISH	410	0	0	0	0	
MEMBERSHIP FEES	11,167	11,218	11,200	11,500	300	
PARKING EXPENSES (IN TOWN)	36	0	100	100	0	
WIRELESS DEVICES	550	0	800	900	100	
TELEPHONE	141	189	500	500	0	
CELLULAR TELEPHONES	5,439	3,580	8,200	8,400	200	
INTERNET	299	299	500	1,000	500	
COURIER SERVICES	0	6	0	0	0	
SERVICES AND RENTS - GENERAL	1,012	1,530	2,000	2,100	100	
CONTRIBUTION TO RESERVES	0	300,000	0	610,600	610,600	
IDC - LEGAL SERVICES	595,733	246,320	680,000	680,000	0	
<b>TOTAL SERVICES</b>	<b>1,546,032</b>	<b>1,079,492</b>	<b>1,427,600</b>	<b>2,053,300</b>	<b>625,700</b>	<b>26.7%</b>
MISCELLANEOUS REVENUE	11,815	0				
CONTRIBUTION FROM RESERVES	0	163,806		610,600	610,600	
<b>TOTAL REVENUE</b>	<b>11,815</b>	<b>163,806</b>	<b>0</b>	<b>610,600</b>	<b>610,600</b>	<b>26.0%</b>
<b>TOTAL NET EXPENDITURES</b>	<b>2,407,727</b>	<b>1,618,073</b>	<b>2,347,800</b>	<b>2,375,600</b>	<b>27,800</b>	<b>1.2%</b>

**THIS IS AN EXTRACT FROM THE MINUTES OF THE SPECIAL PUBLIC MEETING  
OF THE TORONTO POLICE SERVICES BOARD HELD ON JANUARY 05, 2011**

**#P5. TORONTO POLICE SERVICE – 2011 OPERATING BUDGET  
SUBMISSION**

The Board was in receipt of the following report December 22, 2010 from William Blair, Chief of Police:

Subject: TORONTO POLICE SERVICE - 2011 OPERATING BUDGET REQUEST

Recommendations:

It is recommended that:

- (1) the Board approve a 2011 net operating budget request of \$914.9 million (M), excluding the impact of any 2011 labour contract settlements, an increase of \$26.7M or 3.0% over the 2010 net approved budget;
- (2) the Board approve the addition of one civilian position and deletion of one uniform position, for a revised civilian establishment of 2,068 and a revised uniform establishment of 5,587;
- (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 2011 operating budget request is \$914.9M net (\$986.9M gross). This is an increase of \$26.7M (3.0%) over the 2010 net approved budget of \$888.2M.

A summary of the Service's 2011 net operating budget request is provided in Table 1. The current contracts with the Toronto Police Association and Toronto Police Senior Officers' Organization expire on December 31, 2010. The 2011 budget request does not include any provision for the impact of new labour contracts which are expected to be completed in 2011. Table 1 reflects the 2011 operating budget request in comparison to the approved 2010 operating budget.

**Table 1 - 2011 Budget Request Summary**

	Comparison to 2010 Approved Net Budget	
	\$Ms*	% change
2010 Approved Net Budget	\$888.2	
2010 Salary Settlement impact (annualization)	\$6.0	0.7%
Other Collective Agreement impacts (e.g., reclass'n, medical, dental)	\$11.7	1.3%
Pension and statutory deductions impacts (EI, CPP, OMERS)	\$7.4	0.8%
Other impacts	\$1.6	0.2%
Sub-total of increases	\$26.7	3.0%
<b>2011 Net Budget Request</b>	<b>\$914.9</b>	<b>3.0%</b>

*\*amounts exclude impacts from 2011 labour contract settlements*

The Service's 2011 Operating Budget request contains no new uniform or civilian positions. Collective agreement obligations and higher statutory deductions requirements account for 94% (\$25.1M) of the increase over 2010. The remaining \$1.6M (6%) is required for contributions to reserves and to cover non-salary related increases and requirements.

Background/Purpose:

This report provides the Board with information on the Service's 2011 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 policing services to the City of Toronto.

Information on the 2011 operating budget request is provided within the following categories.

- Continuous Improvement Initiatives
- Key Crime and Other Indicators
- City Guidelines
- 2011 Operating Budget Development Process
- 2011 Operating Budget Request

Discussion:

*Continuous Improvement Initiatives:*

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.

Activities performed by uniform positions are regularly reviewed, and civilianization is implemented where appropriate. This year, an Information Technology (IT) auditor position was

established in the Service's Audit and Quality Assurance unit by civilianizing a uniform position. This will help ensure the Service has a dedicated, trained IT auditor to evaluate the effectiveness, security and control over the Service's IT projects and infrastructure.

The Service has committed to reduce or eliminate new position requests for the foreseeable future. This will be accomplished through the internal review of business processes, with the aim of streamlining or changing existing procedures to enable the redeployment of staff time or positions. This will also help the Service absorb additional workload and new resource requirements as they arise. Through this process, the Service has been able to eliminate six additional civilian positions that were originally included in the 2011 budget request, as operating impacts from the In-Car Camera and Human Resource Management System (HRMS) Additional Functionality capital projects.

The Service is also in the process of conducting an asset management review, to confirm that equipment (e.g., workstations, printers, radios, etc.) is appropriately deployed and necessary, based on current requirements. This review will identify any opportunities for redeployment or rationalization of the existing inventories, and help minimize or eliminate new requests.

Provincial funding has also been leveraged to ensure the Service is 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 40 officers, and has been used to fund part of the dedicated policing unit for the City's transit system. The Operational System Support Group (OSSG) continues to analyze and improve key business/operational 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 (except murders), and that overall crime has decreased by 7% in 2010, compared to 2009 (as of November 30, 2010).

**Table 2 Major Crime Indicators – As at November 30**

Offence	2008		2009		2010	
	% chg	Total	% chg	Total	% chg	Total
Murder	-15%	67	-19%	54	7%	58
Sexual Assault	2%	1,540	-2%	1,503	-9%	1,368
Assault	-5%	16,671	-4%	15,996	-4%	15,305
Robbery	-4%	4,052	-3%	3,912	-2%	3,850
Break and Enter	-11%	8,497	-6%	7,951	-8%	7,345
Auto Theft	-22%	6,142	-18%	5,023	-18%	4,119
Theft Over	-6%	943	-8%	865	-13%	752
Total	-9%	34,912	-7%	35,304	-7%	32,797

Provincial Offences Tickets have increased by 3.5% when compared to 2009 (598,424 issued as of November 30, 2010). Calls for service increased by 0.5% in 2010 (578,094 to the end of November) compared to 2009. Overall arrests are down 0.5% (51,248 by the end of November 2010). Investigated public complaints have increased by 74% (681 as of the end of November 30, 2010). The City has experienced five more fatal vehicle collisions (a total of 18) but 11 fewer pedestrian/cyclist fatalities (a total of 18), when compared to the same period in 2009. Absenteeism continues to be on the decline for both uniform and civilian members in the Service.

#### *City Guidelines:*

Each year the City issues general guidelines for budget development. The 2011 guidelines provided to City departments as well as Agencies, Boards and Commissions include the following general principles:

- Focus on implementing existing priorities within the base budget, and introduce no new initiatives;
- Achieve established reduction targets of a minimum of 5% of the 2009 Net Operating Budget in 2011;
- Review all services for efficiency, service level standards, and changes in relevance, in particular, for service efficiencies and relevance; and
- Maintain 2010 gapping rates for both 2011 and 2012, and review all vacancies.

#### *2011 Operating Budget Development Process:*

The development of the Service's 2011 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 positions 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 contracted/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 2011 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 Command’s budget, as well as centralized accounts, over a series of five meetings.

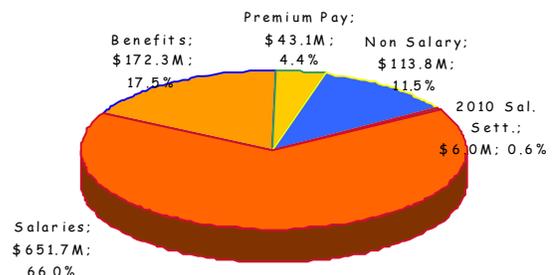
The Service’s initial 2011 request was \$922.6M, a 3.9% increase over 2010. During the period of reviews with the Command, BSC and City staff, the following reductions (totalling \$7.7M) were achieved:

- \$2.3M was reduced as a result of more up-to-date information made available during the process: \$1.7M reduction in caretaking/maintenance/utilities, and \$0.6M reduction in computer maintenance;
- during deliberations with the BSC, the Chair requested further review of several areas, and this resulted in reductions of \$1.2M: \$0.7M reduction in the Service’s premium pay request; \$0.3M reduction in training; and \$0.2M reduction to consulting services;
- a further review of all 2011 requirements allowed the Service to reduce budgets in various accounts, for a total of \$0.2M, and to eliminate the request for six additional positions that had been previously identified and approved as operating impacts from capital projects implemented. The Service has committed to reassign resources internally to meet these additional requirements. The funding request for these positions has been reduced by \$0.2M (\$0.3M remains to allow for the provision of required services until redeployment of responsibilities can be fully accomplished); and
- as part of the City staff budget review, the City Manager requested that the Service examine the potential of further reducing the 2011 budget request by \$3.8M. This reduction combined with the other previously identified reductions would result in a net operating budget request of \$914.9M, a 3% increase over the 2010 approved budget. In light of the City’s financial pressures, the \$3.8M reduction has been included in the Service’s 2011 budget request, and every effort will be made to achieve this reduction in 2011.

*2011 Operating Budget Request:*

The 2011 operating budget request of \$986.9M (gross) and \$914.9M (net) includes the funding required to maintain an average deployed strength of 5,598 officers (which is 19 below the deployment target of 5,617), 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

**Breakdown of 2011 TPS Gross Budget Request**



**2011 Total Budget Request is \$986.9M (gross) or \$914.9M (net) (excludes impact of 2011 salary settlement)**

**Figure 1 - Overall Budget Request**

one-time costs incurred in the previous year have been eliminated.

Figure 1 indicates that, on a gross basis, 88.5% of the Service's budget is for salaries and benefits. The remaining 11.5% 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.

Further information on the Service's 2011 Operating Budget is available on the Toronto Police Services Board's website. Table 3 below summarizes the current 2011 request by category of increase, followed by a discussion on each category.

**Table 3 - Summary of 2011 Budget Request By Category of Increase**

	<b>Request \$Ms*</b>	<b>Change \$Ms</b>	<b>% Increase / (Decrease) over 2010 Total Approved Budget</b>
2010 Approved Net Budget - \$888.2M			
(a) Annualized Impact of Salary Settlement	\$6.0	\$6.0	0.7%
(b) Salary Requirements	\$651.7	\$9.2	1.0%
(c) Premium Pay	\$43.1	\$0.2	0.0%
(d) Statutory Deductions and Fringe Benefits	\$172.3	\$12.1	1.4%
(e) Reserve Contributions	\$31.2	\$1.5	0.2%
(f) Other Expenditures	\$82.6	\$1.0	0.1%
<b>2011 Gross Budget Request</b>	<b>\$986.9</b>	<b>\$30.0</b>	<b>3.4%</b>
(g) Revenues	<u>-\$72.0</u>	<u>-\$3.3</u>	<u>-0.4%</u>
<b>2011 Net Budget Request</b>	<b>\$914.9</b>	<b>\$26.7</b>	<b>3.0%</b>

*\*amounts exclude impacts from 2011 labour contract settlements*

**(a) Annualized Impact of 2010 Salary Settlement**

The 2008-2010 contract included staggered (January 1<sup>st</sup>, July 1<sup>st</sup> and December 1<sup>st</sup>) salary increases in 2010. As a result of these staggered increases, there is an annualized impact in 2011 of \$6.0M. The current contracts with the Toronto Police Association and Toronto Police Senior Officers' Organization expire on December 31, 2010. The 2011 budget request does not include any impact of new labour contracts, which are expected to be completed in 2011.

**(b) Salary Requirements**

The total salary budget for 2011 (exclusive of the annualized impact of the salary settlement) is \$651.7M. This budget represents an increase of \$9.2M (a 1.0% increase over the Service's total 2010 operating budget). The 2011 salary budget is based on the following:

- Human Resource (HR) Strategy for Uniform Members: During 2010 budget deliberations, the Board confirmed a uniform establishment of 5,588, and a target deployment number of 5,618 (to reflect 30 TAVIS-funded School Resource officers). During 2010, one uniform position was civilianized to enable the establishment of an information technology auditor in the Audit and Quality Assurance unit. This reduced the approved uniform establishment to 5,587 and deployment target to 5,617.

HR projects the number of officers that are anticipated to retire or resign in 2011-2013. This information is then used to plan class sizes for the three intake classes held annually by the Ontario Police College (April, August, December), with the goal of maintaining an average deployed strength of 5,617 officers. This deployment target will not be achieved in 2011, as uniform hiring was reduced and deferred in 2010 to address budget pressures. The 2011 budget assumes the average deployment number in 2011 will be 5,598 officers, an increase from 5,578 budgeted in 2010, but still below the authorized target of 5,617.

2011 separations are projected at 220; and 2011 hires are projected at 233. The impact of the 2011 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 \$4.4M in 2011.

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 2011.

Given that the Service budget is based on actual salary levels as well as the timing of hires and separations, these impacts must be annualized in the following year. The 2011 annualized net impact of 2010 hires and separations is an increase of \$4.1M.

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 cost of these reclassifications in 2011 is \$8.4M.

- HR Strategy for Civilian Members: The current Board-approved civilian establishment is 2,068 positions (the 2010-approved establishment of 2,067 increased by one to reflect the civilianization of one position). 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 six-month salary gap is assumed for each anticipated vacancy (with the exception of positions that must be fully staffed, such as Communication Operators and Court Officers). Civilian gapping in 2011 is at 3.6% (unchanged from 2010). 2011 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. Civilian salaries are increasing by \$1.1M in 2011, primarily resulting from increments and the annualization of 11 revenue-funded Court Officer positions approved in 2010.

(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.

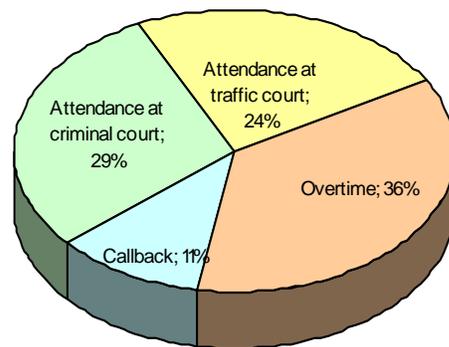


Figure 2 – Premium Pay by Reason for Expenditure

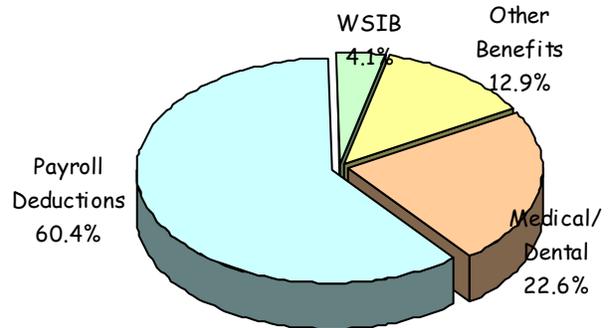
The total premium pay budget for 2011 (exclusive of the annualized impact of the salary settlement) is \$43.1M. This budget represents an increase of \$0.2M (0.03% increase over the 2010 total budget). The 2011 budget request for premium pay is based on anticipated 2010 requirements taking into account prior years' spending history, estimated changes in activity levels and Service initiatives that may impact the requirement for premium pay. The \$0.2M increase is attributed to an increase in the court budget 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, to ensure officers are able to attend court as required. This initiative is fully funded by revenue from the City of Toronto's Court Services, and there is a corresponding increase of \$0.2M in the revenue category (discussed later in this report), resulting in no net impact on the overall Service budget.

(d) Statutory Deductions and Fringe Benefits

This category of expenditure represents an increase of \$12.1M (a 1.4% increase over the Service's total 2010 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 by 1% of salaries effective January 2011. As a result the OMERS budget will require an additional \$6.9M in 2011.

- 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 2011, both of these costs have increased. Total costs are projected to increase by \$0.6M.



**Figure 3 - Breakdown of Statutory Deductions and Fringe Benefits**

- Medical/dental costs: The budget for these costs is based on the cost of drugs and services as well as utilization rates. In 2011, these costs are projected to increase by \$1.5M. 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 \$0.5M in 2011. The budget for these accounts is based on the Service's historical trends for these expenditures.
- Net other changes to benefits: The remaining \$2.6M increase is for benefits funded by reserves, and is offset through an increase in revenue (draws from 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 the Sick Pay Gratuity and Insurance reserves, while the Service manages the remainder.

The Service projects the long-term requirements of its various reserves with the goal of achieving stable contribution levels for the long term. Two reserves (the Vehicle and Equipment and the Health Care Reserve) continue to require increases to their contribution levels. The Vehicle and Equipment Reserve is used to fund the lifecycle replacement of our fleet of vehicles, information technology equipment, and various other equipment items. The 2011 contribution for this reserve is increasing by \$1.1M and, based on current projections, will stabilize in 2013. The Health Care Spending Reserve is used to fund the post-retirement health care benefit negotiated in the 2008-2010 collective agreements. The 2011 contribution for this reserve is increasing by \$0.1M. It is anticipated that this contribution will continue to increase at a modest rate for several years into the future.

The Central Sick Bank 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 2011. Accordingly, contributions have been increased in 2011 by \$0.3M.

It should be noted that no provision has been included in this budget request for increased contributions required to the Sick Pay Gratuity Reserve. Following discussions with City staff, the additional \$6.5M that the City has advised should be contributed annually to this reserve, has been deferred due to the financial constraints the City is facing.

(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 2010 level. Increases have only been included if they are a result of a contractual obligation, an impact from a completed capital project, and/or based on actual historical experience. One-time reductions have been taken into account where applicable. The total increase for these expenditures is \$1.0M (a 0.1% increase over the Service's total 2010 budget). The following summarizes the most significant changes:

- Caretaking, Maintenance and Utility Costs for TPS facilities (increase of \$0.5M): The City initially estimated that a \$2.2M increase would be required to this budget. However, after discussions between Service and City staff to determine appropriate service levels for caretaking and maintenance, the initial increase was reduced by \$1.7M. The remaining increase of \$0.5M is due mainly to increased costs for salary settlement increases for City staff, and increases in utility costs.
- Computer Maintenance (decrease of \$0.6M): 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. Procurement processes conducted in 2010 have resulted in favourable maintenance contracts and expenditures for 2011, resulting in a decrease of \$0.6M to the 2011 operating budget request for these requirements.
- Telephone and Data Lines (increase of \$0.7M): The cost for voice lines is projected to increase as a result of some moves and construction (for example, additional lines in the Major Incident Command Centre (MICC) and the new 11 Division facility). In addition, the 2011 budget includes the impact of additional line costs for the transition period during which the Service is moving from leased data lines to TPS-owned fibre, or to Cogeco leased fibre.

- Vehicle maintenance (decrease of \$0.3M): Total budgets related to vehicle preparation, maintenance, parts and rental have been decreased based on a lower estimated average repair costs for Service vehicles.

Operating impact from Capital (increase of \$0.6M): When the capital budget is prepared, estimated operating budget impacts are included as part of the business case, and are identified to the Board during its consideration and approval of each project in the Capital Program. The majority of the operating impact from capital projects in 2011 relates to the In-Car-Camera project. On-going costs will be incurred for the installation and maintenance of the in-car cameras. When the In-Car Camera project started, a requirement of five civilian positions was identified to address the increased workload from and on-going support required for this new system. However, as previously indicated in this report, the Service has reviewed its processes and reassigned responsibilities internally to meet these additional requirements. As a result, the operating impact for this project has been reduced to \$0.5M, for materials and services to maintain this system. The Service has also removed its request for one additional position related to HRMS Additional Functionality project. Other operating impacts from capital include the on-going maintenance costs for the MICC and TPS Links.

- Net other changes to expenditures (\$0.1M): Various other accounts are increasing or decreasing by small amounts, due to known changes or based on historical trends, with an overall impact of \$0.1M.

#### (g) Revenue

All revenue accounts have been analyzed and adjusted to reflect 2010 experience and/or known changes in 2011. Total revenue has been increased by \$3.3M, resulting in a 0.4% decrease over the Service's total 2010 budget. The following outlines the most significant changes:

- Loss of one-time funding (\$1.1M decrease): The Service deployed officers to the Winter Olympics in Vancouver in 2010. The RCMP reimbursed the Service for the cost of the officers provided, resulting in a one-time revenue amount of \$1.1M. Loss of this one-time revenue in 2010 is now creating a 2011 pressure.
- Off-Duty POA Court Attendance (\$0.2M increase): As discussed in the premium pay section of this report, there is an anticipated increase in City recoveries for this initiative, in the amount of \$0.2M.
- Draw from Reserves (\$2.5M increase): This draw has a net-zero impact as there is a corresponding increase in the estimated expense in the fringe benefits area, discussed earlier in this report.
- Other Revenue (\$1.7M increase): Various other revenue accounts have been adjusted based on 2010 experience (e.g., paid duties, city recoveries). This has resulted in increased revenue of \$0.4M.

The 2010 approved budget included a one-time unallocated reduction of \$5.9M (Min. No. P58/10 refers). \$3.4M of this unallocated reduction was allocated to salaries, and was accomplished through the reduction and deferral of recruit classes in 2010. The remaining \$2.5M remained unallocated in the Service's revenue accounts. This year, following a meeting with the City Manager and in light of the City's financial pressures, the Service has agreed to a \$3.8M additional reduction. This reduction has been allocated as an increase to the revenue accounts until the Service can better determine how to achieve the reduction. This results in a net revenue increase of \$1.3M over 2010.

Conclusion:

The Toronto Police Service's 2011 net operating budget request of \$914.9M is \$26.7M or 3.0% higher than the 2010 net operating budget of \$888.2M. The 2011 budget request includes the funding required to achieve an average deployed strength of 5,598 officers, up from 5,578 budgeted in 2010, but still below the deployment target of 5,617, as well as the necessary supporting infrastructure (e.g., civilian staffing, equipment, services). No new uniform or civilian positions have been included in the budget request. 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. The current collective agreements expire December 31, 2010, and the 2011 budget request does not include the impact of these labour contracts which are expected to be completed in 2011.

It is important to note that 94% (or \$25.1M) of the total budget increase over 2010 is required to fund collective agreements obligations (\$11.7M), the annualization of staggered 2010 cost of living increases (\$6.0M) and higher statutory deductions (in particular increased OMERS contributions - \$6.9M). The remaining 6% (\$1.6M) is required to fund increased contributions to reserves and other non-salary-related expenditures, as well as changes to revenues.

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. Operational and management processes will continue to be reviewed to identify any possible efficiencies and ensure risks are properly mitigated, such that the greatest value is achieved from the resources and funds allocated to the Service.

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

**The foregoing report was considered in conjunction with the Toronto Police Services Board and Toronto Police Service-Parking Enforcement Unit's 2011 Operating Budget Submissions (Min. Nos. P4/11 & P6/11 refer).**

**cont...d**

**Mr. Tony Veneziano, Chief Administrative Officer, and Mr. Angelo Cristofaro, Director of Finance and Administration, were in attendance and delivered a presentation to the Board. A copy of the presentation is on file in the Board office.**

**Mr. John Sewell, Toronto Police Accountability Coalition, was in attendance and delivered a deputation with regard to the Toronto Police Service – 2011 Operating Budget request. Mr. Sewell also provided a written submission in support of his deputation; copy on file in the Board office.**

**In response to questions about the breakdown of the recommended 3.0% increase over the 2010 net approved budget, Chief Blair said that 2.8% of the 3.0% is directly related to contractual obligations arising from the 2008-2010 collective agreements. A relatively small salary increase occurred late in 2010 and the annualized costs are reflected in the 2011 budget request.**

**In response to questions about the process by which the Toronto Police Service developed the 2011 budget request, Chief Blair said that the Service generally followed the City-issued guidelines for budget development and engaged in discussions with City budget staff. Chief Blair said that City staff were aware that the Service could not achieve a budget reduction target of 5% without significantly reducing staff and he advised them that he does not have the legal authority to unilaterally implement staff reductions. The proposed budget request was also reviewed in great detail by the Board's Budget Sub-Committee.**

**Chief Blair provided the Board with examples of the initiatives the Service has implemented in order to deliver policing services efficiently with less financial resources.**

**The following Motions were presented to the Board with regard to all three budget reports:**

- 1. THAT the Board receive the 2011 operating budget requests for the Toronto Police Services Board, the Toronto Police Service and the Toronto Police Service – Parking Enforcement Unit and refer them to the Budget Sub-Committee for further review and consultation. Both the Budget Sub-Committee and a special public Board meeting are to take place no later than January 11, 2011; and**
- 2. THAT, with regard to the Toronto Police Service 2011 operating budget request, the Chief of Police provide a detailed report with a line-by-line breakdown of the portion (2.8%) of the 3.0% recommended increase that is related to contractual obligations and that the report also include the costs associated to cleaning and caretaking services.**

**A request for a recorded vote on the foregoing Motions was submitted in accordance with section 22 of the Board's Procedural by-Law.**

**The voting was recorded as follows:**

**For**

**Opposed**

**Chair Alok Mukherjee  
Vice-Chair Michael Thompson  
Dr. Dhun Noria  
Councillor Frances Nunziata  
Ms. Judi Cohen  
Councillor Chin Lee**

**nil**

**The Motions were approved.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE SPECIAL PUBLIC MEETING  
OF THE TORONTO POLICE SERVICES BOARD HELD ON JANUARY 05, 2011**

**#P6. TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT:  
2011 OPERATING BUDGET SUBMISSION**

The Board was in receipt of the following report December 20, 2010 from William Blair, Chief of Police:

Subject: 2011 OPERATING BUDGET REQUEST FOR THE TORONTO POLICE  
SERVICE PARKING ENFORCEMENT UNIT

Recommendations:

It is recommended that:

- (1) the Board approve a 2011 net Operating Budget request of \$39.5 Million (M), a zero increase over the 2010 net approved budget, excluding the impact of any 2011 labour contract settlement;
- (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 2011 net operating budget request of \$39.5M represents a zero increase over the approved 2010 net operating budget.

Background/Purpose:

The purpose of this report is to provide the Board with the Parking Enforcement Unit's (PEU) 2011 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 2011 PEU operating budget request is provided below.

*2011 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 or expenditures where risk of liability associated with deferral is low; and
- ensure proposed service enhancements (if any) are consistent with Service priorities.

The 2011 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.

*2011 Operating Budget Request:*

The table below summarizes the PEU 2011 net operating budget request by category.

<b>2011 Budget Request Summary</b>	<b>Request (\$thousands)*</b>	<b>Change (\$thousands)</b>	<b>Change (% over 2010 Total Budget)</b>
2010 Approved Budget - \$39,513.3			
(a) Annualized Impact of Salary Settlement	\$213.8	\$213.8	0.54%
(b) Salaries and Premium Pay	\$27,937.2	(\$657.4)	(1.66%)
(c) Fringe Benefits	\$6,241.6	\$302.9	0.77%
<b>Sub-total, Salaries and Benefits</b>	<b>\$34,392.6</b>	<b>(\$140.7)</b>	<b>(0.36%)</b>
(d) Non-salary	\$5,120.7	\$140.7	0.36%
<b>Total 2011 Budget Request</b>	<b>\$39,513.3</b>	<b>\$0.0</b>	<b>0.00%</b>

*\* All amounts exclude impacts from any potential 2011 contract settlements*

(a) Annualized Impact of 2010 Salary Settlement

The current contracts with the Toronto Police Association and Toronto Police Senior Officers' Organization expire on December 31, 2010, and no assumptions have been made regarding any impact from a potential 2011 labour contract. However, the 2008 to 2010 salary settlement will result in annualized impact of \$0.2M in 2011. This impact is a result of the staggered nature of the salary increases awarded for 2010.

(b) Salaries and Premium Pay

The 2011 PEU budget maintains the approved current staff complement. The total salary and premium pay budget for 2011 as reflected in the table above, is \$27.9M. This budget represents a decrease of \$657,400 from the 2010 salary budget. The decrease in salaries is due to a reduction in premium pay related to attendance at court.

In 2009, the City opened several additional court rooms to address an increased backlog of court cases, arising from a significant increase in demand by members of the public to contest parking infractions. These additional court rooms resulted 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 members do not attend court, the parking infractions will be revoked. 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. Therefore, members are scheduled to attend court off duty, whenever possible. This has resulted in premium pay pressures, and the premium pay budget for Parking Enforcement was increased during 2009 and 2010 to address this impact.

During 2010, the premium pay pressures did not materialize to the extent anticipated. The uptake on call back (overtime) assignments required to maintain enforcement levels has been less than anticipated. Consequently, based on actual experience in 2010, Parking Enforcement is able to reduce the 2011 premium pay budget request by \$663,900. Minor increases in other salary items of \$6,500 result in an overall reduction of \$657,400 for this category.

(c) Fringe Benefits

The total fringe benefits budget for 2011 (exclusive of salary settlement) is \$6.2M. This budget represents an increase of \$302,900 over the 2010 fringe benefits 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. The payroll deductions have increased by \$254,400 in 2011, primarily due to an increase in the OMERS contribution rate. Other benefits have increased by \$48,500 in 2011 and the majority of this increase is for medical/dental coverage.

(d) Non-Salary

Non-salary accounts constitute 13% (\$5.1M) of the net budget. The 2011 budget represents an increase of \$140,700 over the 2010 non-salary budget. The \$140,700 increase is mainly attributable to maintenance costs for handheld parking devices as a result of the anticipated replacement of the handheld parking devices during 2011. The maintenance cost was previously included as part of the initial purchase price under the capital budget.

Conclusion:

The PEU's 2011 operating budget request is \$39.5M, a zero increase over 2010. This budget request excludes the impact of any 2011 labour contract settlements (the current contract expires December 31, 2010). This budget projects the same level of enforcement as in 2010, with a projected issuance of 2.8M tags. 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 and Deputy Chief Anthony Warr, Specialized Operations Command, will be in attendance to answer any questions from the Board.

**The foregoing report was considered in conjunction with the Toronto Police Services Board and Toronto Police Service's 2011 Operating Budget Submissions (Min. Nos. P4/11 & P5/11 refer).**

**The three budget reports were considered together, and following a discussion, the following Motions were presented to the Board:**

- 1. THAT the Board receive the 2011 operating budget requests for the Toronto Police Services Board, the Toronto Police Service and the Toronto Police Service – Parking Enforcement Unit and refer them to the Budget Sub-Committee for further review and consultation. Both the Budget Sub-Committee and a special public Board meeting are to take place no later than January 11, 2011; and**
- 2. THAT, with regard to the Toronto Police Service 2011 operating budget request, the Chief of Police provide a detailed report with a line-by-line breakdown of the portion (2.8%) of the 3.0% recommended increase that is related to contractual obligations and that the report also include the costs associated to cleaning and caretaking services.**

**A request for a recorded vote on the foregoing Motions was submitted in accordance with section 22 of the Board's Procedural by-Law.**

**The voting was recorded as follows:**

<u>For</u>	<u>Opposed</u>
<b>Chair Alok Mukherjee Vice-Chair Michael Thompson Dr. Dhun Noria Councillor Frances Nunziata Ms. Judi Cohen Councillor Chin Lee</b>	<b>nil</b>

**The Motions were approved.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE SPECIAL PUBLIC MEETING  
OF THE TORONTO POLICE SERVICES BOARD HELD ON JANUARY 05, 2011**

**#P7. TORONTO POLICE SERVICE – WITHDRAWAL OF THE PARKING  
ENFORCEMENT UNIT’S 2011-2020 CAPITAL PROGRAM REQUEST**

The Board was in receipt of the following report December 21, 2010 from William Blair, Chief of Police:

Subject: TORONTO POLICE SERVICE – WITHDRAWAL OF THE PARKING  
ENFORCEMENT UNIT’S 2011-2020 CAPITAL PROGRAM REQUEST

Recommendations:

It is recommended that:

- (1) the Board rescind its approval of the 2011-2020 Parking Enforcement Unit’s Capital Program (Min. P260/10 refers); and
- (2) the Board forward a copy of this report to the City of Toronto Budget Committee and the City’s Deputy City Manager and Chief Financial Officer for information.

Financial Implications:

Approval of the recommendations in this report will result in the withdrawal of the previously approved Capital program for the Service’s Parking Enforcement Unit (Min. P260/10 refers).

Background/Purpose:

The Parking Enforcement Unit is currently housed in two separate leased facilities, known as the East (PKE) and West (PKW) parking enforcement operations. The PKE facility also houses the Parking Enforcement unit’s headquarters (PHQ). The lease for the PKE facility, located at 1500 Don Mills Road, expires on June 30, 2014. The lease for the PKW facility, located at 970 Lawrence Avenue West, expires on December 31, 2014.

The Service examined the option of consolidating the PKE and PKW operations into one facility in order to eliminate lease payments and reduce administrative costs by being in one location.

At its meeting of September 23, 2010, the Board approved a capital project for Parking Enforcement to purchase and renovate, or to construct, a consolidated facility at a very preliminary cost estimate of \$23M. The project cost estimate was predicated on the ability of City Real Estate and the Service to find a suitable property in a defined area of the City. It is essential that a consolidated facility be located in a geographic area that ensures effective staff deployment, so that there is minimal impact on enforcement activities and overall service delivery and support.

Capital programs are expected to be forwarded to City Council for approval in February 2011, through the City Budget Committee. Based on the high cost and payback period for the proposed parking enforcement consolidated facility, and since the City did not establish debt targets for the parking enforcement consolidated facility project, the Service revisited the project to determine if a more cost-effective option could be identified.

#### Discussion:

The Service has considered options that would take into consideration the main issues related to the location of a consolidated Parking Enforcement operation, specifically:

- maintain the goal of moving out of leased facilities (the two facilities cost \$1.5M annually to lease, and the leases expire in 2014);
- ensure operational needs are not adversely affected and enable the continued effective deployment of Parking Enforcement Officers (PEOs) across the City; and
- acquire and construct or modify a facility in the most cost-effective manner.

The recent acquisition of the property at 330 Progress Avenue, for the Service's new Property and Evidence facility, has provided the option of establishing a consolidated parking facility at this site. The site is large enough to include a consolidated parking facility. However, the location is not optimal from an overall operations perspective as PKW would incur significant more travel time, thereby potentially impacting its enforcement activities.

#### *Revised Proposal:*

An ideal location for a consolidated Parking Enforcement unit that would not impact on service delivery may be very difficult to find given the unit's requirements. As a result, the Service has examined other options and developed an alternative proposal that would be much more cost-effective to implement by making use of existing Service facilities:

- locate Parking East and Parking Headquarters operations in the existing building at 330 Progress Avenue, as the existing office space could accommodate both Property and Evidence Management and the Parking Enforcement unit requirements; and
- locate Parking West operations at existing police facilities in the west end of the City.

The cost to implement this proposal would be significantly less than the \$23M approved in the current 2011-2020 Parking Enforcement Capital Program. Initial estimates suggest that the renovation costs at Progress Avenue, combined with any renovations required at existing west-end Service facilities for PKW, would be approximately \$8M. Taking into consideration PKE and PKW lease savings, it is estimated that the funding of this proposal could be accommodated through recoverable debt, with an approximate seven year payback. Renovations would have to begin in 2012 to ensure the facilities are ready to be moved into by Parking Enforcement staff prior to the expiry of the leases in 2014.

The Service will therefore submit a capital project request in the 2012-2021 Capital Program that would reflect the above proposal, and provide more up-to-date cost estimates for the project.

*Future Plans for 330 Progress Avenue:*

The primary use for the new facility at 330 Progress Avenue is for the Property and Evidence Management unit. However, in addition to the option of moving PKE and PHQ to 330 Progress Avenue, the Service has also identified potential opportunities for an archive and storage location and the possibility of housing the Public Safety unit at the 330 Progress Avenue site. The Service is also continuing to examine the potential use of the unused land at 330 Progress Avenue for other police operations, and has included a placeholder in its 2011-2020 Capital Program for this purpose.

Conclusion:

The Service's parking enforcement facility capital program was approved by the Board at its September 2010 meeting.

The estimated cost (\$23M) and long payback period, combined with the difficulty of finding a consolidated facility that effectively meets the operational needs of Parking East and Parking West, has caused the Service to revisit its original plan. As a result, a revised and more cost-effective proposal has been identified that utilizes existing Service facilities.

This revised proposal will be included as a project in the Service's 2012-2021 capital program request. The parking enforcement capital program previously approved by the Board can therefore be rescinded.

The Service has discussed this proposal with the City Manager and Deputy City Manager/Chief Financial Officer who both support the revised approach being taken.

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

**The Board approved the foregoing report.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE SPECIAL PUBLIC MEETING  
OF THE TORONTO POLICE SERVICES BOARD HELD ON JANUARY 05, 2011**

**#P8. TORONTO POLICE SERVICES BOARD – 2011 MEETING SCHEDULE**

The Board was in receipt of the following report December 30, 2010 from Alok Mukherjee, Chair:

Subject: TORONTO POLICE SERVICES BOARD - 2011 MEETING SCHEDULE

Recommendation:

It is recommended that the Board approve the 2011 meeting schedule outlined in this report.

Financial Implications:

The approval of the recommendation in this report will not result in any financial expenditures except for normal administrative costs for the Board meetings.

Background/Purpose:

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

Beginning in the year 2006, the Board recognized culturally-significant days and a policy was approved in which the Board indicated that it would attempt to avoid scheduling any meetings involving the public and the community on these days. A list of days formally recognized as culturally significant was also approved (Min. No. P358/05 refers).

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

Discussion:

I have reviewed the current 2011 schedule of meetings developed by the City of Toronto and noted that one week each month has been reserved for agencies, boards, commissions and departments to conduct their business. I have also reviewed the dates upon which culturally-significant holidays will be observed in 2011; and the dates for key conferences and police graduations.

### Board Meeting Schedule – 2011:

Based on the foregoing review, I am proposing the following dates for the Board's 2011 meetings:

Thursday,	February 03
Thursday,	March 03
Thursday,	April 07
<u>Wednesday,</u>	May 11
Thursday,	June 09
Thursday,	July 21
<u>Wednesday,</u>	August 17
Thursday,	September 22
Thursday,	October 20
Thursday,	November 24
Thursday,	December 15

I know that there may be some dates when some Board members may not be able to attend a meeting due to other personal and business commitments. Unless a quorum of the Board cannot be achieved, I believe that the meeting dates as proposed should be confirmed in order to establish a regular cycle of meetings at this time.

### Times and Locations of Board Meetings:

It is anticipated that all in-camera meetings will commence at 9:30 AM followed by a public meeting at 1:30 PM. The meetings will take place at Toronto Police Headquarters. Most public meetings are webcast live through a link on the Board's website, [www.tpsb.ca](http://www.tpsb.ca), or through the Rogers TV website at [www.rogerstv.com](http://www.rogerstv.com).

I will ensure that the Board's website contains up-to-the-minute information on the dates and times of the meetings as well as details of any key issues that may be considered at those meetings.

### Conclusion:

It is recommended that the Board approve the 2011 meeting schedule outlined above.

**The Board approved the foregoing report.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE SPECIAL PUBLIC MEETING  
OF THE TORONTO POLICE SERVICES BOARD HELD ON JANUARY 05, 2011**

**#P9. COMMUNICATION WITH CITY COUNCILLORS – NOTIFICATION  
PROCEDURE**

Councillor Frances Nunziata advised the Board that a representative of Toronto Fire Services will contact a city councillor and provide some details about an emergency situation involving Toronto Fire Services that has occurred in the councillor's ward, provided that the councillor had registered with the City's notification program. Councillor Nunziata displayed copies of the forms that councillors are required to complete in order to register with the notification program.

Councillor Nunziata recommended that a similar notification program be established between the Toronto Police Service and city councillors.

**The Board approved the following Motion:**

**THAT the forms provided by Councillor Nunziata be forwarded to the Chief for review and that he submit a report to the Board for its next meeting on whether or not a similar notification program can be established between the Service and city councillors.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE SPECIAL PUBLIC MEETING  
OF THE TORONTO POLICE SERVICES BOARD HELD ON JANUARY 05, 2011**

**#P10. ADJOURNMENT**

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Alok Mukherjee  
Chair